Social Security Administration

Securing today and tomorrow

Social Security Administration

Justification of Estimates for Appropriations Committees
Fiscal Year 2024

FY 2024 Congressional Justification

Table of Contents

Budget Overview

Technical Material

Summary Table of Appropriation Request and Key Tables

Payments to the Social Security Trust Funds

Supplemental Security Income Program

Limitation on Administrative Expenses

FY 2024 Congressional Justification

Office of the Inspector General

Annual Performance Report

Securing today and tomorrow

Social Security Administration

Budget Overview
Fiscal Year 2024

MESSAGE FROM THE ACTING COMMISSIONER

I am proud to lead the Social Security Administration (SSA) during a critical period of recovery from the lingering effects of the COVID-19 pandemic. I cannot overstate the unwavering commitment of our talented and dedicated employees who touch the lives of millions of people our programs support. The scope of what we do is enormous. Our programs affect individuals at several points in their lives: from birth, to entering the workforce, to facing a disability or loss, and to retirement. The broad and critical nature of our programs drives our request for the resources necessary to improve our service to the public. The fiscal year (FY) 2024 President's Budget request of $15.489 billion for our administrative expenses will help us improve our essential service delivery to the public.

In FY 2023, we are rebuilding our workforce, after ending FY 2022 at our lowest staffing level in over 25 years due to prior years of insufficient funding. Our new hires will help us reduce growing backlogs and improve service to the public. Most notably, we must address the significant number of people who are waiting too long for disability decisions at all levels of the disability process. The FY 2024 President's Budget will support increased staffing levels from FY 2023, allowing us to process about a half million more disability cases in FY 2024 than we completed in FY 2022. In addition, we will be able to make significant progress in other key areas, ranging from reducing wait times on our National 800 Number to eliminating our hearings backlog.

We share claimants' frustrations with waiting over seven months on average for an initial disability decision and agree that this is too long. We are confronting historically high employee losses, especially in the disability determination services (DDS) that make the medical determinations for initial disability claims, reconsiderations, and medical continuing disability reviews. As we collaborate with the DDSs to implement new strategies for employee recruitment and retention, we have begun to see a reduction in our attrition. I have activated a team dedicated to finding ways to eliminate the disability backlog. With the FY 2024 President's Budget, we will begin to reduce the wait times for a disability decision, but it will take a multi-year effort and increased funding to eliminate the backlog.

The President's Budget also includes the resources for us to continue strengthening our workforce by addressing near-term recruitment and retention challenges while also focusing on long-term human capital improvements to ensure necessary staffing in our field offices, teleservice centers, processing centers, and hearing offices. To address our urgent needs and expedite hiring, we obtained direct hiring authority in FY 2023 for certain mission-critical positions. Many of our employees choose to work at SSA because they identify with our public service mission. To engage and retain employees, we need to offer manageable workloads, modern tools, and training and development to build a successful career. To retain staff and remain a competitive employer, we are also exploring other longer-term reforms to build and sustain a diverse and skilled workforce to deliver the services Americans depend on for years to come.

Eliminating the hearings backlog remains a priority. We ended FY 2022 with the lowest level of pending hearings in 22 years; we aim to maintain that momentum. In FY 2023, we are experiencing a temporary increase in our hearings average processing time, as we prioritize processing our oldest cases for people who opted during the pandemic to wait for in-person hearings over telephone or video. We anticipate eliminating the hearings backlog and achieving a 270-day monthly average processing time by the end of FY 2024. Once eliminated, we will work to ensure the backlog does not recur.

Our National 800 Number is a critical service channel. With the funding requested, we will improve the customer experience by providing callers with faster service. In FY 2023, we expect to transition our National 800 Number to a modern telecommunication platform, which will improve service by decreasing wait times to speak to a representative and by offering more self-service opportunities for those who prefer not to wait.

The COVID-19 pandemic highlighted the importance of technology, and we were able to pivot quickly to protect the health and safety of our visitors and employees by accelerating modernization of our virtual services. Implementing our *Information Technology Modernization Plan* has successfully put us on a path to improve automation, optimize operational efficiency, and maximize enterprise productivity. We are focused on creating new digital services to improve the customer and employee experience. The FY 2024 President's Budget request will bolster the ongoing progress to reduce operational costs and provide more digital service options.

We are one of the most important anti-poverty programs in the country. We must ensure that our programs and services are reaching underserved communities and people facing barriers, including individuals experiencing homelessness, income insecurity, with limited English proficiency, and with mental and intellectual disabilities. This Budget will support our Supplemental Security Income outreach work, including collaborating with government agencies and other third-party organizations in local communities to assure convenient access to our services and ensure members of the public are aware of their possible benefit eligibility.

Making the right payment to the right person at the right time is an important tenet in the agency. We recognize the importance of our program integrity workloads to ensure individuals receive the benefits to which they are entitled, while safeguarding the integrity of our programs. We strive to be good stewards of program funds, including through combating waste, fraud, and abuse; quality reviews; cost-effective program integrity work; and payment accuracy efforts. We also know that persistent and increasingly sophisticated malicious cyber campaigns threaten our security and privacy, and so place cybersecurity at the forefront of our effort to protect the sensitive information entrusted to us.

With the FY 2024 President's Budget, we will continue to take on our challenges and make progress in improving service delivery. It is critical that we have sufficient and sustained funding to improve service and support the staffing levels we are restoring in FY 2023. I am grateful for the opportunity to submit a budget that will help us better serve millions of people while maintaining strong stewardship and rigorous oversight of the programs we administer, providing a solid foundation for years to come.

Respectfully,

Kilolo Kijakazi, Ph.D., M.S.W.
Acting Commissioner

March 9, 2023

SOCIAL SECUTITY ADMINISTRATION OVERVIEW

Program Overview

Our budget request will fund the administrative expenses for our three major programs: Old-Age and Survivors Insurance (OASI), Disability Insurance (DI), and Supplemental Security Income (SSI), in addition to other administrative expenses (see Figures 1 and 2). Our request includes funding to help ensure full and equitable access to our programs.

By fiscal year (FY) 2024, we will be delivering approximately $1.5 trillion in payments directly to our beneficiaries; our administrative costs are only about **1 percent** of our total costs. Our programs are the largest anti-poverty programs in the nation. Further, people spend their benefits to pay for living expenses like housing, clothing, and food, putting money into local and State economies.

<u>OASI</u>: Established in 1935, the OASI program is one of the Nation's most successful government programs and is part of the lives of nearly every individual and family in the nation. The OASI program provides retirement and survivors benefits to qualified workers and their families.

<u>DI</u>: Established in 1956, the DI program provides benefits for insured workers who meet our disability requirements and their families.

<u>SSI</u>: Established in 1972, the SSI program provides payments to the aged and adults and children with disabilities or blindness who have income and resources below specific financial limits.

The Social Security Administration (SSA) also supports programs administered by other Federal and State agencies, as required by law, such as Medicare, the Supplemental Nutrition Assistance Program (SNAP), State Children's Health Insurance Program, E-Verify, Medicaid, and Federal Benefits for Veterans, as well as programs associated with the Employee Retirement Income Security Act of 1974, Coal Industry Retiree Health Benefit Act, and Help America Vote Act.

Component Overview

Below is a description of our components, which are funded by our main administrative account, the Limitation on Administrative Expenses (LAE) account.

- ➢ The Office of Operations provides frontline and support services to millions of customers each year and completes our program integrity (PI) work, ensuring we pay the right person the right amount at the right time:

  - o Over 1,200 field offices handle benefit claims, appeals, and post-entitlement events; process applications for Social Security cards; enroll people in Medicare; and address urgent needs and questions from visitors and callers;

  - o Our 24 teleservice centers answer a broad range of Social Security and Medicare questions; schedule appointments with our field offices; provide status updates on current claims or appeals; and ensure the accuracy of our records;

  - o Our 10 regional offices around the country oversee and support our frontline offices across the nation; and

  - o Our 8 processing centers (PC) handle the most complex benefit payment decisions, issue benefit payments after appeals decisions, determine and collect debt, correct records, and perform PI work.

- ➢ The Office of Hearings Operations holds hearings and makes decisions on determinations that people have appealed.

- ➢ The Office of Systems oversees our large information technology (IT) infrastructure and modernizes, expands, and improves our digital services.

- ➢ The Office of Analytics, Review, and Oversight handles the final level of administrative appeals, conducts quality reviews, and oversees agency data, analysis, and fraud prevention.

- ➢ The Office of General Counsel (OGC) provides administrative and programmatic legal counsel and prosecutes fraud cases. OGC also oversees privacy protections and ensures that privacy requirements are met.

- ➢ Headquarters components, such as human resources, facilities, communications, finance, and policy, support our frontline offices.

There are two other significant parts of our budget:

- ➢ The Information Technology Services budget represents the non-staff portion of our IT spending. Even as we focus on enhancing our digital services, approximately two-thirds of this budget keeps our current data centers, computer networks, and phone systems operational and up to date nation-wide.

➢ The disability determination services (DDS) budget funds the State DDS that make the medical determinations for disability claims, reconsiderations, and continuing disability reviews (CDR). DDSs perform a critical part of our disability claims and PI processes.

Figure 1: Benefit Payments and Beneficiaries by Program, FYs 2022-2024

Benefits *(Outlays in Millions)*	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Trust Fund Programs			
OASI	$1,063,875	$1,190,481	$1,295,057
DI	$142,277	$149,285	$156,893
Subtotal, OASDI	$1,206,152	$1,339,766	$1,451,950
General Fund Programs			
SSI – Federal *Note: There will be 13 monthly benefit payments in FY 2022, 12 in FY 2023, and 11 in FY 2024.*	$60,782	$60,104	$57,582
SSI State Supplementary Benefits	$3,025	$3,380	$3,275
Total	$1,269,959	$1,403,250	$1,512,807
Beneficiaries *(in Thousands)*	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Trust Fund Programs			
OASI	56,258	57,493	58,857
DI	9,146	8,836	8,675
Subtotal, OASDI	65,404	66,329	67,532
General Fund Programs			
SSI Federal Recipients	7,519	7,397	7,318
SSI State Supplementary Recipients (with no Federal SSI payment)	133	137	137
Total, *including about 2.5 million concurrent recipients who receive SSI and OASI or DI*	73,056	73,863	74,987

Research Budget

The FY 2024 funding request for research is $91 million, $5 million more than the FY 2023 enacted level. As in previous years, the Budget will fund data development and dissemination, modeling efforts, administrative research, and retirement and disability policy research to better serve the public. We are also interested in working with Congress to renew Section 234 authority in order to provide sufficient time to conduct new and ongoing demonstrations. For additional details, please see our Research and Demonstration Projects exhibit in the corresponding technical material, Program Budget section.

Office of the Inspector General

The FY 2024 funding request for the Office of the Inspector General (OIG) is $120.4 million, an increase of $5.7 million over the FY 2023 enacted level. The OIG's request would allow the OIG to perform its core mission of auditing and investigating SSA programs and operations, while also building its data analytics capacity, increasing data-driven decision-making, investing in IT and automation tools, and building and strengthening its workforce. The Budget also includes a transfer of $19.1 million from the allocation adjustment.

Figure 2: Benefits and Administrative Budget by Program

FY 2024
Distribution of Benefit Payments

SSI 4%
DI 10%
OASI 86%

FY 2024
LAE Budget Authority by Program

HI,SMI, Part D 22%
SSI 33%
OASI 26%
DI 19%

Medical Hospital Insurance (HI), Supplementary Medical Insurance (SMI), and Part D Prescription Drug Benefit
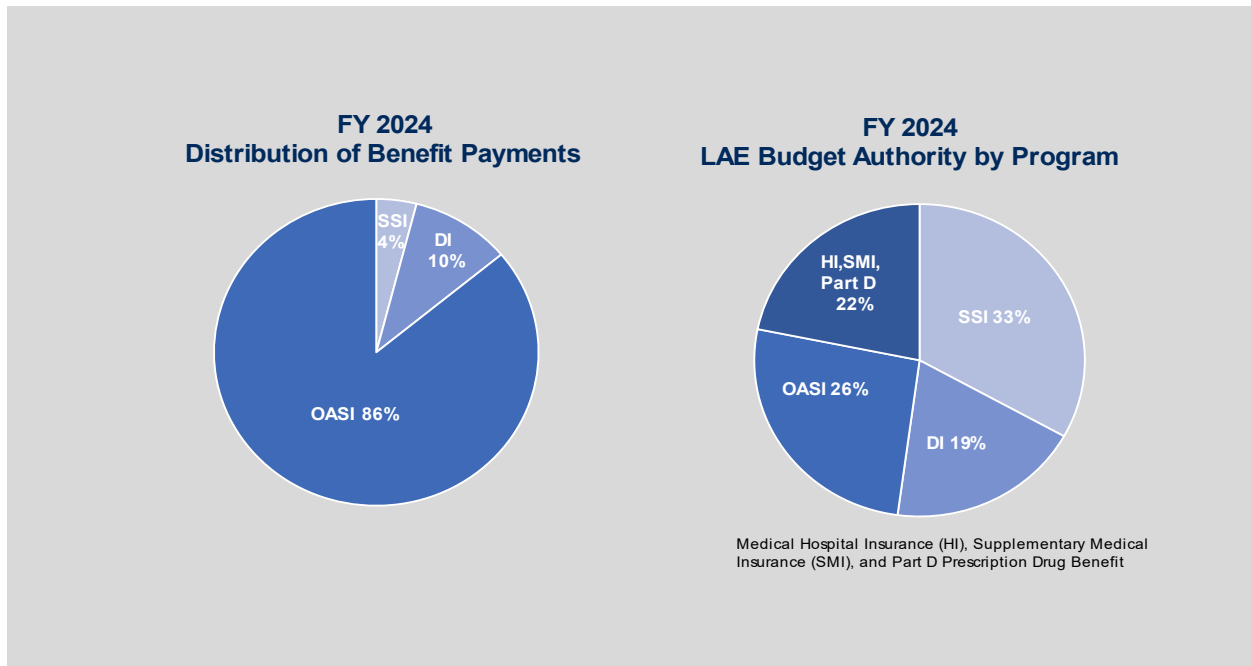
BUDGET HIGHLIGHTS

Our FY 2024 budget request is $15.5 billion, a nearly $1.4 billion or 10 percent increase from the FY 2023 enacted level. This increase is necessary to improve services at our field offices, State DDSs, and teleservice centers for retirees, people with disabilities, and their families. The Budget also assists people facing barriers in accessing our services through expanding online tools and improving National 800 Number service, and by adding staff to reduce the wait for a disability decision. For additional detail, please see Figure 3. Major investments include[1]:

- ➤ **Invest in Frontline Staff to Improve Customer Service.** Total Federal payroll costs of over $8.7 billion, an increase of nearly $700 million from the FY 2023 enacted level, funding salaries and benefits of employees in our frontline operations, hearings operations, and support positions. The $8.7 billion pays for staff in the following areas:

  - o **Strengthening Service in Our Field Offices.** The Budget includes an increase of $250 million to maintain staffing levels for field offices nationwide to better serve the public.

  - o **Improving National 800 Number Service.** The Budget includes an increase of $60 million for teleservice centers to reduce wait times by over 40 percent and substantially reduce busy rates from 15 percent to 3 percent.

  - o **Addressing Processing Center Backlogs.** The Budget includes an increase of over $75 million for PCs to handle more work.

  - o **Eliminating the Disability Hearings Backlog.** The Budget includes an increase of almost $100 million for our hearings offices to eliminate the backlog of disability hearings, decreasing average wait times by one year, from a high of 633 days in September 2017 to 270 days by September 2024.

  - o **Reducing the Initial Disability Claims Backlog.** Almost $2.9 billion supports payroll, hiring, workload processing costs, and other expenses for the State DDSs. This amount is an increase of over $350 million from our FY 2023 enacted level and funds additional staff and pay increases[2] needed to help with recruitment and retention. To address the large backlog of initial disability claims and the additional claims we expect to receive in FY 2024, the Budget expands processing capacity by increasing staffing at the DDS offices. As a result, we expect the DDSs to process over 400,000 more initial disability claims and over 200,000 more reconsiderations than in FY 2023.

- ➤ **Modernize IT Services for the Future.** Over $1.7 billion is for IT services funding, an increase of over $250 million from our FY 2023 enacted level, to help us maintain and modernize our large IT infrastructure and increase our suite of digital and automated services. Our IT budget pays for IT development, servers and computers, ongoing

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[1] The numbers are not additive to the budget total. Some costs are associated with more than one category.
[2] SSA funds the full costs, including pay, for State DDS employees. Each State sets their own pay rates, and multiple States are increasing pay to remain competitive.

systems maintenance to keep our offices operational, our telecommunications network, and our data centers that maintain records for the public.

➢ **Improve Customer Experience and Equity.** The Budget supports significant investments to improve customer experience (CX), service delivery, and equity across our programs. In particular, the Budget invests in building a CX team with the right expertise and talent to integrate human-centered design and build a customer-centric approach to service delivery. The Budget also includes $9 million in the Department of Health and Human Services Budget for the Centers for Medicare and Medicaid Services (CMS) and SSA to jointly pilot efforts to improve the Medicare enrollment experience. We are also committed to prioritizing actions outlined in our *Equity Action Plan*. We will continue our outreach to ensure that SSI benefits reach eligible individuals facing barriers to accessing our services, including homeless individuals, children with disabilities, and people with mental and intellectual disabilities.

➢ **Program Integrity.** Nearly $1.9 billion, $86 million above the 2023 enacted level, for dedicated PI work to provide effective stewardship of taxpayer dollars to protect Social Security, so current and future eligible beneficiaries receive the benefits they deserve.

Figure 3: LAE Budget by Major Funding Category, FY 2024 Estimates

Salaries & Benefits (Payroll) 56%

Disability Determination Services (DDS) 19%

Information Technology Systems (ITS) 10%

Other Objects 9% (guards, postage, medical and vocational experts, medical consultants, supplies, etc.)

Rent/Facilities 6%
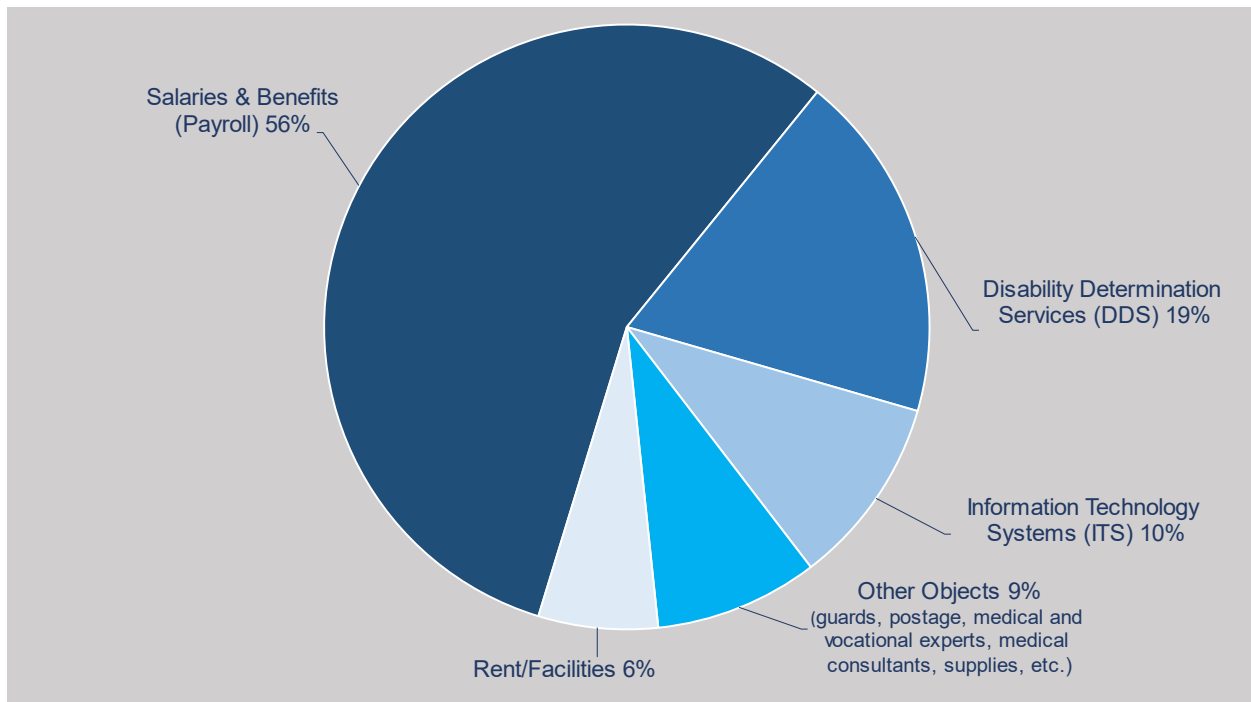
FY 2024 FUNDING TABLE

Sustained, sufficient funding for staffing is required to improve service to the public. Figure 4 displays funding and workyears (WY) for our agency.

LAE funding includes $138 million in FY 2022, $140 million in FY 2023, and $150 million in FY 2024 from SSI user fees. The LAE funding also includes $1 million from Social Security Protection Act user fees in each of those years. The FY 2024 budget assumes LAE appropriations language will provide for 18-month authority to obligate PI funds, similar to prior years.

For Research and Demonstration projects, Congress appropriated $86 million in 3-year authority in both FY 2022 and FY 2023. The FY 2024 budget proposes $91 million in FY 2024 (available through September 30, 2026).

Figure 4: Funding Table

Budget Authority and Workyears (WY)[3] *(numbers may not add due to rounding)*	FY 2022 Enacted	FY 2023 Enacted	FY 2024 President's Budget
Budget Authority, One-Year (Dollars in Millions)			
Limitation on Administrative Expenses (LAE)	$13,342	$14,127	$15,489
(Dedicated Program Integrity Level, Base and Adjustment, included in LAE)	($1,708)	($1,784)	($1,870)
Research and Demonstrations	$86	$86	$91
Office of the Inspector General (OIG)	$109	$115	$120
Total, Budget Authority	**$13,537**	**$14,328**	**$15,701**
SSA WYs	**FY 2022 Actual**	**FY 2023 Estimated**	**FY 2024 President's Budget**
Full-Time Equivalents	57,754	60,177	61,323
Overtime	2,061	2,084	2,084
Lump Sum Leave	280	242	242
Total SSA WY	**60,095**	**62,503**	**63,649**
Disability Determination Services (DDS)	13,825	13,864	14,807
Total SSA/DDS WY	**73,920**	**76,367**	**78,456**
OIG	482	514	540
Total SSA/DDS/ OIG WY	**74,402**	**76,881**	**78,996**

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[3] A workyear is a measure of time employees are paid to complete work or on leave, equivalent to one person working for one year.

The Summary Statement table in Figure 5 displays the estimated distribution of our costs and WYs by major component group.

Figure 5: FY 2024 Summary Statement Table

Dollars in Thousands	FY 2022 Actual		FY 2023 Estimate		FY 2024 Estimate		FY 2023 vs FY 2024 Increase/(Decrease)	
Component	Cost	Workyears	Cost	Workyears	Cost	Workyears	Cost	Workyears
Field Offices	$3,723,183	28,151	$3,984,683	29,151	$4,230,609	29,526	$245,926	375
Teleservice Centers	$382,044	4,222	$433,894	4,592	$489,790	4,876	$55,896	284
Regional Offices	$540,381	1,378	$581,422	1,456	$603,640	1,510	$22,218	54
Subtotal, RC Field	**$4,645,609**	**33,751**	**$4,999,999**	**35,199**	**$5,324,039**	**35,912**	**$324,040**	**713**
Program Service Centers and Office of Central Operations	$1,154,286	10,092	$1,242,847	10,429	$1,331,244	10,502	$88,396	73
Subtotal, Operations	**$5,799,895**	**43,843**	**$6,242,846**	**45,628**	**$6,655,283**	**46,414**	**$412,437**	**786**
Office of Hearings Operations	$1,348,808	7,768	$1,420,636	7,781	$1,531,856	7,880	$111,220	99
Office of Systems	$606,344	3,116	$676,430	3,355	$753,440	3,508	$77,011	153
Office of Analytics, Review, and Oversight	$305,075	1,892	$325,763	1,944	$352,646	1,967	$26,883	23
Office of the General Counsel	$212,662	708	$197,316	712	$217,134	743	$19,818	31
Headquarters	$1,311,074	2,578	$1,473,882	2,883	$1,532,526	2,937	$58,644	54
Subtotal, SSA	**$9,583,857**	**59,905**	**$10,336,872**	**62,303**	**$11,042,885**	**63,449**	**$706,013**	**1,146**
ITS	$1,569,735		$1,454,000		$1,718,000		$264,000	0
DDS	$2,351,342	13,825	$2,524,941	13,864	$2,888,000	14,807	$363,059	943
Total LAE	**$13,504,934**	**73,730**	**$14,315,813**	**76,167**	**$15,648,885**	**78,256**	**$1,333,072**	**2,089**
OIG Transfer			($15,100)		($19,100)		($4,000)	
Total, LAE after OIG Transfer	**$13,504,934**	**73,730**	**$14,300,713**	**76,167**	**$15,629,785**	**78,256**	**$1,329,072**	**2,089**

Our Budget supports restoring our staffing to pre-pandemic levels. In FY 2022, we reached our lowest staffing level in over 25 years (see Figure 6), and the funding increase in FY 2023 allows us to start to rebuild our staff so that we can begin to reduce backlogs and wait times even as the number of beneficiaries increases. It is critical that we receive sufficient funding in FY 2024 to maintain the staffing increases we plan in FY 2023.

Figure 6: Staffing History

Our Budget Supports Restored Staffing Levels to Help Us Serve More Beneficiaries
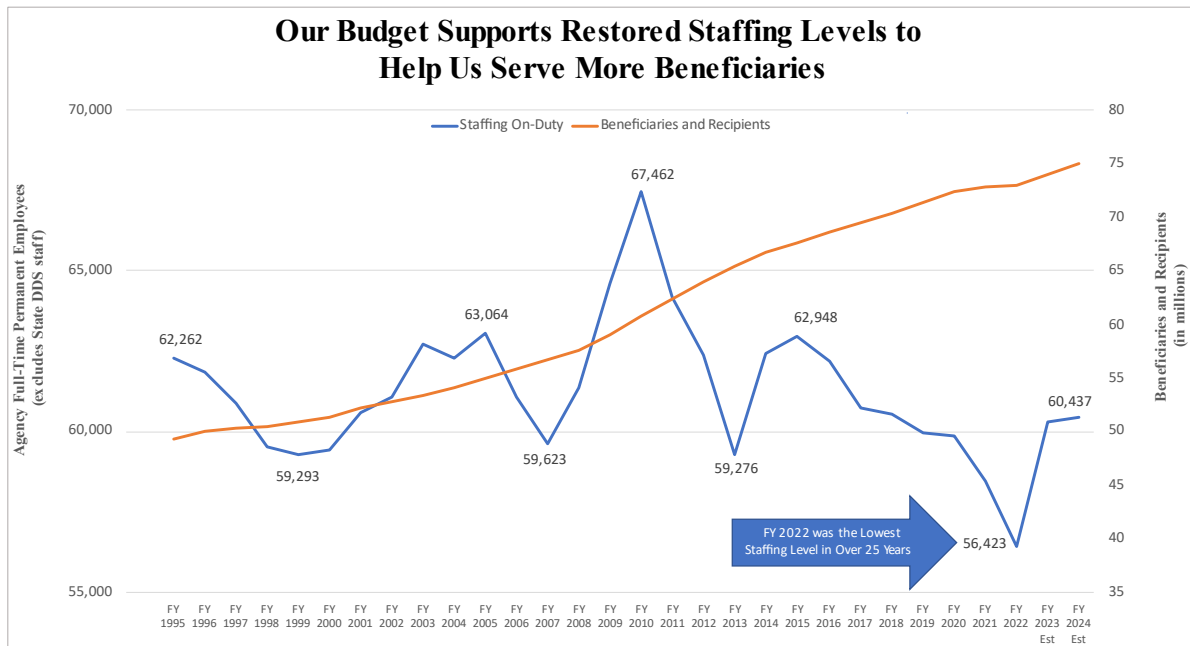
FY 2024 PERFORMANCE TABLE

Our Performance Table shows our actual performance in FY 2022, estimated performance for FY 2023 based on our FY 2023 enacted appropriation, and estimated performance in FY 2024 based on full funding of the FY 2024 President's Budget (see Figures 7 and 8). Please see the subsequent section on Strategic Goals for a discussion of performance.

Figure 7: FY 2024 Performance Table

Workload and Outcome Measures	FY 2022[4] Actual (52 Weeks)	FY 2022 Actual (53 Weeks)	FY 2023 Enacted	FY 2024 President's Budget
Retirement and Survivor Claims (includes Medicare)				
Retirement and Survivor Claims Completed (thousands)	6,474	6,593	6,524	6,561
Disability Claims				
Initial Disability Claims Receipts (thousands)	2,096	2,142	2,202	2,236
Initial Disability Claims Completed (thousands)	1,843	1,883	1,972	2,402
Initial Disability Claims Pending (thousands)	937	941	1,163	996
Average Processing Time for Initial Disability Claims (days)	184	184	220	195
Disability Reconsiderations				
Disability Reconsiderations Receipts (thousands)	532	542	544	709
Disability Reconsiderations Completed (thousands)	473	483	518	736
Disability Reconsiderations Pending (thousands)	234	234	259	232
Average Processing Time for Disability Reconsiderations (days)	183	183	224	193
Hearings				
Hearings Receipts (thousands)	349	357	364	434
Hearings Completed (thousands)	353	363	364	478
Hearings Pending (thousands)	347	344	344	300
Annual Average Processing Time for Hearings Decisions (days)[5]	333	337	475	320
National 800 Number				
National 800 Number Calls Handled (millions)[6][7]	N/A	27	29	32
Average Speed of Answer (ASA) (minutes)	N/A	33	35	20
Agent Busy Rate (percent)	N/A	6%	15%	3%
Program Integrity				
Periodic Continuing Disability Reviews (CDR) Completed (thousands)	N/A	1,506	1,650	1,675
Full Medical CDRs Completed (included above, thousands)	N/A	590	550	575
SSI Non-Medical Redeterminations Completed (thousands)	2,195	2,203	2,517	2,540
Selected Other Agency Workload Measures				
Social Security Numbers Completed (millions)	16	16	18	18
Annual Earnings Items Completed (millions)	294	294	299	301
Social Security Statements Issued (millions)[8]	19	19	15	15
Selected Production Workload Measures				
Disability Determination Services Production per Workyear	230	230	241	273
Office of Hearings Operations Production per Workyear[9]	64	N/A	68	86
Other Work/Service in Support of the Public-Annual Growth of Backlog (workyears)[10]	N/A	N/A	N/A	(400)

[4] FY 2022 was a 53-week year for management information purposes.

[5] Average processing time for hearings is an annual figure. In FY 2023, we plan to continue in-person hearings and prioritize individuals who have waited the longest for a hearing, some of whom during the pandemic opted to wait for an in-person hearing rather than have a video or telephone hearing. As we work through those oldest cases, we anticipate a temporary increase in the average processing time in FY 2023 before improving in FY 2024. Projections for the end of year monthly (September) processing time for hearings is 390 days for FY 2023 and 270 days for FY 2024.

[6] The data reported for FY 2022 is not based on the typical 52 or 53-week management information year; it is based on the fiscal year beginning October 1, 2021, and ending September 30, 2022.

[7] FY 2023 and FY 2024 estimates include National 800 Number Calls Handled by automation, but the FY 2022 actual figure does not because of technical issues. In FY 2023 and FY 2024, we project about 3.5 million automated calls handled in each year. Performance goals assume successful implementation of the Next Generation Telephony Project in summer 2023 and Call Back Assist in mid-FY 2024.

[8] The Social Security Statements Issued measure is for paper Statements only (i.e., not electronic statements). In FY 2022, *my Social Security* users accessed their Social Security Statements 55 million times. Consistent with FY 2022, in FYs 2023 and 2024, we will send paper Statements to people aged 60 and older who are not receiving Social Security benefits and who are not registered for a *my Social Security* account, at a cost of approximately $9.1 million and $9.9 million, respectively. It would cost approximately an additional $82 million in FY 2024 to send Statements to individuals aged 25 and older who are not receiving Social Security benefits.

[9] The Office of Hearings Operations Production per Workyear metric is unavailable through 53 weeks in FY 2022. We would not expect 53-week experience to deviate much—if at all—from the 52-week actual performance.

[10] Consistent with the FY 2023 Congressional Operating Plan, we do not have a budgeted workload measure for "Other Work/Service in Support of the Public – Annual Growth in Backlog" in the enacted budget year, although we estimate the increase in the backlog to be equivalent to be 400 workyears in FY 2023.

Figure 8: FY 2024 President's Budget by Workload[11]

FY 2024 PRESIDENT'S BUDGET BY MAJOR WORKLOAD			
SSA Workloads (Obligations, Dollars in Millions)	**FY 2022 Actual**	**FY 2023 Estimate**	**FY 2024 Estimate**
Retirement and Survivors Claims Completed	$1,427	$1,507	$1,584
Initial Disability Claims Completed	$3,409	$3,824	$4,340
Reconsiderations Completed	$517	$530	$701
Hearings Completed	$2,268	$2,434	$2,680
Social Security Numbers Issued	$790	$920	$931
CDRs and Redeterminations Completed	$1,683	$1,721	$1,815

[11] This chart displays costs for some of our major workloads and is not all-inclusive.

STRATEGIC GOAL 1: *OPTIMIZE THE EXPERIENCE OF SSA CUSTOMERS*

This Budget focuses on improving the public's experience with, and access to, our services and programs. In FY 2024, we will continue to build our internal CX capacity, continue to fulfill our commitments in the CX Executive Order (EO), participate in cross-agency life experience projects, and improve our service delivery in our three High Impact Service Provider service designations.

In accordance with EO 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government,* we are designing and delivering services that reflect the perspective of the people we serve. Our *Agency Strategic Plan for FYs 2022-2026* focuses on transformation to deliver lasting change to empower our employees and serve our customers. We are adopting modern ways to operate and re-engineer policy and business models to provide a better experience for our customers. Our CX team coordinates agency-wide CX management practices and standards, and supports, guides, educates, and enables us to ensure we consistently prioritize the customer's experience. In FY 2023, we hired an experienced industry expert to assess our business practices and make recommendations for achieving our CX goal to continually improving our understanding of our customers, provide easy access to our services across service delivery channels, reduce administrative hurdles and paperwork burdens, enhance transparency, create greater efficiencies across government, and redesign our processes to improve CX. The FY 2024 Budget supports our efforts to build our internal CX capacity through the establishment of a CX team, delivering on our commitments in the CX EO, contributing to cross-agency life experience projects, and make focused improvements to our designated priority services.

For additional details, please see our CX exhibit in the corresponding technical material, LAE section, and performance.gov.

Identify and Address Barriers to Accessing Services

We are working to reduce barriers to access across our programs by identifying and eliminating disparities in service that people with disabilities, workers, and their families may face when doing business with us. The Budget includes funding for outreach in FY 2024 to ensure that individuals eligible for SSI are aware of and can access our services. One of our FYs 2022-2023 Agency Priority Goals (APG) commits to improving equity in our SSI program access through increased outreach and improved benefit delivery, including to communities of color and underserved communities. We expect to increase the number of all SSI applications by 15 percent, restoring rates closer to pre-pandemic levels, and increase the number of SSI applications from underserved communities by 25 percent, both relative to a 2021 baseline, by the end of FY 2023. For a full list of our actions and progress, please see the Advancing Diversity, Equity, Inclusion, and Accessibility exhibit and the Outreach to People Facing Barriers exhibit in the corresponding technical material, LAE section, and performance.gov. Provided below are some highlights.

Accomplishments

- From December 2020 through December 2022, we sent outreach mailers in phases to Social Security beneficiaries who may also be eligible for SSI. In total, we identified 1.4 million potentially eligible individuals, many who may face barriers to our services. The mailer, released in English and Spanish, provided the national toll-free number to assist recipients in determining eligibility for SSI.

> **Fast facts as of January 2023:**
>
> | | |
> |---|---|
> | Volume of outreach mailers sent | 1.4 million |
> | Applications received | 93,042 |
> | Applications approved | 45,097 |

- We added content on our [Information for People Helping Others website](#), which provides online assistance to third parties helping people apply for benefits and access our services. We also created a new [Outreach Materials for People Facing Barriers resource page](#) for groups and organizations, along with an updated Resource page for [Faith and Community Partners](#).

- We trained over 1,800 community-based partners committed to helping individuals file SSI applications.

- Our English and Spanish paid social media campaigns promoting SSI for both children and adults, launched March 2021, have generated 2.3 million website visits and over 394.3 million impressions.

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Air television and radio public service announcements, run paid social media and marketing campaigns, and promote the outreach toolkit;

- Implement a zip code-based targeted campaign for underserved communities to increase awareness about SSI and increase SSI applications;

- Expand the scope of our Vulnerable Population Liaisons—who work directly with our third-party partners to provide claims filing and program support—to serve all community-based organizations for individuals seeking to apply for SSI benefits;

- Improve our service delivery by enhancing our online services, reducing the need for people to come into our offices; and

- Use human-centered design activities for customer research, service design, and performance measurement with our cross-functional "Obtaining Adult Disability Benefits" journey transformation team. The team will analyze and consider how policy, business process, and IT impact the customer's experience when applying for initial disability benefits to inform new CX efforts.

Expand Digital Services

my Social Security, our personalized self-service alternative to telephone and in-person services, gives our customers convenient access to a growing suite of services using their mobile device or computer. As of January 2023, more than 75 million people have signed up to use *my* Social Security to conduct their business online securely and conveniently. In FY 2022, we saw more than 376 million successfully completed online transactions, an 86 million transaction increase from 290 million in FY 2021. We continue to expand our online service options for our customers.

In December 2022, we launched our redesigned ssa.gov website to help our customers find what they need more easily. As part of our ongoing efforts to improve how the public can do business with us, the redesign provides a clear path to the tasks customers need to accomplish. Many of the most visited sections of our website now have a more user-friendly and task-based approach. New pages and improvements based on public feedback will be iteratively unveiled in FY 2023, such as the recent updates to the Medicare application page. We plan to introduce online capabilities and add enhancements to the online experience based on customer feedback and our analyses. The FY 2024 Budget provides for continued digitization of our services and forms that are most viewed or utilized by the public or otherwise important for public engagement, especially those that have non-digital, paper-based, or in-person services without a digital option.

Accomplishments

- Simplified our secure credentials process for *my* Social Security portal access, supporting increased account registrations;

- Launched the redesigned Social Security Statement online via *my* Social Security and by mail, providing users with their earnings records, Social Security and Medicare taxes paid, and future benefit estimates. The Statement also includes targeted supplemental fact sheets and contains links to retirement planning tools, calculators, and other applicable information;

- Implemented and expanded the use of the Internet Social Security Number Replacement Card (iSSNRC) option to request a replacement card for name change due to marriage in certain States;

- Deployed the Online Social Security Number Application Process, which allows people who meet certain criteria to start a Social Security Number application online to decrease the amount of time our customers spend in our field offices and reduce the number of manual inputs required by our technicians; and

- Launched the electronic Protective Filing Tool, enabling potential SSI claimants to establish a protective filing date and set up an appointment to file an application with our field office representatives. To date, we have logged over 500,000 successful transactions through the tool.

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Increase the number of services and forms available on our secure digital platforms to provide more convenient, user-friendly, and secure digital self-service options;

- Increase the number of people who can complete an iSSNRC application by expanding the option of requesting a replacement card for name change due to marriage to additional States;

- Improve the iAppeals online application process by consolidating medical, non-medical, and Office of Appellate Operations online appeal applications into a single-entry point; and

- Implement a mobile-accessible, online process for individuals applying for or receiving services to upload forms, documentation, evidence, or correspondence.

Build a Customer-Focused Organization

Managing the Initial Disability Claims Backlog

Addressing the initial disability claims backlog is a critical part of improving customer service. The attrition rate for disability examiners, who make disability decisions in the State DDSs, increased to historic highs over the last two years, peaking at almost 25 percent in FY 2022. The FY 2024 Budget will allow us to expand our processing capacity and work towards providing timely disability decisions by supporting recruitment and retention in our State DDSs. As of January 2023, there were over 975,000 initial disability claims and about 240,000 reconsiderations pending with average wait times of about 209 days and 208 days respectively.

We have undertaken a hiring surge to address attrition among the State disability examiners. The Budget builds on the FY 2023 staffing efforts as it would support about 1,000 additional full-time equivalents compared to FY 2023. The Budget also supports maximum levels of overtime in our State DDSs to address the disability backlog.

We must reduce wait times for disability claims, as people should not wait more than half a year to receive initial disability decisions. We have made it a priority to improve the average processing times for initial claims and to work down older cases. Average processing times will temporarily increase in FY 2023 as we focus on claims from individuals who have waited the longest for a disability decision and train new staff. Our goal is to complete at least 85 percent of claims that began FY 2023 180 days or older. In FY 2024, we will begin reducing the average processing time for both initial disability claims and reconsiderations, as our new employees are brought on board and increase our capacity to work through pending claims.

In FY 2024, we plan to complete over 2.4 million initial disability claims—about 560,000 more than in FY 2022 and about 430,000 more than in FY 2023. We anticipate that the initial disability claims pending will grow in FY 2023; however, the Budget will allow us to continue hiring and expanding our processing capacity so that we can complete more cases than we receive, putting us on a path to eliminate the backlog. We plan to reduce the initial disability claims pending by nearly 170,000 in FY 2024 compared to FY 2023 (see Figure 9).

Figure 9: Initial Disability Claims Receipts and Completed, FYs 2014-2024
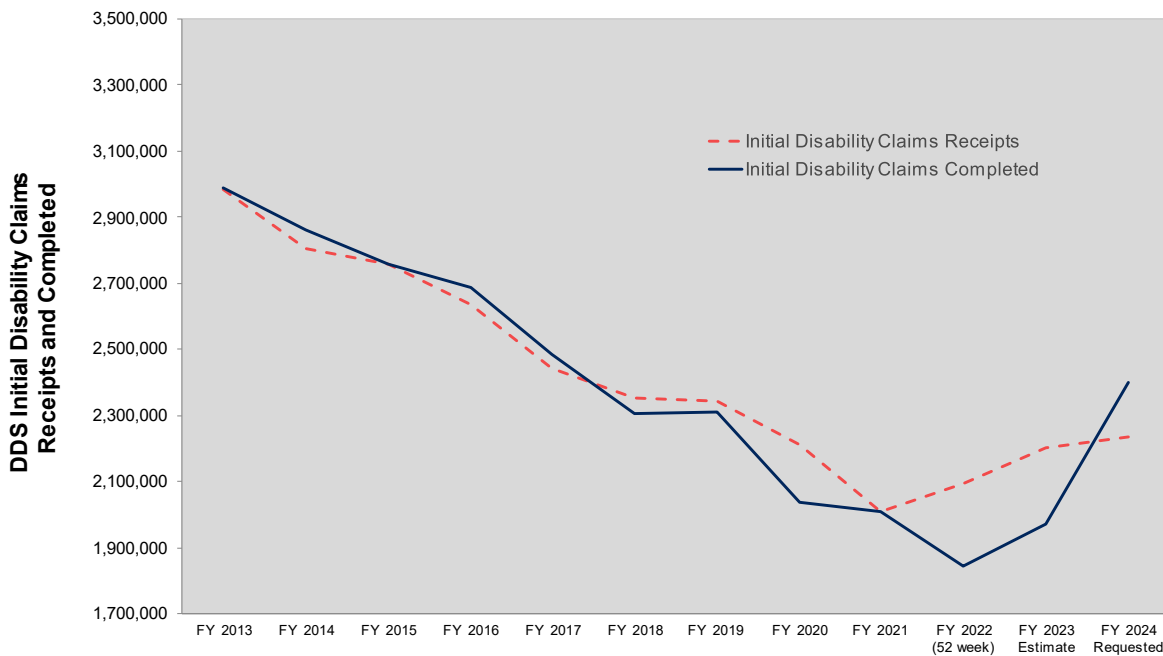
Major Initiatives

We are prioritizing improving recruitment and retention and increasing processing capacity, as people should not wait more than seven months for an initial disability decision, as projected in 2023.

- We are utilizing staff from across the agency to immediately increase processing capacity in the disability workloads. These cadres include:

- o **DDS Assistance Cadre** from the Office of Quality Review to process initial disability claims in key States with some of the greatest backlogs;

- o **Disability Hearings Cadre** comprised of senior attorneys to assist in processing the disability hearing unit workload in the DDSs to allow disability hearing officers in the DDSs to process initial disability claims and CDRs;

- o **Federal Re-employed Annuitants Cadre** consisting of rehired employees, most with disability processing experience, to process initial disability claims; and

- o **Office of Hearings Operations Assistance Cadres** comprised of decision writers to process initial disability claims and CDRs in key States with some of the greatest backlogs.

- We are engaging State DDS Administrators throughout the nation to increase recruitment and retention at the State level as quickly as possible, and we are also working with the Office of Personnel Management (OPM) to make it easier to onboard and train new hires. Initiatives include:

  - o **Salaries**: The 2024 Budget will support pay increases for DDS employees to increase the competitiveness of DDS positions;

  - o **Background checks**: Working with OPM and our Office of Human Resources to reduce the time to complete background checks for new hires;

  - o **Marketing**: Created an overview of job duties and responsibilities for recruitment through video-on-demand while also exploring ways to diversify platforms for recruitment;

  - o **Training**: Developing virtual training tools and site-to-site training, which will allow DDS employees to access training across the nation;

  - o **Mentoring**: Exploring mentor programs to improve employee morale and increase retention by promoting professional and career growth in the DDS;

  - o **Employee Engagement**: Developed employee engagement and exit surveys for use by the DDSs; and

  - o **Business Process Strategies**: Identified best practices to utilize examiner time for adjudicative functions and improve efficiency.

- We are working with States and exploring the use of Federal resources to facilitate more efficient collection of medical evidence by establishing a national contract with medical and psychological consultants needed to make disability decisions, and we issued guidance permitting telehealth for certain consultive examinations.

- We are exploring flexible, national groups to help the most stressed DDSs.

- We have implemented the Disability Case Processing System (DCPS2), which replaced 52 independently operated legacy systems used by DDSs with a modern, scalable, and secure application capable of providing the flexibility and high performance that the DDSs and Federal sites need to process disability claims timely and efficiently.

- We are using Intelligent Medical-Language Analysis Generation to improve efficiency with lengthy medical report review.

- We are conducting analyses on workload data to identify and eliminate bottlenecks in claims processing.

- We are collaborating with the DDSs to learn first-hand about the issues they are facing and working together on solutions. We are providing budgetary, technological, and policy support to best serve the public.

While it will take time to see the results of our activities, we will make progress just as we have done with our hearings backlog. Increases in initial disability claims processing will generate additional claimant appeals, so it is imperative that we stay on track to eliminate the hearings backlog and prevent its reoccurrence.

Eliminating the Disability Hearings Backlog

In FY 2024, we expect increases in hearings receipts, as we complete additional initial disability claims and disability reconsiderations. We are prioritizing our actions to keep pace with completing incoming volumes while reducing the time individuals wait for a hearing. We anticipate eliminating the backlog and achieving a 270-day monthly average wait time by the end of FY 2024.

We are experiencing a temporary increase in the average processing time, because we are prioritizing individuals who have waited the longest and who chose to wait for an in-person hearing rather than accepting a video or telephone hearing when our hearing offices were closed to the public during the pandemic. We project that our monthly average processing time for hearings will be 390 days at the end of FY 2023. The $55 million in dedicated funding that we received from Congress in FY 2023 has put us on the path to eliminate the backlog by the end of FY 2024. At the end of FY 2022, we began the process to hire administrative law judges for the first time since FY 2018 to prepare for expected workload increases. In addition, we are hiring legal assistants to improve scheduling of hearings in support of our plan to eliminate the backlog.

Figure 10: Hearings Wait Times, FY 2014-FY 2024
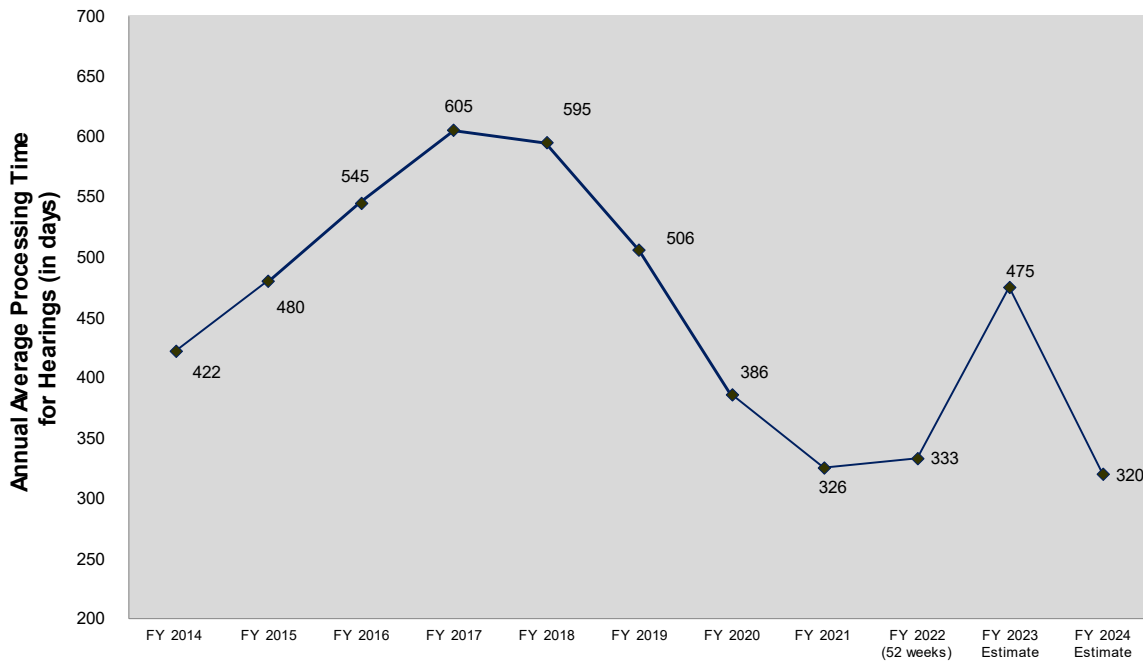
Accomplishments

- Reduced our pending number of hearings to under 352,000 cases in January 2023 from the peak of over 1.1 million cases in September 2017; and

- Reduced the average wait time for a hearing to 460 days in January 2023 from the peak of 633 days in September 2017.

Major Initiatives

In FY 2023 and 2024, we plan to:

- Eliminate the hearings backlog by the end of FY 2024 and continue making fair, policy-compliant disability decisions supported by the most efficient, modern business processes; and

- Improve service, in-line quality, and efficiency in our hearings process by adding functionality to our Hearings and Appeals Case Processing System, including eliminating paper forms and wet signatures.

Improving National 800 Number Service

Our National 800 Number representatives offer a variety of services including:

➢ Answering a broad range of Social Security and Medicare questions;

> ➢ Scheduling appointments with our field offices;

> ➢ Providing status updates on current claims or appeals; and

> ➢ Ensuring the accuracy of our records.

Although more of our customers are using our online services, millions depend on our National 800 Number technicians to answer important questions and use our phone services as the primary method to contact us. The problems with our outdated phone systems have frustrated the public and our telephone agents due to increased busy signals, long waits, and dropped calls. Hiring challenges and high attrition have also impacted service. We are working to address these issues to reduce customer wait times, as it is critical that we provide a stable, reliable, and accessible phone number for people to reach us.

While developing our new National 800 Number system, we experienced unexpected delays. We are working with our contractor to implement phase one of our Next Generation Telephony Project, which will allow us to replace our outdated technology and offer enhanced features, including estimated wait times and increased call capacity.

In FY 2023, we estimate our speed of answer will be approximately 35 minutes compared to 33 minutes in FY 2022, while our busy rate will be 15 percent compared to 6 percent in FY 2022. While this average speed of answer is markedly higher than our APG of under 12 minutes, we are upgrading the systems necessary to reduce customer wait times. In addition to systems upgrades, we are hiring more teleservice representatives and implementing improved training to help us serve the public. With additional staff and successful implementation of our new telecommunication platform, we anticipate noticeable improvement in our performance. In FY 2024, we plan to reduce wait times to 20 minutes and reduce our busy rate to 3 percent (see Figure 11).

Accomplishments

- Handled about 27 million calls in FY 2022 on the National 800 Number, not including calls handled via our self-service options.

Major Initiatives

- Implement our phone system modernization, the Next Generation Telephony Project.
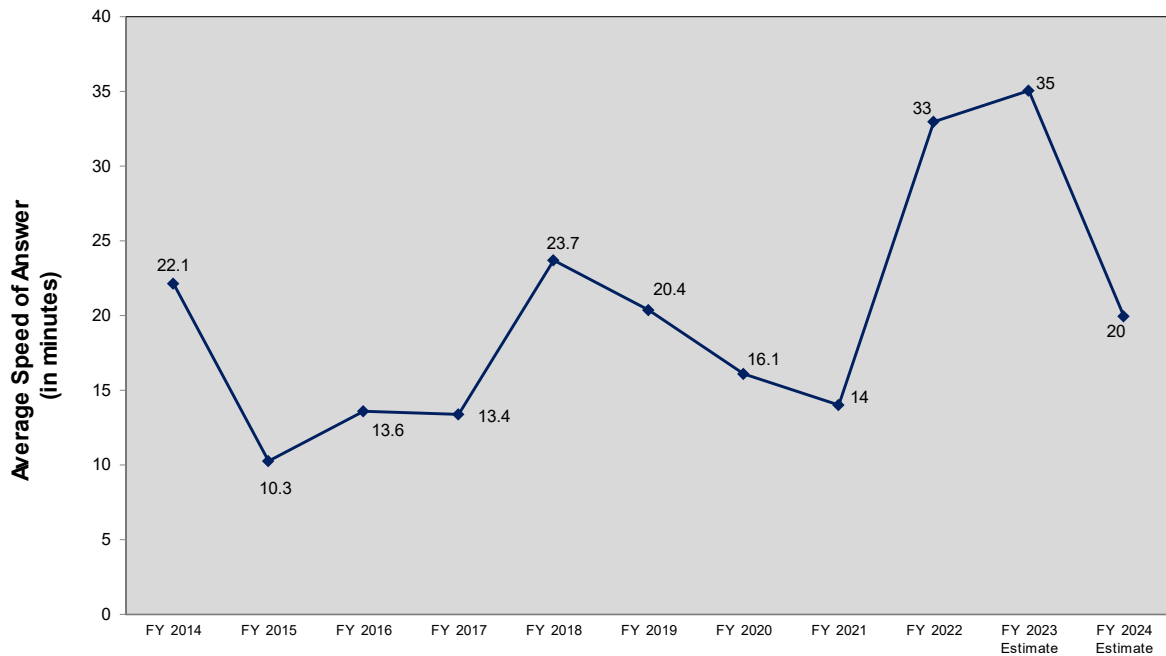
Strengthening Service in Our Field Offices

Our field offices are critical to provide direct service individuals seeking in-person assistance. Our representatives provide a broad range of services, such as, they:

➢ Handle benefit claims, appeals, and post-entitlement events;

➢ Process applications for Social Security cards;

➢ Enroll people in Medicare;

➢ Address other important needs and questions from visitors; and

➢ Play a critical role in our stewardship responsibilities by confirming benefit eligibility.

In FY 2023, we are hiring more customer service representatives to help us more timely serve the public. Our FY 2024 Budget supports our FY 2023 hiring and will help us reduce claims processing times and decrease our pending workloads, although waiting times for initial disability decisions will remain higher than in FY 2022.

We are employing new strategies to serve people visiting our offices as efficiently as possible. We encourage people to first go online for services or call us to schedule an appointment, which prevents them from waiting in long lines, reduces office wait times, and allows us to better serve anyone who requires in-person service.

24

The Budget invests in our frontline staff so that we provide timely help to people who need our assistance. The Budget also invests in IT modernization to provide convenient digital and automated services so that many of our customers do not need to visit a field office, as well as provide our employees user-friendly systems and tools to perform their work. We are improving CX in our field offices by providing options that will make visits to our field offices easier, such as an enhanced mobile check-in application, expanding enumeration self-scheduling, and exploring additional self-scheduling options.

Accomplishments

- Resumed all in-person services in all our offices in spring 2022; and

- Served over 13 million visitors and answered nearly 42 million calls in FY 2022.

Major Initiatives

- Introduce in FY 2023 and expand in FY 2024 online self-service scheduling capabilities for enumeration actions to make it easier for people to schedule an appointment with us; and

- Reduce the need to come into the field offices through improved online capabilities, allowing our employees to serve other customers.

Addressing Processing Center Backlogs

Our PC technicians handle the most complex benefit payment decisions. In addition, they:

- ➢ Adjudicate benefit payment after appeals decisions;

- ➢ Determine and collect debt;

- ➢ Correct records; and

- ➢ Perform stewardship work.

Our PC staff remain focused on addressing a backlog of pending actions that has reached about 4.2 million in FY 2022. The increase is due to a combination of challenges including an increase in receipts from FY 2021 to FY 2022, lower overtime in FY 2022 compared to previous years, and higher-than-normal attrition rates. Our FY 2024 Budget, along with hiring more technicians in FY 2023, will help us to work towards decreasing our PC technicians' processing time for incoming actions, improving payment timeliness, and implementing automation to eliminate duplicate work. In FYs 2023 and 2024, we will target high priority workloads in our PCs with a focus on processing the oldest pending cases and triaging incoming workloads.

Accomplishments

- Obtained direct hiring authority to hire PC technicians quickly; and

- Began onboarding new hires to increase our capacity to process workloads with large volumes of pending actions, working to decrease processing time for incoming actions.

Major Initiatives

- Streamline and clarify workload policies, achieving consistency in quality assessments, and developing enhancements in training; and

- Implement automation initiatives that allow technicians to complete simple tasks more quickly, eliminate duplicate work, and help us reduce pending cases.

Modernizing Our Information Technology

We continue to modernize our IT to meet the needs of more people. The President's Budget funding will allow us to accelerate our business process and technology modernization to enable more seamless, intuitive, and secure service. Our investment in modern technology will allow us to assess and make changes in our workflow that will benefit our customers and employees, and provide service that is user-friendly, easily accessible, equitable, and effective for everyone.

FY 2022 was the final year of our 5-year *IT Modernization Plan (2020 Update)*. In FY 2023, we are shifting our strategy to digital modernization that will build on the successes delivered in our IT modernization efforts and guide our plan to use technology to improve service delivery.

We will implement new digital services that focus on enhancing CX and removing barriers to service to meet the needs and preferences of our customers, partners, and employees. Our modernization investments focus on delivering customer-centric digital capabilities with human-centered design, business intelligence, and mobile accessible platforms. Additionally, we are prioritizing self-service options to improve customer service.

Accomplishments

- Enhanced our Mobile Visitor Intake Process Check-In system, which allows visitors to check-in for in-office appointments from their mobile device. The public can now elect to receive email and text reminders for appointments and check-in on their mobile devices before they arrive at our office;

- Expanded the availability of electronic notices through *my* Social Security and offered customers the choice to opt-out of receiving mailed notices they can receive electronically through the portal;

- Expanded online service delivery options for customers by providing individuals with the ability to track claims online instead of having to call or visit a field office;

26

- Created macros for the PCs that reduce keystrokes and manual coding and detect exceptions and alerts before they occur, which improve payment timeliness and accuracy by automating work;

- Enabled direct access to Registered Appointed Representative Services for our hearings staff, reducing the burden on our field operations and decreasing case processing delays;

- Established a centralized online VoC feedback collection supporting all service channels to inform our service strategies across all channels; and

- Received support from the Technology Modernization Fund to accelerate Multi-factor Authentication (MFA) to improve SSA's security posture and reduce risks from compromised credentials. We will accelerate phishing-resistant MFA for all internal agency systems, which will support service to the public.

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Simplify the process to apply for SSI benefits;

- Introduce our online self-service scheduling capabilities for a limited set of services and automate more services on our website, including adding more customer-centric portals, mobile applications, and claim status information;

- Focus on reducing the burden on the public by eliminating requirements to conduct business in person and to present hard copies of original documents, and by removing requirements for signature on documents or offering electronic signing options;

- Implement modern Customer Relationship Management software for employees who interview the public in our field offices and on our National 800 Number, providing efficiencies in inputting, retrieving, and working with visitor and caller information;

- Create and upgrade robotic macros to make our PCs more efficient; and

- Use insights derived from our VoC feedback collection to develop and implement human-centered design solutions to address customer pain points and improve customer satisfaction.

STRATEGIC GOAL 2: *BUILD AN INCLUSIVE, ENGAGED, AND EMPOWERED WORKFORCE*

Our employees are the heart of the agency, and we must foster an environment that allows them to develop and succeed. Increasing demands on a declining number of staff has reduced morale, which we see in our Federal Employee Viewpoint and Pulse Survey results. While technology has helped us serve more beneficiaries than ever before, it cannot replace the staff necessary to complete our complex workloads. We are taking the steps to empower our workforce and ensure inclusion, fairness, accessibility, and equity. We plan to continue efforts to develop a comprehensive human capital strategy that focuses on addressing acute near-term recruitment and retention challenges, while also focusing on longer term activities that will strengthen our workforce over time.

Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement

A well-trained dedicated workforce that reflects the diversity of our customers is essential. Our goal is to improve policies and practices to maintain a representative workforce, including identifying and fostering talent, using multiple means to announce vacancies, supporting new members of the workforce, educating management about bias to ensure fair promotion processes, addressing any potential barriers in accessing job opportunities, addressing technological barriers for employees with disabilities, and remaining in compliance with the Architectural Barriers Act Accessibility Standards.

Strategic Workforce Planning (SWP) is a proactive planning approach for our current and future workforce to ensure the effective acquisition, development, and retention of a talented and diverse workforce. In FY 2023, we will use the SWP framework and business process to inform the development and implementation of the *FYs 2023–2026 Human Capital Operating Plan*. We will also develop a comprehensive strategy to identify and reduce staffing and skill gaps within mission critical and leadership positions.

Development for human capital includes providing opportunities for current and future employees, including internship programs. In FY 2022, we improved our intern hiring and plan to onboard approximately 750 interns in FY 2023. Our FY 2024 Budget allows us to invest in efforts to reach communities that are underserved and underrepresented, and our intern program, supporting hiring opportunities and paid internships that provide meaningful work experiences to students.

Support Employees' Chosen Career Paths

Our agency acknowledges our employees' abilities and encourages them in their chosen career paths. Developing our employees begins with leadership, which is why we are committed to investing in ongoing training and development opportunities for managers. Giving managers foundational tools to perform their responsibilities positions them to train and manage the performance of their staff, enhance employee engagement, increase productivity, and improve

retention. We must ensure resources are available for frontline supervisor training with a focus on employee communication, mentorship, and equity. In addition, we are providing opportunities for employees of all levels to participate in development programs that will broaden their skills and prepare them for the next step in their career paths.

Accomplishments

- Adopted an efficient and effective succession planning business process, using an automated tool (wePrepare) that allows for agency-wide data collection, reporting, and collaboration;

- Announced the Senior Executive Service (SES) Candidate Development Program to ensure a pipeline of ready successors for critical SES positions;

- Identified and reduced leadership competency gaps through use of assessments and development opportunities among 90 percent of the National Leadership Development Program (NLDP) participants;

- Reviewed policies and procedures (e.g., vacancy announcements, eligibility criteria, accommodations requests) to ensure an agency diversity, equity, inclusion, and accessibility (DEIA) strategy to address potential barriers to full participation and advancement in the workplace;

- Implemented mandatory DEIA training for all agency executives and managers; and

- Completed two workshops related to veterans: "Understanding Trauma and Post-Traumatic Stress Disorder" and "Work-Life Services Briefing."

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Test the wePrepare succession planning module in preparation for national rollout;

- Announce a reengineered NLDP for employees agency-wide, address barriers that prevent underrepresented groups from applying for or attaining promotions, and promote equity in leadership development;

- Implement Leadership Fundamentals, a multi-year online and self-paced curriculum that provides sequential training for managers within the first three years of their supervisory roles. The curriculum includes personnel management, labor and employee relations, managing a diverse workplace, managing performance, and health and safety training;

- Implement internal and external DEIA strategies, policies, practices, and processes, including releasing the Civil Rights and Diversity Empowerment Portal, which will serve as a consolidated training site, and expanding our training to include new topics such as neurodiversity;

- Implement and enhance our *Improving Workforce Morale Plans* based on benchmarking and research of current trends and best practices in employee engagement; and

- Promote the use of special hiring authorities to appoint specific groups of individuals who meet the respective eligibility requirements to positions in the Federal government, such as people with disabilities, veterans, and military spouses.

STRATEGIC GOAL 3: *ENSURE STEWARDSHIP OF SSA PROGRAMS*

Improve the Accuracy and Administration of Our Programs

Eligible customers receiving the correct benefit amount is fundamental. We pursue opportunities to improve payment accuracy and prevent improper payments through enhanced technology, data analyses, and fraud prevention. Additionally, we must ensure that we can provide our customers with the services and resources they need; therefore, we will work with and assess our collaboration efforts with institutions and contractors to reduce barriers in government contracting and grant opportunities.

Supporting Our Cost-Effective Program Integrity Work

Our funding request helps ensure individuals receive the benefits to which they are entitled, and safeguards the integrity of benefit programs by confirming eligibility, improving payment accuracy for both overpayments and underpayments, and preventing fraud. PI funding allows us to conduct our legally required eligibility reviews such as CDRs and SSI redeterminations, supports our anti-fraud cooperative disability investigations (CDI) program, and provides special attorneys for fraud prosecutions.

Regaining currency in our medical CDR workload is important, nonetheless, our immediate priority is to serve the public who have claims pending with us and address the needs of individuals who had trouble reaching us during the pandemic. In FY 2024, we expect to complete 575,000 full medical CDRs, making further progress toward CDR currency, and 2.5 million SSI redeterminations.

The proposed $1.87 billion in discretionary funding is essential in providing the dedicated resources supporting the effective stewardship of program dollars. For additional details please see our PI exhibit in our corresponding technical materials, LAE section.

Enhancing Our Payment Accuracy Efforts

We are committed to reducing improper payments for each program. We conduct quality reviews to determine our payment accuracy rate and assess our business processes to determine factors contributing to improper payments. We have identified the root causes of some payment inaccuracies (e.g., self-reporting, untimely processing), and created strategies to mitigate overpayments and underpayments. We have developed the Improper Payments Alignment

Strategies (IPAS) to address corrective actions. As part of our IPAS, we are evaluating the effectiveness of completed corrective actions and mitigation initiatives. For additional detail and a list of our initiatives, please see our Improper Payment exhibit in our corresponding technical materials, LAE section.

Enhancing Our Fraud Prevention and Detection Activities

In addition to our PI and payment accuracy efforts, we are pursuing initiatives to combat fraud. For example, our National Anti-Fraud Committee provides a forum for leaders to collaborate and provide guidance on fraud challenges and mitigation opportunities. We are developing our Enterprise Fraud Risk Management program and conducting Fraud Risk Assessments for our programs, while providing training to our employees to equip them with tools to effectively prevent, detect, and resolve fraud issues.

Accomplishments

- Partnered with OIG, State DDSs, and State and local law enforcement to operate CDI units to investigate suspected fraud before we award benefits and during the CDR process. In FY 2022, we satisfied our goal of covering all 50 States and the U.S. territories;

- Initiated a fraud risk profile and completed several fraud risk assessments to ensure the integrity of our programs; and

- Enhanced our privacy risk management process to align with updated National Institutes of Standards and Technology guidance.

Major Initiatives

- In 2023, we plan to initiate a re-assessment of fraud risk in the disability program and complete the enumeration and debt management fraud risk assessments and Title II fraud risk profile; and

- In FY 2024, we plan to complete the disability program fraud risk re-assessment, and the enumeration and debt management fraud risk profiles. We also plan to continue to modernize our anti-fraud systems.

Addressing the Climate Crisis

Our *Sustainability Plan* demonstrates our commitment to reducing energy use at our facilities; installing renewable energy technology, such as photovoltaic systems; using as much pollution-free electricity as possible; and reducing emissions from our vehicles and heating plants.

We are committed to transitioning our vehicle fleet to Zero Emission Vehicles (ZEV) and to reducing our carbon footprint and greenhouse gas emissions in our vehicle fleet. We are analyzing our vehicle utilization and eliminating under-utilized vehicles while simultaneously replacing older vehicles with ZEVs. We have started transitioning to the goal of 100 percent

acquisition of ZEVs by 2035 including 100 percent light-duty acquisitions by 2027. Our ZEV target for LAE-funded vehicles for FY 2024 is 11 vehicles, followed by 18 vehicles in FY 2025.

Investing in Cybersecurity to Safeguard our Data

We are implementing the cybersecurity measures under EO 14028, *Improving the Nation's Cybersecurity*. Maintaining the public's trust in our ability to protect sensitive data requires advanced cybersecurity controls, constant assessment of the threat landscape, and continual enhancements to our cybersecurity program. We must be vigilant and protect against network intrusions and improper data access by strengthening our defensive cyber capabilities, sharing cyber threat information with our Federal and industry partners, and making new investments to establish a Zero Trust Architecture. The FY 2024 Budget provides for **$376 million** in cybersecurity funding. For additional details, please see our IT exhibit in our corresponding technical materials, LAE section.

Accomplishments

- We enhanced our security controls to address the risks inherent in our legacy applications, ensuring continuous monitoring, a comprehensive integrity review process, and employee access to only the resources that are appropriate for their job function.

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Update privacy protection and compliance training for employees based on their role within the agency; and

- Implement phishing-resistant authentication.

Identify and Eliminate Potential Barriers to Access Contracts and Grants

Bolster open competition in the acquisition and grants process

Our goal is to ensure equitable access to contracting and grant opportunities for underrepresented groups and research institutions serving people of color. To achieve our goal, we will devise best practices to encourage participation by Historically Black Colleges and Universities (HBCU) and institutions serving students of color (ISSC), including direct communications with professional associations. We will meet with HBCUs and ISSCs to learn more about their experience with our grantmaking process, potential barriers the process presents, and suggestions for eliminating barriers. Additionally, we will develop best practices to secure contracts with qualified Historically Underutilized Business (HUB) Zone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses. We will meet with bidders and recipients of our contracts for HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses to learn

about their experiences with our procurement process, barriers they encountered, and recommended solutions to eliminate these barriers.

Accomplishments

- Encouraged Retirement and Disability Research Consortium (RDRC) centers to expand their researcher networks by soliciting research grant applications from HBCU and ISSC scholars. In FY 2022, 11 RDRC research projects involved scholars from HBCUs and ISSCs, including Howard University, Bowie State University, and University of Maryland-Eastern Shore. RDRC shared information on grant funding opportunities with over 35 HBCUs throughout the regions. RDRC centers also partnered with ISSCs to offer research training programs to graduate students and undergraduate students;

- Participated in the 2022 HBCU Week Career and Recruitment Fair to provide information about research, grant, and cooperative agreement opportunities and the process for applying for those opportunities;

- Identified specific points of contact at various ISSCs and professional organizations with the goal of creating a Listserv to enable us to quickly engage directly with individuals with interests in our research programs;

- Held an Industry Day on October 19, 2022, which was open to all small businesses, including HUBZone, Veteran-owned, and women-owned, to inform contractors of upcoming IT modernization initiatives and contracting opportunities; and

- Upgraded the Small Business Forecasting tool, on our Office of Small and Disadvantaged Business Utilization webpage, to provide more timely and robust information to small businesses.

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Track the percentage of research grants and procurement opportunities we award to HBCUs, ISSCs, and small and disadvantaged businesses to evaluate and improve our outreach and engagement efforts and ensure access to our research grants and procurement opportunities;

- Finalize development of the ISSCs Listserv and utilize the tool to engage with research community;

- Finalize the "Guidelines on Eliminating Barriers to SSA Funding Opportunities" document;

- Partner with other agencies to identify best practices for increasing participation by HBCUs and ISSCs in grant, cooperative agreement, and contracting opportunities;

- Present to HBCUs and ISSC the information needed to apply to enter a 5-year cooperative agreement with our agency as a RDRC research center;

- Invite HBCUs and ISSCs to participate in an information session for the re-compete of the 5-year cooperative agreement for the Analyzing Relationships Between Disability, Rehabilitation, and Work;

- Work with the Small Business Administration Procurement Center Representative to identify contractors who can meet our needs and help us ensure equity for underrepresented groups;

- Conduct monthly outreach meetings with the vendor community to discuss upcoming contracting opportunities and help small businesses, including HUBZone businesses and other disadvantaged businesses, find possible subcontracting opportunities; and

- Create language for a Small Business Evaluation Factor to use in our General Services Administration Schedule procurements.

Improve Organizational Performance and Policy Implementation

Simplify Our Policies and Procedures

We are streamlining, simplifying, and advancing policy and procedures to meet the needs of our beneficiaries, make our programs more responsive, reduce burden on our customers, and ensure that our employees can easily and consistently apply our rules. We are updating our program policy and IT to ensure that our disability determinations reflect and keep pace with modern medicine and technological advancements in healthcare. We will make evidence-based decisions guided by available science and data, collect data where it is lacking, and improve our capacity to develop and implement evidence-based policies across our programs. For example, in FYs 2023 and 2024, we will continue working with the Department of Labor's Bureau of Labor Statistics to collect updated information on the occupational requirements of work in the national economy, which, combined with other sources of occupational data, will enable us to develop an Occupational Information System.

SSI Simplification

We propose to revise our regulations and to simplify policies and business processes to make it easier for people, especially individuals facing barriers, to establish protective filings. These revisions include removal of the requirement to sign a written inquiry, so that third parties may assist potential claimants with submitting written statements. We are also updating our temporarily institutionalization benefits process by making it easier for recipients facing barriers, representative payees, and institutions to obtain the statement of need and the physician's certification all on one standardized document. Finally, we are working to simplify our policy around In-Kind Support and Maintenance (ISM). ISM is unearned income in the form of food and shelter and can affect the SSI benefit amount. We published a Notice of Proposed

Rulemaking to discontinue food expenses as a source of ISM; and we are in development of two new Notices of Proposed Rulemaking related to how we consider a person's living arrangements with respect to ISM. We are also using user-centered design to streamline the SSI application, which we will make available online.

Disability Determination Case Processing Enhancements

We are improving disability case processing through our enterprise-wide efforts to develop and implement modern, national claims processing systems that will seamlessly interact with each other from initial claim filing through a final appeal decision. In FY 2022, we fully deployed DCPS2 to all DDSs to provide increased efficiencies and improved customer service through business process modernizations. In FYs 2023 and 2024, we will support ongoing DCPS2 operations and develop and modernize new capabilities to reduce dependency on inefficient and outdated software applications.

We are bringing decision support tools using artificial intelligence technologies, machine learning, and predictive analytics to many aspects of the disability determination process to improve decisional accuracy and policy compliance.

Expand Strategic Partnerships with External Partners

Our programs are a gateway to accessing other benefit programs such as Medicare and Medicaid. By taking advantage of data exchanges with other Federal and State agencies, we will increase the accuracy of our records, improve CX, and increase organizational effectiveness. We will also leverage relationships with other Federal, State, and private partners to identify ineligible individuals who obtain Social Security and SSI payments.

We are updating our memorandum of understanding and reimbursable agreement with the Department of Agriculture. This agreement describes our role for informing every applicant for, or recipient of, Social Security benefits or SSI of the availability of SNAP benefits. We are also required to offer to take SNAP applications for SSI applicants or recipients who live in households consisting only of SSI applicants or recipients (i.e., pure SSI households), at SSI application and at redetermination for SSI eligibility.

We are working with CMS on increased collection and sharing of our existing race and ethnicity data. We already share our enumeration data, with plans to increase the voluntary collection of race and ethnicity data as outlined in our *Equity Action Plan*.

Accomplishments

- Implemented our national DCPS2 to improve our disability process; and

- Implemented an electronic SSI Protective Filing tool that allows internet users to express interest in applying for SSI and request an appointment to file an application for benefits, thereby establishing a protective filing date instead of calling us or visiting a field office.

Major Initiatives

In FYs 2023 and 2024, we plan to:

- Share data with other agencies to improve equity and access to government programs;

- Simplify our process to apply for SSI benefits online; and

- Improve data collection for program data on race and ethnicity.

OTHER ADMINISTRATION INITIATIVES: *LOOKING TOWARD THE FUTURE*

Protects the Benefits that Americans Have Earned

The Administration is committed to protecting and strengthening Social Security and opposes any attempt to cut Social Security benefits. The Administration looks forward to working with the Congress to strengthen Social Security by ensuring high-income individuals pay their fair share. In addition, the Administration looks forward to improving the Supplemental Security Income program to help low-income older Americans and people with disabilities afford their basic needs.

Provides National, Comprehensive Paid Family and Medical Leave

The vast majority of America's workers do not have access to paid family leave, including three out of four private sector workers. Among the lowest-paid workers, who are predominantly women and workers of color, 92 percent have no access to paid family leave through their employers. As many as one in five retirees leave the workforce earlier than planned to care for an ill family member, which negatively impacts families as well as the Nation's labor supply and productivity. The Budget proposes to establish a national, comprehensive paid family and medical leave program administered by SSA. The program would: provide workers with progressive, partial wage replacement to take time off for family and medical reasons; include robust administrative funding; and use an inclusive family definition. The Budget would provide up to 12 weeks of leave to allow eligible workers to take time off to: care for and bond with a new child; care for a seriously ill loved one; heal from their own serious illness; address circumstances arising from a loved one's military deployment; or find safety from domestic violence, sexual assault, or stalking. The Budget would also provide up to three days to grieve the death of a loved one. The Administration looks forward to continuing to work with the Congress to make this critical investment and strengthen America's economy.

Securing today
and tomorrow

FY 2024 PRESIDENT'S BUDGET

Key Tables

Table i.1 - Summary Table of SSA's Appropriation Request

FY 2024	FTE	Amount
Payments to Social Security Trust Funds		$10,000,000
Supplemental Security Income (SSI) Program	-	-
FY 2024 Request	-	$45,717,853,000[1]
FY 2025 First Quarter Advance	-	$21,700,000,000
Limitation on Administrative Expenses (LAE)	61,323[2]	$15,489,200,000[3]
Office of the Inspector General (OIG)	540	$120,400,000

[1] Excludes $15,800,000,000, previously reported in the FY 2023 President's Budget as a first quarter advance for FY 2024.
[2] FTEs include those funded from dedicated funding for program integrity and for reimbursable work.
[3] Includes $150,000,000 for SSI State Supplementary user fees and up to $1,000,000 for non-attorney user fees.

Table i.2 – SSA Full Time Equivalents and Workyears

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
SSA Full Time Equivalents	57,568	59,977	61,123	1,146
SSA Overtime/Lump Sum Leave	2,335	2,326	2,326	0
Subtotal, SSA Workyears[1,2]	**59,903**	**62,303**	**63,449**	**1,146**
Disability Determination Services (DDS) Workyears	13,825	13,864	14,807	943
Subtotal, SSA and DDS Workyears	**73,728**	**76,167**	**78,256**	**2,089**
OIG Full Time Equivalents	479	511	537	26
OIG Overtime/Lump Sum Leave	3	3	3	0
Subtotal, OIG Workyears	**482**	**514**	**540**	**26**
TOTAL SSA/DDS/OIG WORKYEARS	**74,210**	**76,681**	**78,796**	**2,115**

[1] Workyears include those funded from dedicated funding to reduce the hearings backlog, dedicated funding for IT modernization, dedicated funding for program integrity, dedicated funding to assist Treasury in administering the second economic impact payment, Coronavirus Aid, Relief, and Economic Security (CARES) Act, MACRA, MSP, SCHIP, and LIS. The workyears do not include those funded from reimbursable work.
[2] Due to variations in the reporting of Full-Time Equivalents, the workyears included in this table will not match those included in the Budget Appendix.

Table i.3 – SSA Outlays by Program (in millions)[1]

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
Trust Fund Programs				
Old-Age and Survivors Insurance (OASI)	$1,073,223	$1,200,034	$1,305,809	$105,775
Disability Insurance (DI)	$145,392	$152,475	$160,240	$7,765
Subtotal, Trust Fund Programs	**$1,218,615**	**$1,352,509**	**$1,466,049**	**$113,540**
General Fund Programs				
Supplemental Security Income (SSI)	$65,708	$65,183	$62,543	-$2,640
Special Benefits for Certain World War II Veterans[2]	$0	$0	$0	$0
Subtotal, General Fund Programs	**$65,708**	**$65,183**	**$62,543**	**-$2,640**
TOTAL SSA Outlays, Current Law	**$1,284,323**	**$1,417,692**	**$1,528,592**	**$110,900**
Percent change from FY 2023				7.82%

Table i.4 – Current Law- OASDI Outlays and Income (in millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
Outlays				
OASI Benefits	$1,063,875	$1,190,481	$1,295,057	$104,576
DI Benefits	$142,277	$149,285	$156,893	$7,608
Other[3]	$12,463	$12,743	$14,099	$1,356
TOTAL OUTLAYS, Current Law	**$1,218,615**	**$1,352,509**	**$1,466,049**	**$113,540**
Income				
OASI	$1,041,055	$1,156,740	$1,171,533	$14,793
DI	$162,021	$181,438	$185,055	$3,617
TOTAL INCOME, Current Law	**$1,203,076**	**$1,338,178**	**$1,356,588**	**$18,410**

[1] Totals may not equal sums of component parts due to rounding.
[2] Totals are less than $500,000 for all years.
[3] "Other" includes SSA & non-SSA administration expenses, beneficiary services, payment to the Railroad Retirement Board, and demonstration projects.

Table i.5 – Current Law- OASDI Beneficiaries and Average Benefit Payments (in thousands)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
Average Number of Beneficiaries				
OASI	56,258	57,493	58,857	1,364
DI	9,146	8,836	8,675	-161
TOTAL BENEFICIARIES	**65,404**	**66,329**	**67,532**	**1,203**
Average Monthly Benefit				
Retired Worker	$1,640	$1,795	$1,905	$110
Disabled Worker	$1,342	$1,456	$1,533	$77
COLA Payable in January	5.9%	8.7%	3.6%	-5.1%

Table i.6 – Current Law- Supplemental Security Income Outlays (in millions)[4]

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
Federal Benefits[1]	$60,782	$60,104	$57,582	-$2,522
Other[2]	$4,736	$5,068	$5,215	$147
Subtotal, Federal Outlays	$65,518	$65,172	$62,797	-$2,375
State Supplementary Benefits	$3,025	$3,380	$3,275	-$105
State Supplementary Reimbursements	-$2,835	-$3,369	-$3,529	-$160
Subtotal, Net State Supplementary Payments[3]	$190	$11	-$254	-$265
TOTAL OUTLAYS, Current Law	**$65,708**	**$65,183**	**$62,543**	**-$2,640**

[1] FY 2022 had 13 payments, FY 2023 has 12 payments, and FY 2024 has 11 payments.
[2] "Other" includes beneficiary services, research, and administrative expenses.
[3] States must reimburse us in advance for State Supplementary Payments. There will always be 12 State reimbursements in each fiscal year, but there can be 11, 12, or 13 benefit payments per fiscal year because a monthly payment is advanced into the end of the previous month anytime the due date falls on a weekend or holiday. Hence, the "Net State Supplementary Payment" numbers vary from year-to-year depending on the timing of the October benefit payments at the beginning and end of each fiscal year.
[4] Totals may not equal sums of component parts due to rounding.

Table i.7 – SSI Recipients and Benefit Payments[1]

(Recipients in thousands)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
Average Number of SSI Recipients				
Federal Recipients				
Aged	1,069	1,098	1,112	14
Blind or Disabled	6,450	6,299	6,206	-93
SUBTOTAL, FEDERAL RECIPIENTS	**7,519**	**7,397**	**7,318**	**-79**
State Supplement Recipients (with no Federal SSI payment)	133	137	137	0
TOTAL SSI RECIPIENTS, Current Law	**7,652**	**7,534**	**7,455**	**-79**
SSI Federal Recipients Concurrently Receiving				
OASDI Benefits (included above)	2,558	2,533	2,516	-17
Average Monthly Benefit				
Aged	$452	$489	$516	$27
Blind and Disabled	$646	$697	$731	$34
AVERAGE, All SSI Recipients	**$618**	**$666**	**$698**	**$32**
Projected COLA Payable in January	5.9%	8.7%	3.6%	-5.1%

Table i.8 – Special Benefits for Certain WWII Veterans Overview[2]
(Outlays in millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	Change FY 23/FY 24
Federal Benefits	$0	$0	$0	$0
Administration	$0	$0	$0	$0
TOTAL OUTLAYS	**$0**	**$0**	**$0**	**$0**
Average Number of Beneficiaries	88	59	35	-24
Average Monthly Benefit	$281	$355	$372	$17

[1] Totals may not equal sums of component parts due to rounding.
[2] Federal benefits and administrative expenses are less than $500,000 in all years.

**Table i.9 – Administrative Outlays as a Percent of
Trust Fund Income and Benefit Payments - FY 2024 (in millions)[1]**

	Administrative Outlays	Trust Fund Income	Percent of Trust Fund Income
OASI	$4,042	$1,171,533	0.3%
DI	$2,971	$185,055	1.6%
OASDI (combined)	**$7,013**	**$1,356,588**	**0.5%**

	Administrative Outlays	Benefit Payments	Percent of Benefit Payments
OASI	$4,042	$1,295,057	0.3%
DI	$2,971	$156,893	1.9%
Subtotal, OASDI (combined)	**$7,013**	**$1,451,950**	**0.5%**
SSI (Federal and State)	$5,097	$60,857	8.4%
Other[2]	$3,535	-	-
TOTAL	**$15,645**	**$1,512,807**	**1.0%**

[1] Totals may not equal sums of component parts due to rounding.
[2] Includes administrative outlays for Hospital Insurance and Supplemental Medical Insurance ($3,421,000,000), administrative outlays from the General Fund to OIG ($34,000,000), outlays for Technology Modernization Fund ($13,000,000), and reimbursables ($67,000,000). Our calculation of discretionary administrative expenses excludes Treasury administrative expenses, which are mandatory outlays.

Table i.10 – Tax Rates, Wage Base and Economic Assumptions

	CY 2022	CY 2023	CY 2024	Change CY 23/CY 24
Employer/Employee Rates (each)				
OASDI (Social Security)	6.20%	6.20%	6.20%	0.0%
Hospital Insurance (HI) (Medicare)	1.45%	1.45%	1.45%	0.0%
EMPLOYEE TOTAL	**7.65%**	**7.65%**	**7.65%**	**0.0%**
Self-Employment Rates				
OASDI (Social Security)	12.40%	12.40%	12.40%	0.0%
HI (Medicare)	2.90%	2.90%	2.90%	0.0%
TOTAL	**15.30%**	**15.30%**	**15.30%**	**0.0%**
Cost of Living Adjustments (COLAs)				
January	5.9%	8.7%	3.6%	-5.1%
Contribution and Benefit Base				
OASDI	$147,000	$160,200	$168,600	$8,400
HI	(no cap)	(no cap)	(no cap)	
Annual Retirement Test				
Year Individual Reaches Full Retirement Age (FRA)[1]	$51,960	$56,520	$59,520	$3,000
Under Full Retirement Age	$19,560	$21,240	$22,320	$1,080
Wages Required for a Quarter of Coverage	$1,510	$1,640	$1,730	$90

[1] For months prior to attaining FRA. There is no limit on earnings beginning the month an individual attains full retirement age.

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CONTENTS

Payments to the Social Security Trust Funds

TABLES

APPROPRIATION LANGUAGE

For payment to the Federal Old-Age and Survivors Insurance Trust Fund and the Federal

Disability Insurance Trust Fund, as provided under sections 201(m) and 1131(b)(2) of the Social

Security Act, [$11,000,000] $10,000,000. *(Departments of Labor, Health and Human Services*

and Education and Related Agencies Appropriations Act, 2023.) [1]

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[1] Social Security checks, like those issued by other Federal agencies, are negotiable for only 12 months from their date of issue. Under the "Limited Payability" procedure, the value of unnegotiated checks issued on or after October 1, 1989, is credited directly to the trust funds from Treasury's general fund when the checks are canceled. These funds do not pass through the Payments to Social Security Trust Funds account, but the interest adjustments do pass through this account.

Section 1131 of the Social Security Act requires the Commissioner of Social Security to furnish information regarding deferred vested pension rights to pension plan participants (and their dependents or survivors). It permits the administrative expenses of carrying out this pension reform work to be funded initially from the Old-Age and Survivors Insurance (OASI) Trust Fund through SSA's Limitation on Administrative Expenses and authorizes an annual appropriation of Federal funds to reimburse the OASI Trust Fund.

Payments to the Social Security Trust Funds

The Payments to the Social Security Trust Funds (PTF) account provides Federal fund payments to the Social Security trust funds for several distinct activities. The purpose of each requested payment is to put the trust funds in the same financial position they would have been in had they not borne the cost of certain benefits or administrative expenses chargeable to general revenues. This account includes payments requiring an annual appropriation and payments made to the trust funds under permanent indefinite authority.

ANNUAL APPROPRIATION

The annual PTF appropriation provides reimbursement to the Social Security trust funds for non-trust fund activities. These activities include pension reform and interest on unnegotiated checks. Listed below is the estimated annual appropriation and resulting obligations for FY 2024.

Table 1.1—Annual Appropriation and Obligations
(In thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*FY 2023 to FY 2024 Change*
Appropriation	$11,000	$11,000	**$10,000**	*($1,000)*
Obligations[1]	$3,814	$11,050	**$10,050**	*($1,000)*

PERMANENT INDEFINITE AUTHORITY

Amounts not subject to the annual appropriation include: (1) receipts from Federal income taxation of Social Security benefits; (2) Federal Insurance Contribution Act (FICA) and Self-Employment Contribution Act (SECA) tax credits; (3) reimbursement for Federal employee union administrative expenses; and (4) reimbursement for the loss in FICA tax revenue resulting from the payroll tax holiday provided by the Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010 and extended by the Temporary Payroll Tax Cut Continuation Act of 2011. The permanent appropriation provides that the trust funds be credited for each of these revenue items.

Taxation of Social Security Benefits
The Social Security Amendments of 1983 provide for taxation of up to one-half of Social Security benefits in excess of certain income thresholds. The Omnibus Reconciliation Act of 1993, P.L. 103-66, amended this provision so that up to 85 percent of benefits could be subject to taxation. The additional amounts collected from this 1993 provision are paid to the Hospital

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[1] The obligations include Coal Industry Retiree Health Benefits Act activity, funded from unobligated balances carried forward from prior years. These funds, provided in FYs 1996 and 1997, remain available until expended to reimburse the trust funds.

Insurance (HI) Trust Fund; no additional income is due to the Social Security trust funds resulting from the enactment of the 1993 law.

Section 733 of the Uruguay Round Agreements Act, P.L. 103-465, also increased the taxable portion of nonresident aliens' Social Security benefits from 50 percent to 85 percent. The Offices of the General Counsel at SSA and at the Centers for Medicare and Medicaid Services, Department of Health and Human Services, agreed that the additional income resulting from the law should go to the Old-Age, Survivors, and Disability Insurance (OASDI) trust funds as opposed to the HI Trust Fund.

The taxes are collected as Federal income taxes; subsequently, an equivalent payment to the Social Security trust funds is made from the general funds of the Treasury. Transfers of estimated aggregate tax liabilities arising from Social Security benefits of U.S. citizens are made quarterly and then adjusted as actual receipts are known. The estimated income from these taxes is $51,136 million in FY 2023 and $57,053 million in FY 2024 from U.S. citizens; the taxes imposed on aliens are withheld from benefit payments and will generate estimated income of $289 million in FY 2023 and $314 million in FY 2024. The estimates for taxation of benefits reflect corresponding growth related to benefit levels and the beneficiary population.

FICA and SECA Tax Credits
The Social Security Amendments of 1983 also provided for the granting of FICA and SECA tax credits to individuals. The tax credits are granted at the time the individual is taxed and are funded by the general funds of the Treasury through reimbursement to the trust funds. The FICA tax credit applies only to wages earned in calendar year 1984. The SECA tax credit applies from calendar year 1984 through calendar year 1989. There are small periodic adjustments made due to tax credits being applied retroactively.

Reimbursement for Employee Union Expenses
In addition to taxation of benefits and tax credits, the PTF account includes reimbursement to the trust funds from general funds, including interest, for certain administrative expenses incurred in support of Federal employee union activities. In FYs 2023 and 2024, $10 million will be funded initially by SSA's Limitation on Administrative Expenses (LAE) appropriation.

Reimbursement for Payroll Tax Holiday
P.L. 111-312, the Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010, reduced employees' payroll contributions from 6.2 percent to 4.2 percent for calendar year 2011. P.L. 112-78, the Temporary Payroll Tax Cut Continuation Act of 2011, amended P.L. 111-312 to extend the reduced payroll contributions through February 29, 2012. On February 22, 2012, the Middle Class Tax Relief and Job Creation Act of 2012 (P.L. 112-96) extended the reduced rate through December 31, 2012. The general funds reimburse the trust funds for this loss in tax revenue. While the law has expired, we expect that small periodic adjustments for prior years will continue to occur in future years.

Payments to the Social Security Trust Funds

	BUDGETARY RESOURCES

The FY 2024 annual appropriation request for PTF is $10,000,000. We expect to make $57,387,000,000 in payments to the trust funds in FY 2024, including amounts appropriated under permanent indefinite authority.

Table 1.2—Amounts Available for Obligation[1]
(In thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate
Annual Appropriation	$11,000	$11,000	$10,000
Permanent Appropriation	$48,510,084	$51,435,000	$57,377,000
Total Appropriation	$48,521,084	$51,446,000	$57,387,000
Unobligated Balance, Start-of-Year	$12,822	$12,822	$12,772
Subtotal Budgetary Resources	$48,533,906	$51,458,822	$57,399,772
Obligations	$48,513,898	$51,446,050	$57,387,050
Unobligated Balance, End-of-Year	$12,822	$ 12,772	$12,722
Unobligated Balance, Lapsing	$7,186	$0	$0

The "Start-of-Year" and "End-of-Year" unobligated balances represent funds appropriated for the Coal Industry Retiree Health Benefits Act (CIRHBA) in FYs 1996 and 1997 and made available until expended. The lapsed unobligated balance represents the amount of the annual appropriation not obligated in the current year.

[1] Totals may not add due to rounding.

ANALYSIS OF CHANGES

The FY 2024 annual appropriation request is $1 million less than the FY 2023 level. We reduced the request to better reflect the Pension Reform trend in obligations. See the addition on page 22 below. The obligations reported below include CIRHBA activity, funded from unobligated balances carried forward from prior years. These funds, provided in FYs 1996 and 1997, remain available until expended.

Table 1.3—Summary of Changes
(In thousands)

	FY 2023 Enacted	FY 2024 Estimate	FY 2023 to FY 2024 Change
Appropriation	$11,000	$10,000	($1,000)
Obligations	$11,050	$10,050	($1,000)

BUDGET AUTHORITY AND OBLIGATIONS BY ACTIVITY

The table below displays the budget authority and obligations for each of the PTF activities funded by the annual appropriation. Prior year unobligated balances fund CIRHBA obligations.

Table 1.4—New Budget Authority & Obligations, Annual Authority[1]
(In thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate
Appropriation			
Pension Reform	$6,000	$6,000	$5,000
Unnegotiated Checks	$5,000	$5,000	$5,000
Coal Industry Retiree Health Benefits	$0	$0	$0
Total Annual Appropriation	**$11,000**	**$11,000**	**$10,000**
Obligations			
Pension Reform	$1,919	$6,000	$5,000
Unnegotiated Checks	$1,895	$5,000	$5,000
Coal Industry Retiree Health Benefits	$0	$50	$50
Total Obligations	**$3,814**	**$11,050**	**$10,050**

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[1] Totals may not add due to rounding.

Payments to the Social Security Trust Funds

The table below displays budget authority and obligations for the PTF activities not subject to the annual appropriation. This includes taxation of benefits, FICA and SECA tax credits, reimbursement for certain union administrative expenses, and reimbursement for the employee payroll tax holiday. The actual amount appropriated for these activities is determined by the actual amount collected from, or to be reimbursed for, each activity.

Table 1.5—Budget Authority and Obligations, Permanent Indefinite Authority
(In thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate
Appropriation			
Reimb. for Union Administrative Expenses	$8,046	$10,000	$10,000
Employee Payroll Tax Holiday[1]	($87)	$0	$0
Taxation of Benefits, U.S.	$48,240,017	$51,136,000	$57,053,000
Taxation of Benefits, Nonresident Alien	$262,100	$289,000	$314,000
FICA Tax Credits	$0	$0	$0
SECA Tax Credits	$8	$0	$0
Total Permanent Appropriation	**$48,510,084**	**$51,435,000**	**$57,377,000**
Obligations			
Reimb. for Union Administrative Expenses	$8,046	$10,000	$10,000
Employee Payroll Tax Holiday	($87)	$0	$0
Taxation of Benefits, U.S.	$48,240,017	$51,136,000	$57,053,000
Taxation of Benefits, Nonresident Alien	$262,100	$289,000	$314,000
FICA Tax Credits	$0	$0	$0
SECA Tax Credits	$8	$0	$0
Total Obligations	**$48,510,084**	**$51,435,000**	**$57,377,000**

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[1] P.L. 111-312, the Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010, reduced employees' payroll contributions from 6.2 percent to 4.2 percent for calendar year 2011. P.L. 112-78, the Temporary Payroll Tax Cut Continuation Act of 2011 amended P.L. 111-312 to extend the reduced payroll contributions through February 29, 2012. On February 22, 2012, the Middle Class Tax Relief and Job Creation Act of 2012 (P.L. 112-96) extended the reduced rate through December 31, 2012. The general funds reimburse the trust funds for the loss in tax revenue (Title VI, Sec 601). While the law has expired, we expect additional adjustments for prior years will continue to occur.

OBLIGATIONS BY OBJECT CLASS

The table below displays the obligations by object class for the total PTF account (annually and permanently appropriated funds). Other services include pension reform, unnegotiated checks, coal industry retiree health benefits, reimbursement for union administrative expenses, and FICA and SECA tax credits. Financial transfers are the combination of U.S. taxation on benefits and nonresident alien taxation on benefits.

Table 1.6—Obligations by Object
(In thousands)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Other Services	$11,868	$21,050	$20,050
Financial Transfers	$48,502,117	$51,425,000	$57,367,000
Financial Transfers: Employee Payroll Tax Holiday	($87)	$0	$0
Total Obligations	**$48,513,898**	**$51,446,050**	**$57,387,050**

Payments to the Social Security Trust Funds

AUTHORIZING LEGISLATION

The Social Security Act sections described below authorize the PTF account.

Table 1.7—Authorizing Legislation
(In thousands)

	Amount Authorized	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate
Pension Reform: S.S. Act, Section 1131(b)(2)	Indefinite	$6,000	$6,000	$5,000
Unnegotiated Checks: S.S. Act, Section 201(m); Social Security Amendments of 1983, Section 152	Indefinite	$5,000	$5,000	$5,000
Coal Industry Retiree Health Benefits: Internal Revenue Code of 1986, Sections 9704 and 9706; Energy Policy Act of 1992, Section 19141[1]	Indefinite	$0	$0	$0
Subtotal Annual PTF Appropriation		**$11,000**	**$11,000**	**$10,000**
Reimbursement for Union Administrative Expenses: FY 2002 Social Security Appropriations Act	Permanent Indefinite	$8,046	$10,000	$10,000
Employee Payroll Tax Holiday: P.L. 111-312, Section 601, As Amended By Temporary Payroll Tax Cut Continuation Act: P.L. 112-78	Permanent Indefinite	($87)	$0	$0
Taxation of Benefits, U.S.: Social Security Amendments of 1983, Section 121	Permanent Indefinite	$48,240,017	$51,136,000	$57,053,000
Taxation of Benefits, Nonresident Aliens: Social Security Amendments of 1983, Section 121	Permanent Indefinite	$262,100	$289,000	$314,000
FICA/SECA Tax Credits: Social Security Amendments of 1983, Section 124(b)	Permanent Indefinite	$8	$0	$0
Subtotal Permanent PTF Appropriation		**$48,510,084**	**$51,435,000**	**$57,377,000**
Total Appropriation		**$48,521,084**	**$51,446,000**	**$57,387,000**

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[1] We do not request additional funds because the balance of the $10,000,000 per year appropriated in FYs 1996 and 1997 remains available until expended to reimburse the trust funds.

APPROPRIATION HISTORY

The table below displays our annual appropriation request, amounts approved by the House and Senate, and the amount Congress ultimately appropriated. This does not include amounts appropriated under permanent authority.

Table 1.8—Appropriation History Table

Fiscal Year	Budget Estimate to Congress	House Committee Passed	Senate Committee Passed	Enacted Appropriation
2014	$16,400,000	- - -[1]	$16,400,000[2]	$16,400,000[3]
2015	$16,400,000	$16,400,000[4]	- - -[5]	$16,400,000[6]
2016	$20,400,000	$20,400,000[7]	$20,400,000[8]	$11,400,000[9]
2017	$11,400,000	$11,400,000[10]	$11,400,000[11]	$11,400,000[12]
2018	$11,400,000	$11,400,000[13]	$11,400,000[14]	$11,400,000[15]
2019	$11,000,000	$11,000,000[16]	$11,000,000[17]	$11,000,000[18]
2020	$11,000,000	$11,000,000[19]	- - - [20]	$11,000,000[21]
2021	$11,000,000	$11,000,000[22]	- - -[23]	$11,000,000[24]
2022	$11,000,000	$11,000,000[25]	- - -[26]	$11,000,000[27]
2023	$11,000,000	$11,000,000[28]	- - -[29]	$11,000,000[30]
2024	**$10,000,000**			

[1] The House Committee on Appropriations did not report a bill.
[2] S. 1284.
[3] Consolidated Appropriations Act, 2014 (P.L. 113-76).
[4] H.R. 83.
[5] The Senate Committee on Appropriations did not report a bill.
[6] Consolidated and Further Continuing Appropriations Act, 2015 (P.L. 113-235).
[7] H.R. 3020.
[8] S. 1695.
[9] Consolidated Appropriations Act, 2016 (P.L. 114-113).
[10] H.R. 5926.
[11] S. 3040.
[12] Consolidated Appropriations Act, 2017 (P.L 115-31).
[13] H.R. 3358.
[14] S. 1771.
[15] Consolidated Appropriations Act, 2018 (P.L 115-141).

[16] H.R. 6470.
[17] S. 3158.
[18] Department of Defense and Labor, Health and Human Services, and Education Appropriations Act, 2019 and Continuing Appropriations Act, 2019 (P.L 115-245).
[19] H.R. 2740.
[20] The Senate Committee on Appropriations did not report a bill.
[21] Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2020 in the Further Consolidated Appropriations Act, 2020 (P.L. 116-94).
[22] H.R. 7614.
[23] The Senate Committee on Appropriations did not report a bill.
[24] Consolidated Appropriations Act, 2021 (P.L. 116-260).
[25] H.R. 4502
[26] The Senate Committee on Appropriations did not report a bill
[27] Consolidated Appropriations Act, 2022 (P.L. 117-103).
[28] H.R. 8295
[29] The Senate Committee on Appropriations did not report a bill.
[30] Consolidated Appropriations Act, 2023 (P.L. 117-328).

PENSION REFORM

Authorizing Legislation: Section 1131(b)(2) of the Social Security Act.

PURPOSE AND METHOD OF OPERATION

The purpose of this payment is to reimburse the OASI Trust Fund for the cost of certain pension reform activities chargeable to Federal funds.

Table 1.9—Pension Reform: Budget Authority

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*FY 2023 to* *FY 2024 Change*
Budget Authority	$6,000,000	$6,000,000	**$5,000,000**	*($1,000,000)*

The Employee Retirement Income Security Act of 1974, P.L. 93-406 (Pension Reform Act, also known as ERISA) established section 1131 of the Social Security Act. This requires the Commissioner of Social Security to furnish information regarding deferred vested pension rights to pension plan participants (and their dependents or survivors), either upon request or automatically upon application for retirement, survivors, or disability insurance benefits.

Each time an employee leaves employment that earned him or her vested rights to a pension, we receive related information from the Internal Revenue Service (IRS) in either paper or electronic format. We control, scan (using optical character recognition), and, if necessary, key the paper forms and transfer the data to the ERISA mainframe system. We add these data, along with electronic data received from the IRS to the ERISA Master Files after the name is verified against the NUMIDENT (SSN record) database. Each month, we compare an activity file of new benefit applications to the ERISA Master Files. We send an ERISA notice of pension plan eligibility to individuals included in both the activity file and the ERISA Master Files. This notice includes the information the worker needs to contact the pension plan administrator. We also resolve exceptions and respond to inquiries from employers and the public.

Section 1131(b)(1) permits the administrative expenses of carrying out this pension reform work to be funded initially from the OASI Trust Fund through our LAE account. Section 1131(b)(2) authorizes an annual appropriation of Federal funds to reimburse the OASI Trust Fund. To the extent that resources needed to process this workload exceed the budget authority available for reimbursement in the current year, we make reimbursement to the OASI Trust Fund at the beginning of the subsequent year, including interest as appropriate. We began to incur pension reform administrative expenses in FY 1977.

Payments to the Social Security Trust Funds

Table 1.10—Pension Reform: Obligations

Fiscal Year	Obligations
FY 2014	$1,010,592
FY 2015	$858,477
FY 2016	$1,421,941
FY 2017	$881,832
FY 2018	$1,582,104
FY 2019	$1,000,827
FY 2020	$862,908
FY 2021	$2,643,759
FY 2022	$1,918,944
FY 2023 Estimate	$6,000,000
FY 2024 Estimate	**$5,000,000**

RATIONALE FOR BUDGET REQUEST

The FY 2024 budget requests $5,000,000 to reimburse the OASI Trust Fund for the cost of carrying out our responsibilities under the Pension Reform Act. The FY 2024 request is $1,000,000 lower than the FY 2023 level. We reduced the request to better reflect the trend in obligations. The table below summarizes the recent trend of pension coverage report receipts:

Table 1.11—Receipts from Pension Coverage Reports

Fiscal Year	Pension Coverage Report Receipts
FY 2014	8,156,306
FY 2015	6,310,851
FY 2016	7,964,997
FY 2017	7,061,212
FY 2018	7,243,179
FY 2019	6,414,367
FY 2020	6,706,157
FY 2021	7,091,453
FY 2022	**7,529,828**

	UNNEGOTIATED CHECKS	

Authorizing Legislation: Section 201(m) of the Social Security Act and Section 152 of P.L. 98-21.

PURPOSE AND METHOD OF OPERATION

The purpose of this payment is to reimburse the OASI and DI Trust Funds for the value of interest on benefit checks cashed after 6 months or subsequently canceled.

Table 1.12—Unnegotiated Checks: Budget Authority

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	FY 2023 to FY 2024 Change
Budget Authority	$5,000,000	$5,000,000	**$5,000,000**	*$0*

This activity was originally established to reimburse the trust funds for uncashed benefit checks and accrued interest. Beginning October 1, 1989, Social Security checks, like those issued by other Federal agencies, are negotiable for only 12 months from their date of issue under the provisions of the Competitive Equality Banking Act (CEBA) of 1987 (P.L. 100-86). In the 14th month after issue, the Department of the Treasury prepares a listing of checks outstanding from each agency, cancels those checks, and refunds the value of checks canceled to the authorizing agencies. Under this "Limited Payability" procedure, the value of unnegotiated checks issued on or after October 1, 1989, are credited directly to the trust funds from Treasury's general fund when the checks are canceled, pursuant to P.L. 100-86. These funds do not pass through the PTF account. However, the interest adjustment must be paid through this account because CEBA made no provision for it.

This appropriation funds the estimated ongoing level of activity and represents the value of interest for unnegotiated OASDI benefit checks.

Payments to the Social Security Trust Funds

Table 1.13—Unnegotiated Checks: Obligations

Fiscal Year	Obligations
FY 2014	$2,698,386
FY 2015	$2,989,099
FY 2016	$2,091,901
FY 2017	$2,028,629
FY 2018	$2,402,793
FY 2019	$2,941,121
FY 2020	$2,575,849
FY 2021	$1,523,486
FY 2022	$1,894,718
FY 2023 Estimate	**$5,000,000**
FY 2024 Estimate	**$5,000,000**

The actual interest reflects the ongoing shift of benefit payments from paper checks to direct deposit. On December 21, 2010, the Department of the Treasury published a final rule amending 31 Code of Federal Regulations Part 208 to require recipients of Federal benefits and nontax payments to receive their payments by electronic funds transfer. People who apply for Social Security benefits on or after May 1, 2011, receive their payments electronically. Many people who previously received Federal benefit checks before May 1, 2011 have switched to electronic payments. As a result, the final rule has decreased the volume of unnegotiated benefit checks, and we expect this trend to continue. Benefits paid via direct deposit bypass the mechanism in which there is the possibility of an uncashed check. However, the effect of the growth in direct deposit participation on unnegotiated check interest is somewhat offset by increases in the number of beneficiaries and in the average monthly benefit payments. The following table summarizes the recent trend in the percentage of OASDI beneficiaries enrolled in the direct deposit payment program.

Table 1.14—Direct Deposit Participation Rate

	Direct Deposit Participation Rate
FY 2014	99%
FY 2015	99%
FY 2016	99%
FY 2017	99%
FY 2018	99%
FY 2019	99%
FY 2020	99%
FY 2021	99%
FY 2022	**99%**

RATIONALE FOR BUDGET REQUEST

The FY 2024 request is for $5,000,000 to reimburse the OASDI trust funds for the value of interest on unnegotiated checks. The FY 2024 request is equal to the FY 2023 level.

Table 1.15—Unnegotiated Checks: Budget Authority by Trust Fund

	FY 2024 Estimate
OASI Trust Fund	$3,000,000
DI Trust Fund	$2,000,000
Total	**$5,000,000**

Payments to the Social Security Trust Funds

Authorizing Legislation: Sections 9704 and 9706 of the Internal Revenue Code of 1986 as amended by section 19141 of the Energy Policy Act of 1992.

PURPOSE AND METHOD OF OPERATION

The purpose of this payment is to reimburse the OASDI Trust Funds for work carried out under section 19141 of the Energy Policy Act of 1992 (Public Law 102-486), which established the CIRHBA of 1992.

Table 1.16—Coal Industry Retiree Health Benefits: Obligations

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*FY 2023 to FY 2024 Change*
New Budget Authority	$0	$0	$0	$0
Obligations	$0	$50,000	**$50,000**	$0

CIRHBA combined two existing United Mine Workers of America (UMWA) pension plans into a single fund and required that certain existing coalmine operators pay health benefit premiums for the new combined plan. The law directed the Commissioner of Social Security to:

- Search the earnings records of the group of retired coal miners covered by the combined plan;
- Determine which retirees should be assigned to which mine operators;
- Notify the involved mine operators of the names and Social Security numbers of eligible beneficiaries who have been assigned to them;
- Process appeals from operators who believe that assignments have been made incorrectly; and
- Compute the premiums based on a formula established in the Act.

PROGRESS TO DATE

We completed reviews on all of the retired miners covered under the provisions of the 1992 CIRHBA. We devoted considerable time and resources to implement and comply with the Coal Act provisions of the Tax Relief and Health Care Act of 2006 (P.L. 109-432). All court cases challenging SSA's involvement in the Coal Act are now closed. We have also completed our obligation to provide yearly data on miner assignments to the UMWA Combined Benefit Fund. Our Office of the Chief Actuary continues to compute the beneficiary premiums on a yearly basis.

This account provides general fund reimbursement to the trust funds to the extent that the LAE account advances funds for SSA to carry out this work. We do not request additional funds for FY 2024 because the balance of the $10,000,000 per year appropriated in FY 1996 and in FY 1997 remains available until expended to reimburse the trust funds.

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CONTENTS

Supplemental Security Income Program

TABLES

<table>
<tr><td>APPROPRIATION LANGUAGE</td></tr>
</table>

For carrying out titles XI and XVI of the Social Security Act, section 401 of Public Law 92-603, section 212 of Public Law 93-66, as amended, and section 405 of Public Law 95-216, including payment to the Social Security trust funds for administrative expenses incurred pursuant to section 201(g)(1) of the Social Security Act, [$48,609,338,000] *$45,717,853,000*, to remain available until expended: *Provided,* That any portion of the funds provided to a State in the current fiscal year and not obligated by the State during that year shall be returned to the Treasury: *Provided further,* That not more than [$86,000,000] *$91,000,000* shall be available for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act, and remain available through September 30, [2025] *2026.*

For making, after June 15 of the current fiscal year, benefit payments to individuals under title XVI of the Social Security Act, for unanticipated costs incurred for the current fiscal year, such sums as may be necessary.

For making benefit payments under title XVI of the Social Security Act for the first quarter of fiscal year [2024] *2025,* [$15,800,000,000] *$21,700,000,*000, to remain available until expended. *(Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2023.)*

Supplemental Security Income Program

The appropriation language provides us with the funds needed to carry out our responsibilities under the Supplemental Security Income (SSI) program. This includes the funds needed to pay Federal benefits, administer the program, and provide beneficiary services to recipients. The budget authority for these activities is made available until expended, providing us the authority to carry over unobligated balances for use in future fiscal years. Furthermore, the language includes three year authority for research and demonstration projects, providing us the authority to carry over unobligated balances into the next two fiscal years.

In addition, the language includes indefinite authority beginning June 15, in the event Federal benefit payment obligations in FY 2024 are higher than expected, and we do not have sufficient unobligated balances to cover the difference. Consistent with previous years, the appropriation also includes an advance appropriation for Federal benefit payments in the first quarter of FY 2025 to ensure the timely payment of benefits in case of a delay in the FY 2025 appropriations bill.

Table 2.1—Appropriation Language Analysis

Language provision	Explanation
"For carrying out titles XI and XVI of the Social Security Act… including payment to the Social Security trust funds for administrative expenses incurred pursuant to section 201(g)(1) of the Social Security Act, [$48,609,338,000] *$45,717,853,000, to remain available until expended:"*	Appropriates funds for Federal benefit payments, administrative expenses, beneficiary services, and research and demonstration projects under the SSI program. We may carry over unobligated balances for use in future fiscal years.
"Provided, That any portion of the funds provided to a State in the current fiscal year and not obligated by the State during that year shall be returned to the Treasury."	Ensures that States do not carry unobligated balances of Federal funds into the subsequent fiscal year. Applies primarily to the beneficiary services activity.
Provided further, That not more than [$86,000,000] *$91,000,000 shall be available for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act, and remain available through September 30,* [2025] *2026.*	Specifies that not more than $91 million of the SSI appropriation is available for research and demonstration projects. We may carry over unobligated balances through September 30, 2026, at which point, funds are expired.
"For making, after June 15 of the current fiscal year, benefit payments to individuals under title XVI of the Social Security Act, for unanticipated costs incurred for the current fiscal year, such sums as may be necessary."	Provides an indefinite appropriation to finance any shortfall in the definite appropriation for benefit payments during the last months of the fiscal year.
"For making benefit payments under title XVI of the Social Security Act for the first quarter of fiscal year [2024] *2025,* [$15,800,000,000] *$21,700,000,000, to remain available until expended."*	Appropriates funds for benefit payments in the first quarter of the subsequent fiscal year. Ensures that recipients will continue to receive benefits during the first quarter of FY 2025 in the event of a temporary funding delay.

GENERAL STATEMENT

The SSI program guarantees a minimum level of income to financially needy individuals who are aged, blind, or disabled. Title XVI of the Social Security Act authorized the program, and payments began January 1974. It is Federally-administered and funded from general revenues.

Prior to the establishment of the SSI program, the Social Security Act provided means-tested assistance through three separate programs—Old-Age Assistance, Aid to the Blind, and Aid to the Permanently and Totally Disabled. Federal law only established broad guidelines, with each State largely responsible for setting its own eligibility and payment standards. The SSI program was established to provide uniform standards across States.

Table 2.2—Summary of Appropriations and Obligations[1]
(in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*Change*
Appropriation	$65,513,823	$64,209,338	$61,517,853	*-$2,691,485*
Obligations	$65,657,451	$65,208,110	$62,882,176	*-$2,325,934*
First Quarter Advance Appropriation for Subsequent Fiscal Year	$15,600,000	$15,800,000	$21,700,000	*+$5,900,000*

PROGRAM OVERVIEW

Eligibility Standards

As a means-tested program, individuals must have income and resources below specified levels to be eligible for benefits. Program rules allow some specific categories of income and resources to be either totally or partially excluded.[2] The process of evaluating eligibility and payment levels for the SSI program and addressing the accuracy of payments is inherently complex due to the program rules.

An individual's benefit payment is reduced dollar for dollar by the amount of his or her "countable income"—income less all applicable exclusions—in a given month. Income in the SSI program includes "earned income," such as wages and net earnings from self-employment and "unearned income," such as Social Security benefits, unemployment compensation, deemed income from a spouse or parent, and the value of in-kind support and maintenance, such as food and shelter. Different exclusion rules apply for different types of income.

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[1] Does not include State supplementary payments and reimbursements or the corresponding State supplement user fee collections; user fees are included in the Limitation on Administrative Expenses (LAE) appropriation.

[2] The ABLE Act of 2014 created a new type of tax-advantaged account that has a limited effect on an individual's eligibility for the SSI program and other Federal means-tested programs.

Supplemental Security Income Program

Benefit Payments

We estimate we will pay $57.6 billion in Federal benefits to over 7.3 million SSI recipients in FY 2024. Including State supplementary payments, we expect to pay a total of $60.9 billion and administer payments to nearly 7.5 million recipients.

Federal benefit payments represent approximately 92 percent of Federal SSI spending. Administrative expenses represent about 8 percent of spending; beneficiary services and research and demonstration projects make up the remaining less than half a percent.

Incentives for Work and Opportunities for Vocational Rehabilitation

The SSI program is designed to help recipients with disabilities achieve independence by encouraging and supporting their attempts to work. The program includes a number of work incentive provisions that enable recipients who are blind or disabled to work and retain benefits. The program also includes provisions to help disabled beneficiaries obtain vocational rehabilitation and employment support services. These provisions were revised by legislation establishing the Ticket to Work program, which is discussed in more detail in the Beneficiary Services section.

State Supplementation

Supplementation is mandatory for certain recipients who were on State rolls just prior to the creation of the Federal program on January 1, 1974. Otherwise, States are encouraged to supplement the Federal benefit and may elect to have us administer their State supplementation program. States that choose to have us administer their program reimburse us in advance and we make the payment on behalf of the State. Participating States also reimburse us for the cost of administering their program, based on a user fee schedule established by the Social Security Act. The user fee is $14.35 per SSI check payment in FY 2023 and is expected to increase to $14.86 in FY 2024. The Department of the Treasury receives the first $5.00 of each fee and we retain, as part of our LAE budget, the amount over $5.00. Additional information regarding State supplementation can be found within the LAE section.

Coordination with Other Programs

We play an important role in helping States administer Medicaid and the Supplemental Nutrition Assistance Program (SNAP). Provisions in the SSI statute ensure that payments made by States or under the Social Security program are not duplicated by SSI benefits.

Generally, SSI recipients are categorically eligible for Medicaid. States may either use SSI eligibility criteria for determining Medicaid eligibility or use their own, provided the criteria are no more restrictive than the State's January 1972 medical assistance standards.

SSI recipients may also qualify for SNAP. Pursuant to section 11 of the Food and Nutrition Act of 2008 (P.L. 88-525, as amended through P.L. 116-260), we work with SSI applicants and recipients in a variety of ways to help them file for SNAP, including informing them of their potential benefits, making applications available to them, and in some cases helping them complete their applications in our field offices. We also share applicant data with a number of States in support of SNAP.

Key Initiatives

We continue to pursue efforts to ensure the proper management and stewardship of the SSI program. This includes a focus on reducing the major factors affecting payment accuracy, processing continuing disability reviews (CDR) and non-disability redeterminations, combatting fraud, improving our debt collection tools, and using our data matching systems to detect changes in circumstances that could affect SSI eligibility. Further information on these programs can be found in our Improper Payments exhibit and the Program Integrity exhibit of the LAE section. Additional detail is also included in our Annual Performance Report (APR) and Agency Financial Report (AFR).[1]

Outreach to People Facing Barriers

During the pandemic, we experienced a reduction in applications for benefits, particularly SSI and disability benefits. While our field offices are again open to walk-in traffic, we remain concerned that there may be many underserved individuals have greater difficulties accessing our services. We continue our work to expand access to the program through initiatives such as streamlining and digitizing the SSI application, enlisting the assistance of third parties who work with people facing barriers, promoting our programs through paid social media, television, and radio advertising, and sending out targeted mailers to groups most likely to be eligible for SSI. Further information on our efforts to reach underserved communities can be found in the Research and Demonstration section below and in our Outreach Efforts to People Facing Barriers exhibit in the LAE section of this Congressional Justification. These efforts also contribute to our strategic goal to improve equity in SSI through increased outreach and improved benefit delivery, including to communities of color and underserved communities (For additional information on our Agency Priority Goals, please refer to page 149).

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[1] Both the APR and AFR can be viewed online at https://www.ssa.gov/agency/budget-and-performance.html

Supplemental Security Income Program

The SSI appropriation includes funds for Federal benefit payments, administrative expenses, beneficiary services, and research and demonstration projects. In total, the FY 2024 President's Budget request is $61,517,853,000. However, this includes $15,800,000,000 appropriated for the first quarter of FY 2024 in the FY 2023 Consolidated Appropriations Act. The appropriation language provides us with our remaining appropriation for FY 2024, $45,717,853,000—the total amount requested for FY 2024 less the advance.

Similarly, in addition to the amount above, the request includes an advance appropriation of $21,700,000,000 for Federal benefit payments in the first quarter of FY 2025. This advance is to ensure recipients continue to receive their benefits at the beginning of the subsequent fiscal year in case there is a delay in passing that year's appropriation.

Table 2.3—Appropriation Detail [1,2]
(in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*Change*
Advance for Federal Benefits[3]	$19,600,000	$15,600,000	$15,800,000	
Regular for Federal Benefits	$41,091,142	$43,630,213	$40,528,000	
Subtotal Federal Benefits	**$60,691,142**	**$59,230,213**	**$56,328,000**	***-$2,902,213***
Base Administrative Expenses	$3,366,002	$3,320,754	$3,467,091	*+$146,337*
Program Integrity (Base)	$188,136	$221,292	$257,000	*+$35,708*
Program Integrity (Adjustment)	$977,543	$1,227,079	$1,237,762	*+$10,683*
Subtotal Administrative Expenses	**$4,531,681**	**$4,769,125**	**$4,961,853**	***+$192,728***
Beneficiary Services	$205,000	$124,000	$137,000	*+$13,000*
Research and Demonstration	$86,000	$86,000	$91,000	*+$5,000*
Subtotal Advanced Appropriation	**$19,600,000**	**$15,600,000**	**$15,800,000**	
Subtotal Regular Appropriation	**$45,913,823**	**$48,609,338**	**$45,717,853**	
Total Appropriation	$65,513,823	$64,209,338	$61,517,853	*-$2,691,485*
Advance for Subsequent Year	**$15,600,000**	**$15,800,000**	**$21,700,000**	***+$5,900,000***

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[1] Does not include State supplementary payments and reimbursements or the corresponding State supplementary user fee collections; user fees are included in the LAE appropriation.

[2] Totals may not add due to rounding.

[3] Amount provided or requested in the previous year's appropriation bill.

BUDGETARY RESOURCES

The SSI annual appropriation consists of a regular appropriation made available by the current year's appropriation bill and an advance made available by the prior year's appropriation. This advance is for Federal benefit payments in the first quarter of the subsequent fiscal year to ensure recipients continue to receive their benefits in case there is a delay in passing that year's appropriation bill. The FY 2024 President's Budget is $61,517,853,000, including $15,800,000,000 appropriated in the FY 2023 Consolidated Appropriations Act.

Table 2.4—Amounts Available for Obligation[1,2]

(in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate
Regular Appropriation	$45,913,823	$48,609,338	$45,717,853
Advanced Appropriation from prior FY	$19,600,000	$15,600,000	$15,800,000
Total Annual Appropriation	**$65,513,823**	**$64,209,338**	**$61,517,853**
Federal Unobligated Balance	$4,649,075	$4,629,451	$3,630,679
Recovery of Prior-Year Obligations	$124,004	$0	$0
Subtotal Federal Resources	**$70,286,902**	**$68,838,789**	**$65,148,532**
State Supp. Reimbursements	$2,835,171	$3,369,000	$3,529,000
State Supp. Unobligated Balance	$201,287	$11,528	$528
Total Budgetary Resources	**$73,323,360**	**$72,219,317**	**$68,678,060**
Federal Obligations	**$65,657,451**	**$65,208,110**	**$62,882,176**
State Supp. Obligations	$3,024,929	$3,380,000	$3,275,000
Total Obligations	**$ 68,682,380**	**$68,588,110**	**$66,157,176**
Federal Unobligated Balance	$4,629,451	$3,630,679	$2,266,356
State Supp. Unobligated Balance	$11,528	$528	$254,528
Total Unobligated Balance	$4,640,979	$3,631,207	$2,520,884

The SSI annual appropriation was $65.5 billion in FY 2022. The enacted FY 2023 appropriation is $64.2 billion. We have the authority to carry over unobligated balances for use in future fiscal years for Federal benefit payments and administrative expenses, and beneficiary services because the amounts appropriated are made available until expended. We carried over approximately

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[1] Does not include State supplementary user fees; user fees are included in the LAE appropriation.
[2] Totals may not add due to rounding.

Supplemental Security Income Program

$4.6 billion in Federal unobligated balances into FY 2023. We expect to carry over approximately $3.6 billion into FY 2024.

In addition to these appropriated amounts, we have spending authority in the amount of the advance reimbursement we receive from States to pay their State supplementary benefits. Because States reimburse us in advance, we carry over the amount received for the October 1 payment, reimbursed at the end of September in the prior fiscal year, for use in the subsequent fiscal year.

ANALYSIS OF CHANGES

The FY 2024 request represents a decrease of approximately $2.7 billion from the FY 2023 level, which is primarily due to having 11 payments instead of 12 in FY 2024. We plan to use unobligated balances to partially fund Federal benefits, beneficiary services, research and demonstration projects, and administrative expenses in FY 2023 and FY 2024. Also, we plan to use nearly $1 billion in unobligated balances and recoveries in FY 2023 and approximately $1.4 billion in FY 2024.

Federal Benefit Payments

The FY 2024 request for Federal Benefit payments is approximately $2.9 billion less than the FY 2023 level. We decreased the FY 2024 request for Federal Benefit payments mainly due to one fewer benefit payment in FY 2024, as well as utilizing the anticipated carryover funding from FY 2023. The decrease is partially offset by the January 2024 COLA and bolstered by the impact of Old-Age, Survivors, and Disability Insurance (OASDI) COLAs on concurrent SSI/OASDI recipients. Since OASDI benefits are counted as income in the SSI program, the annual OASDI COLA decreases the SSI benefit payment for concurrent recipients.

We estimate the first quarter advance for FY 2025 will be $5.9 billion more than the first quarter advance for FY 2024. Monthly SSI benefit payments are made on the first of the month, unless the first falls on a weekend or Federal holiday. In that case, the payment is made on the prior business day at the end of the previous month. When October 1 falls on a weekend or Federal holiday, the payment is made in the prior fiscal year at the end of September. This timing of payments results in 11, 12, or 13 payments in a given fiscal year, and three or four in a given quarter. The first quarter in FY 2024 will have three benefit payments, while the first quarter in FY 2025 will have four benefit payments.

Administrative Expenses

The FY 2024 request for administrative expenses is $193 million more than the FY 2023 level, and includes approximately $1.2 billion in allocation adjustment funding for program integrity work in the SSI program. We expect to use $70 million in carryover funds in FY 2023 and $55 million in carryover funds in FY 2024 to cover estimated obligations. For details about program integrity funding and activities, please refer to the Program Integrity exhibit in the LAE section.

Beneficiary Services

We are requesting $137 million in new authority for FY 2024. This is $13 million more than our FY 2023 appropriation. Our estimate reflects a steady level of vocational rehabilitation

reimbursement awards, and Ticket payments to Employment Networks under the Ticket to Work program. The FY 2024 request funds an estimated 5 percent increase in obligations above the FY 2023 level. We expect to use $43 million in carryover funds in FY 2023 and $38 million in carryover funds in FY 2024 to cover our estimated obligations.

Research and Demonstrations

The FY 2024 request for research and demonstration projects is $5 million more than the FY 2023 level. We expect to use carryover funds in FY 2023 and FY 2024 in addition to our requested appropriation to cover our estimated obligations. For more information, please see the *Research and Demonstration* exhibit.

Table 2.5—Summary of Changes[1,2]
(in thousands)

	FY 2023 Enacted	FY 2024 Estimate	*Change*
Appropriation	**$64,209,338**	**$61,517,853**	*-$2,691,485*
Obligations Funded from Prior-Year Unobligated Balances and Recoveries net of estimated carryover from appropriation	$1,009,044	$1,364,323	*+$355,279*
Unobligated Balance Carried Forward into FY 2024	-$10,272	$0	*+$10,272*
Estimated Federal Obligations	**$65,208,110**	**$62,882,176**	*-$2,325,934*

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[1] Does not include State supplementary payments and reimbursements or the corresponding State supplement user fee collections; user fees are included in the LAE appropriation.

[2] Totals may not add due to rounding.

Supplemental Security Income Program

Table 2.6—Explanation of SSI Budget Changes from FY 2023 to FY 2024
(in thousands)

	FY 2023 Obligations	*Change*
Federal Benefit Payments	$59,230,213	
• COLA – 3.6% beginning January 2024		+$3,836,000
• Net change due to annualized closings and awards		-$674,000
• Net decrease due to adjustment to 11 payments in FY 2024, down from 12 in FY 2023		-$4,432,000
• October FY 2023 payment obligated during FY 2022		+$4,140,000
• Effect of OASDI COLA for concurrent SSI/OASDI Recipients		-$961,000
• October FY 2024 payment obligated during FY 2023		-$4,431,000
Federal Benefit Payments – Carryover	$873,787	
Administrative Expenses	$4,769,125	
• Increase in base funding		+$192,728
Administrative Expenses – Carryover	$70,158	
• Decrease in amount of carryover funding planned for obligation in FY 2024		-$14,919
• Unobligated Balance Carried Forward into FY 2024		+$10,272
Beneficiary Services	$124,000	
• Increase in base funding		+$13,000
Beneficiary Services – Carryover	$43,000	
• Decrease in amount of carryover funding planned for obligation in FY 2024		-$5,000
Research and Demonstration	$86,000	
• Increase in base funding		+$5,000
Research and Demonstration – Carryover	$22,099	
• Decrease in amount of carryover funding planned for obligation in FY 2024		-$5,015
Total Obligations Requested, Net Change	**$65,208,110**	**-$2,325,934**

The table below displays budget authority and obligations for the five main SSI activities – Federal benefit payments, administrative expenses, program integrity, beneficiary services, and research and demonstration.

Table 2.7—New Budget Authority and Obligations by Activity[1,2] (in thousands)

	FY 2022 Actual	FY 2023 Enacted[3]	FY 2024 Estimate[13]
Federal Benefit Payments			
Appropriation	$60,691,142	$59,230,213	$56,328,000
Obligations	$60,910,068	$60,104,000	$57,582,000
Monthly Check Payments	13	12	11
Base Administrative Expenses			
Appropriation	$3,366,002	$3,320,754	$3,467,091
Obligations	$3,364,725	$3,390,912	$3,519,960
Program Integrity (Base)			
Appropriation	$188,136	$221,292	$257,000
Obligations	$188,136	$221,292	$257,000
Program Integrity (Adjustment)			
Appropriation	$977,543	$1,227,079	$1,237,762
Obligations	$977,543	$1,216,807	$1,240,132
Beneficiary Services			
Appropriation	$205,000	$124,000	$137,000
Obligations	$134,966	$167,000	$175,000
Research and Demonstration			
Appropriation	$86,000	$86,000	$91,000
Obligations	$82,013	$108,099	$108,084
Total Appropriation	**$65,513,823**	**$64,209,338**	**$61,517,853**
Total Federal Obligations	**$65,657,451**	**$65,208,110**	**$62,882,176**

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[1] Does not include State supplementary payments and reimbursements or the corresponding State supplement user fee collections; user fees are included in the LAE appropriation.
[2] Totals may not add due to rounding.
[3] We expect to use carryover of prior year unobligated balances and recoveries for FY 2023 and FY 2024 obligations.

Supplemental Security Income Program

In the table below, "Other Services" includes administrative expenses, program integrity, and beneficiary services.

Table 2.8—New Budget Authority and Obligations by Object [1,2]
(in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate
Other Services[3]			
Appropriation	$4,736,681	$4,893,125	**$5,098,853**
Obligations	$4,665,370	$4,996,011	**$5,192,092**
Federal Benefits and Research			
Appropriation	$60,777,142	$59,316,213	**$56,419,000**
Obligations	$60,992,081	$60,212,099	**$57,690,084**
Total Appropriation	**$65,513,823**	**$64,209,338**	**$61,517,853**
Total Obligations	**$65,657,451**	**$65,208,110**	**$62,882,176**

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[1] Does not include State supplementary payments and reimbursements or the corresponding State supplement user fee collections; user fees are included in the LAE appropriation.

[2] Totals may not add due to rounding.

[3] The administrative portion of these services includes the SSI's prorated share of unobligated LAE money that has been converted into no-year IT funds. It is not part of the annual administrative appropriation.

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AUTHORIZING LEGISLATION

The SSI program is authorized by Title XVI of the Social Security Act. Section 1601 of the Act authorizes such sums as are sufficient to carry out the Title.

Table 2.9—Authorizing Legislation

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	FY Amount Authorized
Title XVI of the Social Security Act, Section 401 of P.L. 92-603 and Section 212 of P.L. 93-66, as amended, and Section 405 of P.L. 92-216[1]	$65,513,823,000	$64,209,338,000	**$61,517,853,000**	*Indefinite*
First Quarter Advance Appropriation for Subsequent Fiscal Year	$15,600,000,000	$15,800,000,000	**$21,700,000,000**	---

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[1] Does not include State supplementary payments and reimbursements or the corresponding State supplement user fee collections; user fees are included in the LAE appropriation.

Supplemental Security Income Program

The table below displays the President's Budget request, amounts passed by the House and Senate, and the actual amount appropriated, for the period FY 2014 to FY 2023. Indefinite budget authority is requested when actual Federal benefit payments exceed the amounts available for Federal benefit payments in a given fiscal year.

Table 2.10—Appropriation History[1]

Fiscal Year	Budget Estimate to Congress	House Committee Passed	Senate Committee Passed	Enacted Appropriation
Q1 Advance	$19,300,000,000		$19,300,000,000	$19,300,000,000
Current Year	$40,737,000,000[2]		$40,568,741,000[3]	$41,249,064,000[4]
2014 Total	$60,037,000,000[5]		$59,868,741,000	$60,549,064,000
Q1 Advance	$19,700,000,000		$19,700,000,000	$19,700,000,000
Current Year	$40,927,000,000			$41,232,978,000[6]
2015 Total	$60,627,000,000			$60,932,978,000[7]
Q1 Advance	$19,200,000,000			$19,200,000,000
Current Year	$46,422,000,000	$46,232,978,000[8]	$46,110,777,000[9]	$46,305,733,000[10]
2016 Total	$65,622,000,000	$65,432,978,000	$65,310,777,000	$65,505,733,000[11]
Q1 Advance	$14,500,000,000			$14,500,000,000
Current Year	$43,824,868,000	$43,162,469,000[12]	$43,618,163,000[13]	$43,618,163,000[14]
2017 Total	$58,324,868,000	$57,662,469,000	$58,118,163,000	$58,118,163,000[15]
Q1 Advance	$15,000,000,000			$15,000,000,000
Current Year	$38,557,000,000	$38,591,635,000[16]	$38,450,927,000[17]	$38,487,277,000[18]
2018 Total	$53,557,000,000	$53,591,635,000	$53,450,927,000	$53,487,227,000[19]
Q1 Advance	**$19,500,000,000**			$19,500,000,000
Current Year	$41,208,000,000	$41,251,000,000[20]	$41,390,721,000[21]	$41,366,203,000[22]
2019 Total	$60,708,000,000	$60,751,000,000	$60,890,721,000	$60,866,203,000[23]
Q1 Advance	**$19,700,000,000**			$19,700,000,000
Current Year	$41,832,000,000	$41,938,540,000[24]	- - -[25]	$41,714,889,000[26]
2020 Total	$61,532,000,000	$61,638,540,000		$61,414,889,000[27]
Q1 Advance	**$19,900,000,000**			$19,900,000,000
Current Year	$40,308,177,000	$40,172,492,000[28]	- - -[29]	$40,158,768,000[30]
2021 Total	**$60,208,177,000**	$60,072,492,000		**$60,058,768,000[31]**

Table Continues on the Next Page

Fiscal Year	Budget Estimate to Congress	House Committee Passed	Senate Committee Passed	Enacted Appropriation
Q1 Advance	**$19,600,000,000**			$19,600,000,000
Current Year	$46,210,256,000	$46,167,573,000[32]	- - -[33]	$45,913,823,000[34]
2022 Total	**$65,810,256,000**	**$65,767,573,000**		**$65,513,823,000[35]**
Q1 Advance	**$15,600,000,000**			$15,600,000,000
Current Year	$48,828,722,000	$48,713,576,000[36]	- - -[37]	$48,609,338,000[38]
2023 Total	**$64,428,722,000**	**$64,313,576,000**		**$64,209,338,000[39]**
Q1 Advance	**$15,800,000,000**			$15,800,000,000
Current Year	$45,717,853,000			
2024 Total	**$61,517,853,000**			
Q1 Advance	**$21,700,000,000**			
Current Year				
2025 Total				

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[1] Does not include State supplementary payments and reimbursements or the corresponding State user fee collections; user fees are included in the LAE appropriation.

[2] Of this amount, not more than $54,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[3] S. 1284.

[4] Consolidated Appropriations Act, 2014 (P.L. 113-76).

[5] The President's Budget proposed to provide $1,200,000,000 in mandatory administrative funding in FY 2014. Of the $1,200,000,000, the SSI portion totals $587,000,000.

[6] Consolidated and Further Continuing Appropriations Act, 2015 (P.L. 113-235).

[7] Of this amount, not more than $48,000,000 is for research and demonstrations and not more than $35,000,000 is for early intervention demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[8] H.R. 3020.

[9] S. 1695

[10] Consolidated Appropriations Act, 2016 (P.L. 114-113).

[11] Of this amount, not more than $101,000,000 is for research and demonstrations under sections 1110,1115, and 1144 of the Social Security Act.

[12] H.R. 5926.

[13] S. 3040.

[14] Consolidated Appropriations Act, 2017 (P.L. 115-31).

[15] Of this amount, not more than $58,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[16] H.R. 3358.

[17] S. 1771.

[18] Consolidated Appropriations Act, 2018 (P.L. 115-141).

[19] Of this amount, not more than $101,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[20] H.R. 6470.

[21] S. 3158.

[22] Department of Defense and Labor, Health and Human Services, and Education Appropriations Act, 2019 and Continuing Appropriations Act, 2019 (P.L. 115-245).

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[23] Of this amount, not more than $101,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[24] H.R. 2740.

[25] The Senate Committee on Appropriations did not report a bill. The Committee posted a draft bill which mirrored the FY 2020 President's Budget request for $41,832,000,000.

[26] Further Consolidated Appropriations Act, 2020 (P.L. 116-94)

[27] Of this amount, not more than $101,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[28] H.R. 7614.

[29] The Senate Committee on Appropriations did not report a bill but provided a draft showing $40,136,324,000.

[30] Consolidated Appropriations Act, 2021 (P.L. 116-260)

[31] Of this amount, not more than $86,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[32] H.R. 4502.

[33] The Senate Committee on Appropriations did not report a bill but provided a draft showing $46,122,423,000.

[34] Consolidated Appropriations Act, 2022 (P.L. 117-103)

[35] Of this amount, not more than $86,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

[36] H.R. 8295.

[37] The Senate Committee on Appropriations did not report a bill but provided a draft showing $48,644,795,000.

[38] Consolidated Appropriations Act, 2023 (P.L. 117-328)

[39] Of this amount, not more than $86,000,000 is for research and demonstrations under sections 1110, 1115, and 1144 of the Social Security Act.

FEDERAL BENEFIT PAYMENTS

Authorizing Legislation: Section 1602, 1611, and 1617 of the Social Security Act.

PURPOSE AND METHOD OF OPERATION

The SSI program was established to pay low-income aged, blind, and disabled individuals a minimum level of income through Federally-administered monthly cash payments. In many cases, these payments supplement income from other sources, including Social Security benefits and State programs. In FY 2024, we estimate benefit payments will total approximately $57.6 billion for approximately 7.3 million Federal SSI recipients.

Table 2.11—Federal Benefit Payments: New Budget Authority and Obligations[1]
(in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	Change
Appropriation	**$60,691,142**	**$59,230,213**	**$56,328,000**	*-$2,902,213*
Obligations Funded from Prior-Year Unobligated Balance and Recoveries	*$0*	*$873,787*	*$1,254,000*	*+$380,213*
Obligations	**$60,910,068**	**$60,104,000**	**$57,582,000**	*-$2,522,000*
Advance for subsequent fiscal year	$15,600,000	$15,800,000	$21,700,000	*+$5,900,000*

RATIONALE FOR BUDGET REQUEST

In FY 2024, we are requesting $56.3 billion in new budget authority for Federal benefit payments, and $21.7 billion in an advance appropriation for the first quarter of FY 2025. We estimate benefit payments based on a number of interrelated factors including the number of SSI recipients, number of applications, award and termination rates, cost-of-living adjustments, maximum benefit rates, average payment amounts, and number of payments per fiscal year.

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[1] Federal benefit numbers reflect the most recent estimates from our Office of the Chief Actuary.

Supplemental Security Income Program

The number of Federal SSI recipients has decreased from 8 million in FY 2019 to an estimated 7.4 million in FY 2023, and is expected to decrease to 7.3 million in FY 2024. The estimated decrease in Federal recipients in FY 2024 represents a 1.1 percent decrease compared to the FY 2023 level. We estimate the number of SSI recipients by analyzing a number of factors including applications, as well as award and termination rates. Please refer to the Advancing Equity, Diversity, Inclusion, and Accessibility exhibit in the LAE section for additional information on how we are investigating this trend.

Table 2.12—SSI Recipients, Actual [1]
(average over fiscal year, in thousands)

	FY 2019	FY 2020	FY 2021	FY 2022
Aged	1,114	1,109	1,076	1,069
Blind or Disabled	6,842	6,802	6,666	6,450
Total Federal	**7,957**	**7,911**	**7,742**	**7,519**
Year-to-Year Change	*-1.1%*	*-0.6%*	*-2.1%*	*-2.9%*
State Supplement Only	151	146	137	133
Total Federally Administered	**8,108**	**8,057**	**7,879**	**7,652**

In addition to Federal SSI recipients, we currently administer State supplementary payments for 20 States and the District of Columbia. We administer payments for approximately 1.4 million State supplement recipients, of which 137,000 do not receive a Federal SSI benefit and only receive the State supplementary payment.

Table 2.13—SSI Recipients, Projected [1]
(average over fiscal year, in thousands)

	FY 2023 Estimate	FY 2024 Estimate	*Change*
Aged	1,098	1,112	*+1.3%*
Blind or Disabled	6,299	6,206	*-1.5%*
Total Federal	**7,397**	**7,318**	***-1.1%***
State Supplement only	137	137	*+0.0%*
Total Federally Administered	**7,534**	**7,455**	***-1.0%***

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[1] Totals may not add due to rounding.

SSI Disabled vs. Aged Recipient Population

The number of Federal blind or disabled SSI recipients as a percentage of all Federal SSI recipients remained steady at about 86 percent from FY 2019 to FY 2022, and is projected to decrease to about 85 percent in FY 2023 and FY 2024.

Table 2.14—Blind or Disabled Recipients as a Percentage of Total [1]
(average over fiscal year, in thousands)

Fiscal Year	Total Federal	Aged	Blind or Disabled	Blind or Disabled as % of Total
2019	7,957	1,114	6,842	**86.0%**
2020	7,911	1,109	6,802	**86.0%**
2021	7,742	1,076	6,666	**86.1%**
2022	7,519	1,069	6,450	**85.8%**
2023 Estimate	**7,397**	**1,098**	**6,299**	**85.2%**
2024 Estimate	**7,318**	**1,112**	**6,206**	**84.8%**

Concurrent SSI/OASDI Recipients

SSI recipients also receiving Old-Age and Survivors Insurance (OASI) or DI benefits have their SSI benefit reduced, less applicable exclusions, by the amount of their OASDI benefit. Approximately 33 percent of all SSI recipients (including those only receiving a State supplement) also receive Social Security benefits. Approximately 57 percent of the SSI aged and 29 percent of the SSI blind and disabled populations receive concurrent payments.

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[1] Totals may not add due to rounding.

Supplemental Security Income Program

Maximum Monthly Federal Payments

The maximum monthly Federal benefit rate (FBR) is increased each January when there are increases in the cost-of-living. There was an 8.7 percent cost of living increase in calendar year (CY) 2023. An increase of 3.6 percent is projected for January 2024. The FBR increased from $841 for an individual and $1,261 for a couple for CY 2022 to $914 for an individual and $1,371 for a couple in CY 2023. We estimate the FBR will increase to $947 for an individual and $1,420 for a couple in CY 2024. The COLA will be effective in January 2024, raising the maximum benefit rate to higher levels than the first 3 months of the fiscal year.

Table 2.15—Maximum Benefit Rates

	FY 2023		FY 2024	
	First 3 Months	Last 9 Months	First 3 Months	Last 9 Months
Individual	$841	$914	$914	$947
Couple	$1,261	$1,371	$1,371	$1,420

Average Monthly Benefit Payments

The amount actually paid to a recipient can vary from the FBR based on their income received (e.g., earnings and Social Security benefits) and the living arrangement of the recipient (e.g., residence in one's own home, the household of another person, or in a nursing home which meets Medicaid standards). The average monthly benefit is expected to increase from $618 in FY 2022 to $666 in FY 2023 and $698 in FY 2024. The increase in the average benefit payment is driven by COLAs and recipient population characteristics.

Table 2.16—Average Monthly Benefit Payments

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Aged	$452	$489	**$516**
Blind or Disabled	$646	$697	**$731**
All SSI Recipients	$618	$666	**$698**

Cost of Living Adjustments

When applicable, COLAs increase both the maximum and average monthly benefit payment. However, for concurrent SSI/OASDI recipients, increases in SSI benefit payments are partially offset by increases in Social Security benefits resulting from the same COLA. Social Security benefits are counted as income in the SSI program. Therefore, any increase in Social Security benefits resulting from the annual COLA increases countable income in the SSI benefit computation.

Program Integrity Funding

Annual benefit payment estimates factor in results from our legally-required SSI CDRs and redeterminations. Specifically, in FY 2024, we estimate we will conduct approximately 345,000 SSI CDRs and 2,540,000 non-medical redeterminations using dedicated program integrity funds. For details about program integrity funding and activities, please refer to page 144.

Timing of Monthly Benefit Payments

Monthly SSI benefit payments are made on the first of the month, unless the first falls on a weekend or Federal holiday. In that case, the payment is made on the prior business day at the end of the previous month. When October 1 falls on a weekend or Federal holiday, the payment is made in the prior fiscal year at the end of September. This timing of payments results in 11, 12, or 13 payments in a given fiscal year.

Table 2.17—Check Payments by Fiscal Year

	Number of Check Payments	Federal Benefit Obligations
FY 2015	12	$54,706,388,183
FY 2016	13	$59,044,228,391
FY 2017	12	$54,729,471,841
FY 2018	11	$50,949,421,097
FY 2019	12	$55,590,534,196
FY 2020	12	$56,161,567,718
FY 2021	12	$55,717,174,588
FY 2022	13	$60,910,067,748
FY 2023	**12**	**$60,104,000,000**
FY 2024	**11**	**$57,582,000,000**

Supplemental Security Income Program

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ADMINISTRATIVE EXPENSES

</div>

Authorizing Legislation: Sections 201(g)(1) of the Social Security Act.

PURPOSE AND METHOD OF OPERATION

Administrative expenses for the SSI program are funded from general revenues. Section 201(g)(1) of the Social Security Act provides that administrative expenses for the SSI program, including Federal administration of State supplementary payments, may be financed from the Social Security trust funds with reimbursement, including any interest lost, to the trust funds from general revenues.

This appropriation funds the SSI program share of administrative expenses incurred through the LAE account. Amounts appropriated are available for current year SSI administrative expenses, as well as for prior year administrative expenses that exceeded the amount available through this account for the prior year. If those excess prior year amounts were paid out of the Social Security trust funds, then current year SSI funds must be used to reimburse these trust funds with interest.

The legislative history of the 1972 amendments (which established this funding mechanism) indicates a desire to obtain economy of administration by giving us the responsibility for the SSI program because of its existing field office network and its administrative and automated data processing facilities. Because of the integration of the administration of the SSI and Social Security programs, it was desirable to fund them from a single source (the LAE account). This process requires that the trust funds and the SSI account pay their appropriate shares to the LAE account, which in turn manages the administrative expenses on behalf of the paying accounts. The determination is based on a Government Accountability Office-approved method of cost analysis of the respective expenses of the SSI and Social Security insurance programs, and statute mandates a final settlement by the end of the subsequent fiscal year.

Table 2.18—Administrative Expenses: New Budget Authority and Obligations
(in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*Change*
Total Appropriation	**$4,531,681**	**$4,769,125**	**$4,961,853**	***+$192,728***
Obligations Funded from Prior-Year Unobligated Balance	*$0*	*+$70,158*	*+$55,239*	***-$14,919***
Unobligated Balance Carried Forward into FY 2024	*$0*	*-$10,272*	*$0*	***+$10,272***
Obligations	**$4,530,404**	**$4,829,011**	**$5,017,092**	***+$188,081***

RATIONALE FOR BUDGET REQUEST

Our administrative budget is driven by the programs we administer – both in terms of the amount of work performed and the number of people needed to process it – and by our continuing efforts to improve service, stewardship, and efficiency.

The FY 2024 request for SSI administrative expenses is $5 billion. This appropriation is used to reimburse the trust funds for the SSI program's share of administrative expenses. This amount includes $1.5 billion specifically for FY 2024 SSI program integrity activities.

These amounts exclude funding made available in the LAE account from State user fees for our expenses for administering SSI State supplementary payments. The LAE account assumes funding of up to $150 million in FY 2024 to administer SSI state supplementary payments.

Supplemental Security Income Program

Extend Supplemental Security Income to the U.S. Territories: As noted in the Budget, the Administration looks forward to improving the Supplemental Security Income program to help low-income older Americans and people with disabilities afford their basic needs. This includes working with Congress to extend SSI eligibility to Puerto Rico and the U.S. Territories, providing parity with the rest of the United States.

BENEFICIARY SERVICES

Authorizing Legislation: Sections 1148 and 1615(d) of the Social Security Act

PURPOSE AND METHOD OF OPERATION

Beneficiary services include the Vocational Rehabilitation (VR) Cost Reimbursement and Ticket to Work (TTW) programs. The objective of the programs is to help disabled individuals return to work. The trust funds and general revenues fund beneficiary services. Section 222(d)(1) of the Social Security Act authorizes transfers from the OASI and DI trust funds to reimburse for reasonable and necessary costs of vocational rehabilitation services for individuals. The OASI and DI trust funds also fund payments to Employment Networks as part of the TTW program. Beneficiary services funded through the trust funds do not require appropriation. The general revenues fund beneficiary services for disabled Supplemental Security Income (SSI) recipients as described below.

Table 2.19—Beneficiary Services: New Budget Authority and Obligations (in thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*FY 2023 to FY 2024 Change*
Appropriation	**$205,000**	**$124,000**	**$137,000**	*+$13,000*
Prior-Year Unobligated Balances and Recoveries	$55,488	$125,522	$82,522	*-$43,000*
Total Budgetary Resources	**$260,488**	**$249,522**	**$219,522**	*-$30,000*
Obligations	**$134,966**	**$167,000**	**$175,000**	*+$8,000*

Under the VR cost reimbursement program, we repay VR agencies for the reasonable and necessary costs of services that successfully help disabled recipients return to work. VR agencies are successful when a disabled recipient performs substantial gainful activity (SGA) for a continuous period of 9 out of 12 months.[1]

Under the TTW program, authorized by the Ticket to Work and Work Incentives Improvement Act of 1999 (P.L. 106-170), we pay Employment Networks (EN) for providing vocational rehabilitation, employment, and other support services to disabled SSI recipients. These recipients select an EN, which we pay when EN services result in prescribed work milestones and outcomes that may reduce reliance on Federal cash benefits.

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[1] In 2023, we consider non-blind and blind disabled recipients to be performing SGA if they earn more than $1,470 and $2,460 per month, respectively.

Supplemental Security Income Program

VR agencies can serve as ENs in the TTW program or receive payments under our VR cost reimbursement program. Ticket payments, unlike VR cost reimbursement payments, are not based on the costs of specific services provided by the EN. We pay ENs using either an outcome-milestone payment method or an outcome-only payment method.

We base Ticket payment amounts for SSI recipients on the prior year's average disability benefit payable under Title XVI. While we previously made Ticket payments only upon request, we now also initiate payments to ENs when information in our records indicates the recipient has achieved the prerequisite earnings and all other requirements qualifying the EN for a payment are met.

<div align="center">RATIONALE FOR BUDGET REQUEST</div>

We are requesting $137 million in new budget authority for beneficiary services in FY 2024. The FY 2024 forecast is based on an econometric model which uses prior payments to predict future spending. This model creates separate estimates for EN and VR payments using quarterly Federal unemployment data, and TTW participation and beneficiary characteristics data from our administrative records through the Disability Analysis File (DAF). We also review various additional factors when budgeting, such as considering the possible impact of upcoming policy or business process changes on the budget and factor in any current trends in our spending. While the COVID-19 pandemic slowed the expected growth of TTW payments in FY 2020, our TTW payments continue to increase each fiscal year as employed Ticketholders remain in the workforce. As a result, we expect the amount of TTW payments to continue to increase in FY 2023 and FY 2024. The FY 2024 request funds an estimated 5 percent increase in obligations above the FY 2023 level.

The integration of VR payments into the Internet Ticket Operations Provider Support System (iTOPSS) in FY 2017 resulted in an increase in the number of claims submitted by VR agencies, which led to an increase of backlogged claims awaiting payment. In August 2022, we achieved two major milestones: we transferred the VR payment workload to the Ticket Program Manager (TPM) contractor and eliminated the backlog. SSA employees have transitioned to performing quality assurance reviews of the contractor, continually monitoring the payments made by contractor staff, and providing additional guidance and training as necessary. As a result, all payments are processed within 30 days of receipt.

In FY 2022, we saw a 27 percent increase in claims from VRs. While VR agencies can submit their claims electronically, supporting documentation has to be sent via fax. Only 66 percent of all submissions were payable, a decrease of 6 percentage points from the 72 percent payment rate in FY 2021. The most common reason claims were denied was because the claim was untimely – VRs submitted their claims more than 12 months after the client earned the 9th month of SGA.

While the number of receipts increased in FY 2022, so did the average cost per claim. We saw a 6 percent increase in the average cost per claim, from $12,626 in FY 2021 to $13,424 through the first quarter of FY 2023. The increase in the average cost per claim is due primarily to the increase in the direct cost category of job placement[1]. The total amount we reimbursed VR

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[1] Direct costs are services the beneficiary receives from the VR to help the beneficiary gain employment and/or become self sufficient.

agencies for job placement related costs doubled between FY 2021 and FY 2022, from $8 million to $16 million. Based on the first quarter of FY 2023, we expect job placement related costs to reach $21 million. We expect VR claims to continue to increase and VR agencies to be more timely with their submissions, resulting in a 25 percent increase in spending in FY 2023 over FY 2022.

Considering all the factors above, and assuming that more beneficiaries will return to work, we estimate an increase in VR cost reimbursement payments and an increase in the number of milestone and outcome payments in FY 2024. We continue our efforts to improve management and oversight of the VR cost reimbursement and TTW programs to ensure effectiveness. These efforts are solidified in the current EN agreements and include ongoing quality reviews of State reimbursement claims and internal reviews of the agency's payment process.

Table 2.20—SSI VR Cost Reimbursement and Ticket to Work Payments[1]

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Vocational Rehabilitation			
SSI Only Reimbursement Payments	7,503	9,398	9,782
SSI/DI Concurrent Reimbursement Payments	4,271	5,350	5,568
Total Reimbursement Awards	**11,774**	**14,748**	**15,350**
VR Obligations	**$117,353,356**	**$147,000,000**	**$153,000,000**
Ticket to Work			
SSI Only Milestone Payments	5,579	6,335	6,969
SSI Only Outcome Payments	20,082	22,805	25,085
SSI/DI Concurrent Milestone Payments	6,732	7,645	8,409
SSI/DI Concurrent Outcome Payments	7,028	7,981	8,779
Total Ticket Payments	**39,421**	**44,766**	**49,242**
Ticket Obligations	**$17,612,275**	**$20,000,000**	**$22,000,000**
Total VR Payments & Ticket Payments	**51,195**	**59,514**	**64,592**
Total Obligations	**$134,965,631**	**$167,000,000**	**$175,000,000**

ADDITIONAL INFORMATION ON VR COST REIMBURSEMENT AND TICKET TO WORK PROGRAMS

Each VR may decide on a case-by-case basis whether to receive compensation under the VR cost reimbursement payment option or one of the two TTW payment methods described below. VRs have 90 days after they open a case (ticket assignment) to decide if they want to be reimbursed

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[1] Totals may not add due to rounding.

for their expenses under the Cost Reimbursement program or if they want to be paid under the TTW program. Regardless of the payment method the VR chooses, the beneficiary must have agreed to assign their Ticket with the VR for the agency to be eligible for either type of payment.

There are two TTW payment methods: Outcome-Milestone and Outcome-Only

Outcome-Milestone Payment Method:
- There are two phases of outcome-milestone payments. Phase I allows 4 payments, and Phase II allows 18 payments.

- We begin paying the EN when the recipient successfully achieves certain predetermined work-related milestones while still receiving Federal benefits.

- We stop paying milestone payments and begin outcome payments when the recipient's monthly Federal cash benefits are not payable because of work and earnings.

Outcome-Only Payment Method:
- Outcome payments are payable for a maximum of 60 months (consecutive or otherwise).

- We begin issuing monthly outcome payments after the individual's monthly Federal cash benefit payments cease and the individual earns above the SGA level in a month.

- The dollar amounts of the monthly outcome payments are larger when the EN elects not to receive milestone payments while the recipient still receives benefits.

When a VR provides services to a recipient under the Cost Reimbursement program, and the recipient later seeks support services from an EN, we may pay the VR and the EN for sequential periods of service. However, the EN is not eligible for Phase I Ticket payments, since the VR would have provided initial services.

We continue to take steps to reduce overpayments incurred by all beneficiaries who work, such as enabling beneficiaries to report earnings and submit work activity reports online. SSI recipients may report earnings and submit paystubs through a mobile app. We are developing a modernized system to process Disability Insurance (DI) work activity and reduce manual keying of data. TTW participants are subject to the same reporting requirements as all other beneficiaries, but have additional opportunities for training and reminders. For example, they often receive benefits counseling which explains how earnings affect their Social Security and other benefits and includes reminders on the importance of reporting their earnings to SSA. Work Incentive Seminar Events teach participants about work incentives and the effects of work on benefits.

This spring we are completing a new study in response to a recent Government Accountability Office recommendation that SSA identify the root causes of overpayments to TTW participants and take appropriate actions as necessary. [1]

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[1] See: Government Accountability Office. (2021). Social Security Disability: Ticket to Work Helped Some Participants, but Overpayments Increased Program Costs. (GAO Publication No. 22-104031). Washington, D.C.: U.S. Government Printing Office. https://www.gao.gov/products/GAO-22-104031.

RESEARCH AND DEMONSTRATION

Authorizing Legislation: Sections 1110, 1115, and 1144 of the Social Security Act.

PURPOSE AND METHOD OF OPERATION

We conduct extramural research, demonstrations, and outreach under Sections 1110, 1115, and 1144 of the Social Security Act (Act). We currently fund a range of Section 1110 projects designed to:

- Help us keep pace with advancements in medicine and technology;

- Modernize our vocational rules;

- Test work support models;

- Analyze program trends, gaps, and inconsistencies;

- Gauge the public's understanding of the program; and

- Measure the impact of program changes.

Table 2.21 - Research and Demonstration Projects:
Budget Authority and Obligations by Funding Authority[1]
(in thousands)[2]

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*Change from FY 2023 to FY 2024*
Appropriation[3]	$86,000	$86,000	$91,000	+$5,000
Prior Year Unobligated Balance and Recoveries	$51,519	$55,507	$33,408	-$22,099
TOTAL Budgetary Resources	**$137,519**	**$141,507**	**$124,408**	**-$17,099**
Obligations by Authority[4]				
FY 2020-2022 Authority[5]	$9	$0	$0	
FY 2021-2023 Authority[4]	$37,637	$784	$0	
FY 2022-2024 Authority	$44,366	$41,634	$0	
FY 2023-2025 Authority	-	$62,592	$23,408	
FY 2024-2026 Authority	-	-	$74,676	
No-Year Authority	$0	$3,089	$10,000	

[1] Please note, the exhibit does not include a narrative for projects that are using prior year funds.

[2] Totals may not add up due to rounding.

[3] These amounts include $7,000,000 in base research funding classified as mandatory.

[4] We are authorized to expend research funds within three years of an enacted approproation. We have a small balance of prior no-year funding authority that we are carrying over until expended. The FY 2023 and FY 2024 break out is our current projection for how the funds will be obligated.

[5] The enacted appropriation for research and demonstration projects was $101,000,000 in FY 2020 and $86,000,000 in FY 2021.

Supplemental Security Income Program

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Estimate	*Change from FY 2023 to FY 2024*
TOTAL Obligations	**$82,012**	**$108,099**	**$108,084**	**-$15**
Total Unobligated Balance	$55,507	$33,408	$16,324	-$17,084

Table 2.22 - Research and Demonstration Projects:
Obligations by Funding Source
(in thousands)[1]

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Obligations by Source			
Section 1144	$933	$1,721	$1,721
Section 1110	$81,079	$106,378	$106,363
TOTAL Obligations	**$82,012**	**$108,099**	**$108,084**

Section 1110 of the Act provides the Commissioner of Social Security the authority to conduct broad, cross-programmatic projects for the Old-Age, Survivors, and Disability (OASDI) and Supplemental Security Income (SSI) programs. This section provides for waiver authorities for the SSI program, as well as projects dealing with specific SSI issues. Under Section 1110, we fund a range of extramural projects: disability and retirement policy research, demonstration projects to test creative and effective ways to promote greater labor force participation among people with disabilities (including early intervention rehabilitation strategies), evaluations of proposed or newly enacted legislative changes, and projects to maintain and improve basic data about our programs and beneficiaries.

Many of our Section 1110 projects support our FYs 2022-2026 Learning Agenda and our annual Evaluation Plans that are required under the Foundations for Evidence-Based Policymaking Act of 2018. Our Learning Agenda describes our evidence-building roadmap to support the goals in our FYs 2022–2026 Agency Strategic Plan (ASP). We identified 10 priority questions for our Learning Agenda that correspond to the ASP goals. The priority questions include short-term and long-term questions related to our mission, strategic plans, and agency operations. We expect that answers to our priority questions will provide valuable information about our agency's performance and promote evidence-based decision-making, informing our efforts to improve service delivery, enhance the customer experience, and advance equity. Our FY 2023 Annual Evaluation Plan describes the most significant evidence-building activities that we will complete during the fiscal year. We define significant activities as those that are required by law, address the President's priorities, or support the goals in our FYs 2022–2026 ASP. Performance documents are available here: Agency Strategic Plan | SSA

Section 1144 requires us to conduct outreach to individuals with Medicare who are potentially eligible for State-administered Medicaid programs or Medicare prescription drug subsidies under

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[1] Totals may not add up due to rounding.

Medicare Part D. We identify these potential beneficiaries, inform them about these programs, and notify State Medicaid agencies. The Centers for Medicare & Medicaid Services, within Health and Human Services (HHS), oversees both the Medicare and Medicaid programs.

Section 1115 provides the Secretary of HHS with the funding and authority to waive compliance with Medicaid requirements to enable States to participate in our specific research and disability demonstration projects. There are currently no research projects funded under this section.

Section 234 gives the Commissioner of Social Security the authority to conduct research and demonstration projects testing alternative Disability Insurance (DI) benefit rules. We used trust fund dollars to conduct various demonstration projects, including projects that examined alternative program rules for treating work activity of individuals entitled to DI benefits. Section 234 covered both applicants and current beneficiaries of the program. Our authority to conduct projects under Section 234 expired on December 31, 2022.

RATIONALE FOR BUDGET REQUEST

We are committed to improving the quality, consistency, and timeliness of our disability decisions; maximizing efficiencies throughout the disability program; and enhancing employment support programs to create new opportunities for returning beneficiaries to the workforce. Our research activities are critical to our efforts in all three areas.

In FY 2024, we estimate that we will need $91 million in new budget authority for traditional research activities under Sections 1110 and 1144.

Our FY 2024 budget request builds upon the progress we have made in previous years with initiatives like our data collection and analysis efforts regarding the Occupational Information System (OIS) and Vocational Information Tool (VIT) project. Our advisory services contract with the National Academy of Sciences' (NAS) Health and Medicine Division (HMD) will help us identify ways to strengthen our disability policy. In addition, Work Disability - Functional Assessment Battery (WD-FAB) studies will help us evaluate the usefulness of the WD-FAB to our continuing disability review (CDR) process. Our demonstration portfolio provides evidence on the effectiveness of potential policies and programs for our current and potential beneficiaries.

Renewal of 234 Authority

We are interested in working with Congress to renew Section 234 authority in order to provide sufficient time to conduct new and ongoing demonstrations.

The table and discussion that follows provides more details on the research and outreach efforts we plan to fund in FY 2024.

Supplemental Security Income Program

Table 2.23—Major Research Areas, Demonstration Obligations and New Budget Authority
(in thousands) [1, 2, 3]

	Obligations[4]		
	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Optimize the Experience of SSA's Customers	**$42,160**	**$55,639**	**$54,756**
Analyzing Relationships between Disability, Rehabilitation, and Work (ARDRAW)*	$0	$900	$450
Behavioral Insights Studies	$0	$0	$2,000
Blanket Purchase Agreement for Time Sensitive Research Projects	$977	$2,000	$2,000
Census Surveys*	$750	$750	$750
Data Development*	$1,107	$1,168	$1,168
Data Development in an Enterprise Business Platform (EBI)	$2,000	$2,000	$2,000
Disability Analysis File (DAF)	$1,323	$1,237	$1,510
Disability Perceptions Survey	$66	$0	$0
Disability Research Survey*	$13,213	$0	$8,500
Outreach Evaluation *	$0	$0	$3,000
Health & Retirement Study (HRS) and Supplement*	$4,575	$4,575	$4,575
Interventional Cooperative Agreement Program (ICAP)*	$73	$15,087	$9,080
Medicare Outreach (1144)	$933	$1,721	$1,721
National Beneficiary Survey (NBS)	$56	$199	$0
New and Emerging Research – Disability	$0	$2,000	$1,000
Retirement and Disability Research Consortium (RDRC)*	$11,990	$12,000	$12,000
Ticket to Work Evaluation*	$0	$7,000	$0
Understanding America Study (UAS) Enhancements*	$5,000	$5,002	$5,002
Working Disability Functional Assessment Battery (WD-FAB) Data Collection	$97	$0	$0
Ensuring Stewardship of SSA Programs	**$39,852**	**$52,460**	**$53,328**
Advisory Services to Assist SSA with Disability Issues*	$2,892	$6,366	$4,820

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[1] Does not include funding authorized under Section 234.
[2] Totals may not add up due to rounding.
[3] Projects marked with an asterisk support our implementation of Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*.
[4] This amount includes obligations funded from prior-year unobligated balances.

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
National Institutes of Health Research on Data Analytics and the Functional Assessment Battery Development	$4,299	$4,300	$4,800
Occupational Information Systems (OIS) and Vocational Information Tool (VIT)	$32,661	$41,794	$43,708
Total Research Obligations[1]	**$82,012**	**$108,099**	**$108,084**
New Budget Authority	**$86,000**	**$86,000**	**$91,000**

Optimize the Experience of SSA's Customers

Update for Projects with Funding Requested

Analyzing Relationships between Disability, Rehabilitation, and Work (ARDRAW*)*

The ARDRAW program supports young and emerging scholars pursuing careers in public policy research who have a special interest in our beneficiaries' quality of life and disability program issues, challenges, and outcomes. We recruit graduate students, faculty, and administrators of accredited programs with an academic emphasis in public health, social work, economics, occupational medicine, vocational and rehabilitation counseling, public policy and administration, sociology, psychology, education, medicine, and law.

ARDRAW was originally a five-year program, but we extended the current ARDRAW grant agreement by one year due to the disruption caused by the COVID-19 pandemic. In FY 2022, we awarded the sixth and final ARDRAW cohort and received final project papers from the fifth ARDRAW cohort, as well as the fourth cohort participants who had received extensions. In FY 2023, we will receive final project papers from the sixth ARDRAW cohort and close out the existing ARDRAW grant agreement.

In FY 2023, we will conduct a competition for a grants management organization to oversee ARDRAW. We will also conduct start up activities for the new grant agreement and request applications for the first cohort of the new program. In FY 2024, we will receive final project papers from the first cohort of the new program and request applications and award the second cohort of the new program.

The renewed ARDRAW will support young and emerging scholars who have a research interest in our beneficiaries' quality of life and disability program issues, with additional emphasis on access and equity challenges. We will maintain efforts from the current ARDRAW to increase outreach to Historically Black Colleges and Universities (HBCU) and minority-serving institutions (MSIs) to encourage participation, including working with the *White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities.*

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[1] This amount includes obligations funded from prior-year unobligated balances.

Supplemental Security Income Program

Behavioral Insights Studies

Since 2015, we have tested new notices to determine the effects of mailings and alternative language on encouraging wage reporting in the SSI program, alerting low-benefit OASDI seniors about potential SSI eligibility, and other studies. In FY 2024, we will conduct studies that utilize behavioral insights to improve the information we provide beneficiaries. We will partner with external experts, such as contractors and the Office of Evaluation Sciences at the General Services Administration (GSA), to test potential solutions to improve beneficiaries' understanding of overpayments in the DI program and to increase the use of Achieving Better Life Experience accounts in the SSI program.

Blanket Purchase Agreement for Time Sensitive Research Projects

In FY 2018, we awarded a blanket purchase agreement (BPA) for policy and program assessments and studies related to social science, medical, or vocational rehabilitation topics. The BPA allows multiple research projects to occur simultaneously within relatively short timeframes. We can expect deliverables in the range of 4 to 6 months, rather than in 18-plus months, which is typical of traditional contracts. We build an interactive process with the contractors as the projects proceed, allowing us to course-correct as the work progresses. We produce effective research objectives and relevant data analysis informed by our researchers' expertise and content knowledge. The BPA also provides the option to contract with a trusted agent to develop and assess research questions, provide subject matter expertise, and evaluate research products to inform policy decisions. The use of a trusted agent is optional and is considered on a case-by-case basis depending upon the nature or sensitivity of the research topics.

In FY 2023, BPA contractors are conducting research for two FY 2022 funded studies:

- The Functional Limitations project which provides medical and vocational experts insights identifying evidence that supports findings of extreme limitations in functional abilities required for most work in the national economy (as indicated by the Occupational Requirements Survey (ORS) published by the Bureau of Labor Statistics (BLS)).
- A review of the Quick Disability Determination (QDD) predictive model, that screens disability applications and identifies cases for which a favorable disability determination is highly likely and medical evidence is readily available. The purpose of this study is to identify any potential bias in the QDD predictive model.

We plan to fund the following projects in FY 2023:

- Expert medical analysis study to synthesize vocational requirements, occupational tasks, and functional abilities, for the 20 new Standard Occupational Classifications (SOC) identified in ORS data released by the BLS.

- A review of the effectiveness of the Work Smart system, which identifies beneficiaries completing their Trial Work Period or engaging in Substantial Gainful Activity (SGA). We want to assess whether we are achieving our goal of reducing and preventing

improper payments and completing work CDRs efficiently by identifying earnings earlier.

The current BPA ends in September 2023. In accordance with our [Equity Action Plan](#), we are conducting market research to determine if there are small and disadvantaged research firms, which include woman-owned, or service-disabled veteran-owned research firms, and small research contractors in Historically Underutilized Business (HUB) Zones that can be responsive to our research needs currently sourced through the BPA. Based on our market research, we will move forward with a competition among small disadvantaged contractors, or with competition among contractors of all sizes, with an aim to secure another 5-year BPA by the end of FY 2023. We are planning research projects for FY 2024 under the new BPA, in continued support of Executive Order (EO) 13985 and our [Equity Action Plan](#).

Census Bureau Surveys

The Census Bureau's Survey of Income and Program Participation (SIPP) is foundational for our policy analysis and modeling efforts. We support efforts to improve the quality and content of the Census Bureau's SIPP data to facilitate matching SIPP data to our administrative data on benefits and earnings. We rely upon SIPP data matched to our records to study Old Age and Survivors Insurance (OASI), DI, SSI, and related programs and to analyze the effect of changes to these programs on individuals, the economy, and program solvency. We developed new questions, which the Census Bureau integrated into existing SIPP content in 2021. The new content has been used in SIPP interviews conducted since 2022.

Data Development

We maintain a series of detailed, statistical databases drawn from our major administrative data systems and prepare a broad range of statistical tables. We also publish statistical compilations and develop information for research, evaluation, and modeling that relies on survey data collected by our agency, other Federal agencies, and federally sponsored institutions.

In FY 2021, we entered into a new agreement with the Census Bureau for the "Ask US" Panel (i.e., Census Address-and Probability-Based Online Panel). The focus of the interagency agreement was to collaborate on an address-based, probability-based, online research panel that will be available for the Federal Statistical System to conduct robust public opinion and methodological research. The Census Bureau has entered into a cooperative agreement with RTI International to build this panel. In FYs 2023 and 2024, we will support the Census Bureau's efforts to implement and use the panel. Our partnership will facilitate longitudinal probability-based research that many Government agencies are interested in conducting.

Quality programmatic data on race and ethnicity for research is essential for our assessment of structural barriers that may limit access to our programs, and it is part of our focus in our [Equity Action Plan](#). Our challenge is to determine whether we have sufficiently reliable program data on race and ethnicity. In FY 2022, we assessed the quality of our data, developed metrics and thresholds for reliability, enhanced the data through statistical imputations and other techniques, and published statistics and research on those segments of our populations for which we have adequate data on race and ethnicity. In FYs 2023 and 2024, we plan to develop research data

files for use by agency researchers and others to produce statistical data products related to equity, race, and ethnicity. For more information on our equity efforts, please see the *Advancing Diversity, Equity, Inclusion, and Accessibility (DEIA)* exhibit in the LAE section.

Data Development in an Enterprise Business Intelligence (EBI) Platform

EBI provides advanced analytics and data integration tools for efficient access and analysis of our records to support data-driven decision making. Section 1110 funds support a subset of activities to enhance research and statistical functions, primarily the publication of statistics from administrative records.

We generate reports and data files monthly, quarterly, yearly, and on an *ad hoc* basis. Some of our legacy systems used for producing statistics still require significant manual intervention. We are improving the report and data production efficiency and accuracy by modernizing and automating the application processes that we use to create statistical data, tables, and reports for research.

FY 2022 work focused on:

- Modernizing and automating processes including validating and streamlining business processes for the OASDI publication data development and monthly statistical publication reports.

- Developing automation processes for generating the OASDI statistical summary data development and yearly statistical publication reports.

- Maintaining the automated publication process for the Windfall Elimination Provision (WEP)-Government Pension Offset (GPO), SSI, Earnings Geography (GEO), Earnings Publication, and Representative Payee data.

- Using EBI tools to support the production of statistics or data extracts for ongoing publications and critical, ad hoc research projects.

In FY 2023, we will build tools to enhance our research and statistical reports. Additional work will include:

- Modernizing and automating Cell Suppression methods for OASDI and SSI files.

- Streamlining the business process for our Fast Facts Figures publication.

- Computerizing end-to-end validation process of OASDI and SSI statistical publication tables and reports using modern Statistical Analysis Software (SAS) statistical tools.

- Maintaining and upgrading the publication process for: WEP-GPO, SSI, GEO, Earnings Publications, and Representative Payee data from SAS 9.4 M5 version to SAS 9.4 M7/SAS Viya.

- Continuing to use EBI tools to support the production of statistics or data extracts for ongoing publications and critical, ad hoc research projects.

In FY 2024, we plan to continue strengthening the integrity of our research and statistical reports by:

- Replacing obsolete data collecting methodologies in the SAS.
- Assessing the inclusion of non-Reporting Tax Year (RTY) data into the current GEO automation process.
- Evaluating Earnings Publications automated process to generate the annual earnings publication tables.
- Developing and implementing Earnings Publications automated applications to support ad hoc requests.
- Maintaining and upgrading software for the publication of WEP-GPO, SSI, GEO, Earnings Publications, and Representative Payee data.

Disability Analysis File (DAF)

Administrative data is critical to our understanding of beneficiaries with disabilities, providing details on the entire population and allowing for the analysis of small subpopulations which we cannot generally study with survey data based on population samples. The DAF takes data from our 10 most relevant administrative files and creates an annual, formatted database that is ready for analysis, easy to use, and well-documented. We create two versions of the DAF each year—a restricted use version for our staff, grantees, contractors, and Federal partners, and a de-identified public use file (PUF) version available to the public through our website. The DAF focuses on data needed to answer questions about disability and work. It complements the National Beneficiary Survey (NBS), which provides information that is not available from our administrative sources, such as veterans status, interest in work, barriers to work, hours of work, wages, and how disability affects activities. When combined, the DAF and NBS provide a more complete picture of demographics, benefits, work, and work attitudes for all SSI and DI beneficiaries with disabilities.

We use the DAF for internal research, to support demonstration development and evaluation, and to answer other questions that may arise. We also use the DAF to support oversight by the Social Security Advisory Board, our Office of the Inspector General, the Office of Management and Budget (OMB), Congress, the Government Accountability Office, and others. Additionally, we allow non-SSA researchers to use the DAF, primarily through the Retirement and Disability Research Consortium (RDRC), and through a public use version of the DAF available at data.gov.

Since we first published public use data from the DAF in November 2018, there has been significant interest in using this file, with 48 data downloads per month on average. Since its launch, the DAF-PUF documentation has consistently been a popular data download. In the last year, downloads of the DAF data user's guide averaged 42 per month. As a point of reference, downloads of the data user's guide for the National Beneficiary Survey (NBS) averaged 16 per month over the same period. Ten research papers put forth in 2022 utilized either the public or restricted versions of the DAF for their analysis.

Supplemental Security Income Program

We awarded a competitive contract in FY 2022 to continue building the DAF for FYs 2022-2026. Over this period, we are implementing a transition from mainframe administrative data files to a cloud server environment for construction, storage, and processing. As part of this transition, we will explore opportunities for streamlining the DAF construction process and/or shortening the DAF construction timeline. In FY 2022, we completed the DAF for 2021 and started testing of DAF construction in a new cloud environment. In FY 2023, we awarded the second task order of the new DAF contract which will include construction of the DAF for 2022 data, and continued exploration of cloud computing for the DAF. We are also developing two extensions to the DAF: adding data from the SSI and DI application process; and extending the variables available in the PUF file. We expect to complete our data development for these two extensions to the DAF in FY 2023 and to implement these changes in FY 2024.

Disability Research Surveys (DRS)

In FY 2021, we developed a new survey platform, the DRS, to broaden the scope of information we collect about beneficiaries. The DRS included three separate surveys.

The first of the three DRS surveys was an additional round of the NBS. We awarded the NBS task order in FY 2022, began fielding the NBS in FY 2023, and expect to conclude the survey in FY 2026.

The New Applicant Survey was the second survey developed under the DRS to better understand DI and SSI applicants' experiences, their use of services, and the pathways they take before and after application. We awarded the task order for the New Applicant Survey in FY 2022. We plan to design the surveys in FY 2023 and FY 2024, and field them in FY 2025.

We will determine the topic for the final new survey in the future. Possible topics include, but are not limited to, child and youth beneficiaries (including those transitioning to adulthood), veterans, and underserved populations. We will award the task order for the third survey in FY 2024, start designing the survey in FY 2025, and field it in FY 2026.

Outreach Evaluation

We are committed to increasing outreach efforts to ensure that our services are reaching eligible populations, including to communities of color and underserved communities. In FY 2024, we will award an evaluation contract to assess the effectiveness of these efforts. For more information about our outreach efforts, please see the *Outreach to People Facing Barriers* exhibit in the LAE section.

Health and Retirement Study (HRS) and Supplement

The [University of Michigan's HRS](#) surveys more than 22,000 Americans over the age of 50 every 2 years and provides an ongoing source of longitudinal data for research on retirement and aging. The study provides data on health and economic well-being after retirement not available in our program data. HRS data helps us assess a wide range of issues, including pre-retirement saving, health insurance, employment and retirement patterns, and projected benefits of disabled

and retired workers. Through jointly financed cooperative agreements with the National Institute on Aging (NIA), we have supported the HRS from its inception.

We use the HRS for research by our staff or for projects funded through the RDRC regarding disability, pension participation, differences in contributions to tax-deferred savings accounts among different birth cohorts, and retirement income resources of near-retirees. For example, in FY 2022, our researchers are using the HRS for a study examining the difference in retirement preparedness between Black and White individuals during the pre-retirement period. Research in FYs 2023 and 2024 will use the HRS to further study the accuracy of our *Income of the Aged Population* publications and total retirement resources by race and ethnicity. The HRS data we support is also available for external researchers to better understand the American population aged 50 and older.[1] In FY 2023, RDRC researchers are using the HRS to analyze the wealth of the late boomer and early Generation X population, and using questions related to COVID-19 added in the 2020 HRS survey to examine the effects of COVID-19 excess mortality on Social Security outlays.

Interventional Cooperative Agreement Program (ICAP)

The ICAP encourages employment of individuals with disabilities, through cooperative agreements with States, private foundations, and other stakeholders who have an interest in and ability to identify, operate, and partially fund interventional research.

The research and interventions under this program support efforts to promote equity. Via ICAP, we can systematically review demonstration proposals from outside organizations and enter into collaboration agreements. ICAP is distinct from our other research grant programs – ARDRAW and the RDRC – which focus on "observational" research as contrasted with "experimental" research. The awards for ICAP are tiered, with funding eligibility and funding level based upon the level of evidence that exists for the proposed intervention. Feasibility studies with little or no existing causal evidence are eligible for much smaller awards than studies that are based on or will produce causal evidence.

In FY 2021, we awarded our first two cooperative agreements.[2] The projects each have a 5-year project period, requiring renewal after the first year based on completion of startup activities. In FY 2022, we conducted start-up activities with the initial FY 2021 awardees. We solicited applications for additional projects in FY 2022 and issued Round 2 awards in the first quarter of FY 2023. One project will conduct a randomized controlled trial to assess the impact of an employment intervention for youth with disabilities who are transitioning into the adult workforce. The second project will be a randomized controlled trial to assess the impact of combining supportive housing with Individual Placement and Support (IPS) supported employment services for people who are recently unhoused experiencing a range of disabilities and mental health conditions.

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[1] See Data Products | Health and Retirement Study for publicly available data.

[2] We signed a cooperative agreement with the Kessler Foundation to conduct a randomized controlled trial of a Vocational Resource Facilitation Demonstration employment intervention for adults who have experienced a brain injury or spinal cord injury. We awarded the State of Georgia's Criminal Justice Coordinating Council a grant to conduct a feasibility study of the implementation of the SSI/SSDI Outreach, Access, and Recovery model in county jails for incarcerated people across the state who have serious and persistent mental illness.

Supplemental Security Income Program

In FY 2023, we are implementing projects awarded in FY 2021. We will also conduct start-up activities for the FY 2022 projects and solicit applications for the third and fourth round of projects.

In FY 2024, we will continue the implementation and evaluation of the first round of ICAP projects. We will complete start up activities for the second round of ICAP projects and begin the implementation and evaluation phase. We will also conduct start up activities for the third round of ICAP projects and solicit applications for the fourth round of projects.

Medicare Outreach – Section 1144

We target outreach to income-tested, Medicare-eligible beneficiaries and those who have experienced a decrease in income.[1] We send outreach letters to beneficiaries with incomes below 135 percent of the poverty level. These letters provide help with "traditional" Medicare and include information about Extra Help, when appropriate. Rather than notify all potentially eligible beneficiaries each year, we annually notify 20 percent of those who previously received an outreach letter, have not received the benefits, and continue to meet the income test.

In addition, we share lists of individuals potentially eligible for cost sharing with State Medicaid agencies. The major objective of these projects is to increase the enrollment of eligible low-income individuals into programs that assist Medicare beneficiaries with their out-of-pocket medical expenses, including prescription drug coverage premiums. HHS fully reimburses our costs in an amount not exceeding $3 million per year.

In FY 2022, we mailed approximately 1.5 million outreach letters to those who potentially qualified for Medicare Savings Program (MSP) or Extra Help. In FYs 2023 to 2025, we anticipate mailing a similar number of outreach letters each year. We factor in a contingency amount for possible increases in enrollment, for beneficiaries who experience a decrease in income, and other expected costs such as an increase in postage.

Outreach efforts outlined in this section are part of our work under Section 1144 only. For more information on our broader outreach efforts, please see the *Outreach to People Facing Barriers* exhibit in the LAE section.

National Beneficiary Survey (NBS)

The NBS collects data from a nationally representative sample of DI beneficiaries and SSI recipients on a wide range of topics not available in our administrative data or in other public databases. The data include health and functional status, health insurance coverage, interest in work, barriers to work, use of services, work history, income, and experience with Social Security programs. The collection of this data improves our ability to conduct useful analysis regarding factors that facilitate DI beneficiary and SSI recipient employment and conversely, factors that impede their efforts to maintain employment.

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[1] The Medicare Prescription Drug, Modernization, and Improvement Act of 2003, P.L. 108-173 expanded outreach requirements of Section 1144. The Medicare Improvements for Patients and Providers Act of 2008, P.L. 110-275 deemed every Extra Help application filed with our agency to be a protective filing for the State-administered Medicare Savings Program (MSP), unless the claimant objects.

Our researchers and analysts, along with researchers at other Federal agencies, research organizations, and academic institutions, use NBS data extensively to evaluate the Ticket to Work program and other DI and SSI work incentive programs and policies.

The NBS gathers information through three samples:

- A nationally representative sample of DI beneficiaries and SSI recipients called the Representative Beneficiary Sample, which collects information on health and well-being, employment-related goals and activities, and use of programs and services.
- The Successful Workers Sample (SWS), which focuses on beneficiaries who have attained sufficient earnings to have their benefits suspended due to work.
- A longitudinal sample of successful workers who were part of the 2017 SWS.

In FY 2022, the NBS contractor estimated final statistical weights for prior survey rounds. In FY 2023, we are developing final data files and documentation covering all rounds of the NBS in preparation for contract closeout. Future rounds of the NBS will be included in the DRS project.

Reports and public use files containing data from prior rounds of the NBS are available on our website at: ssa.gov/disabilityresearch/nbs.html.

New and Emerging Research – Disability

Given the size and scope of our research agenda, this category allows us the flexibility to cover unanticipated cost increases and the development of new research projects due to changes in laws, regulations, policy, and agency or administration priorities. Projects under this category typically include studies of program policy issues and the identification of trends in the disability program.

"New and Emerging Research – Disability" covers the costs of small initiatives or initial project development for larger initiatives. If we assess that a project will translate into a larger, multi-year initiative, the larger project will receive its own funding in future budget planning activities. Factors that determine this transition include project scope, duration, and cost.

In FY 2023, we will explore a qualitative study to help us better understand the decline in disability applications we experienced over the past several years, which predates the impact of the COVID-19 pandemic on applications. We will also seek input from beneficiaries and service providers on their understanding, preferences, and use of work incentive policies.

Retirement and Disability Research Consortium

The RDRC helps us produce a large body of policy-relevant research on our programs. The RDRC comprises four competitively selected research centers based at the University of Michigan, Boston College, the National Bureau of Economic Research, and the University of Wisconsin. We broadly charge these research centers with planning, initiating, and maintaining a high quality, multidisciplinary research program that covers retirement, disability, and Social Security program issues. The centers perform valuable research and evaluation of retirement and

Supplemental Security Income Program

disability policy, disseminate results, provide training awards, and facilitate the use of our program data by outside researchers.

We awarded the current set of five-year cooperative agreements for the RDRC at the end of FY 2018. We will award the next set of five-year cooperative agreements towards the end of FY 2023 following a competition open to all research organizations, universities, and associations of research organizations and universities in the United States. We are targeting outreach to encourage HBCUs and MSIs to apply to the upcoming round of RDRC. The RDRC actively supports the agency's equity initiatives, both through training and research support. Two of the RDRC's ongoing training programs are co-administered by MSIs: the Junior Scholar Intensive Training summer workshop is a joint effort by the University of Wisconsin and Howard University; and the Social Insurance Undergraduate Research Fellowship is a joint effort by the University of Wisconsin and the University of Illinois Chicago. Other RDRC training programs that specifically recruit scholars from underserved populations include Boston College's Undergraduate Fellowship program and a mentorship program through the University of Michigan in collaboration with the Michigan Center for Urban African American Aging Research. The RDRC also supports our equity initiatives through funding for research projects by scholars from MSIs or underserved populations, and projects that focus on topics relating to racial or ethnic disparities.

FY 2022 funding supported around 70 projects to be conducted by the end of FY 2023. Focal areas for FY 2023 projects include: Disparities by Race and Ethnicity; Decline in SSDI and SSI Applications; Improving Communication and Outreach; Economic Security of SSA Beneficiaries; Improving Service Delivery; Return-to-Work; and Informing Trust Fund Projections. Within each topic, we provided the centers with specific research questions to consider when developing their research proposals. In FY 2024, we will continue to focus our research on equity issues and disaparities by race and ethnicity by including these focal areas in the FY 2023 Request for Applications (RFA) as we solicit new five-year cooperative agreements for RDRC.

Ticket to Work Evaluation

To meet the continued obligations in the *Ticket to Work and Work Incentives Improvement Act of 1999*, P.L. 106-170, for on-going evaluations and to assess the current landscape of the TTW program, we are undertaking an evaluation of the TTW program operations and experiences of TTW users. This evaluation will include consumer and provider experiences for both the Employment Network and the Work Incentives Planning and Assistance (WIPA) projects.

In FY 2023, we are soliciting applications to conduct an evaluation using surveys, focus groups, semi-structured interviews, an analysis of program data, and other data collection methodologies, as appropriate. The topics and questions we intend to answer with this evaluation include, but are not limited to:

- **Program Effectiveness and Opportunities for Improvement:** To what extent are the TTW and WIPA programs working effectively and efficiently? What additional services or program improvements can be helpful to beneficiaries? To what extent are

> beneficiaries aware of the programs? Why and why not do beneficiaries use the programs?

- **Consumer Characteristics:** Who is using TTW and WIPA services? What services are most effective for different demographic groups?
- **Service Provision:** To what extent are services keeping up with modern technological changes? Who are the effective service providers and what do they do differently from less effective service providers?
- **Service Equity:** Are the TTW services broadly available to everyone or are there disparities between which populations have access to these services? What barriers exist, if any, to service provision, including service market provider entry, in economically disadvantaged, racially diverse, and rural communities? How do program rules, such as the Ticket payment system, affect service availability?

This evaluation will supplement findings from the previous TTW evaluation. In FY 2024, we expect to work with the contractor to finalize the evaluation design and obtain approval for data collection activities. We expect to field the data collection activities in FYs 2025 and 2026 and expect a final evaluation report in FY 2027.

Understanding America Study (UAS) Enhancements

UAS is an innovative, nationally representative longitudinal internet panel with a representative sample of over 10,000 U.S. households funded through a jointly financed cooperative agreement with the NIA. Our support will allow the grantee to maintain and expand the sample size to 20,000 panel members over the next five years.

In FY 2022, we used longitudinal data to understand the impact of the redesigned *Social Security Statement* and its age-group and earnings-based supplemental fact sheets on program knowledge and communication preferences. In addition, we conducted research on disability program knowledge using the new UAS survey. In FYs 2023 and 2024, we will continue to use the longitudinal data from the UAS to assess whether the redesigned *Social Security Statement* and supplemental fact sheets improve the public's understanding of our programs in the longer-term. We will also use the UAS to better understand Social Security program knowledge and retirement planning by race and ethnicity. External researchers can use the UAS data set to answer research questions. For example, researchers used UAS data to explain financial literacy and financial behavior at older ages and show the moderating role of financial literacy on the relationship between income security and hardship at older ages,[1] explore financial fragility during the COVID-19 pandemic,[2] build life-cycle models of consumption, savings, labor supply, and Social Security claiming decisions,[3] and evaluate the potential impact of policies to reduce Social Security funding shortfalls on consumers.[4] Researchers have also used UAS data to

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[1] Li, Y., Mutchler, J. E., Miller, E. A., Tucker-Seeley, R., & Xiao, J. J. (2022). Does financial knowledge at older ages matter? Placing income and hardship in context. *Journal of Poverty*, *26*(3), 181-196.

[2] Clark, R. L., Lusardi, A., & Mitchell, O. S. (2021, May). Financial Fragility During the COVID-19 Pandemic. In *AEA Papers and Proceedings* (Vol. 111, pp. 292-96).

[3] Bairoliya, N., & McKiernan, K. (2021). Revisiting Retirement and Social Security Claiming Decisions. *Available at SSRN 3896031*.

[4] Perez-Arce, F., Rabinovich, L., & Yoong, J. (2021). The Potential Impact of Policies to Reduce Social Security

evaluate the association between objective and subjective financial literacy,[1] the evolution of financial literacy over time,[2] and identify cognitive impairment among older Americans.[3] Lastly, we will use the UAS data to publish research papers on changes in Social Security program knowledge, retirement savings behavior, and customer experience with SSA's services, including differences by race and ethnicity.

Ensure Stewardship of SSA Programs

Advisory Services to Assist SSA with Disability Projects/National Academy of Sciences Multi-Year Contract

Current Multi-Year Contract with National Academy of Sciences

We are engaged in a five-year contract, initiated in FY 2019, with the NAS-HMD to conduct research and answer specific questions related to medical and vocational assessment at steps three, four, and five of the sequential disability evaluation process.[4] Information from HMD assures our disability evaluations reflect the latest knowledge and practice in a wide range of medical disciplines and supports data-driven changes to our regulations and policies. The current contract provides for Federal Advisory Committee Act (FACA)-compliant Consensus Committees of medical and other experts to evaluate the effectiveness of our disability programs for adults and children. With the first task order awarded under this contract, HMD established a standing committee of medical, vocational, and other experts to assist with policy issues. We also awarded a task order for a consensus study committee to identify and investigate impairments likely to improve with treatment.

In FY 2022, we awarded task orders to create a consensus committee on the long-term health effects of COVID-19 as it relates to our disability program, and a consensus committee on infants with extremely low birth weight and infants who are small for gestational age.

New Multi-Year Contract with The National Academy of Sciences

In FY 2023, we are going to award a five-year contract to the HMD to continue their work on research into disability issues. The HMD will establish and manage FACA-compliant consensus study committees, organize and lead workshops with subject matter experts, and plan and organize outreach conferences with members of the public. We are also are considering task orders to:

Funding Shortfalls on Consumers' Expected Benefits and Behavior. *Journal of Pension Economics & Finance*, *20*(4), 482-495.

[1] Cognac, G.E. (2022). The Association between Objective and Subjective Financial Literacy: Failure to Observe the Dunning-Kruger Effect. *Personality and Individual Differences, 184,* 111224.

[2] Angrisani, M., Burke, J., Lusardi, A., & Mottola, G. (2022). The Evolution of Financial Literacy over Time and its Predictive Power for Financial Outcomes: Evidence from Longitudinal Data. *G53 Network Working Paper Series, WP 2022-1.*

[3] Gatz, M., Schneider, S., Meijer, E., Darling, J. E., Orriens, B., Liu, Y., & Kapteyn, A. (2022). Identifying Cognitive Impairment among Older Participants in a Nationally Representative Internet Panel. *The Journals of Gerontology: Series B*.

[4] See DI 22001.001 for a description of the sequential evaluation process.

- Create a standing committee of experts to advise SSA on disability issues throughout the five years of the base contract. This will secure our continued relationship with leaders and luminaries in the healthcare sector and provide an avenue to receive timely and unbiased guidance on a regular basis.
- Plan and conduct a public workshop bringing together experts on health disparities for people facing barriers to accessing our services. This workshop would offer a synthesis of information on the health consequences of barriers to service from a health science perspective as well as other social determinants of health. This information will allow us to effectively consider systemic issues in the provision of health services that take place prior to our involvement.

In FY 2023, we awarded a task order to create a consensus committee on sex and gender identification and implications for disability evaluation. This committee will come to consensus on the medical implications of persons' sex assigned at birth, intersex traits, and any sex or gender transition activities. This information is essential to assure we are accurately accounting for sex differences when we complete disability evaluations.

In FY 2024, we are considering task orders to:

- Create a consensus committee on growth impairments in children, including those resulting from congenital disorders. This information will enable us to provide adjudicators with updated guidance for assessing functional limitations in children with disorders that affect their growth.
- Create a consensus committee on absenteeism and time-off-task expectations and requirements in the national economy. The collected information would help refine our vocational evaluation process and assure we are making accurate and well-supported disability determinations.
- Plan and conduct a public workshop comprised of health care and allied professionals to discuss management of chronic pain symptoms in outpatient settings outside of active cancer treatment, palliative care, and end-of-life care. This workshop will help us understand the current medical trends and challenges in managing chronic pain symptoms and evaluate claims involving chronic pain.

National Institutes of Health (NIH) Research on Data Analytics and the Work Disability-Functional Assessment Battery (WD-FAB)

Under an Interagency Agreement, the NIH Clinical Center provides in-depth analysis of our existing data and supports testing the WD-FAB in our continuing disability review (CDR) process. The WD-FAB aims to provide uniform information about individuals' self-reported functional ability that we can use to inform our disability data collection and determination processes.

In FY 2022, NIH conducted an initial focus group to explore the potential added value of WD-FAB data within the medical CDR process. NIH also continued development of natural language processing (NLP) methods to identify functional terminology within the unstructured text of medical evidence. Additionally, NIH initiated an exploration of additional data sources to

identify the characteristics of beneficiaries most likely to return to work to help inform ongoing TTW program efforts.

In FY 2023, NIH is continuing its WD-FAB related work by providing an analysis of WD-FAB data collected during the first wave of the project's pilot study. NIH will also conduct a second focus group session to explore the potential added value of the WD-FAB data within the medical CDR process. In addition, NIH will continue its NLP research to identify functional terminology within the unstructured text of medical evidence and explore additional data sources to identify characteristics of beneficiaries most likely to return to work.

In FY 2024, NIH will finalize and deliver the analysis comparing Wave 1 and Wave 2 WD-FAB data to our CDR predictive model scores, responses to CDR Mailer (Form SSA-455) questions, and CDR full medical review outcomes for participating study beneficiaries. We will use the evidence and findings in NIH's report to evaluate the value and feasibility of incorporating the WD-FAB into our CDR business process.

Occupational Information System (OIS) and Vocational Information Tool (VIT)

In 1991, the Department of Labor (DOL) stopped updating the Dictionary of Occupational Titles (DOT) and replaced it with the Occupational Information Network, a system that was developed as a career exploration tool. We are developing an Occupational Information System (OIS) that has the potential to replace the DOT as the primary source of occupational information for our disability adjudication.

We began collaborating with DOL's Bureau of Labor Statistics (BLS) in FY 2012 on development of the Occupational Requirements Survey (ORS) to collect updated information on the requirements of work in the national economy. We will use the ORS data, along with information from other occupational sources, to create the OIS. The OIS will classify occupations using the Federally-mandated Standard Occupational Classification system and include data elements to measure the physical demands, environmental conditions, and mental and cognitive requirements of work, as well as the education and training needed to gain average proficiency in a job. We will house, access, and operationalize the OIS through the Vocational Information Tool (VIT), a web-based information technology platform.

In FY 2022, BLS completed the fourth year and began the fifth and final year of Wave 2 data collection. In November 2021, BLS published estimates from the third year of Wave 2. We worked with BLS to develop the Wave 3 sample design methodology and continued our analysis of the ORS microdata.

In FY 2023, BLS plans to complete Wave 2 data collection and begin data collection for Wave 3. In November 2022, BLS published data from the fourth year of Wave 2. We also published the 60-day notice seeking public comments related to the ORS third wave in the Federal Register in December 2022.

In FY 2024, BLS will complete the first year of Wave 3, begin the second year, and publish the final Wave 2 data collection estimates.

RELATED FUNDING SOURCES

Section 234 of the Act gave us the authority to conduct research and demonstration projects designed to test DI program changes that may encourage disabled beneficiaries to work. Authorized by the 1999 Ticket to Work Act and the Bipartisan Budget Act (BBA) of 2015, we used trust fund monies to conduct various demonstration projects under Section 234, including alternative methods of treating work activity of individuals entitled to DI benefits. These demonstration projects were not part of the annual research appropriation request. OMB apportioned Section 234 funds. Our authority to initiate such projects ended December 31, 2021, and the authority to carry out these projects expired December 31, 2022. We will not incur additional costs, but we continue to evaluate some projects, such as the Ohio Direct Referal Demonstration, for which we will analyze data and release evaluation reports.

Benefit Offset National Demonstration (BOND)

BOND tested the effect of a $1-for-$2 offset of benefits for DI beneficiaries when earnings are above the SGA level. We published the Final Evaluation Report in FY 2019. We provided work incentive counseling services to the remaining BOND participants who were eligible to use the offset until December 31, 2022.

Promoting Opportunity Demonstration (POD)

Section 823 of the BBA amended Section 234 of the Act and instructed us to carry out a demonstration project testing a $1-for-$2 benefit offset. This project was different from BOND in several ways; POD applied a monthly offset to earnings above either a standard threshold, (the Trial Work Period level), or an itemized Impairment Related Work Expenses level. Participation was voluntary, and individuals could withdraw from the project at any time.

Participation for beneficiaries in POD ended June 2021, and all participants returned to current law rules as of July 1, 2021. All benefit adjustments for POD offset within the participation period have been completed. The POD implementation contract ended in November 2022. We released the Interim Evaluation Report in FY 2021 and released the Final Evaluation Report in FY 2022.

Table 2.24—Current Research Projects Obligations through FY 2022
(in thousands)

	Years	Total
Optimize the Experience of SSA's Customers		**$496,257**
Analyzing Relationships between Disability, Rehabilitation and Work: A Small Grant Program (ARDRAW)	2016-2022	$1,800
Beyond Benefits Study (previously Exits from Disability) Evidence Study	2021-2022	$2,743
Blanket Purchase Agreement for Time Sensitive Research Projects	2018-2022	$6,337
Census Surveys	2008-2022	$11,250
Data Development [1]	2008-2022	$3,781
Data Development in an Enterprise Business Platform	2015-2022	$13,449
Disability Analysis File	2008-2022	$18,103
Disability Perceptions Survey	2020-2022	$1,213
Disability Research Surveys	2022	$13,213
Health and Retirement Study (HRS) and Supplement	2008-2022	$61,392
Interventional Cooperative Agreement Program	2021-2022	$4,400
Medicare Outreach (1144)	2008-2022	$17,307
National Beneficiary Survey	2008-2022	$19,906
Retaining Employment and Talent After Injury/Illness Network (RETAIN)	2019-2022	$74,662
Retirement and Disability Research Consortium[2]	2008-2022	$143,025
Supported Employment Demonstration (SED)	2016-2022	$76,390
Understanding America Survey	2009-2022	$25,698
Working Disability Functional Assessment Battery (WD-FAB) Data Collection	2020/2022	$1,588
Ensuring Stewardship of SSA Programs		**$310,837**
Advisory Services to Assist. SSA with Disability Issues	2008-2022	$35,216
National Institutes of Health – Research on Data Analytics/Functional Assessment Battery Development	2008-2022	$37,128
Occupational Information System and Vocational Info Tool	2012-2022	$238,493
Total Section 1110 and 1144 Obligations		**$807,094**
Benefit Offset National Demonstration (BOND)	2008-2022	$137,371
Promoting Opportunity Demonstration (POD)	2016-2022	$49,074
Total Section 234		**$186,445**

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[1] The Data Development line reflects total obligations for current research projects.

[2] The Disability and Research Consortium (DRC) and the Retirement Research Consortium (RRC) were separate grant programs until FY 2017.

Our primary research components are housed within the Office of Retirement and Disability Policy (ORDP). ORDP is responsible for all major activities in the areas of strategic and program policy planning, policy research and evaluation, statistical programs, and overall policy development, analysis, and implementation. Within ORDP, the Office of Research, Demonstration, and Employment Support, the Office of Disability Policy, and the Office of Research, Evaluation, and Statistics, share the responsibility for administering projects funded under our research appropriation.

Office of Research, Demonstration, and Employment Support (ORDES) - ORDES conducts research and analysis related to the DI and SSI programs. ORDES implements demonstration projects to test changes to the disability programs primarily aimed at improving program administration and supporting employment. It also conducts research, analysis, evaluations, and statistical modeling that support our goals to strengthen our disability programs and improve program integrity. The Associate Commissioner for ORDES is our Evaluation Officer.[1]

Office of Disability Policy (ODP) - ODP oversees and supports the planning, development, evaluation, and issuance of substantive regulations, policies, and procedures for our disability programs; development and promulgation of policies and guidelines for use by State, Federal, or private contractor providers who implement the disability provisions of the Social Security Act; and evaluation of the effects of proposed legislation and legislation pending before Congress to determine the impact on disability programs. ODP uses research to identify opportunities for policy improvement and for keeping medical, vocational, childhood, disability, and CDR policies up to date.

Office of Research, Evaluation, and Statistics (ORES) - ORES is a statistical unit responsible for the production and dissemination of research and data on our programs. ORES produces findings on our retirement, disability, and SSI programs from research and microsimulation projects supported through intramural and extramural programs. As a principal statistical unit of the agency, ORES develops program and survey data to support our research and statistical objectives. In addition, ORES maintains a schedule of research and statistical publications. ORES statisticians and researchers provide reliable data about our key program variables, information about the design of social insurance programs around the world to support comparative research, as well as social and behavioral research related to our programs. ORES also provides policymakers and stakeholders with research on retirement security. The Associate Commissioner for ORES is typically the agency's Chief Statistical Officer.[2]

Implementation of the Evidence Act

The *Foundations for Evidence-Based Policymaking Act (Evidence Act) of 2018* requires us to develop a Learning Agenda, Annual Evaluation Plan, and Capacity Assessment. For more

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[1] As described in M-19-23, the Foundations for Evidence-Based Policy Making Act of 2018 requires CFO-Act agencies to designate a senior staff member with authority and responsibility for providing leadership over the agency's evaluation and learning agenda activities. Our Evaluation Officer is Susan Wilschke.

[2] Chief Statistical Officer role is being reassigned due to staffing changes.

information on our implementation of the Evidence Act, please see documents posted on
https://www.ssa.gov/data.

RESEARCH INVESTMENT CRITERIA

We support research that fosters a better understanding of the socio-economic status and other characteristics of Americans covered by the benefits programs we administer; how changes in demography and the economy might alter the well-being of the program and those it covers; the interrelationships between the program and other private and public programs; and the impact of the program on the overall economy. Within this framework, our extramural research program places the best available evidence into the hands of policymakers to inform policy development and program administration. We have established guidelines for developing, managing, and vetting projects for inclusion in our long-term research and demonstration agenda. We employ a variety of methods to ensure we meet the funding requirements of the sections of the Act that authorize our extramural research and demonstration activities and our extramural research activities meet high standards for relevance, quality, and performance.

Relevance

The primary purpose of our extramural research is to support evidence-building to inform the improvement of our programs, especially for individuals facing barriers to economic security. We seek to support research and demonstrations that clearly connect with this goal. A fundamental step in our review is assuring that each project responds to issues facing the OASDI and/or SSI programs, with priority towards contemporaneous challenges. In addition to supporting our FYs 2022-2026 Learning Agenda and our annual Evaluation Plans required under the Evidence Act, many of our Section 1110 projects will help us achieve the goals of our Equity Action Plan in Agreement with EO 13985.

Our review process includes obtaining the advice and recommendations of researchers with technical expertise, program managers, and agency executives. We also receive input on our research program from the Social Security Advisory Board. Internal reviews help ensure that funded activities reflect our strategic goals and objectives. and respond to legislative requirements. Many of our research activities are directed toward providing policymakers and the public with the analytical and data resources they need to assess our current programs and the implications of reform proposals.

Our budget request reflects our support of the ongoing goals to provide opportunities for individuals with disabilities to maximize their self-sufficiency through work and to increase the American public's basic financial management skills. For example, through the RETAIN project, we are working collaboratively with DOL to test interventions that will improve the ability of individuals to remain in the labor force when they acquire an illness or injury.

We are also working with HHS' Administration for Children and Families to test early intervention and return-to-work services for individuals who may be potential future applicants for DI or SSI.

Finally, in support of our commitment to supporting individuals with disabilities, we participate in cross-agency working groups, as appropriate. We are supportive of exploring ways to leverage our data and research portfolio to buttress these efforts.

Quality

Our extramural program provides access to analysts at top research institutions from around the country to produce the best evidence in support of our program. We use a competitive, merit-based, peer-reviewed procurement process to ensure that our extramural research program selects the best qualified individuals and techniques to produce high quality results. We award research projects conducted by private-sector organizations through competitive contracts, grants, or cooperative agreements. Our extramural program features internationally recognized scholars including many that have received significant recognition for their research contributions (e.g., the John Bates Clark Medal).

We use Technical Expert Panels to review projects while they are in progress to provide feedback and suggestions to the agency. These panels include internal experts in relevant disciplines, such as statistics, economics, and survey design. They help ensure that our sponsored research projects are methodologically sound and consistent with professional standards. The research projects we sponsor are often discussed in formal seminars or workshops, as well as published in top peer-reviewed scientific journals.[1]

Performance

We carry out our extramural research and evaluation projects primarily through contracts, jointly funded cooperative agreements, and grants that identify specific deliverables and timetables. We have sent a strong message to contractors that they must complete projects on time and within budget. Contracting officers, contracting officer's representatives, analysts, and senior executives monitor the progress of all research contracts and agreements. These agreements are also subject to audits by the Office of the Inspector General.

Consistent with our encouragement to support evidence-based evaluations, we produce reports and data files for each research and evaluation project in an effort to determine whether existing or proposed programs work as designed. Where appropriate, we make these reports publicly available or announce their availability in the *Social Security Bulletin* and online. Via the RDRC, we disseminate output at annual meetings, online, and through a variety of publications, workshops, and conferences. Our research projects are widely cited in both peer-reviewed

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[1] Our extramural partners often publish supported research in scholarly journals. Recent examples include, but are not limited to: Engelhardt, Gary V., Jonathan Gruber, and Anil Kumar (2022). "Early Social Security Claiming and Old-age Poverty: Evidence from the Introduction of the Social Security Early Eligibility Age." Journal of Human Resource, https://ideas.repec.org/a/uwp/jhriss/v57y2022i4p1079-1106.html;

Hou, Wenliang, and Sanzenbacher, Geoffrey T. (2021). "Measuring Racial/Ethnic Retirement Wealth Inequality;" The Journal of Retirement, https://doi.org/10.3905/jor.2020.1.079;

Hudomiet, Péter, Michael D. Hurd, and Susann Rohwedder (2021). "Forecasting Mortality Inequalities in the U.S. based on Trends in Midlife Health." Journal of Health Economics, https://doi.org/10.1016/j.jhealeco.2021.102540;

Li, Yang (2022). "Pension Plan Types and Social Security Knowledge: New Survey Evidence." Journal of Aging & Social Policy, https://doi.org/10.1080/08959420.2022.2132805;

Knapp, David, and Jinkook Lee (2021). "Institutional Influences on Retirement, Health, and Well-being." Journal of Pension Economics & Finance, https://doi.org/10.1017/S1474747221000408.

publications and the press. For example, the *Expenditures of the Aged Chartbook* was referenced in the Bloomberg article, "Health, Housing Hit Budgets of Older Americans Even Before Covid," and the research paper, "Immigrants' Economic Assimilation: Evidence from Longitudinal Earnings Records," was cited in the journal, *American Sociological Review*.

CONTENTS

Limitation on Administrative Expenses

TABLES

Limitation on Administrative Expenses

APPROPRIATION LANGUAGE/BACKGROUND

AUTHORIZING LEGISLATION

The LAE account is authorized by section 201(g) of the Social Security Act. The authorization language makes available for expenditure, out of any or all of the Trust Funds, such amounts as Congress deems appropriate for administering Title II, Title VIII, Title XVI, and Title XVIII of the Social Security Act for which we are responsible and Title XVIII of the Act for which the Secretary of the Department of Health and Human Services is responsible.

Table 3.1—Authorizing Legislation
(Dollars in thousands)

	2022 Amount Authorized	2022 Enacted[1,2]	2023 Amount Authorized	2023 Enacted[3,4]	2024 Amount Authorized	2024 Estimate[5,6]
Title II, Section 201(g)(1) of the Social Security Act	Indefinite	$13,341,945	Indefinite	$14,126,978	Indefinite	$15,489,200

[1] The Consolidated Appropriations Act, 2022 (P.L. 117-103). The total included $55,000,000 in available funding through September 30, 2023, for activities to address the disability hearings backlog within the Office of Hearings Operations. The total also included $1,708,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and a $1,435,000,000 allocation adjustment to remain available for 18 months through March 31, 2023. P.L. 117-103 provided a transfer of up to $12,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units.

[2] The total also included $138,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[3] Consolidated Appropriations Act, 2023 (P.L. 117-328). The total includes $55,000,000 in available funding through September 30, 2024, for activities to address the disability hearings backlog within the Office of Hearings Operations. The total also includes $1,784,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and a $1,511,000,000 allocation adjustment to remain available for 18 months through March 31, 2024. P.L. 117-328 allows us to transfer up to $15,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units.

[4] The total also includes $140,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[5] We take seriously our responsibilities to ensure eligible individuals receive the benefits to which they are entitled, and to safeguard the integrity of benefit programs to better serve recipients. The FY 2024 Budget proposes $1,870,000,000 in dedicated program integrity funding, including $287,000,000 in base funding and a $1,583,000,000 allocation adjustment, to remain available until March 31, 2025. Dedicated program integrity funding allows us to conduct CDRs and SSI redeterminations to confirm that participants remain eligible to receive benefits, and it supports anti-fraud CDI units and SAUSAs. The Budget proposes transferring $19,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The FY 2024 Budget also includes $50,000,000 to remain available until expended to modernize our benefits system. Finally, the FY 2024 budget also includes $2,000,000 for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure available through September 30, 2025, of which $700,000 is for the OIG for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure.

[6] The total includes up to $150,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

Limitation on Administrative Expenses

For necessary expenses, including the hire and purchase of [two] passenger motor vehicles *and charging or fueling infrastructure for zero emission passenger vehicles,* and not to exceed $20,000 for official reception and representation expenses, not more than [$13,985,978,000] *$15,338,200,000* may be expended, as authorized by section 201(g)(1) of the Social Security Act, from any one or all of the trust funds referred to in such section: Provided, That not less than [$2,700,000] *$3,020,000* shall be for the Social Security Advisory Board: *Provided further,* That [$55,000,000] *$50,000,000* shall remain available [through September 30, 2024,] *until expended for* [activities to address the disability hearings backlog within the Office of Hearings Operations] *benefits modernization: Provided further, That $2,000,000 shall remain available through September 30, 2025, for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure: Provided further, That, of the amounts made available in the previous proviso, $700,000 shall be transferred to the "Office of the Inspector General", Social Security Administration, for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure: Provided further, That such transfer authority is in addition to any other transfer authority provided by law: Provided further,* That unobligated balances of funds provided under this paragraph at the end of fiscal year [2023] *2024* not needed for fiscal year [2023] *2024* shall remain available until expended to invest in the Social Security Administration information technology and telecommunications hardware and software infrastructure, including related equipment and non-payroll administrative expenses associated solely with this information technology and telecommunications infrastructure: *Provided further,* That the Commissioner of Social Security shall notify the Committees on Appropriations of the House of Representatives and the Senate

prior to making unobligated balances available under the authority in the previous proviso:

Provided further, That reimbursement to the trust funds under this heading for expenditures for

official time for employees of the Social Security Administration pursuant to 5 U.S.C. 7131, and

for facilities or support services for labor organizations pursuant to policies, regulations, or

procedures referred to in section 7135(b) of such title shall be made by the Secretary of the

Treasury, with interest, from amounts in the general fund not otherwise appropriated, as soon as

possible after such expenditures are made.

[Of the total amount made available in] *From funds provided under* the first paragraph [

under this heading, not more than $1,784,000,000], *$1,870,000,000*, to remain available through

March 31, [2024] *2025,* is for the costs associated with continuing disability reviews under titles

II and XVI of the Social Security Act, including work-related continuing disability reviews to

determine whether earnings derived from services demonstrate an individual's ability to engage

in substantial gainful activity, for the cost associated with conducting redeterminations of

eligibility under title XVI of the Social Security Act, for the cost of co-operative disability

investigation units, and for the cost associated with the prosecution of fraud in the programs and

operations of the Social Security Administration by Special Assistant United States Attorneys:

Provided, That, of such amount, [$273,000,000] *$287,000,000* is provided to meet the terms of a

concurrent resolution on the budget [in the Senate], and [$1,511,000,000] *$1,583,000,000* is

additional new budget authority specified for purposes of a concurrent resolution on the budget

[in the Senate and section 1(i) of H. Res. 1151 (117th Congress), as engrossed in the House of

Representatives on June 8, 2022]*: Provided further,* That, of the additional new budget authority

described in the preceding proviso, [up to $15,100,000] *$19,100,000* may be transferred to the

"Office of Inspector General", Social Security Administration, for the cost of jointly operated co-

Limitation on Administrative Expenses

operative disability investigation units: *Provided further,* That such transfer authority is in addition to any other transfer authority provided by law: *Provided further*, That the Commissioner shall provide to the Congress (at the conclusion of the fiscal year) a report on the obligation and expenditure of these funds, similar to the reports that were required by section 103(d)(2) of Public Law 104–121 for fiscal year 1996 through 2002: *Provided further,* That none of the funds described in this paragraph shall be available for transfer or reprogramming except as specified in this paragraph.

In addition, [$140,000,000] *$150,000,000,* to be derived from administration fees in excess of $5.00 per supplementary payment collected pursuant to section 1616(d) of the Social Security Act or section 212(b)(3) of Public Law 93–66, which shall remain available until expended: *Provided,* That to the extent that the amounts collected pursuant to such sections in fiscal year [2023] *2024* exceed [$140,000,000] *$150,000,000,* the amounts shall be available in fiscal year [2024] *2025* only to the extent provided in advance in appropriations Acts.

In addition, up to $1,000,000 to be derived from fees collected pursuant to section 303(c) of the Social Security Protection Act, which shall remain available until expended. *(Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2023.)*

LANGUAGE ANALYSIS

The Limitation on Administrative Expenses (LAE) appropriation language provides us with $15.489 billion to administer the Old Age and Survivors Insurance (OASI), Disability Insurance (DI), and Supplemental Security Income (SSI) programs, and to support the Centers for Medicare and Medicaid Services in administering their programs. The LAE account receives funding from the OASI, DI, and Medicare trust funds for their shares of administrative expenses, from the General Fund of the Treasury for the SSI program's share of administrative expenses, and through applicable user fees. The language provides the limitation on the amounts that may be expended, in total from these separate sources, for our administrative expenses.

We have a responsibility to enhance our technology to better meet the needs of our customers, and our request includes $50,000,000 to remain available until expended to modernize our benefits system. This funding will allow us to accelerate our business process and technology modernization to enable more seamless, intuitive, and secure service for both claimants and current beneficiaries. Furthermore, our request allows us to carryover unobligated balances for non-payroll automation and telecommunications investment costs in future fiscal years.

We have a responsibility to ensure eligible individuals receive the benefits to which they are entitled, and to safeguard the integrity of benefit programs to better serve recipients. The appropriations language requests $1,870,000,000 in dedicated program integrity funding, including $287,000,000 in base funding and a $1,583,000,000 allocation adjustment. The Budget It also includes a $19,100,000 transfer from the allocation adjustment in the LAE account to the Office of Inspector General (OIG) for the costs associated with jointly operated cooperative disability investigations (CDI) units.

In addition to the appropriated amounts, we are requesting to spend up to $150,000,000 in SSI State Supplement user fees and up to $1,000,000 in non-attorney representative fees.

Table 3.2—Appropriation Language Analysis

Language Provision	Explanation
"For necessary expenses, including the hire and purchase of [two] passenger motor vehicles and charging or fueling infrastructure for zero emission passenger vehicles…" "Provided further, That $2,000,000 shall remain available through September 30, 2025, for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure..."	In support of the President's goal of transitioning to a fully Zero Emission Vehicle Federal fleet, the request includes $2,000,000 for zero emission vehicle (ZEV - battery electric, plug-in electric hybrid, and hydrogen fuel cell vehicles) acquisitions and deploying necessary vehicle charging and refueling infrastructure. These funds are available through September 30, 2025, of which $700,000 is for the OIG. These acquisitions are a significant step towards eliminating tailpipe emissions of greenhouse gases from our fleet and aligning fleet operations with the goal of

Limitation on Administrative Expenses

Language Provision	Explanation
	achieving a fully ZEV federal fleet. ZEV acquisitions may include vehicles for both agency-owned and GSA-leased segments of our vehicle fleet, including incremental costs of leased vehicles and lease payments to GSA for conversion of agency-owned vehicles to GSA's leased fleet where appropriate.
"Provided further, That [$55,000,000] $50,000,000 shall remain available [through September 30, 2024,] until expended for benefits modernization…"	The request includes $50,000,000 for dedicated, no-year funding to accelerate the modernization of our benefits system.
"Provided further, That unobligated balances of funds provided under this paragraph at the end of fiscal year [2023] 2024 not needed for fiscal year [2023] 2024 shall remain available until expended to invest in the Social Security Administration information technology and telecommunications hardware and software infrastructure, including related equipment and non-payroll administrative expenses associated solely with this information technology and telecommunications infrastructure: Provided further, That the Commissioner of Social Security shall notify the Committees on Appropriations of the House of Representatives and the Senate prior to making unobligated balances available under the authority in the previous proviso…"	The language allows us to carryover unobligated balances for non-payroll automation and telecommunications investment costs in future fiscal years.
"Provided further, That reimbursement to the trust funds under this heading for expenditures for official time for employees of the Social Security Administration pursuant to 5 U.S.C. 7131, and for facilities or support services for labor organizations pursuant to policies, regulations, or procedures referred to in section 7135(b) of such title shall be made by the Secretary of the Treasury, with interest, from amounts in the general fund not	The language provides that the general fund of the United States Treasury will reimburse the Social Security trust funds, with interest, for the portion of official expenses attributable to the trust funds.

Language Provision	**Explanation**
otherwise appropriated, as soon as possible after such expenditures are made."	
"From funds provided under the first paragraph [under this heading, not more than $1,784,000,000], $1,870,000,000, to remain available through March 31, [2024] 2025, is for the costs associated with continuing disability reviews under titles II and XVI of the Social Security Act, including work-related continuing disability reviews to determine whether earnings derived from services demonstrate an individual's ability to engage in substantial gainful activity, for the cost associated with conducting redeterminations of eligibility under title XVI of the Social Security Act, for the cost of co-operative disability investigation units, and for the cost associated with the prosecution of fraud in the programs and operations of the Social Security Administration by Special Assistant United States Attorneys: Provided, That, of such amount, [$273,000,000] $287,000,000 is provided to meet the terms of a concurrent resolution on the budget [in the Senate], and [$1,511,000,000] $1,583,000,000 is additional new budget authority specified for purposes of a concurrent resolution on the budget [in the Senate and section 1(i) of H. Res. 1151 (117th Congress), as engrossed in the House of Representatives on June 8, 2022]: Provided further, That, of the additional new budget authority described in the preceding proviso, [up to $15,100,000] $19,100,000 may be transferred to the "Office of Inspector General", Social Security Administration, for the cost of jointly operated co-operative disability investigation units: Provided further, That such transfer authority is in addition to any other transfer authority provided by law: Provided further, That the Commissioner shall provide to the Congress (at the conclusion of the fiscal year) a report	The language appropriates $1,870,000,000 for dedicated program integrity funding, to remain available through March 31, 2025, for full medical CDRs, redeterminations, work-related CDRs, CDI units, and fraud prosecutions by Special Assistant United States Attorneys. The language transfers $19,100,000 from the program integrity allocation adjustment to the OIG to fund CDI unit activities. Additionally, this language prohibits the transfer or reprogramming of program integrity funding, except for the $19,100,000 transfer to OIG. For additional information, please refer to the Program Integrity section.

Limitation on Administrative Expenses

Language Provision	Explanation
on the obligation and expenditure of these funds, similar to the reports that were required by section 103(d)(2) of Public Law 104–121 for fiscal year 1996 through 2002: Provided further, That none of the funds described in this paragraph shall be available for transfer or reprogramming except as specified in this paragraph."	
"In addition, [$140,000,000] $150,000,000, to be derived from administration fees in excess of $5.00 per supplementary payment collected pursuant to section 1616(d) of the Social Security Act or section 212(b)(3) of Public Law 93–66, which shall remain available until expended: Provided, That to the extent that the amounts collected pursuant to such sections in fiscal year [2023] 2024 exceed [$140,000,000] $150,000,000, the amounts shall be available in fiscal year [2024] 2025 only to the extent provided in advance in appropriations Acts."	The language makes available up to $150,000,000 collected from States for administration of their supplementary payments to the SSI program. This assumes the fee will increase from $14.35 per check in FY 2023 to $14.86 in FY 2024 according to increases established by statute. We receive the amount collected above $5.00 from each fee.
"In addition, up to $1,000,000 to be derived from fees collected pursuant to section 303(c) of the Social Security Protection Act, which shall remain available until expended."	The language provides for the use of up to $1,000,000 derived from fees charged to non-attorneys who apply for certification to represent claimants.

The table below includes the significant items set forth in reports accompanying House Report 117-403 and the explanatory statement accompanying the Consolidated Appropriations Act, 2023.

Table 3.3—Significant Items in Appropriations Committee Reports

Committee Report Item	Action
Administrative Appeals Hearings	**Actions Taken or To Be Taken**
The Committee continues to consider the Final Rule "Hearings Held by Administrative Appeals Judges of the Appeals Council" (85 Fed. Reg. 73138, December 16, 2020) to be an unjustified erosion of due process for individuals who are appealing a denial of Social Security or SSI benefits. As part of a beneficiary's right to an impartial appeal process, an on the-record hearing, conducted by an impartial judge with decisional independence, must be conducted in accordance with the Administrative Procedure Act to ensure due process, without agency interference, or political bias. Replacing this appeals step and the role of independent administrative law judges (ALJs) with SSA employees jeopardizes the independence of the process. In light of the harm that would be caused by this policy change, the Committee strongly urges SSA not to exercise this authority.	We do not have any plans to use administrative appeals judges to hold hearings, and we expect to replace all of our anticipated ALJ losses by the end of 2023. We will update the Committees as appropriate should the situation change.
Telework	**Actions Taken or To Be Taken**
The Committee reiterates its support for well-managed telework programs in the Federal workplace and understands that SSA is in the process of evaluating how telework affects service delivery during the reentry evaluation period of March 30 through September 30, 2022. Within 90 days of enactment of this Act, the Committee requests a briefing on how the results of that evaluation will be used to measure and monitor the impact of telework on customer satisfaction, service availability	We will provide the report by the requested due date.

Limitation on Administrative Expenses

Committee Report Item	Action
including continuity of operations, workloads management, employee experience, stewardship, and environmental considerations. In addition, the Committee directs SSA to submit an update of the report that was requested under this heading in House Report 117–96, with updated data on the number of employees eligible and ineligible to telework, and any limitations or restrictions on the frequency of telework as a result of the evaluation.	
Disability Determinations	**Actions Taken or To Be Taken**
The Committee remains concerned about the time it takes SSA to effectuate favorable SSI and/or SSDI disability determinations and requests a briefing on the issue within 30 days of receiving the report on Disability Determinations as requested in House Report 117–96.	We submitted our report as requested in House Report 117-96 on October 24, 2022. We followed up to schedule a briefing for the Committees as requested.
Employee Incentives	**Actions Taken or To Be Taken**
The Committee directs SSA to submit a report to the Committee within 180 days of enactment of this Act exploring the feasibility of using employee incentives, including an agency student loan repayment program, to improve recruitment and retention for qualified candidates across the agency.	We will provide a report by the requested due date.
Service to the Public	**Actions Taken or To Be Taken**
SSA uses Public Service Indicators to measure the agency's progress in meeting the needs of the public in local field offices and teleservice centers. The Committee directs SSA to submit to the Committee within 90 days of enactment of this Act an updated report on Public Service Indicators for field offices and teleservice centers, providing the indicators and performance for Fiscal Years 2016 to 2022. Such report shall also detail any staffing needs and resources necessary in its field offices and	We will provide an updated report to the Committees by the requested due date.

Committee Report Item	Action
teleservice centers to restore previous levels of public service.	
Authorization of Disability Evidence Collection	**Actions Taken or To Be Taken**
The Committee appreciates that SSA is working to increase its ability to directly obtain electronic medical records and other evidence necessary for disability claims determination. The Committee expects that the Commissioner will continue to ensure that evidence is only accessed under a voluntary, time-limited, and revokable authorization by the claimant to permit medical providers and other sources to disclose information directly to SSA, consistent with Federal, State, and local laws.	We acknowledge the Committee's expectation.
Social Security Statements	**Actions Taken or To Be Taken**
The agreement directs SSA to submit a report within 120 days of enactment of this Act with options for increasing the number of individuals receiving Social Security Statements annually by mail to ensure that individuals are informed of their Social Security contributions and benefits and have an opportunity to review their earnings records and correct any errors in a timely manner.	We will provide a report by the requested due date.
Improving Ticket to Work Administration and Reducing Overpayments	**Actions Taken or To Be Taken**
The agreement supports agency efforts to improve administrative processes that reduce overpayments, including in the Ticket to Work program, which can create significant challenges as beneficiaries attempt to return to work. SSA is directed to include information in its fiscal year 2024 Congressional Justification on such efforts.	Please refer to the Beneficiary Services exhibit in the SSI Program section of this CJ for this information.
Pilot Program Metrics	**Actions Taken or To Be Taken**
The Committee expects SSA to continue to follow the guidance and directives under this heading in House Report 116–450 for fiscal	Please refer to the Pilot Program Metrics exhibit in the LAE section of this CJ for this information.

Limitation on Administrative Expenses

Committee Report Item	Action
year 2023, and to include descriptions of pilots and associated pilot program metrics in its fiscal year 2024 Congressional Budget Justification.	
Report on LAE Expenditures	**Actions Taken or To Be Taken**
The Committee continues to request that the data referenced under this heading in House Report 114–699 be included in future budget justifications. In addition, the Committee requests the fiscal year 2024 Congressional Budget Justification include a historical table of costs and fiscal year 2024 requests for personnel and benefits, by major SSA component to include Operations (field offices, teleservice centers, processing centers, and regional offices); Office of Hearings Operations; Systems; Office of Analytics, Review, and Oversight; and Headquarters.	Please refer to Table 3.18, Table 3.19, and Table 3.20 for the historical table of costs and FY 2024 requests for personnel and benefits by major SSA component. For Information Technology costs broken out by hardware/software technology and upgrade/maintenance costs, please see Appendix A of the Information Technology exhibit included in the LAE section of this CJ. For Physical infrastructure costs by region and office function, please see Tables 3.28 through 3.33. For Overall costs for personnel, time and dollars for OASI, DI, SSI, and other SSA missions, please see Table 3.13. For Program Integrity work broken out by OASI, DI and SSI as well as types of spending, please see Table 3.22b. For Disability Determination Services State costs and Federal staff costs, please see Table 3.17.
Information Technology	**Actions Taken or To Be Taken**
The Committee is concerned that SSA's antiquated Information Technology (IT) service management system is adversely impacting agency staff's ability to deliver the value, service, and efficiency that the public expects and deserves. The Committee recognizes that SSA began modernizing its IT Service Management tools in fiscal year 2021 and expects SSA to continue working on IT solutions to improve customer service, ensure high availability and service continuity, optimize operational efficiency, and maximize enterprise productivity The Committee continues to monitor the IT Modernization Plan and encourages SSA to focus on	Please refer to our Information Technology exhibit in the LAE section of this CJ for this information.

Committee Report Item	Action
improvements to customer service and efficiency as it makes updates to the plan. In addition, SSA should take steps to automate manual processes performed by staff, to reduce human error and improve processing time. The Committee continues to request an update of the plan referenced under this heading in House Report 114–699.	
Video Hearings	**Actions Taken or To Be Taken**
The Committee appreciates that SSA has resumed in-person hearings and reiterates its support for SSA allowing a claimant to choose to use video and telephone hearings on a voluntary basis or to have an in-person hearing or proceeding if the party chooses to do so.	We acknowledge the feedback. We resumed in-person hearings in March 2022. Claimants must give consent to participate in a hearing by telephone or online video.
Disability Backlogs	**Actions Taken or To Be Taken**
The agreement recognizes the pandemic created significant challenges for SSA, which has contributed to a significant increase in processing times for initial disability claims. The agreement includes funding for SSA to increase staffing, including in State DDSs, to help begin to address the growing backlog of initial disability claims. In addition, the agreement directs the Commissioner to continue to prioritize efforts to reduce wait time disparities across the country by directing resources and workload assistance, as necessary, to areas with greatest need. Finally, the agreement directs SSA to continue to provide monthly reports to the Committees on key agency performance metrics, including but not limited to initial disability claims, reconsiderations, and hearings, and to provide quarterly briefings to the Committees on its progress towards reducing the initial disability claims and hearings backlogs, as well as addressing other service delivery challenges.	We will provide monthly reports and the quarterly briefings as requested.

Limitation on Administrative Expenses

Committee Report Item	Action
Expanding Outreach to People with Disabilities	**Actions Taken or To Be Taken**
The agreement strongly encourages SSA to expand outreach to potential beneficiaries, prioritizing underserved communities and individuals most likely to need support, and directs SSA to include information in its fiscal year 2024 Congressional Justification on such efforts.	Please refer to our Outreach to People Facing Barriers exhibit in the LAE section of this CJ for this information.
Legal Assistants	**Actions Taken or To Be Taken**
The Committee understands that the Office of Hearings Operations (OHO) relies on legal assistants to conduct a broad range of work supporting hearings and reviewing work of its administrative law judges and urges SSA to examine the position descriptions of legal assistants, pay and actual work conducted, to ensure that job classifications and compensation are commensurate with current duties.	We acknowledge the Committees' suggestion. We are examining our legal assistant position descriptions to ensure job classifications and compensation are commensurate with current duties.
Professional Representatives	**Actions Taken or To Be Taken**
The Committee believes that quality representation in matters with SSA assists claimants and beneficiaries and can also help SSA work more accurately and efficiently. The Committee appreciates that the Commissioner is raising the cap on fees payable via fee agreement and encourages the Commissioner to index the cap to account for inflation in future years.	We acknowledge the feedback. We appreciate recognition of the Acting Commissioner's decision, and we will continue to consider this issue to ensure access to representation.
Continuing Disability Reviews (CDR)	**Actions Taken or To Be Taken**
The agreement directs SSA to include in its annual CDR Report to Congress an evaluation of its CDR prioritization models.	We will include the information requested in our annual CDR report to Congress.
Occupational Information System (OIS) and Medical-Vocational Guidelines	**Actions Taken or To Be Taken**

Committee Report Item	Action
The agreement directs SSA to include information in its fiscal year 2024 Congressional Justification detailing efforts to fully implement OIS in coming years, including the status of implementation, the extent to which OIS is fully operational, a timeline for moving from the Dictionary of Occupational Titles entirely to OIS, an action plan to accomplish said timeline, and other efforts to modernize medical-vocational guidelines.	Please refer to our Research and Demonstration exhibit in the SSI Program section of this CJ for this information.
Field Office and Resident Station Closures	**Actions Taken or To Be Taken**
The agreement recognizes the essential role that field offices and resident stations play in the public's ability to access SSA benefits and services and strongly encourages the Commissioner to take every action possible to maintain operations at existing field offices and resident stations. The agreement urges SSA to ensure its policies and procedures for closing field offices and resident stations include at least 120 days advance notice to the public, SSA employees, Congress, and other stakeholders. Such notice should include a rationale for the proposed closure and an evaluation of the effects on the public and SSA operations. In addition, the agreement is concerned that the recent closure of a resident station due to staffing difficulties has created an undue burden for those who need access to in-person social security services. The agreement directs SSA to continue to engage with community leaders about how to provide suitable alternatives for in-person services and to report to the Committees within 90 days of enactment of this Act on the alternatives established.	We will provide a report by the requested due date.
Program Integrity	**Actions Taken or To Be Taken**
The agreement includes a new proviso, which was requested in the fiscal year 2023 President's Budget proposal, to expressly prohibit funding made available under a cap	We acknowledge the Committees' statement.

Limitation on Administrative Expenses

Committee Report Item	Action
adjustment to support program integrity activities from being reprogrammed or transferred for non-program integrity activities. The agreement, however, clarifies that such proviso is not necessary because the Congress need not expressly prohibit actions that it has not authorized. Under the statutory terms of the appropriation, amounts provided for program integrity activities may not be reprogrammed to base activities (or to any other non-program integrity activity). That is because this appropriation account statutorily establishes a required appropriation amount for program integrity activities-in this bill, at $1,784,000,000-which is provided by the sum of the amounts specified in the first proviso of the account's second paragraph. Finally, the agreement notes the Congress has not been apprised of any applicable transfer authority available to SSA that the President's Budget proposal seeks to prevent.	
<u>Work Incentives Planning and Assistance (WIPA) and Protection and Advocacy for Beneficiaries of Social Security (PABSS)</u>	**<u>Actions Taken or To Be Taken</u>**
The agreement includes $23,000,000 for WIPA grants and $10,000,000 for PABSS.	We acknowledge the Committees' statement.

IMPROPER PAYMENTS

We take seriously our responsibilities to ensure eligible individuals receive the benefits to which they are entitled, and to safeguard the integrity of benefit programs to better serve recipients. Our internal quality reviews, which are validated by a third-party auditor, indicate that our fiscal year (FY) 2021 Old-Age, Survivors, and Disability Insurance (OASDI) benefit payments were 99.83 percent free of overpayment, and 99.95 percent free of underpayment. For the same year, 92.83 percent of all Supplemental Security Income (SSI) payments were free of overpayment, and 98.45 percent were free of underpayment. FY 2022 data are not yet available.

While our payment accuracy rates are high, even small error rates add up to substantial improper payment amounts given the magnitude of the benefits we pay each year. For instance, in FY 2021, we issued nearly $1.2 trillion in benefit payments. Our combined overpayments and underpayments for OASDI totaled approximately $2.49 billion. The combined overpayments and underpayments for SSI totaled approximately $4.91 billion. With each tenth of a percentage point in payment accuracy representing about $1.128 billion in OASDI and $56.2 million in SSI program outlays, we are focused on combatting the leading causes of improper payments and improving program integrity to protect taxpayer dollars.

We are improving our service to beneficiaries and supporting the integrity of our programs by reducing overpayments through a variety of efforts such as streamlining our policies and procedures, automating our business processes, adding data exchanges, performing quality reviews, and promoting timely wage reporting. Our online debt management processing provides beneficiaries with options for repaying debts, and allows us to more effectively and efficiently post, track, collect, and report on overpayments. In FY 2024, we plan to convert our legacy data and connect to the agency's master records as part of our transition to the modernized debt management system.

Wages are a major cause of overpayments and underpayments. To help facilitate efficient self-reporting of wages, we have built several channels. For example, many individuals can report wage information online or through a mobile application to make monthly wage reports using a smart device or smartphone. In FY 2022, we modernized our mobile wage reporting application to improve SSI wage reporting customer experience from mobile devices and introduced Optical Character Recognition for scanning and uploading paystub images or files to reduce inaccuracy of reported wages that causes overpayments and underpayments. These enhancements are to ease the burden of self-reporting wages, and they help prevent overpayments and underpayments from occurring due to inaccurate work reporting. In FYs 2023 and 2024, we will enhance automation of wages received from payroll data providers and the Payroll Information Exchange, refining the use of third-party data and reducing manual workloads for technicians.

We are investing in initiatives that help us ensure beneficiaries and recipients receive the correct benefit amounts and meet our eligibility requirements. Please refer to the Program Integrity exhibit, our *Annual Performance Report*, our *Agency Financial Report*, and paymentaccuracy.gov for more information on our efforts.

Limitation on Administrative Expenses

The following list satisfies the request for information on agency pilot programs pursuant to House Report 117-403 accompanying the Consolidated Appropriations Act, 2023.

COMPLETED PILOTS

Video Interviews for Field Office Workloads

During the pandemic, we limited in-person services for the public and our employees' safety. Some customers had difficulties mailing their important original documents to meet requirements for obtaining a Social Security Number replacement card. In November 2020, we piloted a Microsoft (MS) Teams service delivery option for certain Social Security replacement cards at 99 offices with the highest enumeration workloads.

Through MS Teams, individuals can securely use a computer, tablet, or smartphone with Internet service, to participate in remote video interviews with our employees. To access the MS Teams application, we send the individual a link; the individual does not need to download any software to participate in the interview. During the interview, our employee views the individual's evidence—either a State-issued driver's license or identification card—and verifies the information from the evidence directly with the State Department of Motor Vehicles via an exchange with the American Association of Motor Vehicle Administrators (AAMVA).

To evaluate Phase 1 of the MS Teams Pilot, we gathered the total number of successful MS Teams replacement card requests that resulted in the issuance of a replacement card and overall Social Security Number Application processing time. From November 2020 through June 2021, our Visitor Intake Process captured 32,229 scheduled interviews. Because MS Teams allows us to serve customers virtually and eliminates the need for in-person visits, the increase in customer service flexibility outweighed the uptick we saw in processing time.

We asked the participating pilot offices to complete a survey about any unsuccessful interviews to evaluate why an enumeration transaction was unsuccessful. Our survey results revealed the following reasons contributed to unsuccessful MS Teams interview requests:

- Applicant missed the appointment,
- A connectivity issue with the MS Teams Software (customer or SSA side),
- A technical issue during the MS Teams interview that caused the interview to terminate,
- An inability to clearly view and inspect the applicant's evidence,
- An issue during the AAMVA Driver's License Data Verification,
- Inability of the customer to provide the required evidentiary documents.

We completed our pilot in June 2021 and resolved our labor obligations for larger scale use of MS Teams. In fiscal year (FY) 2022, we implemented MS Teams nationally for U.S. citizen no change replacement card requests. We are considering expansion of MS Teams to other workloads as an alternative to requiring in—person service.

Mobile Wage Reporting
SSA Mobile Wage Reporting (SSAMWR) is a mobile phone application available in the Apple and Google play stores for Supplemental Security Income (SSI) recipients, representative payees, and deemors. SSAMWR allows individuals without a *my* Social Security account to report wages from a single employer using knowledge-based authentication. We determined the viability of new technologies to replace the existing mobile wage reporting application with a hybrid application with the following business goals:
- Allow for knowledge-based authentication for users that cannot use *my* Social Security.
- Address poor reviews for user experience and unreliability in the Apple and Google play stores.
- Explore paystub imaging/processing including Optical Character Recognition (OCR) to reduce paper processing, technician keying, and follow-up calls.
- Serve as a prototype for future mobile applications.
- Use the latest technologies for testing (i.e., AWS Device Farm, an application testing service to help improve the quality of web and mobile applications by testing them across an extensive range of desktop browsers and real mobile devices).

Measure of Success/Metrics
We conducted *beta* testing in March 2022. We successfully replaced the existing system functionality and included the OCR functionality in May 2022. The paystub scanning functionality allows users to scan paystubs, reducing the number of manually entered wages, which reduces improper payments related to keying errors from the user.

The implementation of this application allows for an increased number of mobile Internet users to conduct business with us, specifically those who use mobile devices. We are averaging over 80,000 successful wage submissions per month that would otherwise be mailed and manually keyed into our systems by technicians.

Office of Hearings Operations Hearing Recordings & Transcriptions Pilot
In FY 2021, our Office of Appellate Operations (OAO) piloted using Microsoft Video Indexer (VI) (previously called Microsoft Azure Video Analyzer for Media) to create draft disability hearing transcripts. We provided approximately 60 OAO employees licenses during the pilot. At the conclusion of the pilot in October 2021, the 60 employees reported that the technology helped reduce transcription creation time by 50 percent. We are working to procure more licenses to issue to all OAO appeals officers, administrative appeals judges, attorney advisors, and paralegals (approximately 600 employees).

Based on the success of the pilot in OAO, our Office of Hearings Operations (OHO) tested several features to evaluate MS Teams and VI for recording and transcribing hearings. For the pilot, we tested the MS Teams recording function to record disability hearings, and VI to create a transcript. We anticipated significant savings in time and resources by recording hearings in MS Teams. Additionally, we expected MS Teams recordings to automate and simplify creation of official court hearing transcripts needed for disability hearing appeals.

OHO determined that the out-of-the-box functionality of MS Teams and VI did not meet our business needs, and the pilot concluded. However, the technology was very promising and we

Limitation on Administrative Expenses

are working to identify customizations that will allow us to leverage these technologies to transform how recordings and transcriptions are created in our hearing offices.

Headquarters Mail Digitization Pilot
In FY 2021, we initiated a pilot to digitize paper mail for seven headquarters components through opening and sorting the mail at our Headquarters Mail Service Center (HQMSC) and shipping the paper mail to the contracted third-party vendor for scanning. The vendor scanned agency mail, created an OCR searchable image, and transmitted the digital mail to our shared servers. The pilot participants accessed their digital mail from their shared drives and processed the mail according to their workload procedures.

Using a third-party vendor allowed us to establish the pilot quickly and helped us assess the feasibility and benefits of mail digitization without major risk or disruption to our operations, and without needing long-term capital investment in new equipment or IT support.

Over the course of the pilot, we determined that digitizing agency mail provided several benefits including:

- Processed the work more efficiently by allowing multiple people to process electronic mail at the same time, eliminating current mail backlogs, and avoiding future backlogs Allowed employees to focus on processing mission critical workloads instead of opening and sorting mail.
- Made work more portable, eliminating the need for employees to come onsite to process paper mail.

We periodically surveyed the pilot participants to determine their satisfaction with the mail digitization pilot. Pilot participants consistently rated the timeliness and quality of their digital mail as meeting or exceeding their expectations and have reported significant increases in the efficiency of their operations as a result of receiving digital mail.

The one-year pilot concluded in FY 2022 and was a success across all pilot evaluation metrics. As a result, we permanently transitioned our headquarters (HQ) mail program from paper to digital mail. We are expanding digital mail to all HQ components. To ensure we implemented the most cost-effective solution, we explored the costs to continue scanning offsite with the third-party vendor as we did in the pilot, versus the costs to scan onsite at the HQMSC and determined that using our current onsite vendor is more cost effective. We plan to complete onboarding all HQ components to the digital mail program no later than FY 2024.

<center>**ACTIVE PILOTS**</center>

Ticket to Work Notice Optimization
The Ticket to Work (TTW) and Work Incentives Improvement Act of 1999 established the TTW program to increase options for receiving employment services for Disability Insurance (DI) and SSI beneficiaries and recipients. We provide DI and SSI beneficiaries and recipients with a Ticket to obtain vocational rehabilitation (VR) services, employment services, and other support services from Employment Networks or State VR agencies of their choice. Goals of the TTW program include increasing exits from the DI and SSI programs due to work, expanding the

availability of services for beneficiaries, reducing dependency on disability benefits, and obtaining benefit reductions that are greater than the cost we pay for services.

Participation rates are a key factor in the program's success. Though the program has served close to 1.2 million beneficiaries and recipients since 2000, participation in the program has been relatively low in relation to the total number of beneficiaries and recipients we serve; 28 percent of participants had at least one month of benefit reduction after ticket assignment for: the period after assignment through death, conversion to retirement benefits, termination for a non-work reason, or a subsequent assignment (based on a cohort of 2006 TTW participants tracked from 2006 through 2016). As a result of low participation in the TTW program, we created this pilot to reduce barriers and ensure claimants fully understand the program and its process. This project tests modified versions of the notices we send to beneficiaries and changes to the notice schedule to determine if the changes reduce barriers and increase participation. The new notices provide simpler, plain-language information about the TTW program and the potential benefits of and process of assigning a Ticket. In FY 2020, we extended the time for mailing the new notices from 9 to 18 months due to the high unemployment rate and the economic uncertainty caused by the COVID-19 pandemic. We will measure outcomes at 9 months post-mailing for each individual.

Evaluation Plan/Timeline
FY 2020:
- We worked with the General Services Administration (GSA) to finalize the notice prototypes to send upon award of DI or SSI, and after 1 and 2 years of receiving benefits. We also worked with GSA to develop the evaluation design for the pilot. We wrote the Good News notices – that individuals receive when awarded disability benefits – to comply with plain language guidelines and improve participation in the TTW program. We also registered the study with the American Economic Association randomized study trial registry.
- We modified the system needed to randomize notice mailings.
- We began mailing notices in September 2020.

FY 2021:
- We continued testing prototype notices and conducting data analyses.

FY 2022:
- We worked with GSA to conduct the final analyses of the new mailings.

FY 2023:
- GSA will provide us with a draft report of their preliminary results, which we will review.

Measure of Success/Metrics
We will capture data on the number of beneficiaries assigned a Ticket, their monthly earnings, and Ticket payments. We will measure success based on increases in Ticket assignments. Currently, slightly more than 1 percent of individuals assign their Tickets within the first year after their award of disability benefits. Even a small increase in Ticket assignments could lead to

cost savings. Secondary outcomes of interest include earnings above substantial gainful activity and Ticket payments.

<u>Video Service Delivery Expansion, Department of Homeland Security Test Expansion (on hold)</u>
We and the Department of Homeland Security's U.S. Citizenship and Immigration Services planned to conduct a test in which we used our existing Video Service Delivery (VSD) Polycom units during interviews as part of processing replacement Social Security Number card applications for non-U.S. citizens. Our pilot is currently on hold pending the results of an updated fraud risk assessment to evaluate the specifications and capabilities of VSD technology.

CONSULTATIVE EXAMS

In some cases, a claimant does not provide adequate evidence about their impairment(s) to determine whether they are disabled or blind. If we are unable to obtain adequate evidence from the claimant's medical source(s), we may request to purchase a physical or mental examination or test from a medical provider as evidence for the claim. We call these consultative examinations, or CEs.

Beginning May 2020, we started allowing certain psychiatric and psychological CEs to be completed using telehealth platforms outside of the SSA network and expanded use of telehealth CEs to speech and language cases at the end of 2021. In FY 2022, we identified about 5-6 percent of cases requiring a CE as telehealth eligible[1] in mental, psychological, or speech and language cases.

The DDSs continue to work on increasing the number of available CE providers, and in FY 2022 they added over a thousand providers to the available pool. Although CE wait times can vary for claimants, the number of active providers in the network allows for all cases requiring a CE to be processed.

The majority claims processed by the DDSs are completed within the Disability Case Processing System (DCPS2). Enhancements to management information within DCPS2 have allowed us to collect additional data on CEs such as the average wait time between the CE schedule date and the CE appointment date. In FY 2022, the average time between schedule date and appointment date for those cases processed in DCPS2 was 34.1 days.

Table 3.4 – FY 2022 Consultative Examination Counts and Cost Data[2]

	Annual Number of Cases Completed with at Least One CE[3]	CE Rate[4]	CE Costs[5]	CE Costs per Case[6]
National Total (DDS + Federal)	1,105,934	33.8%	$333,111,377	$301.20
ALL DDS	1,105,714	34.8%	$333,023,208	$301.18
BOS	34,821	26.2%	$9,399,039	$269.92
CT	10,191	29.7%	$2,152,420	$211.21
ME	4,816	31.7%	$1,290,006	$267.86
MA	10,358	19.6%	$3,559,885	$343.68
NH	3,332	29.3%	$831,410	$249.52
RI	3,199	25.6%	$768,306	$240.17

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[1] Only CEs for mental, psychological, or speech and language testing are eligible for telehealth CEs at this time.
[2] Extended Service Team (EST) CE data and costs are included in the State amounts (VA, AR, OK). Number of cases include initial disability claims, disability reconsiderations, continuing disability reviews, and disability hearings completed with at least one CE.

	Annual Number of Cases Completed with at Least One CE[3]	CE Rate[4]	CE Costs[5]	CE Costs per Case[6]
VT	2,925	42.9%	$797,012	$272.48
NYC	130,951	46.6%	$34,964,240	$267.00
NJ	28,145	38.7%	$7,898,929	$280.65
NY	93,020	49.1%	$24,080,119	$258.87
PR	9,786	51.0%	$2,985,192	$305.05
PHL	106,608	31.4%	$32,155,128	$301.62
DE	2,083	27.1%	$621,039	$298.15
DC	2,683	19.70%	$1,324,375	$493.62
MD	11,748	30.3%	$6,865,817	$584.42
PA	56,402	36.6%	$13,947,164	$247.28
VA	21,387	23.6%	$5,801,131	$271.25
WV	12,305	43.1%	$3,595,602	$292.21
ATL	279,213	38.0%	$85,209,204	$305.18
AL	27,126	36.5%	$8,131,922	$299.78
FL	67,473	34.9%	$22,126,315	$327.93
GA	42,627	42.2%	$16,067,908	$376.94
KY	31,290	41.1%	$7,036,400	$224.88
MS	19,769	38.2%	$4,462,450	$225.73
NC	42,055	38.1%	$10,740,419	$255.39
SC	14,498	29.2%	$4,215,166	$290.74
TN	34,375	44.3%	$12,428,624	$361.56
CHI	179,937	34.6%	$48,037,083	$266.97
IL	39,982	40.2%	$10,145,488	$253.75
IN	37,091	44.9%	$10,329,704	$278.50
MI	34,778	30.8%	$8,653,584	$248.82
MN	10,306	23.7%	$3,765,026	$365.32
OH	44,452	31.8%	$10,858,260	$244.27
WI	13,328	32.1%	$4,285,021	$321.51
DAL	131,130	30.4%	$43,153,019	$329.09
AR	14,316	28.2%	$4,424,144	$309.03
LA	24,905	37.1%	$9,071,961	$364.26
NM	8,603	37.0%	$3,476,228	$404.07
OK	21,644	39.9%	$5,790,413	$267.53
TX	61,662	28.7%	$20,390,273	$330.68
KCM	44,034	30.2%	$13,847,344	$314.47
IA	8,888	27.5%	$2,737,223	$307.97

	Annual Number of Cases Completed with at Least One CE[3]	**CE Rate[4]**	**CE Costs[5]**	**CE Costs per Case[6]**
KS	8,046	40.6%	$2,566,051	$318.92
MO	22,060	27.8%	$6,871,044	$311.47
NE	5,040	35.2%	$1,673,026	$331.95
DEN	25,041	31.5%	$10,560,376	$421.72
CO	11,118	34.7%	$4,183,652	$376.30
MT	2,710	41.0%	$943,565	$348.18
ND	957	18.3%	$535,361	$559.42
SD	1,929	20.9%	$1,127,366	$584.43
UT	6,638	30.3%	$2,629,636	$396.15
WY	1,689	38.0%	$1,140,796	$675.43
SFO	142,277	36.2%	$42,470,790	$298.51
AZ	18,190	33.1%	$8,672,995	$476.80
CA	115,419	37.8%	$31,099,828	$269.45
HI	1,770	20.2%	$692,697	$391.35
NV	6,898	29.8%	$2,005,270	$290.70
SEA	31,702	26.7%	$13,226,985	$417.23
AK	915	34.8%	$831,706	$908.97
ID	3,853	21.5%	$1,564,226	$405.98
OR	9,737	23.7%	$3,770,524	$387.24
WA	17,197	30.0%	$7,060,529	$410.57
FED[7]	220	0.2%	$88,169	$400.77

[3] Our systems track the number of cases with at least one paid CE, not the total number of CEs ordered and completed for any given case.

[4] CE rate is the number of completed cases for which at least one CE is ordered and paid compared to the total number of completed cases. This rate does not reflect the total volume of CEs ordered and paid. Our systems do not include the level of detail to identify if CEs were conducted by the treating medical provider.

[5] CE costs represent costs for all CEs, including if there were more than one CE per case.

[6] CE cost per case represents total CE costs divided by the number of cases with at least one CE.

[7] The Puerto Rico DDS pays CE costs for cases processed by the Puerto Rico Disability Processing Unit (DPU). The table removes the CE costs associated with these cases from Puerto Rico and applies them to the federal line of the table.

Limitation on Administrative Expenses

The table below includes the amount requested by the President, passed by the House and Senate Committees on Appropriations, and ultimately appropriated for the LAE account, including any rescissions and supplemental appropriations, for the last 10 years. The annual appropriation includes amounts authorized from SSI State Supplement user fees and non-attorney representative user fees.

Table 3.5—Appropriation History Table

Fiscal Year	Budget Estimate to Congress	House Committee Passed	Senate Committee Passed	Enacted Appropriation
2014	$12,296,846,000	- - - [1]	$11,697,040,000 [2]	**$11,697,040,000** [3]
LAE	$11,069,846,000 [4]			
PIAE	$1,227,000,000 [5]			
2015	$12,024,000,000 [6]	- - - [7]	- - - [8]	**$11,805,945,000** [9]
2016	$12,513,000,000 [10]	$11,817,945,000 [11]	$11,620,945,000 [12]	**$12,161,945,000** [13]
2017	$13,067,000,000 [14]	$11,898,945,000 [15]	$12,481,945,000 [16]	**$12,481,945,000** [17]
2018	$12,457,000,000 [18]	$12,392,945,000 [19]	$11,992,945,000 [20]	**$12,872,945,000** [21]
2019	$12,393,000,000 [22]	$12,557,045,000 [23]	$12,951,945,000 [24]	**$12,876,945,000** [25]
2020	$12,773,000,000 [26]	$13,071,945,000 [27]	- - - [28]	$12,870,945,000 [29]
CARES Act [30]				$338,000,000
Final				**$13,208,945,000**
2021	$13,351,473,000 [31]	$12,970,945,000 [32]	- - - [33]	$12,930,945,000 [34]
Supplemental [35]				$38,000,000
Final				**$12,968,945,000**
2022	$14,188,896,000 [36]	$14,066,945,000 [37]	- - - [38]	**$13,341,945,000** [39]
2023	$14,773,300,000 [40]	$14,441,945,000 [41]	- - - [42]	**$14,126,978,000** [43]
2024	$15,489,200,000 [44]			

[1] The House Committee on Appropriations did not report a bill. The LAE appropriation of $11,697,040,000 for FY 2014 was incorporated into H.R. 3547.

[2] S. 3533.

[3] Consolidated Appropriations Act, 2014 (P.L. 113-76). Total included $1,197,000,000 designated for SSI redeterminations and CDRs. Included up to $171,000,000 from user fees paid by States for Federal administration of SSI State Supplement payments and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[4] Total included $273,000,000 in funding designated for SSI redeterminations and CDRs. Included up to $173,000,000 from user fees paid by States for Federal administration of SSI State Supplement payments and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[5] The FY 2014 President's Budget included a legislative proposal to create a new Program Integrity Administrative Expenses (PIAE) account and provide a more reliable stream of mandatory program integrity funding. The FY 2014 PIAE request was $1,227,000,000. With the addition of $273,000,000 requested for program integrity as part of the LAE, the total program integrity request for FY 2014 was $1,500,000,000.

[6] Total included $1,396,000,000 in dedicated funding designated for SSI redeterminations and CDRs –

$273,000,000 in base funding and $1,123,000,000 in funds outside the discretionary caps as authorized by the Budget Control Act (BCA) of 2011 (P.L. 112-25), as well as $131,000,000 from LAE to assist in program integrity work. Included up to $124,000,000 from user fees paid by States for Federal administration of SSI State Supplement payments and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[7] The House Committee on Appropriations did not report a bill.

[8] The Senate Committee on Appropriations did not report a bill.

[9] Consolidated and Further Continuing Appropriations Act, 2015 (P.L. 113-235). Total included $1,396,000,000 designated for SSI redeterminations and CDRs. Included up to $124,000,000 from user fees paid by States for Federal administration of SSI State Supplement payments and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[10] Total included $1,439,000,000 in dedicated funding designated for SSI redeterminations and CDRs – $273,000,000 in base funding and $1,166,000,000 in funds outside the discretionary caps as authorized by the BCA of 2011. Included up to $136,000,000 from user fees paid by States for Federal administration of SSI State Supplement payments and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[11] H.R. 3020.

[12] S.1695.

[13] Consolidated Appropriations Act, 2016 (P.L. 114-113). Total included $1,426,000,000 in funding designated for SSI redeterminations and CDRs. Included up to $124,000,000 from user fees paid by States for Federal administration of SSI State Supplement payments and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[14] The FY 2017 request included $1,819,000,000 in dedicated program integrity funding for, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, cooperative disability investigation (CDI) units, and the prosecution of fraud by Special Assistant United States Attorneys (SAUSAs), comprised of $273,000,000 in base funding and $1,546,000,000 in funds outside the discretionary caps as authorized by the Bipartisan Budget Act (BBA) of 2015 (P.L. 114-74). Additionally, the LAE account carved out funding to support the fully loaded costs of performing 1.1 million CDRs and approximately 2.8 million SSI redeterminations, $126,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[15] H.R. 5926.

[16] S. 3040.

[17] Consolidated Appropriations Act, 2017 (P.L. 115-31). Total included $90,000,000 in available funding through September 30, 2018, for activities to address the hearings backlog within the Office of Hearings Operations (formerly the Office of Disability Adjudication and Review). Included $1,819,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,546,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available until March 31, 2018. Included $123,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[18] The FY 2018 request included $1,735,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,462,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74). Included up to $118,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[19] H.R.3358.

[20] S. 1771.

[21] Consolidated Appropriations Act, 2018 (P.L. 115-141). Total included $280,000,000 to remain available until expended for information technology modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with information technology modernization. Total

included $100,000,000 in available funding through September 30, 2019, for activities to address the hearings backlog within the Office of Hearings Operations. Included $1,735,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,462,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available for 18 months through March 31, 2019. Included $118,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[22] The FY 2019 request included $1,683,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,410,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available until March 31, 2020. Beginning in FY 2019, the Budget proposed that we may transfer up to $10,000,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. Included up to $134,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[23] H.R. 6470.

[24] S. 3158.

[25] Department of Defense and Labor, Health and Human Services, and Education Appropriations Act, 2019 and Continuing Appropriations Act, 2019 (P.L. 115-245). Total included $45,000,000 to remain available until expended for information technology modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with information technology modernization. Total included $100,000,000 in available funding through September 30, 2020, for activities to address the hearings backlog within the Office of Hearings Operations. Included $1,683,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,410,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available for 18 months through March 31, 2020. Public Law 115-245 allowed us to transfer up to $10,000,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units in FY 2019. Included $134,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[26] The FY 2020 Budget proposed that the total LAE budget authority request of $12,773,000,000 be offset by fees collected for replacement Social Security cards (estimated at $270,000,000). The total included $1,582,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,309,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available until March 31, 2021. In FY 2020, the Budget proposed to transfer up to $10,000,000 of program integrity cap adjustment funds in the LAE account to the OIG for the costs associated with jointly operated CDI units. Included up to $130,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the Social Security Protection Act (P.L. 108-203).

[27] H.R. 2740.

[28] The Senate Committee on Appropriations did not report a bill. The Committee posted a draft bill which provided the FY 2020 President's Budget request of $12,773,000,000.

[29] Further Consolidated Appropriations Act, 2020 (P.L. 116-94). The total included $45,000,000 to remain available until expended for IT modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with IT modernization. The total included $100,000,000 in available funding through September 30, 2021, for activities to address the hearings backlog within the Office of Hearings Operations. The total also included $1,582,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,309,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available for 18 months through March 31, 2021. P.L. 116-94 allowed us to transfer up to $10,000,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units in FY 2020. The total also included $130,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[30] The Coronavirus Aid, Relief, and Economic Security (CARES) Act (P.L. 116-136) provided $300,000,000 in funding, available through September 30, 2021, to prevent, prepare for, and respond to the coronavirus, including paying the salaries and benefits of all employees affected as a result of office closures, telework, phone and communication services for employees, overtime costs, supplies, and for resources necessary for processing disability and retirement workloads and backlogs. It also provided $38,000,000 for administrative costs related to assisting the Department of Treasury/Internal Revenue Service in coordinating a public awareness campaign and administering economic impact payments (EIPs) to qualifying individuals.

[31] The FY 2021 Budget proposed that the total requested LAE budget authority of $13,351,473,000 be offset by fees collected for replacement Social Security cards (estimated at $270,000,000). The total included $1,575,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,302,000,000 in funds outside the discretionary caps, as authorized by the BBA of 2015 (P.L.114-74) to remain available until March 31, 2022. The Budget proposed allowing us to transfer up to $11,200,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units in FY 2021. The total included up to $135,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[32] H.R.7614.

[33] The Senate Committee on Appropriations did not report a bill. The Committee posted a draft bill which included $12,868,945,000 for LAE.

[34] Consolidated Appropriations Act, 2021 (P.L. 116-260). The total included $45,000,000 to remain available until expended for IT modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with IT modernization. The total included $50,000,000 in available funding through September 30, 2022, for activities to address the hearings backlog within the Office of Hearings Operations. The total also included $1,575,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,302,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available for 18 months through March 31, 2022. P.L. 116-260 allowed for the transfer of up to $11,200,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The total also included $135,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[35] The Consolidated Appropriations Act, 2021 (P.L. 116-260, Section 272, Division N) provided $38,000,000 in funding, available through September 30, 2021, for administrative costs related to assisting the Department of Treasury/Internal Revenue Service in coordinating a public awareness campaign and administering a second round of EIPs first authorized under the CARES Act.

[36] The FY 2022 Budget proposed $1,708,000,000 in dedicated program integrity funding, including a $1,435,000,000 allocation adjustment, to remain available until March 31, 2023. Dedicated program integrity funding allowed us to conduct CDRs and SSI redeterminations to confirm that participants remain eligible to receive benefits, and it supported anti-fraud cooperative disability investigation units and special attorneys for fraud prosecutions. The Budget proposed transferring up to $12,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The total included up to $138,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[37] H.R. 4502.

[38] The Senate Committee on Appropriations did not report a bill. The Committee posted a draft bill which included $13,967,945,000 for LAE.

[39] Consolidated Appropriations Act, 2022 (P.L. 117-103). The total included $55,000,000 in available funding through September 30, 2023, for activities to address the hearings backlog within the Office of Hearings Operations. The total also included $1,708,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and $1,435,000,000 in funds outside the discretionary caps as authorized by the BBA of 2015 (P.L.114-74) to remain available for 18 months through March 31, 2023. P.L. 117-103 allowed us the ability to transfer up to $12,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The total also included $138,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

Limitation on Administrative Expenses

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[40] The FY 2023 Budget proposed $1,799,000,000 in dedicated program integrity funding, including a $1,511,000,000 allocation adjustment, to remain available until March 31, 2024. Dedicated program integrity funding allowed us to conduct CDRs and SSI redeterminations to confirm that participants remain eligible to receive benefits, and it supported anti-fraud cooperative disability investigation units and special attorneys for fraud prosecutions. The Budget proposed transferring up to $15,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The total included up to $140,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[41] H.R. 8295.

[42] The Senate Committee on Appropriations did not report a bill. The Committee posted a draft bill which included $14,244,014,000 for LAE.

[43] Consolidated Appropriations Act, 2023 (P.L. 117-328). The total includes $55,000,000 in available funding through September 30, 2024, for activities to address the disability hearings backlog within the Office of Hearings Operations. The total also includes $1,784,000,000 in dedicated program integrity funding, including the costs associated with SSI redeterminations, full medical CDRs, work CDRs, CDI units, and the prosecution of fraud by SAUSAs, comprised of $273,000,000 in base funding and a $1,511,000,000 allocation adjustment to remain available for 18 months through March 31, 2024. P.L. 117-328 provides a transfer of up to $15,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The total also includes $140,000,000 for SSI State Supplement user fees and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

[44] The FY 2024 Budget includes $50,000 000 in no-year funding in the LAE account to modernize our benefits system. The FY 2024 Budget also includes $2,000,000 for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure available through September 30, 2025, of which, $700,000 is for the OIG for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure. The FY 2024 Budget proposes $1,870,000,000 in dedicated program integrity funding, including $287,000,000 in base program integrity funding and a $1,583,000,000 allocation adjustment, to remain available until March 31, 2025. Dedicated program integrity funding allows us to conduct CDRs and SSI redeterminations to confirm that participants remain eligible to receive benefits, and it supports anti-fraud cooperative disability investigation units and special attorneys for fraud prosecutions. The Budget proposes transferring $19,100,000 of program integrity funds from the LAE account to the OIG for the costs associated with jointly operated CDI units. The total includes up to $150,000,000 for SSI State Supplement user fees, and up to $1,000,000 from fees collected pursuant to section 303(c) of the SSPA.

FY 2023

Consolidated Appropriations Act of 2023 (P.L. 117-328, enacted December 29, 2022)

- In addition to providing appropriations for FY 2023, the law includes other provisions of interest to SSA:
  - o **Division M – Additional Ukraine Supplemental Appropriations Act, 2023**
    - – *Section 1501:* Extends eligibility for Supplemental Security Income (SSI) benefits for certain citizens or nationals of Afghanistan (or people with no nationality who last habitually resided in Afghanistan) who were paroled into the United States between July 31, 2021 and September 30, 2023.

  - o **Division T – Secure 2.0 Act of 2022**
    - – *Section 124:* Increases the age of eligibility for an Achieving a Better Life Experience (ABLE) account, to those who qualify for disability before the age of 46. An ABLE account is a tax-advantages account that can be used to save for the qualified disability expenses of the beneficiary.
    - – *Section 303:* This law requires the Department of Labor to establish a "Retirement Savings Lost and Found," an online database where people can search for information on pension benefits they have from a current or former employers. The database may contain some of the same information as the notices about potential vested pension benefits that we send to people who have applied for Social Security benefits.
    - – *Section 702:* This law amends section 210 of the Social Security Act to specify that wages earned as a special trial judge of the Tax Court are exempt from Social Security coverage.

  - o **Division FF – Health Extenders, Improving Access to Medicare, Medicaid, and CHIP, and Strengthening Public Health Act of 2022**

    - – *Section 1121:* This law requires the Department of Health and Human Services to create an Interdepartmental Serious Mental Illness Coordinating Committee, on which, the Commissioner of SSA would serve.

Respect for Marriage Act (P.L. 117-228, enacted December 13, 2022)

- The law replaces a 1996 law that defined marriage as between one man and one woman, with a new definition of marriage for Federal programs. The new definition is different than the Social Security Act's definitions for the Social Security and SSI programs. However, the new definition will not change in practice how we evaluate marriages.

Limitation on Administrative Expenses

FY 2022

Inflation Reduction Act of 2022 (P.L. 117-169, enacted August 16, 2022)

- The law makes changes related to certain taxes, climate change, and prescription drug costs.
- The law changes how we will determine eligibility for the Medicare Part D Extra Help Program.

Federal Rotational Cyber Workforce Program Act of 2021 (P.L. 117-149, enacted June 21, 2022)

- The law establishes a rotational cyber workforce program across the federal government.

Additional Ukraine Supplemental Appropriations Act, 2022 (P.L. 117-128, enacted May 21, 2022)

- The law allows citizens of Ukraine, nationals of Ukraine, or individuals who last habitually resided in Ukraine to receive Supplemental Security Income (SSI) if they were:
    a. paroled into the United States *between* February 24, 2022 and September 30, 2023, **or**
    b. paroled into the United States *after* September 30, 2023, and they are a spouse or child of a person from Ukraine who was paroled into the United States *between* February 24, 2022 and September 30, 2023, **or**
    c. paroled into the United States *after* September 30, 2023, and they are a parent, legal guardian, or primary caregiver of an unaccompanied minor from Ukraine who was paroled into the United States between February 24, 2022 and September 30, 2023;
- To be eligible for SSI benefits, these parolees must meet all of the program's other requirements. For example, a parolee must be at least age 65 or disabled or blind, and have countable income and resources below the program's limits;
- A parolee's eligibility to receive SSI benefits ends if parole status is terminated by the Department of Homeland Security. In addition, a parolee's eligibility to receive SSI benefits ends seven years from the date on which the parolee attained parole status; and
  This section also requires SSA to not count the income and resources of a sponsor in determining the SSI eligibility and benefit amounts of these parolees (this counting process is often called "sponsor-to-alien deeming").

Postal Service Reform Act of 2022 (P.L. 117-108, enacted April 6, 2022)

- The law establishes a new health benefits program for United States Postal Service employees, annuitants, and the family members of employees and annuitants. In general, annuitants and family members who are entitled to Medicare Part A will now also need to be enrolled in Part B to participate in this new program.

GENERAL STATEMENT/BUDGETARY RESOURCES/PERFORMANCE

LIMITATION ON ADMINISTRATIVE EXPENSES OVERVIEW

The LAE account funds our operating expenses and our programs: the OASI and DI programs, the SSI program, certain health insurance and Medicare prescription drug functions, and the Special Benefits for Certain World War II Veterans program. The LAE account provides the funds we need to perform our core responsibilities, including deciding applications for benefits, conducting hearings and appeals to review disputed decisions, ensuring we distribute benefits properly, and maintaining the integrity of the trust funds. With these funds, we deliver service to millions of Americans online at www.socialsecurity.gov, on the telephone, and through our field offices.

Please see the Budget Overview for more information.

KEY PRIORITIES

We formulated our budget to strengthen and improve our services, rebuild and support our workforce, and focus on delivering high-quality services that are customer-centered and accessible to everyone who may be eligible. Our request includes almost $2.9 billion for the State DDS, an increase of over $350 million from our FY 2023 enacted level, that funds additional staff and necessary pay increases to help with recruitment and retention. Our request also includes increases over the FY 2023 enacted level of nearly $700 million for Federal payroll costs to invest in our frontline staff to improve customer service, over $250 million to modernize our information technology services, and $86 million for program stewardship. These investments will help us improve our frontline operations, reduce backlogs and wait times, enhance customer service and access, continue to modernize our information technology, fortify our workforce, and position SSA to provide the programs and services people expect and deserve going into the future.

As reflected in the Overview, the Budget addresses the following key areas:

- Optimizing the experience of SSA customers, including:
  - Identifying and addressing barriers to accessing our services;
  - Expanding our digital services; and
  - Building a customer-focused organization:
    - Managing the initial disability claims backlog;
    - Eliminating the disability hearings backlog;
    - Improving National 800 Number service;
    - Strengthening service in our field offices;
    - Addressing processing center backlogs; and
    - Modernizing our information technology.

Limitation on Administrative Expenses

- Building an inclusive, engaged, and empowered workforce by:
    - Promoting diversity, equity, inclusion, and accessibility in hiring and advancement; and
    - Supporting employees' chosen career paths.
- Ensuring stewardship of our programs, including:
    - Improving the accuracy and administration of our programs:
        - Supporting our cost-effective program integrity work;
        - Enhancing our payment accuracy efforts (see Social Security Improper Payments exhibit);
        - Enhancing our fraud prevention and detection activities;
        - Addressing the climate crisis; and
        - Investing in cybersecurity to safeguard our data.
    - Identifying and eliminating potential barriers to access contracts and grants by bolstering open competition in the acquisition and grants process; and
    - Improving organizational performance and policy implementation.
        - Simplifying our policies and procedures
        - Simplifying Supplemental Security Income
        - Enhancing disability determination case processing
        - Expanding strategic partnerships with external partners
- Looking towards the future, including other Administration initiatives:
    - Protecting the benefits that Americans have earned; and
    - Providing national, comprehensive paid family and medical leave.

Our administrative budget is driven by the programs we administer—both in terms of the amount of work performed and the number of people needed to process it—and by our continuing efforts to improve service, efficiency, and stewardship.

Between the three major programs we administer—OASI, DI, and SSI—benefit payment outlays totaled nearly $1.27 trillion in FY 2022; under current law, we expect benefit payment outlays to be about $1.40 trillion in FY 2023 and over $1.51 trillion in FY 2024. This includes the SSI State supplementary payments that we administer on behalf of some States. At about one percent of total benefit payment outlays currently estimated for FY 2024, our administrative expenses[1] continue to be a small fraction of overall program spending, demonstrating our cost-conscious approach to managing resources.

Table 3.6—Benefit Outlays[2]
(Dollars in billions)

	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Old-Age and Survivors Insurance	$1,063.9	$1,190.5	$1,295.1
Disability Insurance	$142.3	$149.3	$156.9
Supplemental Security Income[3,4]	$63.8	$63.5	$60.9
Total Outlays[5]	**$1,270.0**	**$1,403.3**	**$1,512.8**

Paralleling the growth in benefit payment outlays, we expect the total number of beneficiaries and recipients of the three major programs we administer, including those only receiving an SSI State supplementary payment, to increase from 73.1 million in FY 2022 to 73.9 million in FY 2023 and 75.0 million in FY 2024.

Table 3.7—Beneficiaries[2]
(Average in payment status, in millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Old-Age and Survivors Insurance	56.3	57.5	58.9
Disability Insurance	9.1	8.8	8.7
Supplemental Security Income[6]	7.7	7.5	7.5
Total Beneficiaries[7]	**73.1**	**73.9**	**75.0**

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[1] Our calculation of discretionary administrative expenses excludes Treasury administrative expenses, which are mandatory outlays.

[2] Totals may not add due to rounding.

[3] SSI benefit payments include State supplementary payments of about $3,000,000,000 in FY 2022, nearly $3,400,000,000 in FY 2023, and nearly $3,300,000,000 billion in FY 2024.

[4] There were 13 monthly benefit payments in FY 2022 and there will be 12 in FY 2023 and 11 in FY 2024.

[5] Benefit payment totals include less than $500,000 for the Special Benefits for Certain World War II Veterans program in FYs 2022, 2023, and 2024, which is not broken out separately.

[6] SSI recipients include about 133,000 in FY 2022 and 137,000 in FYs 2023 and 2024 who only receive a State supplementary payment.

[7] Beneficiary totals include approximately 2,600,000 concurrent recipients in FY 2022 and 2,500,000 concurrent recipients in FY 2023 and 2024 who receive SSI as well as OASI or DI.

Limitation on Administrative Expenses

Our FY 2024 LAE budget request of $15.489 billion allows us to focus on our agency priorities of strengthening our services, modernizing our information technology services and systems for the future, streamlining our policies, improving the customer experience and equity, investing in our workforce, and ensuring stewardship of our programs.

Table 3.8—Budgetary Request

(Dollars in Millions)

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Budget Authority, One-Year (Dollars in Millions)			
Limitation on Administrative Expenses (LAE) [1, 2, 3, 4]	$13,342	$14,127	$15,489
(Dedicated Program Integrity, Base and Allocation Adjustment, included in LAE) [5,6]	*($1,708)*	*($1,784)*	*($1,870)*
Research and Demonstrations [7,8]	$86	$86	$91
Office of the Inspector General (OIG) [9]	$109	$115	$120
Total, Budget Authority [10]	**$13,537**	**$14,328**	**$15,701**
Workyears (WY)			
Full-Time Equivalents [11]	57,754	60,177	61,323
Overtime	2,061	2,084	2,084
Lump Sum Leave	280	242	242
Total SSA Workyears [12]	**60,095**	**62,503**	**63,649**
Disability Determination Services (DDS)	13,825	13,864	14,807
Total SSA/DDS Workyears	**73,920**	**76,367**	**78,456**
OIG	482	514	540
Total SSA/DDS/OIG Workyears	**74,402**	**76,881**	**78,996**

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[1] LAE funding includes $138,000,000 in FY 2022, $140,000,000 in FY 2023, and $150,000,000 in FY 2024 for SSI user fees. Each year of LAE funding also includes $1,000,000 in Social Security Protection Act (SSPA) user fees.

[2] P.L.117-103 – The Consolidated Appropriations Act, 2022, provided $55,000,000 (available until September 30, 2023) in dedicated funding to address the disability hearings backlog within OHO.

[3] P.L. 117-328 – The Consolidated Appropriations Act, 2023, provides $55,000,000 (available until September 30, 2024) in dedicated funding to address the disability hearings backlog within OHO.

[4] The FY 2024 Budget includes $50,000,000 in no-year funding in LAE to modernize our benefits system. The FY 2024 Budget also includes $2,000,000 for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure available through September 30, 2025, of which $700,000 is for the OIG for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure.

[5] P.L. 117-103 – The Consolidated Appropriations Act, 2022 included 18-month authority to obligate PI funds through March 31, 2023. P.L. 117-328 – The Consolidated Appropriations Act, 2023, includes 18-month authority

to obligate PI funds through March 31, 2024. The FY 2024 budget includes appropriations language to provide 18-month authority through March 31, 2025, to obligate PI funds.

[6] P.L. 117-103 – The Consolidated Appropriations Act, 2022 allowed SSA to transfer up to $12,100,000 of program integrity funds in the LAE account to the OIG for the costs associated with jointly operated Cooperative Disability Units (CDI) units in FY 2022. P.L. 117-328 – The Consolidated Appropriations Act, 2023, allows SSA to transfer up to $15,100,000 of program integrity funds in the LAE account to the OIG for the costs associated with jointly operated CDI units. The FY 2024 Budget requests a $19,100,000 transfer.

[7] These amounts include $7,000,000 in base research funding classified as mandatory.

[8] Congress appropriated $86,000,000 in FY 2022 (available through September 30, 2024) and $86,000,000 in FY 2023 (available through September 30, 2025) for research and demonstration projects. The FY 2024 President's Budget proposes $91,000,000 in FY 2024 (available through September 30, 2026) for research and demonstration projects.

[9] P.L. 117-103, The Consolidated Appropriations Act, 2022, and P.L. 117-328, The Consolidated Appropriations Act, 2023, OIG totals include $2,000,000, which remain available until expended for information technology modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with information technology modernization. The FY 2024 Budget assumes the OIG totals include $2,000,000, which will remain available until expended for information technology modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with information technology modernization.

[10] Numbers may not add due to rounding.

[11] Full-time equivalents include those funded by the CDI unit program integrity transfer from the LAE account to the OIG.

[12] A workyear (WY) is a measure of time spent doing work or being paid for some element of time (e.g., leave). It is the equivalent of one person working for one year (2,080 hours) and may consist of regular hours, overtime, or lump sum leave, which is payment for unused annual leave upon leaving the agency. WYs include time spent in full-time or part-time employment. Full-time equivalents and overtime WYs include those funded from dedicated funding to reduce the hearings backlog, dedicated funding for IT modernization, and dedicated funding for program integrity.

Limitation on Administrative Expenses

ALL PURPOSE TABLE

Table 3.9—All Purpose Table (APT)

(Dollars in thousands)

	FY 2022	FY 2023	FY 2024	
	Consolidated Appropriations Act[1,2] P.L. 117-103	Consolidated Appropriations Act[1,2] P.L. 117-328	President's Budget[3]	FY 2024 +/- FY 2023
Payments to Social Security Trust Funds				
Pension Reform	6,000	6,000	5,000	(1,000)
Unnegotiated Checks	5,000	5,000	5,000	-
Total PTF	**$11,000**	**$11,000**	**$10,000**	**($1,000)**
Supplemental Security Income				
Federal Benefits Payment	60,691,142	59,230,213	56,328,000	(2,902,213)
Beneficiary Services	205,000	124,000	137,000	13,000
Research & Demonstration[4,5]	86,000	86,000	91,000	5,000
Administration[6]	4,531,681	4,769,125	4,961,853	192,728
Subtotal SSI Program Level	**65,513,823**	**64,209,338**	**61,517,853**	**(2,691,485)**
Advance from PY	(19,600,000)	(15,600,000)	(15,800,000)	(200,000)
Subtotal Current Year SSI	**$45,913,823**	**$48,609,338**	**$45,717,853**	**($2,891,485)**
New Advance SSI	**$15,600,000**	**$15,800,000**	**$21,700,000**	**$5,900,000**
Limitation on Administrative Expenses				
Regular LAE				
OASDI Trust Funds	5,291,180	5,805,906	6,567,231	761,325
HI/SMI Trust Funds	2,835,163	3,072,618	3,430,858	358,240
Social Security Advisory Board	2,600	2,700	3,020	320
SSI	3,366,002	3,320,754	3,467,091	146,337
Subtotal Regular LAE	**$11,494,945**	**$12,201,978**	**$13,468,200**	**$1,266,222**
Program Integrity Funding				
OASDI Trust Funds	542,321	335,629	375,238	39,609
SSI	1,165,679	1,448,371	1,494,762	46,391
Subtotal Program Integrity Funding[7]	**$1,708,000**	**$1,784,000**	**$1,870,000**	**$86,000**
Base Program Integrity[8]	*273,000*	*273,000*	*287,000*	*14,000*
Allocation Adjustment[8]	*1,435,000*	*1,511,000*	*1,583,000*	*72,000*
User Fees				
SSI User Fee	138,000	140,000	150,000	10,000
SSPA User Fee	1,000	1,000	1,000	-
Subtotal User Fees	**$139,000**	**$141,000**	**$151,000**	**$10,000**
Total LAE	**$13,341,945**	**$14,126,978**	**$15,489,200**	**$1,362,222**
Non-PI LAE	11,633,945	12,342,978	13,619,200	1,276,222
Office of the Inspector General				
Federal Funds	30,900	32,000	34,000	2,000
Trust Funds	77,765	82,665	86,400	3,735
Total, OIG[9]	**$108,665**	**$114,665**	**$120,400**	**$5,735**
Total, Social Security Administration, New BA	$70,443,752	$73,892,856	$78,075,600	$4,182,744
Federal Funds	$61,694,723	$64,593,338	$67,612,853	$3,019,515
Current Year	$46,094,723	$48,793,338	$45,912,853	($2,880,485)
New Advance	$15,600,000	15,800,000	$21,700,000	5,900,000
Trust Funds	$8,749,029	$9,299,518	$10,462,747	$1,163,229

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[1] Congress appropriated $55,000,000 in FY 2022 (available until September 30, 2023) and in FY 2023 (available until September 30, 2024) to address the disability hearings backlog within OHO. It is included in regular LAE.

124   FY 2024 Congressional Justification

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[2] The regular LAE and the program integrity program splits included in this APT are different than the program splits included in the FY 2022 Consolidated Appropriations Act report language due to updated estimates. The program integrity program splits included in the FY 2022 Consolidated Appropriations Act report language are $481,000,000 and $1,227,000,000 for OASDI and SSI, respectively. The Federal Benefits Payment, regular LAE, and the program integrity program splits included in this APT are different than what is included in the FY 2023 Consolidated Appropriations Act report language due to updated estimates. The Federal Benefits Payment included in the FY 2023 Consolidated Appropriations Act report language is $59,225,000,000 and the included program integrity splits are $292,000,000 and $1,492,000,000 for OASDI and SSI, respectively.

[3] The FY 2024 Budget includes $50,000,000 in LAE no-year funding to modernize our benefits system. The FY 2024 Budget also includes $2,000,000 for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure available through September 30, 2025, of which, $700,000 is for the OIG for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure.

[4] These amounts include $7,000,000 in base research funding classified as mandatory.

[5] Congress appropriated $86,000,000 in FY 2022 (available through September 30, 2024) and FY 2023 (available through September 30, 2025) for research and demonstration projects. The FY 2024 President's Budget proposes $91,000,000 in FY 2024 (available through September 30, 2026) for research and demonstration projects.

[6] Total SSI Administration reflects the sum of SSI regular LAE and SSI Program Integrity included in the LAE section.

[7] The FY 2022 Consolidated Appropriations Act includes 18-month authority through March 31, 2023. The FY 2023 Consolidated Appropriations Act includes 18-month authority to obligate PI funds through March 31, 2024. The FY 2024 Budget assumes FY 2024 appropriations language includes similar 18-month authority through March 31, 2025, to obligate PI funds.

[8] P.L. 117-103 allows SSA to transfer up to $12,100,000 of program integrity funds in the LAE account to the OIG for the costs associated with jointly operated Cooperative Disability Units (CDI) units in FY 2022. P.L. 117-328 allows SSA to transfer up to $15,100,000 of program integrity funds in the LAE account to the OIG for the costs associated with jointly operated CDI units. The FY 2024 Budget requests a $19,100,000 transfer.

[9] The FY 2022 and FY 2023 Consolidated Appropriations Acts and the FY 2024 Budget include $2,000,000 each in the OIG topline, which remain available until expended for information technology modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with information technology modernization.

Limitation on Administrative Expenses

The SSI program was designed to provide a nationwide uniform floor of cash assistance to individuals who are aged, blind, and disabled, with limited income and resources. In recognizing that there were variations in living costs across the Nation, Congress added section 1618 to the Social Security Act to encourage States to supplement the Federal payment. This ensured that SSI recipients received the full benefit of each cost-of-living adjustment. States may administer their own State supplement programs or have us administer the programs on their behalf. States electing to have us administer their programs reimburse us monthly in advance for these benefit payments, and we make eligibility determinations and payments on behalf of the States.

Table 3.10—State Supplement Payments

(Dollars in millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Federally Administered State Supplement Payments	$3,025	$3,380	**$3,275**
Offsetting Collections	$2,835	$3,369	**$3,529**

Participating States pay us user fees to administer their programs, based on a schedule established by the Social Security Act. The user fee was $13.16 per SSI check payment in FY 2022 and is $14.35 in FY 2023. We estimate that the user fee will increase to $14.86 per payment in FY 2024. The Department of Treasury receives the first $5.00 of each fee and we retain the amount over $5.00. This user fee is discretionary budget authority that supplements our LAE account.

Table 3.11—SSI User Fee Collections[1,2]
(Dollars in millions)

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 to FY 2024 Change
SSA User Fee Collections	$147	$150	**$150**	*$0*
Treasury User Fee Collections	$89	$82	**$74**	*-$8*
Total User Fee Collections	$236	$232	**$224**	*-$8*

Impact of States Dropping Out of State Supplementation Program

Currently, we help administer the State supplementation for 20 States and the District of Columbia. However, participation in the State supplementation program is voluntary. States can

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[1] The enacted user fee authority for FY 2022 was $138,000,000 and for FY 2023 is $140,000,000. Any fees collected in excess of the appropriated amount may be used to cover a shortfall in collections for future years.

[2] FY 2022 had 13 payments, FY 2023 has 12 payments, and FY 2024 has 11 payments.

opt out of the program but must provide notice to us at least 90 days in advance before dropping out. The result of States dropping out of the program is a loss of LAE authority in the current and possibly following fiscal year when it is too late to adjust our request. When a State drops out of the program, we use LAE to make up the difference in authority. We make adjustments to our estimates for the budget year and the outyears, when possible, to accommodate any changes. California and New Jersey are the two largest states for whom we administer State supplementation. If either State opted to administer their own State supplementation, our estimate would dramatically decrease.

Table 3.12—Estimated SSA User Fee Collections by State
(Dollars in thousands)

State	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Arkansas	*	*	*
California	$123,216	$126,084	$126,084
Delaware	$55	$56	$56
DC	$104	$106	$106
Georgia	$1	$1	$1
Hawaii	$251	$257	$257
Iowa	$112	$115	$115
Kansas	*	*	*
Louisiana	*	*	*
Maryland	*	*	*
Michigan	$1,140	$1,166	$1,166
Mississippi	$1	$1	$1
Montana	$73	$74	$74
Nevada	$1,643	$1,682	$1,682
New Jersey	$17,948	$18,366	$18,366
Ohio	*	*	*
Pennsylvania	$444	$455	$455
Rhode Island	$38	$39	$39
South Dakota	*	*	*
Tennessee	$1	$1	$1
Vermont	$1,560	$1,597	$1,597
Total	**$146,587**	**$150,000**	**$150,000**

Limitation on Administrative Expenses

BUDGET AUTHORITY AND OUTLAYS

The Limitation on Administrative Expenses (LAE) account, our basic administrative account, is an annual appropriation and is financed from the Social Security and Medicare trust funds, as well as the General Fund. This account provides resources to administer the Social Security and Supplemental Security Income (SSI) programs, as well as certain aspects of the Medicare program. We calculate the administrative costs attributable to each program using our Government Accountability Office approved cost analysis system.

In addition to our base operating expenses, we occasionally receive one-time appropriations. In FY 2009, we received additional funds from the General Fund of the Treasury, provided by the Recovery Act and the Medicare Improvement for Patients and Providers Act (MIPPA). We also received $98 million funded incrementally from FY 2015 to FY 2018, of which $27 million is available until expended, for costs associated with the Medicare Access and CHIP Reauthorization Act (MACRA) provisions. In FY 2020 and FY 2021, we received a total of $376 million to prevent, prepare for, and respond to the coronavirus pandemic. In FY 2022, we received $16 million for the Postal Service Reform Act (PSRA) to assist the Office of Personnel Management (OPM) and the United States Postal Service (USPS) with outreach, program eligibility and inquiries, and administering a special Medicare enrollment period for Postal Service employees, Postal Service annuitants and their family members.

The Technology Modernization Fund (TMF) will support our $23.3 million project, split between $15 million in FY 2023 and an anticipated $8 million in FY 2024, to accelerate our Multifactor Authentication project to further improve our information security posture and reduce risks from compromised credentials.

Centers for Medicare and Medicaid Services (CMS) and SSA Cost Sharing Agreement Workgroup

The Social Security Administration's LAE account is funded by the Social Security trust funds, the General Fund, the Medicare trust funds, and applicable user fees. Section 201(g) of the Social Security Act provides that SSA determine the share of administrative expenses that should have been borne by the appropriate trust funds for the administration of their respective programs and the General Fund for administration of the SSI program. SSA and CMS continue to work together to evaluate the cost-sharing agreement that determines the portion of administrative expenses borne by the SSA and Medicare trust funds and the General Fund.

Table 3.13—Budget Authority and Outlays[1]
(Dollars in thousands)

	FY 2022 Actual[2,3,4]	FY 2023 Actual[5,6]	FY 2024 Estimate[7,8]
Budget Authority			
OASI and DI Trust Funds	$5,833,501[9]	$6,141,535[10]	$6,942,469[11]
HI and SMI Trust Funds	$2,835,163	$3,072,618	$3,430,858
SSA Advisory Board	$2,600	$2,700	$3,020

128   FY 2024 Congressional Justification

	FY 2022 Actual[2,3,4]	FY 2023 Actual[5,6]	FY 2024 Estimate[7,8]
SSI Administrative Expenses	$4,531,681	$4,769,125	$4,961,853[10]
SSI State Supplement User Fees	$138,000	$140,000	$150,000
Non-Attorney Representative User Fees	$1,000	$1,000	$1,000
Postal Service Reform Act (PSRA)	$16,000	$0	$0
Technology Modernization Funds (TMF)	N/A	$15,300	$8,000
Total Budget Authority	**$13,357,945**	**$14,142,278**	**$15,497,200**
Administrative Outlays			
OASI and DI Trust Funds	$5,717,900[12]	$6,193,300[13]	$6,926,000[14]
HI and SMI Trust Funds	$2,528,700	$3,097,100	$3,421,000
SSI Administrative Expenses	$5,373,100	$4,808,300	$4,946,800
SSI State Supplement User Fees	$138,000	$140,000	$150,000
Non-Attorney Representative User Fees	$1,000	$1,000	$1,000
CARES Act	$4,000	$0	$0
Consolidated Appropriations Act, 2021 (Section 272, Division N)	$800	$0	$0
MIPPA – LIS	$200	$0	$0
Postal Service Recovery Act (PSRA)	$0	$2,000	$5,000
Technology Modernization Fund (TMF)	N/A	$10,000	$13,000
Recovery Act – New NSC	$100	$100	$0
Total Administrative Outlays[15]	**$13,763,800**	**$14,251,800**	**$15,462,800**

[1] Totals may not add due to rounding.

[2] In FY 2022, our administrative outlays were about 1.1 percent of the benefit payments we made.

[3] Congress appropriated $55,000,000 in FY 2022 (available until September 30, 2023) to address the disability hearings backlog within OHO.

[4] The Coronavirus Aid, Relief, and Economic Security (CARES) Act (P.L. 116-136) provided $300,000,000 in funding, available through September 30, 2021, to prevent, prepare for, and respond to the coronavirus pandemic, including paying the salaries and benefits of all employees affected as a result of office closures, telework, phone and communication services for employees, overtime costs, supplies, and for resources necessary for processing disability and retirement workloads and backlogs. It also provided $38,000,000 for administrative costs related to assisting the Department of Treasury/Internal Revenue Service in coordinating a public awareness campaign and administering economic impact payments (EIP) to most individuals. The Consolidated Appropriations Act, 2021, provided an additional $38,000,000 in funding, available through September 30, 2021, for administrative costs related to assisting the Department of Treasury/Internal Revenue Service in coordinating a public awareness campaign and administering a second round of EIPs first authorized under the CARES Act.

[5] Congress appropriated $55,000,000 in FY 2023 (available until September 30, 2024) to address the disability hearings backlog within OHO.

[6] In FY 2023, our administrative outlays are about 1 percent of the benefit payments we plan to pay.

[7] In FY 2024, our administrative outlays are about 1 percent of the benefit payments we plan to pay.

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[8] The FY 2024 Budget includes $50,000,000 in no-year funding to modernize our benefits system. The FY 2024 Budget also includes $2,000,000 for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure available through September 30, 2025, of which $700,000 is for the OIG for the purchase and hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure.

[9] The total includes $3,231,822 in OASI and $2,601,679 in DI costs.

[10] The total includes $3,386,775 in OASI and $2,754,760 in DI costs.

[11] The total includes $3,999,698 in OASI and $2,942,771 in DI costs.

[12] The total includes $3,119,800 in OASI and $2,598,100 in DI costs.

[13] The total includes $3,416,500 in OASI and $2,776,800 in DI costs.

[14] The total includes $3,991,500 in OASI and $2,934,500 in DI costs.

[15] Due to variations in timing in the reporting of outlays, these outlays will not match those included in the Budget Appendix. Outlay totals include outlays made from budget authority enacted in prior years.

AMOUNTS AVAILABLE FOR OBLIGATION/ANALYSIS OF CHANGES

Table 3.14—Amounts Available for Obligation[1,2]
(Dollars in thousands)

	FY 2022[3] Actual	FY 2023[4] Estimate	FY 2024[5] Estimate	FY 2023 to FY 2024 Change
Limitation on Administrative Expenses (LAE)				
Unobligated Balance, start-of-year[6]	$510,048	$313,056	$274,221	-$38,835
Unrealized Non-Attorney User Fees	-$886	$0	$0	$0
Unrealized SSI User Fees	$0	$0	$0	$0
LAE Appropriation	**$13,341,945**	**$14,126,978**	**$15,489,200**	**$1,362,222**
Subtotal LAE Resources	**$13,851,107**	**$14,440,034**	**$15,763,421**	**$1,323,387**
Total Obligations, LAE	**$13,504,736**	**$14,315,813**	**$15,648,885**	**$1,333,072**
Unobligated Balance, lapsing	$63,780	$0	$0	$0
Unobligated Balance, end-of-year (LAE Carryover)	$282,591	$124,221	$114,536	-$9,685
Medicare Savings Plan (MSP)				
Unobligated Balances, start-of-year	**$14,903**	**$14,903**	**$14,903**	**$0**
Obligations, MSP	**$0**	**$0**	**$0**	**$0**
Unobligated Balances, end-of-year	$14,903	$14,903	$14,903	$0
Medicare Improvements for Patients and Providers Act (MIPPA) - Low Income Subsidy (LIS)				
Unobligated Balances, start-of-year	**$11,511**	**$11,313**	**$11,313**	**$0**
Obligations, MIPPA – LIS	**$198**	**$0**	**$0**	**$0**
Unobligated Balances, end-of-year	$11,313	$11,313	$11,313	$0
State Children's Health Insurance Program (SCHIP)				
Unobligated Balances, start-of-year	**$1,940**	**$1,921**	**$1,921**	**$0**
Obligations, SCHIP	**$19**	**$0**	**$0**	**$0**
Unobligated Balances, end-of-year	$1,921	$1,921	$1,921	$0

[1] Totals may not add due to rounding.

[2] Table does not include reimbursables, delegations no-year carryover, and $16,000,000 of no-year funding provided in FY 2022 for Postal Reform.

[3] FY 2022 unobligated balances, end-of-year, include $121,000,000 of Program Integrity 18-month carry-out, $24,000,000 of Dedicated Hearings multi-year carry-out, and $153,000,000 carryover/transferred from prior-year accounts.

[4] FY 2023 unobligated balance, start-of-year, includes $110,000,000 of Program Integrity 18-month funds and $203,000,000 transferred from prior-year accounts.

[5] FY 2024 unobligated balance, start-of-year, includes $114,000,000 of Program Integrity 18-month carried into FY 2023 and $160,000,000 transferred from prior-year accounts.

[6] Includes multi-year carryover funds and recoveries for IT Systems, IT Modernization, Program Integrity, Dedicated Hearings, ARRA, and Altmeyer dedicated funding.

Limitation on Administrative Expenses

	FY 2022[3] Actual	FY 2023[4] Estimate	FY 2024[5] Estimate	FY 2023 to FY 2024 Change
Medicare Access and CHIP Reauthorization Act (MACRA)				
Unobligated Balances, start-of-year	**$25,982**	**$25,982**	**$25,982**	**$0**
Obligations, MACRA	**$0**	**$0**	**$0**	**$0**
Unobligated Balance, end-of-year	$25,982	$25,982	$25,982	$0
GRAND TOTAL, OBLIGATIONS	**$13,504,953**	**$14,315,813**	**$15,648,885**	**$1,333,072**

Table 3.15 - Summary of Change in Administrative Budget Authority from FY 2023 to FY 2024

This exhibit displays the change in budget authority enacted or requested in annual appropriations bills by major category.

	FY 2023 Enacted	FY 2024 Request	Change
MAJOR CATEGORIES – This section (not included in totals and subtotals below) crosswalks the major spending categories shown below			
I. Payroll Expenses[1]	**$8,032,968,552**	**$8,691,200,000**	**$658,231,448**
Built-In Increase		$544,356,000	$544,356,000
Program Increase		$113,875,448	$113,875,448
II. Non-Payroll Expenses[2]	**$2,315,068,048**	**$2,342,000,000**	**$26,931,952**
Built-In Increase		$26,931,952	$26,931,952
Program Increase		$0	$0
III. Disability Determination Services	**$2,524,941,400**	**$2,888,000,000**	**$363,058,600**
Built-In Increase		$122,119,000	$122,119,000
Program Increase		$240,939,600	$240,939,600
IV. Information Technology Systems	**$1,254,000,000**	**$1,568,000,000**	**$314,000,000**
Built-In Increase		$0	$0
Program Increase		$264,000,000	$264,000,000
Benefit Systems Modernization (no-year funding)		$50,000,000	$50,000,000
Total, Budget Authority	**$14,126,978,000**	**$15,489,200,000**	**$1,362,222,000**

[1] Includes $55,000,000 for OHO through September 30, 2024.
[2] Includes funding for Social Security Statements.

Limitation on Administrative Expenses

Table 3.16 - Summary of Change in Administrative Obligations from FY 2023 to FY 2024

Summary of Changes
(Dollars in thousands) [1,2]

	FY 2023	FY 2024		Change	
	Obligations (thousands)	Federal WYs	Obligations (thousands)	Federal WYs	Obligations (thousands)
BUILT-IN INCREASES – Built-in increases are year-over-year cost increases that are outside agency control, such as across-the-board Federal pay raises, changes in employee health benefit premiums, and the price of postage. These increases are not a result of changes in overall agency resources or agency program or policy changes. Most agency operational costs are captured in this category as payroll costs.					
A1. **Payroll Expenses**	$8,003,638		$8,548,194		$544,556
Increases due to periodic step increases, health benefits, and career ladder promotions			$178,738		$178,738
Three-month effect of Federal pay increase effective January 2022 – 4.6%			$83,545		$83,545
Nine-month effect of Federal pay increase effective January 2023 – 5.2%			$282,273		$282,273
A2. **Non-Payroll Costs** - Mandatory growth in non-payroll costs, including costs of security, guard services, postage, rent, lease renewals, etc.	$1,499,057		$1,525,130		$26,073
A3. **State Disability Determination Services -** Mandatory growth in state DDS costs, including pay raises and the costs of obtaining medical evidence	$2,524,941		$2,647,060		$122,119
A4. **Mailed Social Security Statements**	$9,137		$9,996		$859
Subtotal, Built-In Increases	$12,036,773		$12,730,380		$693,607
PROGRAM CHANGES – Program changes are year-over-year cost increases or decreases not captured in the section above. These result from changes in agency priorities, policy decisions, or dedicated funding.					

[1] Totals may not add due to rounding.

[2] Figures include Program Integrity, IT Modernization, and CARES Act funding.

	FY 2023	FY 2024		Change	
	Obligations (thousands)	Federal WYs	Obligations (thousands)	Federal WYs	Obligations (thousands)
PROGRAM INCREASES					
B1. **Payroll Increase - Net Increase in SSA WYs**		865	$122,341	865	$122,341
B2. **Federal Intern Program (Net Increase)**		281	$11,250	281	$11,250
B3. **Net Increase in Disability Determination Services[1]**			$240,940		$240,940
B4. **Benefit System Modernization**			$50,000		$50,000
B5. **OIG Expenditure Transfer**	$15,100		$19,100		$4,000
B6. **Information Technology (IT) - Base Funding**	$1,254,000		$1,518,000		$264,000
Subtotal, Program Increases	$1,269,100	1,146	$1,961,631	1,146	$692,531
Subtotal, Gross Increases	$13,305,873	1,146	$14,692,011	1,146	$1,386,138
NO NET CHANGE					
C1. **Non-Payroll Costs (program)**	$806,874		$806,874		$0
Subtotal, No Net Change	$806,874		$806,874		$0
PROGRAM DECREASES					
D1. **IT Obligations Funded from Prior-Year Unobligated Balances**	$200,000		$150,000		- $50,000
D2. **Carryover Decreases – Altmeyer, NSC, Construction**	$3,066		$0		-$3,066
Subtotal, Program Decreases	$203,066		$150,000		-$53,066
Subtotal, Gross Decreases	$203,066		$150,000		-$53,066
Total Obligations, Net	$14,315,813	1,146	$15,648,885	1,146	+ $1,333,072

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[1] Funds an additional 943 workyears and increased processing in the DDSs in FY 2024.

Limitation on Administrative Expenses

Table 3.17—Budgetary Resources by Object

(Dollars in thousands)[1,2,3]

	FY 2023	FY 2024	Change
Personnel Compensation			
Permanent positions	$5,424,997	$5,872,768	$461,462
Positions other than permanent	$87,635	$92,171	$4,536
Other personnel compensation	$259,757	$273,761	$14,004
Special personal service payments	$2,000	$2,000	$0
Subtotal, personnel compensation	**$5,774,388**	**$6,240,700**	**$480,203**
Personnel Benefits	$2,241,350	$2,457,185	$201,944
Benefits for former personnel	$3,000	$3,000	-
Travel and transportation of persons	$3,388	$3,421	$33
Transportation of things	$7,858	$7,934	$77
Rent, communications, and utilities			
Rental payments to GSA	$774,803	$756,536	($18,267)
Rental payments to others	$107	$107	-
Communications, utilities, misc.	$401,296	$435,080	$33,784
Printing and reproduction	$30,768	$31,068	$300
Other contractual services (DDS, guards, etc.)	$4,514,328	$5,072,196	$557,869
Supplies and materials	$22,937	$23,166	$230
Equipment	$399,643	$475,380	$75,737
Land and structures	$39,397	$39,781	$384
Grants, subsidies, and contributions	$41,881	$42,289	$408
Insurance claims and indemnities	$52,060	$52,567	$508
Financial Transfers	$8,610	$8,697	$84
Total Obligations	**$14,315,813**	**$15,648,885**	**$1,333,072**
Resources not being obligated in the current year (carrying over or lapsing)	$178,339	$168,654	($9,685)
Total Budgetary Resources	**$14,494,153**	**$15,817,539**	**$1,323,387**
(non-add) Payments to State DDS (funded from other services and Communications, utilities, and misc. above)	$2,524,941	$2,888,000	$363,059

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[1] Totals are shown in thousands, do not include reimbursables and may not add due to rounding.

[2] The obligations include the base LAE appropriation, MIPPA, LIS, SCHIP, MACRA, the Altmeyer Renovation, dedicated funding to address the hearings backlog, IT Modernization funding, and ITS no-year funding. Total budgetary resources in the table reflect FY 2023 and FY 2024 projections of spending by object class. Resources are not managed at the object class level and SSA has the flexibility within the LAE account to modify projected spending during the budget execution process.

[3] Does not include Technology modernization funding.

ESTIMATED DISTRIBUTION OF AGENCY COSTS

The Estimated Distribution of Agency Costs exhibit displays SSA's workyears and costs by major component.

The President's Budget supports approximately 2,100 additional workyears (~1,100 SSA and ~1,000 DDS) from FY 2023 to FY 2024, while overtime levels remain the same at just over 2,000 workyears. The FY 2024 President's Budget will enable us to build on the FY 2023 momentum in restoring staffing levels, which leads to improving our services to the public.

Table 3.18 - FY 2022 - Estimated Distribution of Agency Costs[1,2]
(Dollars in thousands)

Component	FTEs	Lump Sum	Overtime	Workyears	Payroll	Benefits	Other Objects	Total
Field Offices	26,997	124	1,030	**28,151**	$2,326,073	$906,318	$490,792	**$3,723,183**
Teleservice Centers	4,167	14	41	**4,222**	$257,880	$102,328	$21,837	**$382,044**
Regional Offices[3]	1,347	9	22	**1,378**	$163,285	$59,725	$317,371	**$540,381**
Subtotal, RC Field	**32,511**	**147**	**1,093**	**33,751**	**$2,747,238**	**$1,068,370**	**$830,000**	**$4,645,609**
Program Service Centers and Office of Central Operations	9,345	48	699	**10,092**	$754,646	$293,474	$106,166	**$1,154,286**
Subtotal, Operations	**41,856**	**195**	**1,792**	**43,843**	**$3,501,885**	**$1,361,844**	**$936,166**	**$5,799,895**
Office of Hearings Operations	7,553	40	175	**7,768**	$803,481	$312,465	$232,862	**$1,348,808**
Office of Systems	3,074	15	27	**3,116**	$391,322	$152,181	$62,841	**$606,344**
Office of Analytics, Review, and Oversight	1,834	12	46	**1,892**	$212,736	$82,731	$9,608	**$305,075**
Office of General Counsel	704	3	1	**708**	$98,543	$38,322	$75,796	**$212,662**
Headquarters[4]	2,547	15	14	**2,576**	$318,512	$123,185	$869,377	**$1,311,074**
Subtotal, SSA	**57,568**	**280**	**2,055**	**59,903**	**$5,326,479**	**$2,070,727**	**$2,186,651**	**$9,583,857**
ITS							$1,569,735	**$1,569,735**
DDS	13,462	0	363	**13,825**			$2,351,342	**$2,351,342**
Total LAE	**71,030**	**280**	**2,418**	**73,728**	**$5,326,479**	**$2,070,727**	**$6,107,728**	**$13,504,934**

[1] Totals may not add due to rounding.
[2] Excludes Reimbursables (200 workyears in FYs 2023 and 2024) and includes NSC, LIS, SCHIP, MACRA, and dedicated funding for OHO, IT Modernization, and Altmeyer.
[3] Includes Field Office Guard Services in the Other Objects lines.
[4] Includes multiple items which cover expenditures for the entire agency. Examples include: Return to Work expenditures, Department of Interior Payroll IAA for the Agency, GSA Delegations, Data Exchanges, Sustainability and Reinvestigations, Facilities and Maintenance, Employee Health Services, and Headquarters Guard Services.

Limitation on Administrative Expenses

Table 3.19 - FY 2023 - Estimated Distribution of Agency Costs[1,2]
(Dollars in thousands)

Component	FTEs	Lump Sum	Overtime	Workyears	Payroll	Benefits	Other Objects	Total
Field Offices	28,005	92	1,054	**29,151**	$2,489,064	$977,235	$518,384	**$3,984,683**
Teleservice Centers	4,530	16	46	**4,592**	$293,216	$117,614	$23,064	**$433,894**
Regional Offices[3]	1,433	8	15	**1,456**	$178,209	$68,000	$335,213	**$581,422**
Subtotal, RC Field	**33,968**	**116**	**1,115**	**35,199**	**$2,960,489**	**$1,162,849**	**$876,661**	**$4,999,999**
Program Service Centers and Office of Central Operations	9,680	44	705	**10,429**	$828,705	$306,873	$107,269	**$1,242,847**
Subtotal, Operations	**43,648**	**160**	**1,820**	**45,628**	**$3,789,194**	**$1,469,722**	**$983,930**	**$6,242,846**
Office of Hearings Operations	7,570	35	176	**7,781**	$840,925	$322,374	$257,337	**$1,420,636**
Office of Systems	3,308	18	29	**3,355**	$448,631	$164,127	$63,672	**$676,430**
Office of Analytics, Review, and Oversight	1,888	10	46	**1,944**	$231,269	$85,270	$9,224	**$325,763**
Office of General Counsel	708	3	1	**712**	$103,890	$38,897	$54,529	**$197,316**
Headquarters [4/]	2,855	16	12	**2,883**	$363,479	$160,960	$949,443	**$1,473,882**
Subtotal, SSA	**59,977**	**242**	**2,084**	**62,303**	**$5,777,388**	**$2,241,350**	**$2,318,134**	**$10,336,872**
ITS				**-**			$1,454,000	**$1,454,000**
DDS	13,464	0	400	**13,864**			$2,524,941	**$2,524,941**
Total LAE	**73,441**	**242**	**2,484**	**76,167**	**$5,777,388**	**$2,241,350**	**$6,297,075**	**$14,315,813**
OIG Transfer				**-**			-$15,100	**-$15,100**
Total, LAE and OIG Transfer	**73,441**	**242**	**2,484**	**76,167**	**$5,777,388**	**$2,241,350**	**$6,281,975**	**$14,300,713**

Table 3.20 - FY 2024 - Estimated Distribution of Agency Costs[1,2]
(Dollars in thousands)

Component	FTEs	Lump Sum	Overtime	Workyears	Payroll	Benefits	Other Objects	Total
Field Offices	28,380	92	1,054	**29,526**	$2,656,764	$1,062,910	$510,935	**$4,230,609**
Teleservice Centers	4,814	16	46	**4,876**	$329,626	$137,431.	$22,733	**$489,790**
Regional Offices[3]	1,487	8	15	**1,510**	$197,056	$76,188	$330,396	**$603,640**
Subtotal, RC Field	**34,681**	**116**	**1,115**	**35,912**	**$3,183,446**	**$1,276,529**	**$864,064**	**$5,324,039**
Program Service Centers and Office of Central Operations	9,753	44	705	**10,502**	$890,134	$330,957	$110,153	**$1,331,244**
Subtotal, Operations	**44,434**	**160**	**1,820**	**46,414**	**$4,073,580**	**$1,607,486**	**$974,217**	**$6,655,283**
Office of Hearings Operations	7,669	35	176	**7,880**	$908,257	$350,679	$272,920	**$1,531,856**
Office of Systems	3,461	18	29	**3,508**	$498,728	$187,223	$67,489	**$753,440**
Office of Analytics, Review, and Oversight	1,911	10	46	**1,967**	$249,541	$93,360	$9,745	**$352,646**
Office of General Counsel	739	3	1	**743**	$115,619	$43,603	$57,912	**$217,134**

Component	FTEs	Lump Sum	Overtime	Workyears	Payroll	Benefits	Other Objects	Total
Headquarters[4]	2,909	16	12	**2,937**	$397,975	$174,834	$959,717	**$1,532,526**
Subtotal, SSA	**61,123**	**242**	**2,084**	**63,449**	**$6,243,700**	**$2,457,185**	**$2,342,000**	**$11,042,885**
ITS							$1,718,000	**$1,718,000**
DDS	14,407	0	400	**14,807**			$2,888,000	**$2,888,000**
Total LAE	**75,530**	**242**	**2,484**	**78,256**	**$6,243,700**	**$2,457,185**	**$6,948,000**	**$15,648,885**
OIG Transfer							-$19,100	**-$19,100**
Total, LAE and OIG Transfer	**75,530**	**242**	**2,484**	**78,256**	**$6,243,700**	**$2,457,185**	**$6,928,900**	**$15,629,785**

WORKLOAD PROCESSING AND COST DISTRIBUTION ACROSS THE ORGANIZATION

To provide additional transparency into how we spend resources, we are providing an example of how we process disability claims, one of our key workloads. This example demonstrates the movement of claims through multiple organizational components which handle various tasks required to complete the claim. Therefore, one claim or piece of work may incur costs in multiple components and cover a portion of our agency's fixed costs (e.g., overhead costs such as rent, guard services, information technology systems). These fixed agency level costs are applied after we assign direct component-level costs to a particular workload using generally accepted cost accounting principles of allocation.

This example follows a claim[1] filed in a field office. However, applicants can also file a claim online and the remainder of the process is the same as in this example. An applicant may file a disability claim in a field office where our field office staff ensures proper documentation and evaluates non-medical eligibility factors. That claim then goes to the disability determination services (DDS) for a medical determination. If the DDS issues a favorable determination, the claim then goes back to the field office for processing. In some cases where there are complex issues, such as payment offsets due to workers' compensation or other benefits, or systems limitations that require manual processing, the processing center (PC) will effectuate the claim. Among other types of quality reviews, our Office of Quality Review may also conduct a pre-effectuation review (PER) of the DDS determination. We conduct these PERs to meet statutory requirements of the Act, which requires SSA to review at least 50 percent of favorable initial and reconsideration determinations on a pre-effectuation basis.

If the DDS issues an unfavorable determination, the applicant typically has 60 days to file for a reconsideration. During a reconsideration, a different DDS disability examiner (DE) than the DE who made the initial decision conducts a thorough reexamination of all evidence on the record. If the DDS denies the reconsideration, the applicant may file a request for a hearing by an administrative law judge (ALJ). The applicant or representative can file the hearing request online, by fax, mail, or in a field office. The case is then sent to a hearing office to schedule and hold the hearing by an ALJ, either virtually, by telephone, or in-person. If the ALJ issues a

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[1] Note that for certain applicants, SSA field offices will initiate the application for the Supplemental Nutrition Assistance Program (SNAP), as well as process applications for Medicaid or Medicare.

favorable decision, the claim will then go to the PC where we calculate offsets, pay attorney fees, and initiate benefit payments. If the ALJ denies the claim, the applicant can file an appeal online, by fax, mail, or in a field office to the Appeals Council for a review and decision. Finally, if the Appeals Council denies the claim, the applicant may appeal to the Federal Courts.

We assign the costs for these completed direct work activities to the workload that they support. Agencywide costs such as human resources, financial, and policy support, also indirectly support the work we do, so we apply a portion of these costs to each workload proportionally, based on the direct costs of doing the work.

The chart on the next page provides an organizational view of our disability waterfall to further illustrate this example of how work moves across components.

An Organizational View of Our Disability Work Process

Field Offices, Telephone Service, and Online

- Claimants can file disability claims and appeals in field offices, over the phone, or online.
- We route cases to technicians in field offices and the workload support units (WSU) for review and processing.
- If claimants meet the non-medical eligibility requirements, we forward the case to the state disability determination services (DDS) for a medical determination.

Disability Determination Services

- Initial Disability Claims, Reconsiderations, Medical CDRs, and CDR Appeals.
- The DDS reviews the claimant's medical evidence to determine if they meet SSA's definition of disability.
- If the DDSs deny the initial claim, claimants can appeal for reconsideration, in which case a different DDS examiner will review the case and make a decision.
- 50% of all initial awards require review for accuracy.
- For allowed claims, we set a diary to establish the date for a medical CDR.

Office of Hearings Operations and Office of Appellate Operations

- Hearings and Appeals Council Reviews.
- If the claimant is denied at reconsideration, they can file for an administrative hearing with an Administrative Law Judge.
- If denied at the hearing level, claimants can appeal to the Appeals Council for review.

Office of the General Counsel

- Federal District Court
- If a claimant is dissatisfied with their Appeals Council decision, they may appeal to the Federal Court.
- OGC defends the agency's decisions in Federal Court proceedings.

Processing Centers

- Processing Centers (PCs)
- PCs effectuate payments to claimants as a result of decisions issued in the Hearings Offices, Appeals Council, or by Federal Courts (District and Circuit courts).
- PCs also issue payments of authorized attorney fees, and payments to authorized non-attorney representatives.

Office of Quality Review (OQR)

The Office of Quality Review completes a variety of required and special reviews to ensure continuous inline quality throughout the disability waterfall.

We have many staff components, primarily located at Social Security Headquarters, that support the people and work done in our front-line components. These components maintain and issue policy and technical workload guidance, manage facilities, formulate and execute the budget, provide actuarial analysis, issue communication plans, provide human resource services, communicate with external stakeholders on the Hill, and prevent fraud, among many other important tasks.

Limitation on Administrative Expenses

The President's FY 2024 request will allow us to achieve the following key performance targets:

Table 3.21—Key Performance Targets

Workload and Outcome Measures	FY 2022[1] Actual (52-week)	FY 2022 Actual (53-week)	FY 2023 Enacted	FY 2024 Request
Retirement and Survivor Claims (includes Medicare)				
Retirement and Survivor Claims Completed (thousands)	6,474	6,593	6,524	6,561
Disability Claims				
Initial Disability Claims Receipts (thousands)	2,096	2,142	2,202	2,236
Initial Disability Claims Completed (thousands)	1,843	1,883	1,972	2,402
Initial Disability Claims Pending (thousands)	937	941	1,163	996
Average Processing Time for Initial Disability Claims (days)	184	184	220	195
Disability Reconsiderations				
Disability Reconsiderations Receipts (thousands)	532	542	544	709
Disability Reconsiderations Completed (thousands)	473	483	518	736
Disability Reconsiderations Pending (thousands)	234	234	259	232
Average Processing Time for Disability Reconsiderations (days)	183	183	224	193
Hearings				
Hearings Receipts (thousands)	349	357	364	434
Hearings Completed (thousands)	353	363	364	478
Hearings Pending (thousands)	347	344	344	300
Annual Average Processing Time for Hearings Decisions (days)[2]	333	337	475	320
National 800 Number				
National 800 Number Calls Handled (millions)[3,4]	N/A	27	29	32
Average Speed of Answer (ASA) (minutes)	N/A	33	35	20
Agent Busy Rate (percent)	N/A	6%	15%	3%
Program Integrity				
Periodic Continuing Disability Reviews (CDR) Completed (thousands)	N/A	1,506	1,650	1,675
Full Medical CDRs (included above, thousands)	N/A	590	550	575
SSI Non-Medical Redeterminations Completed (thousands)	2,195	2,203	2,517	2,540
Selected Other Agency Workload Measures				
Social Security Numbers (SSN) Completed (millions)	16	16	18	18
Annual Earnings Items Completed (millions)	294	294	299	301
Social Security Statements Issued (millions)[5]	19	19	15	15
Selected Production Workload Measures				
Disability Determination Services Production per Workyear	230	230	241	273
Office of Hearings Operations Production per Workyear[6]	64	N/A	68	86
Other Work/Service in Support of the Public - Annual Growth in Backlog (workyears)[7]	N/A	N/A	N/A	(400)

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[1] FY 2022 was a 53-week year for management information purposes.

[2] Average processing time for hearings is an annual figure. In FY 2023, we plan to continue in-person hearings and prioritize individuals who have waited the longest for a hearing, some of whom during the pandemic opted to wait for an in-person hearing rather than have a video or telephone hearing. As we work through those oldest cases, we anticipate a temporary increase in the average processing time in FY 2023 before improving in FY 2024. Projections for the end of year monthly (September) processing time for hearings is 390 days for FY 2023 and 270 days for FY 2024.

[3] The data reported for FY 2022 is not based on the typical 52 or 53-week management information year; it is based on the fiscal year beginning October 1, 2021, and ending September 30, 2022.

[4] FY 2023 and FY 2024 estimates include National 800 Number Calls Handled by automation, but the FY 2022 actual figure does not because of technical issues. In FY 2023 and FY 2024, we project about 3.5 million automated calls handled in each year. Performance goals assume successful implementation of the Next Generation Telephony Project in summer 2023 and Call Back Assist in mid-FY 2024.

[5] The Social Security Statements Issued measure is for paper Statements only (i.e., not electronic statements). In FY 2022, *my Social Security* users accessed their Social Security Statements 55 million times. Consistent with FY 2022, in FYs 2023 and 2024, we will send paper Statements to people aged 60 and older who are not receiving Social Security benefits and who are not registered for a *my Social Security* account, at a cost of approximately $9.1 million and $9.9 million, respectively. It would cost approximately an additional $82 million in FY 2024 to send Statements to individuals aged 25 and older who are not receiving Social Security benefits.

[6] The Office of Hearings Operations Production per Workyear metric is unavailable through 53 weeks in FY 2022. We would not expect 53-week experience to deviate much—if at all—from the 52-week actual performance.

[7] Consistent with the FY 2023 Congressional Operating Plan, we do not have a budgeted workload measure for "Other Work/Service in Support of the Public – Annual Growth in Backlog" in the enacted budget year, although we estimate the increase in the backlog to be equivalent to be 400 workyears in FY 2023.

Our budget is fully integrated with our Annual Performance Plan and Report (APR), which is included as the last tab in this *Justification of Estimates for Appropriations Committees*, and online at our website. The budget estimates are linked to the key performance measures above and support all of the more detailed measures outlined in the APR.

Limitation on Administrative Expenses

Our request demonstrates how we strive to balance stewardship and frontline service. We recognize the importance of our PI workloads to ensure individuals receive the benefits to which they are entitled while safeguarding the integrity of our programs, and our request shows a sustained continuation of our PI efforts.

We take our responsibilities seriously to ensure eligible individuals receive the benefits to which they are entitled, and to safeguard the integrity of benefit programs to better serve recipients. We utilize dedicated program integrity (PI) funding to promote responsible spending of Social Security funds and ensure that we are providing the correct benefit amounts only to those who qualify. We conduct continuing disability reviews (CDRs) to ensure that beneficiaries who still qualify to receive benefits under the OASDI and SSI programs continue to receive them. For those receiving SSI, we also perform non-medical redeterminations (RZs) to determine whether recipients continue to meet the program's income and resource limits. The funding also supports Cooperative Disability Investigation (CDI) units and the prosecution of fraud by Special Assistant United States Attorneys (SAUSAs).

The Budget includes $1.870 billion in dedicated funding for PI activities, including a $1.583 billion allocation adjustment. Total PI funding in FY 2024 is $86 million above the FY 2023 enacted level.

Dedicated PI activities are funded as a subset of our total LAE funding. The Budget continues to assume 18-month availability for PI funding and restricts us from using any non-PI LAE funding on PI activities.

Our FY 2024 discretionary request includes an allocation adjustment for each year of the ten-year budget window. This adjustment is shown in the Budget for use in the Congressional budget process, pursuant to the Congressional Budget Act.

Access to the discretionary funding requested in 2024, as well as fully-funded base and allocation adjustment amounts in 2025 through 2033, would produce $79 billion in gross Federal savings ($59 billion from allocation adjustments), with additional savings in the outyears. Net savings resulting from approximately $18 billion in allocation adjustments alone would produce approximately $41 billion over 10 years, with additional savings after the 10-year period.

CDRs conducted in FY 2024 will yield an estimated return on investment (ROI) of about $10 on average in net Federal program savings over 10 years per $1 budgeted for dedicated program integrity funding, including OASDI, SSI, Medicare, and Medicaid program effects. Similarly, the ROI for non-medical redeterminations conducted in FY 2024 is about $3 on average of net Federal program savings over 10 years per $1 budgeted for dedicated PI funding, including SSI and Medicaid program effects. Table 3.22a provides additional information.

Regaining currency in our medical CDR workload is important, although our most immediate focus in FY 2024 is to timely serve the public who have claims pending with us and address the needs of individuals who had trouble reaching us during the pandemic. We achieved full medical

CDR currency in FY 2018; however, due to the COVID-19 pandemic we were unable to remain current as of FY 2020. The funding included in the FY 2024 Budget will enable us to regain currency on CDRs in FY 2026 and prevent a new backlog from forming throughout the Budget window.

In FY 2022, we completed 590,206 full medical CDRs and 2,202,803 RZs. We plan to complete 550,000 CDRs and 2.517 million RZs in FY 2023. In FY 2024, we anticipate completing 575,000 full medical CDRs, making progress toward CDR currency, and 2.540 million RZs. Please refer to the Budget Process chapter in the *Analytical Perspectives* for more details on the Budget's approach to allocation adjustments and our activities.

Table 3.22a—Program Integrity Workloads and Funding by Source

(Dollars in millions)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-year Total
Discretionary BA (non-add)	1,583	1,601	1,712	1,715	1,719	1,823	1,868	1,922	1,966	2,011	17,920
Discretionary Outlay Costs[1]	1,583	1,600	1,703	1,715	1,719	1,815	1,865	1,918	1,963	2,008	17,889
Mandatory Savings[2]	-94	-2,296	-3,726	-4,693	-5,955	-6,311	-7,555	-8,370	-9,270	-10,505	-58,775
Net Effect	1,489	-696	-2,023	-2,978	-4,236	-4,496	-5,690	-6,452	-7,307	-8,497	-40,886

[1] The discretionary costs are equal to the outlays associated with the budget authority levels proposed for allocation adjustments. The costs for 2024 through 2033 reflect the costs to complete the anticipated dedicated program integrity workloads for SSA.

[2] The mandatory savings from allocation adjustment funding are included in the policy projections for Social Security, Medicare, and Medicaid. SSA's Office of the Chief Actuary and the Centers for Medicare and Medicaid Services' Office of the Actuary estimates the savings.

Table 3.22b—Program Integrity Workloads and Funding by Source[1]

(Dollars in millions)

	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Volumes	Actuals		
Full Medical CDRs Completed	590,206	550,000	575,000
SSI Non-Medical RZs Completed	2,202,803	2,517,000	2,540,000
Funding[2,3]			
Unobligated Balance, start-of-year	$121	$101	$114
Dedicated Program Integrity Funding	$1,708	$1,784	$1,870
Subtotal PI Resources	**$1,829**	**$1,885**	**$1,984**
Less Unobligated Balance, end-of-year	-$101	-$114	-$114

[1] Totals may not add due to rounding.

[2] Dedicated program integrity funds have 18-month availability. The Budget assumes funding to complete planned program integrity workloads in FY 2024, including through a base allocation and an adjustment.

[3] Includes annual transfers from LAE to the SSA's Inspector General (OIG) for the cost of jointly operated anti-fraud CDI units, including a $12,100,000 transfer in FY 2022, a $15,100,000 transfer in FY 2023, and a $19,100,000 transfer in FY 2024.

Limitation on Administrative Expenses

	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Total PI Obligations[1]	$1,728	**$1,771**	**$1,870**
Old Age and Survivors Insurance (OASI)	$154	-	-
Disability Insurance (DI)	$228	$333	$373
Supplemental Security Income (SSI)	$1,191	$1,437	$1,497
Medicare Part A, Hospital Insurance (HI)	$67	-	-
Medicare Part B, Supplementary Medical Insurance (SMI)	$79	-	-
Medicare Part D, Drug Coverage	$10	-	-
Total PI Obligations[2]	**$1,728**	**$1,771**	**$1,870**

Budgeting and Managing Program Integrity Workloads

While we take many steps to ensure we analyze and budget for the costs of our CDR and SSI RZ workloads, we do not know actual costs until after the end of the fiscal year. The 18-month authority allows us the flexibility to obligate our dedicated program integrity funding responsibly. The individual unit costs of CDRs and RZs and the total number of these workloads processed determine the actual total program integrity costs. Fluctuations in our PI unit costs occur throughout the year due to a variety of factors, such as:

- hiring and training, which can impact productivity in the work units where the PI work is done;
- information technology investments (e.g. timing of development and acquisitions);
- policy changes;
- business process changes;
- timing of work completion (e.g. work can start in a prior fiscal year and clear in the next); and,
- the types of cases processed in a year (e.g. processing a greater number of more time-consuming types of CDRs in a year can increase unit costs in that year).

In addition to these items that add costs to the PI workloads, it can be difficult for the agency to control closely the volume of PI work that is completed. PI work occurs across the country in every field office, processing center, and State DDS. Some PI work must be done on-demand when we become aware of an issue with a claimant's situation and cannot be planned. Therefore, it is difficult to predict exact workload processing targets in advance.

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[1] Totals include the combined costs of CDRs, SSI RZs, CDI units, and the SAUSAs.
[2] We project workload costs for DI and SSI spending but not for OASI, HI, SMI, or Medicare Part D. We report these costs with the actuals.

We track PI spending throughout the fiscal year, and we analyze and review cyclical trends in PI costs. However, the delay in actual costs challenges our ability to forecast spending and reconcile costs timely, and we must make a conservative estimate of total expected costs at the end of the year to stay within the total available program integrity funding.

We calculate the unit costs for PI workloads using data from our Cost Analysis System. This system allocates our administrative costs to all of our workloads, including CDRs and RZs. Changes in other agency workloads, as well as in other large agency cost categories such as information technology (IT), impact the overall total unit costs for PI workloads as well, which can make it difficult to predict end-of-year costs for CDRs and RZs prior to the end of the fiscal year.

Our PI unit costs can be broken down by direct payroll, direct other objects, information technology systems (ITS), and agency shared costs that include both payroll and other objects. Our direct payroll includes costs of our employees in the front-line workload processing components like our field offices, program service centers, and State DDSs. Other objects costs can be broken down to just direct other objects costs of our front-line workload processing components. ITS costs include all non-payroll costs associated with our IT investments. Lastly, agency shared costs include all other component costs, like headquarters components as well as a portion of rent, postage, and guards.

While we strive to hit all performance targets, we closely monitor and adjust our workload processing plans for PI workloads based on our real experience. We also continue to consider the effects of the cost factors described above in our ongoing analysis to pace this workload and to inform our spending decisions.

Limitation on Administrative Expenses

Table 3.23 – Fiscal Year 2022 Disability Decision Data*
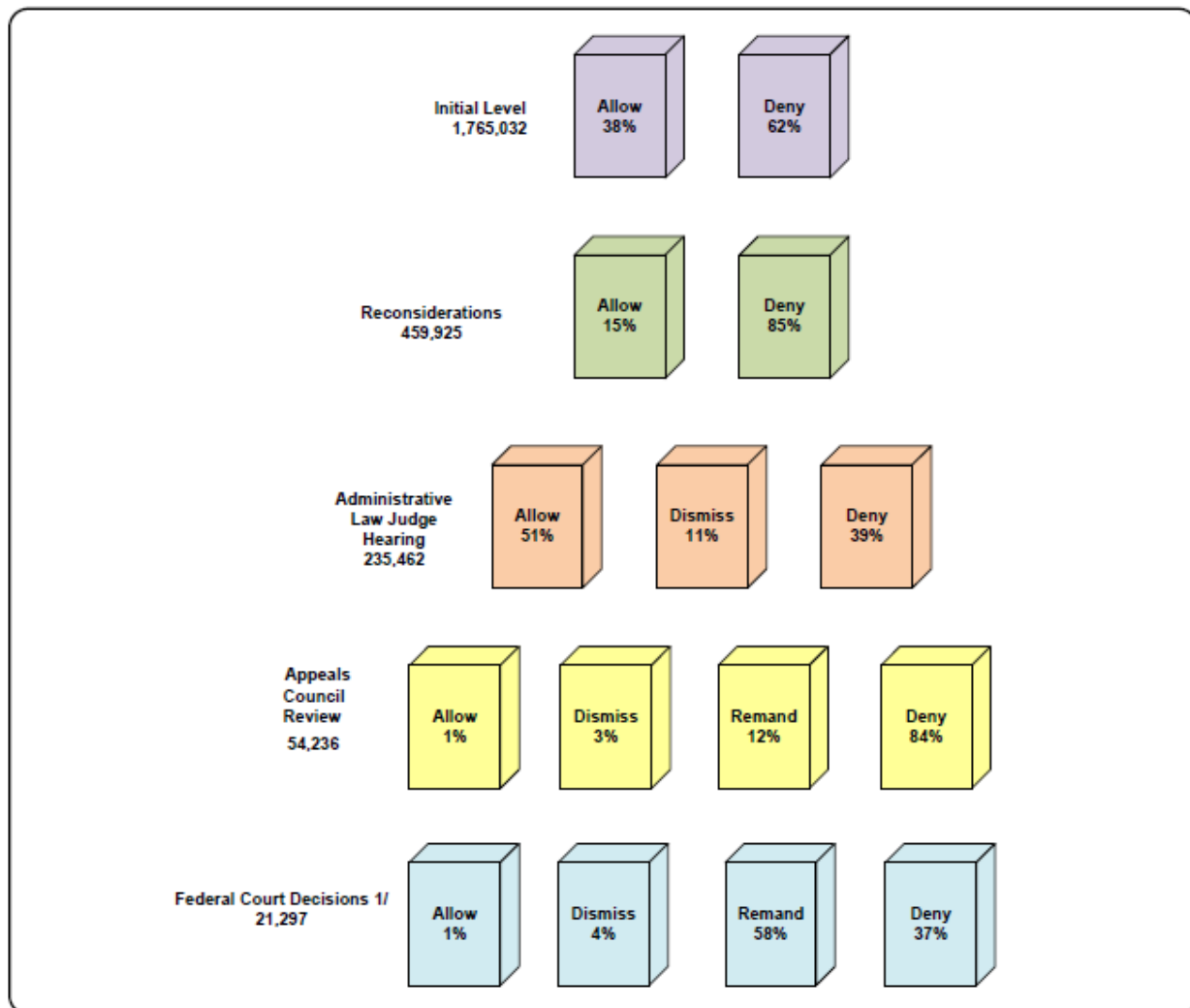
1/ Only Federal Court data includes appeals of Continuing Disability Reviews (CDRs).
Data Sources:
1. Initial and Reconsideration Data: SSA State Agency Operations Report
2. Administrative Law Judge and Appeals Council data: SSA Office of Hearing Operations (OHO) and SSA Office of Analytics, Review and Oversight (OARO)
3. Federal Court data: SSA Office of General Counsel (OGC)

*Workload volumes for initial claims, reconsiderations, and hearings do not align with performance reported in our key performance measures table because the data definition captures broader activity.

Includes Title II, Title XVI, and concurrent initial disability determinations and appeals decisions issued in FY 2022, regardless of the year in which the initial claim was filed, and regardless of whether the claimant ever received benefits (in a small number of cases with favorable disability decision benefits are subsequently denied because the claimant does not meet other eligibility requirements). Does not include claims where an eligibility determination was reached without a determination of disability. If a determination or appeals decision was made on Title II and Title XVI claims for the same person, the results are treated as one concurrent decision.

NOTE: Due to rounding, data may not always total 100%.
Prepared by: SSA, Office of Decision Support and Strategic Information (ODSSI)
Date Prepared: January 26, 2023

PRIORITY GOALS

To ensure our accountability to the public we serve, and as required by the GPRA Modernization Act of 2010, our Agency Priority Goals (APG) help us achieve our overarching strategic goals and objectives set forth in our FYs 2022–2026 Agency Strategic Plan.

Our FYs 2022–2023 APGs are:

1. **Improve Initial Disability Claims**. Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for initial disability determinations.
    *   By September 30, 2023, achieve an average processing time for initial disability claims of 164 days.
    *   By September 30, 2023, decide 85 percent of pending initial disability claims that begin the fiscal year 180 days old or older.

2. **Improve the National 800 Number Service**. Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number.
    *   By September 30, 2023, achieve an average speed of answer of less than 12 minutes, including implementation of estimated wait time and call back options.

3. **Improve Equity in the Supplemental Security Income Program**. Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities.
    *   By September 30, 2023, increase the number of all SSI applications by 15 percent, relative to the 2021 baseline, restoring rates closer to pre-pandemic levels.
    *   By September 30, 2023, increase the number of SSI applications from underserved communities by 25 percent, relative to the 2021 baseline.

We have specific performance indicators and milestones to monitor our progress, and our goals reflect our Enterprise Risk Management actions. Additionally, through our quarterly internal review process, our executives have candid discussions regarding progress, any challenges we must overcome, and strategies supporting APG goal achievement. These priority goals remain an agency focus, and we are working to address performance challenges that may impact our ability to meet our targets.

Please see the FYs 2022–2024 Annual Performance Report and www.performance.gov for more information on our APGs.

Limitation on Administrative Expenses

We administer a major Federal safety net program that serves more than 65 million people. As a high impact service provider (HISP), we interact with our customers at multiple points in their lives, from birth, to entering the workforce, to facing a disability or loss, and when reaching retirement age. We are committed to improving the customer experience (CX) by establishing a an accountability structure for customer experience, building an integrated, real-time customer feedback program, conducting ongoing human-centered design research, involving our customers in the design and improvement of program delivery and more accessible services, and fulling our commitments in and the promise of Executive Order (EO) 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

The 2024 Budget supports our efforts to build our internal CX capacity through the establishment of a CX team, delivering on our commitments in the CX EO, contributing to cross-agency life experience projects, and making focused improvements to our designated priority services.

Establishing and Sustaining CX Accountability

We have established a centralized CX team responsible for integrating CX management disciplines across the agency, and the FY 2024 Budget will help us further integrate and expand CX practices across our organization. The FY 2024 Budget invests in building a CX team with the right expertise and talent to integrate human-centered design and build a customer-centric approach to service delivery. We will build a sustainable CX team with the right expertise and talent. This team and new talent can then support our agency at large gain more in depth understanding of the journeys our customers take as they experience our current services, as well as further integrate human-centered design as we develop and deploy service improvements, such as by improving our SSI application process.

CX Management Disciplines:

- Customer research and understanding,
- CX measurement,
- Customer journey mapping,
- Human-centered design, and
- Customer-centric culture.

Our CX team coordinates agency-wide CX management practices and standards, and guides, educates, and helps ensure we consistently prioritize the customer's experience. Our CX governance structure, comprised of critical agency executives, helps guide our enterprise approach. We partnered with an industry leader to provide CX training to our agency's leaders, laying the groundwork to increase collaboration, break down silos, engage stakeholders, and guide our transformational work.

We are working to centralize how we collect customer feedback, designing a more deliberate program that ensures we have real-time data directly from customers on our agency's performance. We successfully migrated all online surveys to the new Voice of Customer (VoC)

Feedback platform—a major milestone towards standardizing and integrating VoC feedback within our decision-making processes. We established a baseline satisfaction measurement tool that complies with Federal requirements, allowing customers to access our survey at any time and provide feedback on their experiences. We marketed our survey across all major service channels (i.e., online, National 800 Number, and field offices).

Contributing to Life Experience Efforts

We are partners in the Administration's life experience projects, which intend to help streamline service delivery at some of the most critical moments in people's lives. We are particularly engaged in the *Approaching retirement* and *Facing a financial shock* Life Experiences. For example, we supported the *Approaching retirement* team effort by conducting extensive research and outreach to learn about the experiences of low-to-middle-income seniors approaching retirement age. For additional information about specific projects resulting from this work, see https://www.performance.gov/cx/projects/.

As this effort continues, we are supporting several of these projects including the recently announced effort to increase access to decision-making support for seniors through community partnerships and streamlining benefits applications processes.

In FY 2024, the Budget includes $9 million in the Department of Health and Human Services Budget for CMS and SSA to jointly pilot efforts to improve the Medicare enrollment experience. Throughout FY 2023, we are strengthening connections and collaboration between CMS and SSA to improve the Medicare enrollment experience for people applying for Medicare benefits, including those enrolling in Medicare before enrolling in Social Security. These updates have been focused on our respective websites and informational handoffs between agencies. In FY 2023, SSA is also scoping and developing a plan for FY 2024 efforts to streamline the application process for Medicare enrollment, including exploring options to eliminate the need to have to wait for a Medicare card in the mail to access coverage.

Focused Improvements to Priority Services

In accordance with EO 14058, we are designing and delivering services that focus on the experiences of the people we serve, including by:

- Expanding digital services to provide convenient, user-friendly, and secure self-service options to our customers. In FY 2023, we launched our redesigned ssa.gov website. This new website aims to improve customer service and task completion. Visitors to ssa.gov are greeted with a task-focused site designed through direct outreach with customers. We launched the redesigned retirement section leveraging modern human-centered design standards. Our customer satisfaction for our website has improved. The team is iteratively moving services to the new website design, updating the Medicare content. We will monitor customer feedback to identify and consider future improvements.
- Adopting modern ways to operate, which requires updating outdated policies on the format of document and signature submissions, and re-engineering back-end business

> models to provide a better experience for our customers. For example, in FY 2023, we are implementing an online process to allow customers to upload several forms that do not require original documents or signatures, such as the Adult Disability Report (SSA-3368-BK) and Request for Hearing by ALJ (HA-501). In addition, we plan to add the ability to upload forms with an electronic signature, such as Application for Retirement Insurance Benefits (SSA-1-BK), Authorization to Disclose Information to the Social Security Administration (SSA-827), and SSI Notice of Interim Assistance Reimbursement (SSA-l8125).

- Defining cross-functional journey transformation teams for our three priority service designations,[1] including, *Filing for Social Security Retirement Benefits*, *Applying for a Replacement Social Security Card*, and *Obtaining Adult Disability Benefits*. In FY 2023, we launched the first journey transformation team for the *Obtaining Adult Disability Benefits* service to better understand the customer experience. Based on the journey map and identified customer pain points, we will pursue improvements, using human-centered design, to make our services easier to access and use. Based on lessons learned from the first cross-functional team, we will organize more teams to focus on additional journeys starting in FY 2024. The work will include service-specific customer research, pain point prioritization, service design, stakeholder engagement, and performance measurement. To learn more about planned actions to improve customer experience and performance for our three priority services, visit https://www.performance.gov/cx/agencies/ssa/.

We will build internal capacity to improve our priority service designations in both FY 2023 and FY 2024. Several of our planned FY 2023 actions include:

- Maturing our VoC architecture to establish customer feedback collection for different touchpoints and service delivery channels across our priority service designations. In FY 2023, we began using VoC to collect customer feedback in accordance with OMB A-11 Section 280. In FY 2024, we plan to share VoC feedback more widely throughout the agency. We plan to use insights derived from our VoC feedback collection to develop and implement human-centered design solutions to address customer pain points and improve customer satisfaction.

- Expanding the availability of the Internet Social Security Number Replacement Card (iSSNRC) application to allow members of the public to obtain a:
  - o no-change Social Security number (SSN) replacement card by mail in the remaining three States where it is currently unavailable (i.e., Alaska, New Hampshire, and Oklahoma); and
  - o name change SSN replacement card based on marriage. We plan to expand this service to Maine, Montana, North Dakota, and Michigan in FY 2023. In

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[1] Per Executive Order 14058, 86 FR 71357 (December 16, 2021). Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, "the head of each HISP shall, in consultation with the Deputy Director for Management of OMB, annually designate a limited number of services for prioritized improvement (designated services). Identification of designated services should be based on the moments that matter most to the individuals served, as illustrated through human-centered design and other research, and on those services' public-facing nature, the number of individuals served, the volume of transactions, the total Federal dollars spent, the safety and protection of lives, or the critical nature of the services provided in the lives of the individuals they serve."

- o FY 2024 we plan to expand to an additional 12 States, subject to their State technical capability.
- Expanding the Enumeration Beyond Entry process to include individuals applying for naturalization, eliminating the need to visit a field office or card center for a SSN replacement card.

For more information about our CX efforts, please see our *FYs 2022–2026 Agency Strategic Plan, FYs 2022–2024 Annual Performance Plan and Report*, and performance.gov.

ADVANCING DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)

We are committed to administering our programs in a way that promotes equity and treating all individuals who interact with us with fairness. We recognize that the design of our administrative system can pose barriers to people who need our programs the most. We are also committed to enhancing the diversity and richness of our workforce to cultivate and maintain an inclusive work environment where individual differences are valued, and employees are treated with dignity and respect.

This exhibit provides a summary of our efforts to advance DEIA in support of the President's Management Agenda and Executive Orders (EO) 13985, 13988, 14035, 14031, and 13175.

EO 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government*

Our Equity Team coordinates agency-wide and interagency efforts and opportunities to ensure equity in our program access in accordance with EO 13985. The Equity Team workgroups address the following program and policy topics:

- Increase outreach and develop relationships with diverse advocates, civil rights organizations, and community organizations; and

- Identify and address systemic and administrative barriers to participation in our programs, target outreach to underserved communities, and improve service delivery using a multi-faceted approach.

We implemented EO 13985 in a variety of ways, including the following examples:

- We sent a total of 1.4 million outreach mailers in phases to Social Security beneficiaries who may also be eligible for Supplemental Security Income (SSI). The mailer, released in English and Spanish, provided the national toll-free number to assist recipients in determining eligibility for SSI.

- We provided online resources and conducted training for organizations and individuals who assist others in applying for SSI, providing more trusted resources within communities to help people access services.

Limitation on Administrative Expenses

- We launched an online SSI Protective Filing (eSPF) tool that allows individuals or someone assisting them, to schedule an appointment to apply for the SSI program and set the protective filing date for benefit purposes. As of February 5, 2023, there have been over 500,000 successful transactions using eSPF, nearly 250,000 of which were third-party requests. For additional information, please see the *Outreach to People Facing Barriers* exhibit.

- In November 2022, we increased the maximum fee that claimant representatives can charge and collect under section 206(a)(2) of the Social Security Act from $6,000 to $7,200. This was the first increase in 13 years.

- We are encouraging participation in our research grants by Historically Black Colleges and Universities (HBCU) and institutions serving students of color (ISSC). The Retirement and Disability Research Consortium (RDRC) shared information on grant funding opportunities with over 35 HBCUs. In FY 2022, 11 RDRC research projects involved scholars from HBCUs and ISSCs. We participated in the 2022 HBCU Week Career and Recruitment Fair to provide information about research, grant, and cooperative agreement opportunities and the process for applying for those opportunities.

- We updated our policy to ensure equitable disability determinations. Although African-American people make up just 12 percent of the United States population, they make up about 35 percent of people with kidney failure. We ended the use of a race-based estimated glomerular filtration rate to measure kidney impairment, which was leading to the misdiagnosis of kidney impairment as less severe for many African Americans. This change in policy conforms with scientific advancements and recommendations from the medical community and kidney patients.

- We compiled and [published] research and statistics detailing the demographic makeup of SSA program populations. In addition, we made our Racial Equity Research, Statistics, and Data Resources available to the public.

EO 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation*

Through the White House's interagency policy committee on Gender Markers, we have collaborated with executive branch partners and external stakeholders to advance gender equity in our programs. We made the following accomplishments to improve service delivery to gender-diverse and transgender people:

- We offer our customers the option to self-select their sex (male or female) on their Social Security number record. Individuals no longer need to provide medical or legal documentation of their sex designation.

- We added an Inclusive Language Guide to our agency-wide guidance for internal and

external publications. Inclusive language recognizes diversity, promotes respect, and fosters participation by all. Inclusive language is language that avoids the use of certain expressions or words that might be considered to exclude particular groups of people (e.g., gender-specific words). This is particularly important for individuals who have been historically affected by inequality and persistent poverty, including but not limited to individuals in the Black; Latino; Indigenous and Native American; Asian American, Native Hawaiian and Pacific Islander; Lesbian Gay Bisexual Transgender Queer and Intersex+; and immigrant communities, as well as individuals with disabilities.

EO 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce and the President's Management Agenda*

Our Diversity, Equity, Inclusion, and Accessibility (DEIA) vision is to "enhance the richness of our workforce diversity and sustain an inclusive work environment where individual differences are valued, and employees are treated with dignity and respect." We implemented four goals to ensure a culture where DEIA principles are foundational elements of our norms and values. These include:

- Hire and promote the Nation's best talent and build a diverse and representative workforce through an open and fair process consistent with merit systems principles;

- Ensure that all employees have equal opportunities to advance in their careers and grow as leaders by mitigating any potential biases or barriers to professional development and promotion;

- Expand the availability of DEIA training to promote a respectful, safe, and inclusive workplace, and foster an increased understanding of implicit and unconscious bias; and

- Improve accessibility related to employees with disabilities, enhance data collection and analysis of reasonable accommodations (RA) requests to inform agency RA policies, and increase function, evaluation, and compliance of the Architectural Barriers Act Accessibility Standards.

In support of these goals, we have accomplished the following:

- Established an agency DEIA Curriculum for agency staff.

- Elevated the Office of Civil Rights and Equal Opportunity (OCREO) to a Deputy Commissioner-level office reporting directly to the Commissioner. This organization advances equity by promoting principles of equal employment opportunity and an inclusive work environment that values diversity and empowers individuals from all backgrounds to participate fully in support of our mission. OCREO also accomplished the following:

> o   Established and implemented a Center for Compliance to ensure grant
>   recipients of Federal funds are complying with anti-discrimination civil rights
>   provisions.
>
> o   Created a Civil Rights and Diversity Empowerment Portal, which provides all
>   agency employees a select series of Equal Employment Opportunity and
>   Diversity Equity Inclusion Accessibility training products. This training
>   provides tools and resources to assist our employees in serving the public
>   equitably.

EO 14031, *Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders*

Our commitment to advance equity, justice, and opportunities for Asian American, Native
Hawaiians, and Pacific Islander (AA and NHPI) communities includes:

- **Addressing potential disparities in hiring and promoting AA and NHPI
  employees.** We partnered with our Advisory Councils, including the Pacific and
  Asian American Advisory Council (PAAAC), to conduct a Senior Executive Service
  Readiness Seminar Series as part of our ongoing leadership development initiatives to
  ensure a diverse and inclusive workforce. Our Advisory Councils are affinity groups,
  similar to employee resource groups in other agencies. The seminar hosted
  737 employees representing all 8 advisory councils.

- **Hosting a New York regional roundtable for the White House Initiative on Asian
  Americans, Native Hawaiians, and Pacific Islanders (WHIAANHPI) to discuss
  access to agency services, mental health, business resources, and funding.**
  Participants included 40 AA and NHPI-serving organizations in New York and
  New Jersey, 20 Federal agencies, and WHIAANHPI's Acting Executive Director,
  Laura Shin.

- **Translating publications in Tagalog and Simplified Chinese for posting on our
  website.** We produced these translations in support of the White House
  Naturalization Working Group advancing EO 14012, *Restoring Faith in Our Legal
  Immigration Systems and Strengthening Integration and Inclusion Efforts for New
  Americans*.

- **Making linguistic updates to our visitor intake kiosks to facilitate the check-in
  process.** Volunteers from all 10 regions, including National PAAAC members, who
  possessed proficiency in reading, writing, and speaking 18 languages reviewed these
  enhancements to help us account for nuances in the dialects of various languages
  including Cambodian, Cantonese, Gujarati, Hindi, Hmong, Korean, Mandarin,
  Punjabi, Tagalog, and Vietnamese.

EO 13175, *Tribal Consultation and Strengthening Nation-to-Nation Relationships*

We are committed to supporting the White House initiative on Tribal Nations. In FY 2022, we established an Office of Native American Partnerships, which serves to elevate and centralize efforts to administer comprehensive programs and policies related to American Indians and Alaska Natives. This office will enhance the agency's relationship with Tribes and serve as the primary point of contact on Tribal affairs for all stakeholders. Additionally, the Acting Commissioner visited the Spokane Tribe of Indians, where we are working to overcome their lack of access to our field offices by establishing video conference for members with the closest field office.

Improving Equity in the SSI Program

The complexity of our SSI program—driven by legislative, regulatory, and sub-regulatory requirements— can pose challenges for some program applicants. Many of our customers may face barriers to conducting business with us online due to limited access to technology, housing insecurity, lack of credit history, difficulty understanding the procedures to establish online accounts, or reliance on third parties for assistance.

We established a FYs 2022-2023 Agency Priority Goal to improve customer experience and advance equitable access to our SSI program to:

> Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities.
>
> - By September 30, 2023, increase the number of all SSI applications by 15 percent, relative to the 2021 baseline, restoring rates closer to pre-pandemic levels.
> - By September 30, 2023, increase the number of SSI applications from underserved communities by 25 percent, relative to the 2021 baseline.

In FY 2022, we received over 1.6 million SSI applications and over 120,000 applications from underserved communities.

Additional information on many of the efforts listed are in the *Equity Action Plan, DEIA Strategic Plan 2022-2023, AA and NHPI Action Plan, Annual Performance Report FYs 2022– 2024*, and Performance.gov.

OUTREACH TO PEOPLE FACING BARRIERS

Applications for adult and child disability benefits, particularly for Supplemental Security Income (SSI), decreased during the pandemic. We developed and implemented targeted strategies to assist people facing barriers in accessing our programs and services. People with low income, limited English proficiency (LEP), at-risk of homelessness, and those with mental or intellectual disabilities are among our targeted groups.

Limitation on Administrative Expenses

The FY 2024 President's Budget will invest in enhancing our targeted strategies to simplify and expand access to our programs, which will especially help underserved people. Building on our successes in FY 2022 and FY 2023, we will conduct additional outreach, collaborate with community groups serving people facing barriers, and continue to simplify the SSI application process and policies. These efforts support one of our two-year FY 2022-2023 Agency Priority Goals, which is to improve equity in the SSI program through increased outreach and improved benefit delivery, including communities of color and other underserved communities. Please see our [Annual Performance Report FYs 2022 - 2024](#) for additional information.

We continue to focus on five initiatives to improve access to our programs.

Initiative 1: Third-Party Assistance

We are continuing our robust, nationwide communications strategy to reach people most at risk of missing potential eligibility for our programs, including children with disabilities. As part of our efforts, we hold regular meetings with partner groups and organizations to identify ongoing challenges in reaching and helping underserved communities and potential solutions for overcoming these challenges. As a result of these conversations, we launched a national advertising campaign, in English and Spanish, on television, radio, and social media, with an emphasis on how to apply for benefits for children with disabilities. In FY 2023 and FY 2024, we will build on our advertising campaign with an emphasis on reaching people in underserved communities that experienced the greatest decline in SSI applications between FY 2019 and FY 2021. Our advocate partners also help us share information through their networks.

We are working with third parties (e.g., community legal aid organizations, faith-based groups, social services organizations) to identify and assist people who may be eligible for our programs and have an interest in filing an SSI application. In FY 2022, we implemented a streamlined intake process for designated third-party partners to use. The streamlined process includes an SSI application form that can be completed electronically and submitted via email from trusted partners. Where appropriate, we will encourage our partners to use the online protective filing tool we launched in FY 2022. The tool provides a simple way for people and third parties to express interest in filing for SSI and establishes a protective filing date. We will expand the role of our Vulnerable Population Liaisons (VPL) to assist all community-based organizations in helping their clients file for SSI.

Our FY 2024 Research Budget includes funding for an evaluation to assess the effectiveness of these outreach efforts.

FY 2022 Accomplishments:
- Launched a category of informational blogs called "People Facing Barriers" on our [Social Security Matters blog](#). Since launching, we have featured several guest bloggers on topics, including homelessness and SSI for children with behavioral disabilities.
- Continued social media outreach using Facebook, Twitter, and Instagram to spread the message to vulnerable populations.
- Continued to spread the word to inform people facing barriers through articles in our [Monthly Information Package](#) and [Social Security Update](#) newsletter.
- Added content on our ["People Helping Others" website](#), which provides online resources

for third parties who are helping people apply for SSI and access our services.
- Created a new people facing barriers resource page for groups and organizations, along with an updated resource page for faith and community partners.
- Continued our paid social media and search engine marketing ads referring people to both our SSI page on our website and our apply page for SSI for children in English and Spanish.
- Conducted 15,291 outreach events with community-based partners from October 1, 2021 through December 25, 2022 with our Public Affairs Specialists. We secured 5,212 total commitments from 1,884 organizations through December 2022[1], and we expect the number of engagements and partners to continue rising:
  - 1,898 partners agreed to help people apply for SSI.
  - 2,076 partners agreed to provide SSA information sufficient to establish a lead/protective filing.
  - 4,098 partners agreed to refer potential applicants to SSA.
- Provided in-depth training for those partners committed to assisting people with filing SSI applications.
- Since tracking began in June 2021, we have received 4,582 SSI applications from third-party partners through September 2022.
- Created an internal repository of information on outreach, engagement, and reporting to help track our engagements and training.
- Monitored the Third-Party Assistance initiative to assess the program through a survey of our third-party partners.

FY 2023 Plans:
- Continue the Social Security Matters blog, People Helping Others website, and social media campaigns.
- Increase our paid social media and search engine marketing ads targeting underserved communities.
- Build on resource materials available for third parties assisting people accessing SSI.
- Expand our VPLs to serve all community-based organizations for people seeking to apply for SSI.
- Conduct a review of the Third-Party Assistance program to identify trends and lessons learned to inform future SSI simplification efforts.
- Use the Partnership Assessment Survey feedback to help determine how we improve our partnerships and outreach to ensure access to SSI, particularly in underserved communities.
- Develop an evaluation design for assessing outreach strategies.
- Leverage more print media for people who are not connected online, expand translations in other languages for select media, and air new radio/TV PSAs and radio advertisements.
- Between June 26, 2021 and February 26, 2023, we received over 6,000 SSI applications from third-party partners.

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[1] Individual partners may commit to provide more than one service option when assisting people; therefore, the number of partners assisting with claims filing, establishing protective filings, and making referrals is greater than the total number of committed partners.

Limitation on Administrative Expenses

FY 2024 Plans:
- Maintain the Social Security Matters blog, People Helping Others website, and social media campaigns.
- Create vignettes and tools for our "People Helping Others" website based on customer and advocate feedback.
- Expand our paid social media and search engine marketing ads.
- Monitor the Third-Party Assistance workload and improve how we partner with community-based organizations using customer feedback and ongoing advocate engagement.
- Award evaluation contract for our communications outreach efforts.

Initiative 2: Increase Outreach to SSI Kids

To increase awareness about SSI disability payments for children, we created a national outreach campaign. As part of our campaign, we tested television and radio public service announcements (PSA) with instructions on how to apply for SSI. We also developed social media advertising focused on SSI disability for children. We collaborated with national and local third-party groups on the content of the PSAs and to share outreach toolkits through their networks. Additionally, we optimized the public-facing webpage and related information on how to apply for SSI disability for children.

FY 2022 Accomplishments:
- Launched television PSAs in English and Spanish in September 2021, which generated 115.5 million total impressions through September 2022.
- Ran social media and search engine marketing ads in English and Spanish since March 1, 2021, which have generated 1.62 million visits to the SSA website and nearly 202.5 million impressions through September 2022.

FY 2023 and FY 2024 Plans:
- Promote our television and radio PSAs, run paid social media and marketing campaigns, and promote the outreach toolkit.
- Implement a zip code-based targeted campaign for underserved communities to increase awareness about SSI and increase SSI applications.
- Host quarterly meetings with the advocate community to hear important issues and generate new ideas for reaching parents and caregivers.

Initiative 3: Regulatory/Sub-Regulatory Changes

We are working to simplify our policy around In-Kind Support and Maintenance (ISM). ISM is unearned income in the form of food and/or shelter and can affect the SSI benefit amount. On February 15, 2023, we published in the *Federal Register* a Notice of Proposed Rulemaking (NPRM), Omitting Food from In-Kind Support and Maintenance Calculations. This proposal would benefit people with disabilities and aged persons who are struggling to meet basic food and shelter expenses, as the 2023 Federal maximum SSI payment amount (i.e., $10,968/year) is lower than the current Federal poverty level (i.e., $14,580) for an individual. Furthermore, the proposed rule fosters equity in the SSI program by ensuring that we treat food assistance

uniformly regardless of the source and removes barriers to food security for persons affected by persistent poverty.

We are also exploring changes to our shelter-based ISM policy. The President's Fall 2022 Regulatory Agenda includes two new proposed rules (Expand the Definition of a Public Assistance (PA) Household; Expand the Second Circuit (Connecticut, New York, Vermont), Seventh Circuit (Illinois, Indiana, Wisconsin), and Texas Rental Subsidy Policy Nationwide) which aim to simplify our consideration of an individual's living arrangement, as well as make the program more accessible for people who are in need.

We are streamlining our policies related to temporarily institutionalized claimants. People may continue to receive their regular SSI payments for stays in a facility of less than 90 consecutive days, provided the recipient requests to receive the payments, and a physician certifies, in writing, that a stay is temporary. We are simplifying this process by finalizing implementation of a new form SSA-186 *Temporary Institutionalization Statement to Maintain Household and Physician Certification,* which standardizes the process for obtaining benefit continuation using a prescribed form during periods of temporary institutionalization for SSI recipients.

We intend to use extramural research funds to expand the Interventional Cooperative Agreement Program (ICAP) to assist claimants who are facing barriers to apply for or appeal decisions on claims for SSI or SSDI benefits. ICAP allows us to enter into cooperative agreements to collaborate with external organizations with interest in identifying, operating, and partially funding interventional research related to SSDI and SSI. We will request applications and award new projects each year.

Additionally, in an effort to increase transparency with the public, we shared detailed policy guidance and processing instructions to assist in understanding the steps employees take when processing various workloads.

FY 2022 Accomplishments:
- Developed Form SSA-186 *Temporary Institutionalization Statement to Maintain Household and Physician Certification*.
- Increased the tolerance for the proportional share for ISM from $5 to $20 on October 1, 2021.
- Developed and published a request for applications for the first two rounds of ICAP.
  - One of the FY 2022 ICAP awards was made to Mathematica for the Transition Exploration Demonstration (TED). The TED project will consist of a randomized controlled trial of an employment intervention for youth (ages 16 – 24) with disabilities who are transitioning into the adult workforce. The intervention includes two waivers of current policy for treatment group participants – a waiver allowing SSA to make direct referrals to the state vocational rehabilitation agency, as well as a waiver of earned income during the intervention project period.
  - Conducted start up activities for the Criminal Justice Coordinating Council (CJCC) intervention under the ICAP cooperative agreement.
  - Hosted a public informational session to promote awareness of ICAP on February

2, 2022.
- o Hosted a webinar on August 3, 2022, for potential ICAP applicants to learn more about the program and how to apply.
- o The application period for the second round of ICAP closed on September 15, 2022.
- Shared policies and procedures with the public, as appropriate.

FY 2023 Plans:
- Continue work with Mathematica for the TED project.
- Begin implementation of the intervention planned under the ICAP CJCC project.
- Begin the FY 2023 ICAP solicitation.

FY 2024 Plans:
- Finalize necessary actions to remove food from ISM calculation.
- Implement the interventions awarded under the FY 2022 and FY 2023 ICAP solicitations.
- Begin the FY 2024 ICAP solicitation.

Initiative 4: Streamlining the SSI Application and Increasing Accessibility

We are incorporating human-centered design into a streamlined SSI application and process, which includes updating some of the questions and making the application available online.

We propose to revise our regulations and to simplify policies and business processes to make it easier for people facing barriers who may need assistance to establish protective filings. These revisions remove the requirement for a beneficiary to provide written consent for a third party to act on their behalf.

FY 2022 Accomplishments:
- Implemented an online SSI Protective Filing (eSPF) tool in March 2022 that allows a person (or a third-party) to express intent to apply for SSI and request an appointment to file an application for SSI.
  - o As of February 5, 2023, there have been over 500,000 successful transactions using eSPF, nearly 250,000 of which are third-party requests.
  - o Completed the package for the full Paperwork Reduction Act clearance for the eSPF tool required from OMB before the emergency request expiration on September 20, 2022. The 60-day Federal Register Notice for the package was published on June 8, 2022, and thehe 30-day comment period Notice was published.
- Engaged in listening sessions with SSI advocates to identify barriers for completing our SSI forms and application process. We will use the feedback from the sessions to support our human-centered design approach.
  - o Analyzed the SSI application for opportunities to streamline and simplify it. Based on our analysis, we concluded:
    1. The application contains two distinct types of questions: eligibility and development.

2. Most of the eligibility questions apply to all applicants while the development questions depend on the applicants' responses to the eligibility questions and their unique circumstances.
3. Revising the application to be more user-focused rather than simply digitizing the current application (even with some refinements) will produce a better customer experience for claimants.

- o Created a hybrid and user-focused approach to the SSI application which would: 1) capture the claimant's responses to basic eligibility questions for SSI online, and 2) schedule an appointment with a field office technician to ask the development questions necessary to complete the process. For example, for applications for disability, the development questions will obtain the information necessary for transfer to the State disability determination service.
- o Began exploring ways to modify and improve the basic eligibility questions to meet our statutory requirements and continue to meet customers' expectations of an accessible, minimally burdensome, and user-friendly design.
- o Conducted human-centered design testing of the simplified basic eligibility SSI application.

FY 2023 Plans:
- Based on the results of the human-centered design testing, began developing a roadmap for deliverables associated with the online simplified SSI application.
- Placed the development project under a Project Management Office with a lead executive reporting directly to the Acting Commissioner.
- Developed a communications strategy to inform the public and third parties about the simplified basic eligibility SSI application.
  - o Created a marketing campaign based on the concept of "Basic Needs" to target specific ZIP codes with a 30-plus percent decline in SSI applications between FY 2019 and FY 2021.
  - o Optimized www.ssa.gov/ssi as a landing page for our marketing materials.
  - o Developed PSAs for radio and television.
  - o Created paid radio advertisements and local publications to reach people in rural areas.
  - o Developed a robust social media campaign, including YouTube video advertisements, paid social media, and online display advertisements.
  - o Developed a direct mail campaign targeted to specific ZIP codes.
  - o Created signage for convenience stores, bus shelters, street furniture/urban panels, interior bus signs, and inserts in drugstore bags.

FY 2024 Plans:
- Continue development of the online simplified SSI application containing the basic eligibility questions.
- Based on continued human-centered design testing, develop enhancements to the simplified basic eligibility SSI application and the technician-supported development process.
- Develop solutions based on discovery and customer feedback.

Limitation on Administrative Expenses

Initiative 5: Conduct Targeted Mailings for Title II Beneficiaries Who May Face Barriers and May Be Eligible for SSI

We initiated an SSI mailer project to encourage current Social Security beneficiaries receiving less than the maximum monthly Federal SSI payment to apply for SSI. In total, we have identified 1.4 million potentially eligible people, many who face barriers to our services.

We launched a direct SSI children's outreach initiative with Pennsylvania's Department of Human Services (PADHS) in collaboration with third-party organizations. Under this initiative, PADHS used Medicare and Medicaid data to identify about 7,800 children who might be eligible for SSI and sent to their households' information on the SSI program, how to obtain third-party assistance, and how to contact SSA. This initiative launched in FY 2022 with 500 mailings and will continue in FY 2023 with targeted outreach to the remaining children's households. This initiative will inform future outreach initiatives to potential claimants identified through data matching.

FY 2021 and FY 2022 SSI Mailer Project Efforts – Phase 1:
- Mailed 200,000 notices from mid-December 2020 through March 2021 to Social Security beneficiaries in three of the most affected groups. Specifically, beneficiaries who are:
  - Age 18-64 and receiving SSDI benefits;
  - Age 65-84; and
  - Age 65-84 who have LEP.
- The results of this mailing as of February 10, 2023 are:
  - 14,824 SSI applications taken (7.41 percent of total mailers sent);
  - 6,995 SSI applications approved (3.50 percent of the total mailers sent or 46 percent of the total SSI applications taken); and
  - Total SSI payments based on Phase 1 efforts to date are $1.55 million.

FY 2021 and FY 2022 SSI Mailer Project Efforts – Phase 2:
- Released 465,000 mailers from June 2021 to November 2021.
- Leveraged our experience from the first mailer to improve our processes for the subsequent mailings as follows:
  - Added beneficiaries age 85 and older, including those 85 and older who have LEP.
  - Refined our data screening to better target mailing to people who are potentially eligible for SSI. For example, we added screening criteria to precisely identify and remove people receiving a non-covered pension who would not be eligible for SSI payments. After this additional screening, we found about 1.2 million potentially eligible beneficiaries.
  - Shortened and simplified the notice, which included a one-page fact sheet about the SSI program.
  - Sent an email notification, in addition to the paper notice, to beneficiaries who have provided us with an email address.
- The results of this mailing as of February 10, 2023, are:
  - 38,293 SSI applications taken (8.24 percent of total mailers sent).
  - 17,282 SSI applications approved (3.72 percent of the total mailers sent); and

- $4.10 million total SSI payments based on Phase 2 efforts.

FY 2022 and FY 2023 SSI Mailer Project Plans – Phase 3:
- Mailed 735,000 mailers between April 2022 through December 2022.
- The results of this mailing as of February 10, 2023 are:
  - 43,251 SSI applications taken (5.88 percent of total mailers sent);
  - 22,597 SSI applications approved (3.07 percent of the total mailer sent); and
  - Total SSI payments based on Phase 3 efforts are $5.43 million.
- The overall total SSI payments for Phase 1, Phase 2, and Phase 3 to date are $11.09 million.

FY 2023 and FY 2024 Plans:
- Receive and process applications from people who received mailers.

Table 3.24–Estimate of Costs for Assisting People Facing Barriers

Initiative	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Third-Party Assistance	$25,073,000	$25,063,000	$34,790,000
Outreach to SSI Kids	$1,398,000	$1,486,000	$1,635,000
Regulatory/Sub-Regulatory Changes	$555,000	$3,527,000	$533,000
SSI Application Streamlining/Accessibility	$3,028,000	$9,448,000	$22,789,000
Targeted Mailings and Outreach	$12,949,000	$4,701,000	$0
Total	**$43,003,000**	**$44,225,000**	**$59,747,000**

INFORMATION TECHNOLOGY

Introduction

Our information technology (IT) request for fiscal year (FY) 2024 demonstrates our commitment to improving service to the millions of people who expect timely and accurate help from us as a designated High Impact Service Provider. In support of Executive Order (EO) 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, we are establishing simple and secure services using human-centered design to provide a more consistent, equitable, and accessible experience for our customers, while reducing the manual processes that are burdensome for our employees.

We are expanding our robust cybersecurity program in support of EO 14028, *Improving the Nation's Cybersecurity* and Office of Management and Budget (OMB) Memorandum (M-22-09), *Moving the U.S. Government Toward Zero Trust Cybersecurity Principles*. With funding we received from the Technology Modernization Fund (TMF), we will accelerate our

Limitation on Administrative Expenses

Multifactor Authentication (MFA) project to improve our information security posture and reduce risks from compromised credentials. The funding will allow us to expedite our plan to enable phishing-resistant MFA to additional systems on which our frontline personnel depend to provide essential services. In addition, we are strengthening our digital identity processes to comply with the *Creating Advanced Streamlined Electronic Services for Constituents Act*.[1]

While we develop new IT capabilities, we must provide stable and secure access to our existing systems. We dedicate funding to the operations and maintenance expenses necessary to run our current systems, such as telecommunication costs, software maintenance, and refreshment of current infrastructure.

Table 3.25—Total Information Technology Systems (ITS) Budget Authority [a]

(Dollars in Millions)	TAFS Code	FY 2022 [b]	FY 2023 [c]	FY 2024
ITS New Budget Authority	028238704	$1,359	$1,254	$1,518
Prior Year Transfer/Carryover	028X8704	$211	$200	$150
IT Reimbursables	028238704	$9	$9	$9
Recovery Act (National Support Center (NSC)	028X8704	$0	$0	$0
Benefits Modernization (Dedicated No-Year Funding)	028X8704	$0	$0	$50
Subtotal ITS		*$1,579*	*$1,463*	*$1,727*
Internal Labor (Payroll)	28238704	$628	$697	$776
Special Appropriation Internal Labor (Payroll) ($415M)	028X8704	$0	$0	$0
Subtotal Payroll		$628	$697	$776
Total		**$2,207**	**$2,160**	**$2,502**

Note: Totals may not add due to rounding

[a] Excludes Technology Modernization Fund funding.

[b] FY 2022 includes $126,151 for IT Modernization dedicated funding for payroll.

[c] FY 2023 includes $123,090 in Recovery Act funding.

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[1] The *Creating Advanced Streamlined Electronic Services for Constituents Act* requires agencies to accept electronic identity proofing and authentication processes for an individual to give consent to disclose their records.

IT Modernization Accomplishments

In FY 2022, we completed the fifth and final year of our IT modernization efforts outlined in the *IT Modernization Plan*. The early years of our IT Modernization program focused on planning and developing modern application capabilities, functionality, and features. Table 3.26 lists our realized quantifiable benefits from IT Modernization initiatives. In line with original IT Modernization goals, measured improvements in systems and process efficiencies allow greater workload throughput and faster service delivery to the public. This foundational work will realize benefits into the future. These cost avoidances and efficiencies let us focus on staffing in our frontline service components and serve more customers than we would have been able to otherwise.

Table 3.26—Benefits Realized During the FY 2018–2022 IT Modernization Funding Period

IT Modernization Cost Avoidance and Efficiencies	
Domain	**Totals** (in millions)
Benefits	$20.7
Communications	$17.2
Data	-
Disability	$43.3
Earnings	$15.2
Enumeration	$212.1
Infrastructure	-
Service Delivery	$24.7
FY 2018—FY 2022 Program Total	**$333.1**

Notable accomplishments from our IT Modernization Plan:

Domain	IT Modernization Accomplishments
Benefits:	• Implemented an Evidence Portal which provided a single gateway for multiple document repositories and reduced employee time required to search for case documents by 63 percent. • Reduced the need for manual intervention by employees and increased payment and processing accuracy through processing center automation.
Communication:	• Expanded the availability of electronic notices through *my* Social Security and offered customers the choice to opt-out of receiving mailed notices. • Simplified notice language to ensure the public understands their options, responsibilities, and rights. • Increased security/customer data protection by removing the Social Security number (SSN) where possible from mailed documents.

Domain	IT Modernization Accomplishments
Data:	• Enabled data accessibility, integrity, timeliness, stewardship, semantic consistency, and accountability for our data assets in a secure, single source known as the Enterprise Data Warehouse. • Modernized data collection for customer information through the enterprise-level Person Information initiative.
Disability:	• Implemented the Hearings & Appeals Case Processing System (HACPS), which increased the visibility, accuracy, and efficiency of electronic case processing nationwide. Vendors who have cases processed in HACPS can file invoices electronically, view call orders and invoices, and receive electronic notification of payments. • Provided real-time decision support to adjudicators through Intelligent Medical Language Analysis Generation (IMAGEN). • Created the Insight tool (leverages the Natural Language Processing toolkit), which offers immediate quality review feedback that results in faster and more accurate disability decisions by expediting information retrieval.
Earnings:	• Developed a Wage File Upload application to process Wage and Tax Statements. The new system has reduced resubmission notices and the number of calls to the agency. • Modernized earnings queries to improve the way our technicians retrieve and view earnings data. Updated user interfaces to provide easily understandable data in one application.
Enumeration:	• Introduced the Online Social Security Number Application Process (oSSNAP) that allows U.S. citizens and non-citizens to begin their application for an original or replacement SSN card online and identifies the necessary evidence for an SSN card before coming to the local office to complete the application. This service expedites the application process and reduces customer time in the office.
Infrastructure:	• Established a Cloud Management Platform for consistent resource management of cloud services, reduced administrative overhead, increased security, and resulted in a user-friendly process. • DevOps efforts have integrated development and operational teams to promote collaboration, foster innovation, and transform automation capabilities. Our Progressive Life Cycle approach has enabled us to reduce time between deployments, driving better value and more timely service for our customers.

Domain	IT Modernization Accomplishments
Service Delivery:	• Streamlined our registration process for the *my* Social Security portal and partnered with the General Services Administration (GSA) to allow Login.gov users access without having to create another identity credential. • Reduced technician task time and reliance on legacy systems while improving quality of service through an enhanced Technician Experience Dashboard. • Enhanced our visitor intake process with mobile check-in, text and email alerts, and authentication using unique identifiers to enhance customer data security.

In FY 2023, we are transitioning our IT modernization efforts to a strategy that will serve as our roadmap to increase and improve our digital services. Our Digital Modernization Strategy will build on the successes delivered in our IT Modernization efforts and guide our plan to use technology to improve service delivery to customers, employees, and the agency. It reinforces our commitment to improve business performance with technology and aligns with the President's Management Agenda and our *Agency Strategic Plan*.

FY 2022 Accomplishments

Over the past decade, we have phased out many of our older computer systems and aligned our IT infrastructure with industry and government-wide standards, while continuing to meet the evolving needs of our customers.

Some of our notable achievements in FY 2022 include:

- **Implemented the Visitor Intake Process Re-Write (VIPr) Mobile Check-in** – We implemented our VIPr Mobile Check-In to allow visitors to use their personal mobile device to check in for an in-office appointment before they arrive at our office. Since our initial release, we have added electronic alert messaging (text and email) and eliminated the need to collect personally identifiable information through implementation of a unique identifier process. We sent over 100,000 electronic messages to field office visitors with a dramatic increase since we expanded in-office service in April.

- **Improved the *my* Social Security portal** – Customers can access continuing disability review products to complete required forms and upload documents to electronic case folders behind *my* Social Security. They can also receive additional important communications via the *my* Social Security Message Center and opt out of receiving mailed notices through the portal. We produced over 6.7 million electronic messages and avoided over $3.2 million in paper-based notice costs. We also saw more than 376 million successfully completed online transactions, an 86 million transaction increase compared to FY 2021.

- **Released our first mobile wage reporting application that allows users to upload pay stub information** – Users who have a single employer can now scan and upload the pay stub

image, removing the dependency on paper pay stubs. We added features and capabilities, including optical character recognition, ability to store pay stubs as evidence, ability to submit multiple pay stubs, and automated totaling of pay stubs. We are receiving 80,000 submissions per month, which has resulted in fewer wage reporting-related field office visits and calls to our National 800 Number. Mobile wage reporting also improves payment accuracy.

- **Enhanced online enumeration services (iSSNRC, oSSNAP)** - Residents of 47 States and the District of Columbia used the Internet Social Security Number Replacement Card application (iSSNRC) for simple no change replacement cards. We implemented the ability to change a customer's name due to marriage using iSSNRC for the States of Arkansas, Georgia, Missouri, South Dakota, and Wyoming. Three million total transactions were submitted online through iSSNRC, saving visits to a field office for those same transactions. We also expanded services to enable the public to begin SSN card applications online with oSSNAP. In FY 2022, over 400,000 Social Security card applications were initiated online through oSSNAP and processed to completion in an SSA Field Office or Card Center.

- **Redesigned ssa.gov and increased usability, performance and availability** – In December 2022, we launched our redesigned ssa.gov website to help our customers find what they need more easily. As part of ongoing efforts to improve how the public can do business with the agency, we redesigned many of the most visited sections of ssa.gov with a more user-friendly and task-based approach. Integration into a FedRAMP Content Delivery Network provides us increased reliability, availability, and performance for delivering our public web pages to online users nationwide.

- **Implemented electronic filing for representative appointment** – As of March 8, 2022, we allow representatives to initiate an Appointment of Representative (Form SSA-1696), sign, and submit the form electronically.

- **Increased Electronic Medical Evidence Records (MER) submissions** – Compared with FY 2021, the percentage of all MER received electronically increase from 53.5 percent to 54.8 percent, and the percentage of electronic MER received through our Health IT (HIT) network increase from 5.5 percent to 8.5 percent.

- **Continued expansion of the Disability Case Processing System (DCPS2)** – DCPS2 is currently deployed to all 52 disability determination services (DDS), Guam, 5 Federal Disability Processing Units, and 7 Federal Disability Processing Branches. None have renewed their legacy case processing system maintenance contracts. As of February 2023, 25 DDS sites have decommissioned their legacy case processing systems, with their database migrated to our cloud environment. We anticipate that all DDSs except Alaska, California, and New York, will have decommissioned their databases and migrated to the cloud by the end of FY 2023.

- **Released our HACPS** – As of May 2022, all new cases are processed using our modern hearings case processing system, which is increasing our accuracy and efficiency for our hearings offices and Appeals Council.

- **Reduced reliance on local printing in favor of vendor-based solutions –** We successfully moved approximately two million Advanced Designation of Representative Payee and six million Enhanced Leads and Appointments System notices to central print vendors.

- **Implemented new electronic options for W-2 employer wage reporting –** We developed a new Wage File Upload application, which processed almost 500,000 files representing 203 million Wage and Tax statements from approximately 70,000 users through July 2022. The new system has reduced resubmission notices and the number of calls to the agency, as users navigate the enhanced application more easily.

- **Migrated nearly 10,000 legacy SharePoint sites to SharePoint Online (SPO)** –We migrated legacy on-premises SharePoint sites and data to SPO. This migration allows access from multiple platforms, facilitates collaborative document editing, improves integration with other productivity applications, and reduces workload required to maintain, manage, and secure on-premises servers and infrastructure.

- **Strengthened our Digital Identity program for online services –** Our citizen-facing digital identity solution marked 10 years in production. New registrations exceeded 10 million for the first time. We improved the user experience in registering for an authenticated account, increased the online services registration pass rate from roughly 40 percent to nearly 80 percent, and adopted simpler yet more secure credentials—Login.Gov and ID.me.

- **Prepared to accelerate implementation of Multifactor Authentication (MFA) –** We evaluated our systems inventory, deployed MFA-compliant models, and tested each model through all phases of the lifecycle. The knowledge and experience gained during this preparation phase will assist with implementing our FY 2023 MFA Acceleration Plan in response to EO 14028, *Improving the Nation's Cybersecurity.*

- **Established the Cyber EO Program Management Office (PMO) –** Our PMO will ensure that we meet each objective of the Zero Trust Architecture pillars noted in OMB M-22-09, *Moving the U.S. Government Toward Zero Trust Cybersecurity Principles.*

- **Implemented Electronic Protective Filing Tool (ePFT)—**This tool educates, screens, and collects intent to file data for Supplemental Security Income (SSI) and other SSA Benefits by first- and third-party customers. Customers respond to screening questions to create a protective filing lead.

Delivering Services Powered by 21st Century Technology and Prioritizing Cybersecurity

In FYs 2023-2024, we will continue modernizing our IT to reduce the burden on the public, eliminate obsolete websites and online services, provide an improved customer experience, and focus on initiatives such as Zero Trust Architecture.

Limitation on Administrative Expenses

In accordance with the priorities below, we will focus our technology investments in several key areas. The following FY 2023 and FY 2024 initiatives are grouped by *Programmatic Area* and subcategorized by a brief *Priority Identifier* as follows:

Priority	Priority Identifier
Modernizing requests for websites and services that are highly utilized by the public	*Service Modernization*
Initiatives that eliminate and consolidate duplicate or obsolete websites and online services to reduce costs	*Consolidation*
Interoperability of data within and among agencies for public-facing services	*Data Interoperability*
Customer-facing digital tools and services	*Front Stage*
Business-facing digital products, services, and systems	*Back Stage*
Improved customer support in our field offices and teleservice centers	*Customer Service*
Initiatives focused on securing High Value Assets and initiatives such as Zero Trust Architecture	*Securing Assets*

The following sections highlight significant modernization investments within each of the Agency's Programmatic Areas and identify their alignment with these priorities.

Benefits - $83.3 million

The Benefits program area includes several investments aimed at improving the employee experience to better serve our customers and modernizing enterprise legacy programmatic applications. Many of our investments further our *Equity Plan* and Equity Agency Priority Goal and align with several EOs.

Benefits modernization is central to the agency's modernization strategy, and we have made progress by improving evidence processes and increasing processing center automation. However, critical work remains to modernize our benefits systems to improve the claiming process for our customers. Core legacy systems are aging, and retirement-related attrition reduces the subject matter experts familiar with operating and maintaining these systems, posing a significant ongoing risk to efficiency of operations.

To accelerate the progress of Benefits Modernization, we are requesting $50 million in dedicated no-year funding to establish a temporary Benefits Modernization PMO expected to operate for 4 years. The PMO structure allows us to dedicate resources and focus efforts on modernizing our benefits systems.

By establishing this Benefits Modernization PMO, we are mitigating multiple risks:

- **Operational Risk:** Inefficient and complex systems contribute to an increase in improper benefit payments.

- **Technology Risk:** Maintaining multiple, siloed processing environments is complex and introduces unnecessary maintenance and support costs.

- **Human Capital Risk:** The in-house expertise required to maintain and support our legacy benefits systems and processes decreases through retirement-related attrition and is prohibitively costly to outsource.

In its completed state, Benefits Modernization will provide our employees with enhanced intuitive software to determine eligibility, take claims, process claims, and complete post entitlement activities for our Title II, Title XVI, and Title XVIII programs.

The Benefits Modernization PMO will provide oversight for its marquee product, the Consolidated Claims Experience (CCE) application, and several related initiatives. The scope of this multi-year effort includes:

Consolidated Claims Experience

CCE modernization work will improve the way we process and maintain benefit applications by delivering a single, unified, and intuitive experience for our frontline staff. Currently, our employees collect information and process claims through multiple, siloed legacy COBOL systems. By modernizing and enhancing these legacy systems, we improve our employees experience, improve the business flow, and better serve the customer. Additionally, implementation of CCE will allow for retirement of technical debt, migration from COBOL, development of reusable enterprise services, and expanded adoption of cloud platforms and technologies. We will also accelerate our work to simplify the Title XVI application and process.

Product Management Support Team
This management initiative provides product vision, architectural, business, policy, and development support to ensure the success of the overall product.

Data Model
The data model effort will modernize the way we store and use data in our applications for more consistent Title II benefit processing.

Computation Services
This initiative modernizes infrastructure of the Title II computation utilities and business functions with the goal to improve the processing of initial and post-entitlement Title II claims and reduce the need for manual intervention.

Initiative	Description
CCE (*Customer Service*)	This effort will improve the way we process benefit applications by creating a single, unified experience for our employees. We will use funding to aggregate multiple claims processing systems into a modern interface to increase efficiency and deliver better customer service.
Supplemental Security Income (SSI) Application Simplification (*Front Stage*)	Funding will provide the necessary resources to create a simple and intuitive online SSI application. Resources will support development, usability and cognitive testing, and validation testing, and updates to the CCE, SSI Claims System, and Internet Claims.
Payroll Information Exchange (*Data Interoperability*)	We will enhance our communication and exchange information with payroll providers to effectively receive accurate income information to ensure correct payment amounts and reduce overpayments.
Marasco Court Decision Implementation (*Front Stage*)	We are modernizing the way we handle payment of fees charged by individuals or entities performing services on behalf of claimants to improve overall process efficiency.
Representative Payee (*Front Stage*)	We will improve our representative payee processes, as required by law. Funding will be used to assess an individual's need for a representative payee, screening and selecting payees, and providing oversight of payees.

Data and Business Intelligence - $16.2 million

This programmatic area includes investments in data collection, standardization, and rationalization. Efforts support the collection of management information (MI) and business intelligence (BI) data from programmatic applications and legacy data stores, and assist standardizing access to agency-wide data, reporting, and analytics to make data-driven decisions.

Initiative	Description
Enterprise Data Warehouse (EDW) BI & Data Analytics Ecosystem (*Back Stage; Data Interoperability***)**	Funding will allow us to continue building out our processes and systems that integrate with EDW for data analytics. EDW will provide a centralized repository for critical operational data and BI.
Modern Database Infrastructure (MDI) (*Back Stage***)**	We will establish a cloud-based MDI that facilitates efficient, secure, and scalable applications to support rapid business outcomes. Our cloud database infrastructure will be improved to meet application requirements and offer enhanced capabilities beyond what is currently available today.
Advancing Artificial Intelligence and Machine Learning (*Back Stage***)**	Funding will be used to invest in scaling and maturing our automation and artificial intelligence and machine learning models to streamline data processing and analysis, enhance predictive capabilities, support decision-making processes, and ultimately improve business efficiencies.
Reporting/Analytics Modernization (*Consolidation***)**	We will streamline our BI and retire technical debt. Funding will allow us to convert legacy reporting to align with Reference Architecture (e.g., Tableau, WebFocus8).
Data Modernization (*Data Interoperability***)**	We will modernize our legacy data stores from Oracle and DB2 to target EDW architecture to retire older data storage processes and systems and improve overall data efficiencies.
Person Information (*Data Interoperability***)**	Access to a new "Person Information" system unites multiple disparate data sources and allows technicians to provide support and assistance more efficiently. The goal of Person Information is to provide customer-centric, integrated enterprise-level data managed as a strategic business asset within a secure, standardized, and common architecture that supports daily operations and fact-based decision making. Specifically, Person Information provides the ability to view in one place and update identity, death, citizenship, contact, marriage, and accommodation information, and view limited military service, high risk, special indicator codes, and discrepant information.

Limitation on Administrative Expenses

Disability, Hearings, and Appeals - $78.2 million

The investments in the disability programmatic area enhance and support our disability workload. They serve to provide efficiencies, consistency, and enhance quality in our processes. They are used by employees, advocates, attorney representatives, and members of the public.

Initiative	Description
Quality Review Case Processing System (QRCPS) (*Back Stage*)	QRCPS will replace our current aged legacy, Disability Case Adjudication and Review, and Disability Quality Review systems, which we use to conduct mandated and priority reviews of disability determination claims. A modern processing system would also allow for interface with DCPS2.
DCPS2 (*Back Stage*)	Funding would allow us to support DCPS2 in Operations and Maintenance through the DDS Community of Practice. We anticipate that all DDSs except Alaska, California, and New York will have their databases migrated to the cloud by the end of FY 2023.[1]
Hearing Recordings and Transcriptions via Microsoft (MS) Teams (*Back Stage*)	We are migrating from the legacy Digital Recording and Processing system to a commercial MS Teams-based solution for recording hearings. This transition will improve system reliability; we expect to realize over $2 million in annual cost avoidance.
Analytics and Disability Decision Support (*Back Stage*)	We will leverage an artificial intelligence-based tool, IMAGEN, to assist with efficient processing of medical evidence to support disability decisions for adjudicators.
Electronic Non-Medical (ENM) (*Consolidation*)	We will consolidate the legacy system used to process ENM disability claims into the larger and more comprehensive Electronic Disability Collect System. This consolidation will allow us to process disability claims more efficiently, maintain more cost-effective applications, and retire the legacy ENM system.
Health Information Technology (HIT) (*Consolidation*)	We will update our architecture to align with modernized industry standards and support expanded data exchange opportunities. A modern interoperability platform will allow us to be more flexible in receiving different evidence formats and decrease the technical burden for providers to connect.
Electronic Evidence Acquisition	Modernization will allow us to grow beyond eHealth Exchange partners to large vendors to increase the volume of HIT evidence we receive for claims processing. Funding will allow us to continue modernizing our

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[1] The current FY 2023 DCPS2 costs are $33 million and estimated future costs for FY 2024 are $34 million. FY 2024 priorities will include development of user-prioritized enhancements to provide further efficiencies in claims processing, policy-mandated enhancements, and production support for the full-time system used by approximately 15,000 users nationwide.

Initiative	Description
Product (*Data Interoperability*)	system architecture to meet industry standards and connect to industry partners.
Continuing Disability Review (CDR) Product (*Front Stage*)	This project will modernize our medical CDR process by providing electronic processing of paper forms and a mechanism for beneficiaries and recipients to complete forms online.
Appeals and Appointed Representative Processing Services (AARPS) (*Front Stage*)	The AARPS project will help us address customer service and business concerns that impact claimants, our technicians, and appointed representatives by replacing a primarily paper-based process for appointing representatives, calculating fee agreements and fee petitions, and processing appeals.
Modernizing the Office of Appellate Operations (OAO) Case Processing (*Service Modernization*)	We will modernize existing OAO Case Processing and transition away from manual and paper-based processes to an entirely electronic case processing system. This will improve case processing efficiency and accuracy while facilitating systematic workload balancing, policy compliance, and accountability.

Earnings and Enumeration - $27.4 million

The enumeration product will expand the functionality of online enumeration services and expedite the processing of Social Security cards. These initiatives support critical services for the number holder, help us retire technical debt, and improve the customer experience.

The earnings product will transform our IT and business processes by enabling customers and Federal partners to submit and track wage information in a more streamlined, accurate, and secure way.

Initiative	Description
Adoption of X Sex Marker (*Back Stage, Front Stage*)	We will begin analysis, design, and development of a non-binary sex designation in the NUMIDENT. This will reduce burdens for people who identify as gender-diverse or transgender and allow members of this community to apply for SSN cards and make other changes to our records without visiting a field office. This also aligns with our commitments in our equity action plan.
Earnings Reconciliation (*Back Stage*)	We are modernizing the Earnings Reconciliation process from a manual paper-based process to an online self-service process. We will eliminate the need to send out paper notices, increase transparency to employers

Initiative	Description
	and overall data quality, improve information sharing with the Internal Revenue Service, and reduce the need for earnings corrections. A modern process will help us to improve processing times and posting of wage data.
Master Earnings File (MEF) 2025 Initiative (*Back Stage***)**	Legacy software that reads MEF data will be inoperable beyond FY 2025. This initiative builds upon the foundation for retiring technical debt by replacing a large portion of COBOL software, and real-time MEF processing and modernization for continued reliable earnings data. This effort continues work started during IT Modernization to replace outdated technologies, processes, and code bases with forward looking alternatives.
Earnings Corrections (*Back Stage***)**	This investment will centralize processes to reduce errors and increase efficiencies. We intend to transform both the business and system processes that support Employer Identification Number and SSN level earnings adjustments and corrections. The result will provide customers and technicians a transformed end-to-end item corrections business process and system that will significantly simplify and automate the Earnings Correction process. In addition, this work supports the eventual retirement of legacy applications: Item Correction, Report Correction, Modernized OEO System, and Suspense Reinstate Daily Batch and Reinstatement, which will significantly reduce technical debt.
oSSNAP Behind Authentication Portal (*Data Interoperability***)**	This initiative, to comply with EO 14028, *Improving the Nation's Cybersecurity,* reduces fraud and allows for data to be transferred easily between the iSSNRC and oSSNAP processing systems. The transfer of data will result in a better overall customer and technician experience by improving process efficiency.
SSNAP: Enumeration Beyond Entry (EBE) – N-400 (Application for Naturalization) (*Data Interoperability***)**	The expansion of EBE will enable us and the Department of Homeland Security to automate the SSN application process for naturalized citizens, by eliminating the need for the citizen to visit a field office or card center to apply for an SSN card or update citizenship.
Earnings Queries (*Data Interoperability***)**	We will modernize our internal earnings queries while building out federated services for access by other agencies. The modernization effort will result in decommissioning several legacy systems and improving overall earnings query efficiencies by centralizing processes and reducing the number of individual legacy applications for employees.
Marriage Name Change Automation with	We will continue rolling out the State Marriage Electronic Data Exchange by partnering with additional States to allow for marriage name change processing through iSSNRC rather than requiring customers to visit a field office.

Initiative	Description
States (*Front Stage***)**	
oSSNAP integration with Enterprise Scheduling Solution (ESS) (***Front Stage***)	Enumeration customers using the oSSNAP application will be able to self-schedule an in-person appointment using ESS.
W-2 Online (***Front Stage***)	We will modernize how businesses report W-2 information for employees and process submissions more efficiently, more securely, and in a more user-friendly way.

Program Integrity - $14.4 million

This programmatic area includes investments to modernize and transform our Debt Management processes and systems, stay current and compliant with Treasury regulations and upgrades related to post payment activity, modernize and enhance our audit trail functions, and provide modern and efficient tools to support our anti-fraud program.

Initiative	Description
Treasury Do Not Pay Business Center Integration (*Data Interoperability)*	The U.S. Department of the Treasury, Bureau of the Fiscal Service will begin receiving the Death Master File in December 2023 based on requirements outlined in the *Consolidated Appropriations Act* of 2021.
Debt Management Product (*Back Stage*)	We will analyze and plan for the conversion of legacy debt management data to the modern system.
Audit Trail System (*Back Stage*)	We will integrate core services into a modern audit trail system to ensure program integrity.
Anti-Fraud Product (*Back Stage*)	Our modern Anti-Fraud Product will expand by migrating existing electronic services workloads, developing a set of fraud communication services, and developing a replacement for case management.

Service Delivery - $106.0 million

The Service Delivery programmatic area focuses on expanding and streamlining self-service channels for our customers while also improving tools our technicians use to serve the public.

Limitation on Administrative Expenses

Initiative	Description
Communications (*Back Stage; Consolidation*)	We are migrating away from local printing and mailing correspondence toward more efficient outsourced print and send services.
Technician Experience Dashboard (TED) (*Back Stage*)	This initiative improves the consistency of customer experience and reduces the time required for a customer and employee to successfully complete a transaction by consolidating technician-facing service delivery applications. TED is currently in use at 52 beta sites. In FY 2023 we expect to expand to all Teleservices Centers, and the Boston region. We will also implement additional integrated business processes and omni-channel capabilities to replace current legacy software.
Communications (*Back Stage; Front Stage*)	We will incorporate the functionality from our notice processing systems, Document Processing System and Aurora, into the more modern Customer Communications Management application to support the creation, management, and distribution of customer notices. Additionally, we are automating services in *my* Social Security, including adding customer-centric portals, introducing mobile applications, developing a Medicare-only iClaim, and modernizing the way our online customers receive notices and claim status information.
Customer Help Information Program (CHIP) Enhancements (*Customer Service*)	We will continue to overhaul and modernize the CHIP application, an outdated application used by our National 800 Number technicians, to improve the customer experience and decrease technical debt.
Visitor Experience Product (VEP) Includes VIPr Employee Application, Kiosk, Mobile Check-In (*Customer Service*)	Our VEP investment will allow us to install 1,600 accessible kiosks at field offices nationwide to facilitate customer check in, streamline workflows for the most common service requests, and provide more time for our technicians to address customer needs.
Online Experience (*Front Stage*)	We will provide additional communication capabilities using email, text, or through other digital formats.
Enterprise Scheduling Solution (*Front Stage*)	We plan to refine capabilities that allow the public to self-schedule enumeration appointments and build an enterprise scheduling system that will ultimately support customer self-scheduling for additional services in the future.

Administrative Applications - $3.3 million

The agency Administrative Applications programmatic area includes initiatives for administrative services and support systems. This programmatic area includes functional areas such as financial management, human resources (HR), acquisitions, accounting, training, and communications.

Initiative	Description
HR Product (*Back Stage*)	Funding supports creating a Performance Modernization system, building a Talent Management System and a Labor Relations/Employee Relations Case Management System, and updating applications to facilitate employee talent management, succession planning, and performance management.
Financial Management (*Back Stage*)	This financial management project automates manual workload sampling in our frontline components.
Manage Records Electronically (*Back Stage*)	We are modernizing the retention and disposition of our records to ensure compliance with the Federal Records Act, OMB, and the National Archives and Records Administration mandates to properly maintain accessibility to and the timely transfer of electronic records to eliminate loss or accidental destruction of records.
Freedom of Information Act (FOIA) Online Replacement Project (*Securing Assets*)	We will replace our current online FOIA case processing system, maintained by the Environmental Protection Agency and planned to be decommissioned in 2023, with an alternative vendor-provided solution.

Focus on Cybersecurity - $241.5 million

Cybersecurity is vital to protecting the personally identifiable information of everyone we serve. Maintaining the public's trust in our ability to protect sensitive data housed in our systems requires advanced cybersecurity controls, constant assessment of the threat landscape, and continual improvements and enhancements of our cybersecurity program. Our program uses a risk-based approach to balance protection and productivity and focuses on continuous improvement. Our Chief Information Security Officer provides oversight and prioritizes our cybersecurity program funding. The Chief Information Officer (CIO) provides executive approval and prioritizes IT spends, balancing a customer-first approach with agency cybersecurity needs.

In alignment with EO 14028, *Improving the Nation's Cybersecurity*, and OMB guidance, our budget request includes funding necessary to implement the requirements and support additional Supply Chain Risk Management services. We will acquire software tool subscription services that will assist us in identifying:
- Counterfeit components and high-risk suppliers;
- Corporate ownership and corporate relationships;

Limitation on Administrative Expenses

- If a company has been involved in commerce or trade violations; and
- If a company has financial weakness, which could lead to the company being more receptive to vulnerabilities or subversion.

Efforts in this area also help us to maintain our vigilance and protect against network intrusions and improper access of data by strengthening our defensive cyber capabilities, sharing cyber threat information with our Federal and industry partners, and moving toward a Zero Trust Architecture that focuses on the secure flow of information from the network perimeter across the enterprise.

Initiative	Description
Digital Identity (*Securing Assets*)	We will build on previous successes with our identity proofing mechanisms to support all service channels, reduce operational costs, and extend access to all individuals who wish to conduct business with us online.
Integrated Registration Services (*Securing Assets*)	We operate several Business-to-Government and Government-to-Government services. These services are essential to a diverse range of partners including Federal, State, local, and tribal government entities; claimants' legal representatives; medical and educational institutions; and employers. These services operate using a solution developed in the 1990s and early 2000s. We intend to retire IRES and move existing business and government services to our modern identity framework, which will allow users to authenticate with Login.Gov and ID.me credentials. To align with Zero Trust guidelines in OMB M-22-09, *Moving the U.S. Government Toward Zero Trust Cybersecurity Principles,* requiring multi-factor authentication, we are targeting end of FY 2024 to complete migration.
Multi Factor Authentication (MFA) (*Securing Assets*)	We will implement MFA to secure high value assets at the application and system level per EO 14028, *Improving the Nation's Cybersecurity*. The Technology Modernization Fund will support our efforts to accelerate MFA in FY 2023 and FY 2024. We will prioritize internal systems for conversion to the enterprise MFA solutions and invest resources as part of our MFA Acceleration Plan. We will deploy MFA to the mainframe, our agency-issued mobile devices and services, and external facing systems. The support for external services primarily focuses on services utilized by our business and government stakeholders, and requirements to offer MFA options to all external entities.
Reengineered Comprehensive Integrity Review Project (R-CIRP) (*Securing Assets*)	We are re-engineering our R-CIRP to modernize processes and move to a more agile platform capable of applying predictive analysis in line with industry standards. Processes will be centralized to both reduce integrity review workloads for field office managers and minimize review biases by assigning workloads to unaffiliated auditors.

Investments in Infrastructure, Governance, and Existing Agency Applications

In FYs 2023-2024, we will prioritize funding for the modernization of our legacy systems and infrastructure, and ensure funding to implement the requirements of EO 14028, *Improving the Nation's Cybersecurity*, and OMB M-22-09, *Moving the U.S. Government Toward Zero Trust Cybersecurity Principles*. These activities will support our transition to a digitally modernized organization that fulfils our mission through millions of customer interactions every year.

Infrastructure - $1,499.0 million
The infrastructure initiatives provide the overall foundation on which we design, develop, and operate our IT. They also ensure the sustained operation of current IT and provide an environment to support the growth of our new system and technical infrastructure.

Our National 800 Number is a critical service channel. With the FY 2024 funding requested, we will improve the customer experience by providing callers with faster service. In FY 2023, we expect to transition our National 800 Number to a modern telecommunication platform, which will improve service by decreasing wait times to speak to a representative and by offering more self-service opportunities for those who prefer not to wait. Although more of our customers are using our online services, millions depend on our National 800 Number technicians to answer important questions and use our phone services as the primary method to contact us.

While developing our new National 800 Number system, we experienced unexpected delays. We are working with our contractor to implement phase one of our Next Generation Telephony Project, which will allow us to replace our outdated technology and offer enhanced features, including estimated wait times and increased call capacity.

We will transition to the Next Generation Telephony Project (NGTP), a unified communication platform that replaces our three legacy telephone systems (national 800 Number, field offices, and headquarters) with a single platform. As part of NGTP, we are also transitioning the National 800 Number platform with a focus on new technology and an enhanced caller experience. This project will provide hardware, software, managed services, change requests, and relocation services. We intend to begin initial transition to the NGTP platform in FY 2023.

Initiative	Description
Application	This initiative supports enterprise-wide software for our IT operations, including the analysis, design, development, coding, testing, and release services associated with application development. These centralized services are critical for implementing new functionality, including public-facing applications that include: • Focus on user-centered development, testing, and standards, ensuring that applications comply with Section 508 and Enterprise Architecture standards; • Enterprise services that allow business and data services to be consumed from any valid infrastructure provider;

Initiative	Description
	• Modern development environment and architecture that provide a set of development tools with an agile and cloud-based testing environment; • Development, support, and enhancements to a modern cloud database infrastructure; • Enterprise data administration conventions establishing data entities and attributes that ensure data integrity across the enterprise; • Implementation of business process automation technology to allow employees to focus on higher level workflows requiring analysis; and • Testing improvements through collaboration with relevant stakeholders to determine best practices.
Data Center and Cloud	Our data centers maintain data repositories and acceptable service level availabilities for our services to the public. We meet increasing online public service demands and exceed our 99.8 percent operational service level targets. The data centers ensure the availability, changeability, stability, and security of our IT architecture. Improvements to the data center fabric support our IT modernization. We have a comprehensive data center infrastructure management program in place. We are replacing our IT Operations Management technologies and practices in a multi-year effort that is essential to effectively managing our IT capabilities in a hybrid cloud ecosystem. We enhance our Business Resilience automation and practices to provide cloud-like, geo-dispersed resilience. Our role swap mainframe initiative allows for a set of automation technologies and resilience practices that allow systems running on mainframe servers to be relocated to different data centers as business or environmental circumstances demand. This investment also includes mainframes and servers.
End User	The End User standard investment provides us with the productivity software and laptops, and other computing equipment required to meet growing workload demands for our approximately 58,000 Federal employees across the nation. In FY 2024, we plan to refresh our laptops and expand collaboration functionality and integrate video conferencing with legacy systems for improved public interaction flexibility.
Network	The Network standard investment provides secure, easy-to-use, and fast electronic service via the internet through telephone services, wide area network, and video teleconferencing systems. This investment allows us to maintain current systems and to enhance and refresh telecommunications equipment. It also provides ongoing improvement of connectivity and bandwidth for data, voice, and video communications. The investment benefits the public as an effective, efficient, economical, and secure method of providing both digital and online services.

Initiative	Description
	As part of the Next Generation Telephony Project, we are transitioning the National 800 Number platform with a focus on new technology and an enhanced caller experience. This project will provide hardware, software, maintenance, managed services, change requests, and relocation services. In alignment with OMB M-19-16, *Centralized Mission Support Capabilities for the Federal Government*, we initiated the Enterprise Infrastructure Solutions (EIS) initiative. EIS is a multiple-contract vehicle designed by GSA to allow Federal agencies to procure telecommunications and IT solutions (i.e., voice, video, data transport). We procure approximately $245 million worth of services annually from the GSA contracts. Pursuant to OMB M-21-07, *Completing the Transition to Internet Protocol Version 6* and in alignment with EO 14208, *Improving the Nation's Cybersecurity*, we are committed to transitioning communications to IPv6. We are currently in the planning and requirements gathering phase of the development lifecycle and will dedicate both Federal and Contract resources to support the effort.
Platform	The Platform standard investment provides enterprise-wide platform capability that includes database, middleware,[2] mainframe database, and mainframe middleware. The Platform Center of Excellence will serve as our central point for the analysis and integration support of our expansion of common platforms. It will support platform strategy and roadmap; vendor analysis; governance; product management integration; product/project platform evaluation; portfolio management; resource enablement; enterprise architecture and Architecture Review Board sign off; and value monitoring of application platforms.
Output	The Output standard investment provides central print services in alignment with the Technology Business Management (TBM) framework.

IT Governance and Support - $196.3 million

Initiative	Description
Delivery	This TBM-aligned standard investment provides management and resources to support our IT operations, including enterprise-wide product and project management resources to assist with agile development, and our Investment Management Tool for project management reporting. This investment drives product strategy and operations, facilitates accessibility and customer experience, and develops the framework and governance standards for Product and Project Management.

[2] Middleware is software that connects software components or applications with our master file data. Middleware sits "in the middle" between application software that may be working on different operating systems.

Limitation on Administrative Expenses

Initiative	Description
IT Management	The IT Management standard investment captures all costs associated with IT management and strategic planning (including CIO and other senior leadership full-time equivalent costs), enterprise architecture, capital planning, IT budget/finance, IT vendor management, general IT policy and reporting, and IT governance.
	This investment is responsible for establishing and executing processes in direct support of CIO authority enhancements per the Federal Information Technology Acquisition Reform Act (FITARA). We have leveraged the authorities afforded by FITARA to improve how we acquire, manage, and organize our IT investments.
	In addition, we have adopted TBM-standard IT Tower and Cost Pools and reported categorized IT costs across the entire IT Portfolio. Using TBM has given us a consistent approach for categorizing the IT budget year over year, and a greater insight into spending patterns.

Support for Existing Agency Applications $237.0 million

We must maintain stable and secure access to existing applications to serve the public. Investments in this area ensure service without disruption and compliance with various laws and requirements.

Initiative	Description
IT Investments for Mission Delivery	It is critical that we maintain the applications employees use to serve the public and the services used by the public to conduct online transactions with us. Programmatic areas within this category include: Benefits; Data and BI; Disability, Hearings, and Appeals; Earnings and Enumeration; Program Integrity; and Service Delivery.
IT Investments for Mission Support Services	Investments included in this category include ongoing maintenance and operations for our existing services and support systems within the administrative applications programmatic area. This includes investments that ensure compliance with applicable accounting principles, develop and maintain electronic personnel functions and records management requirements. Investment areas include E-Government Initiatives;[3] Financial Systems; HR Investments; and Records Management.
	As required, we have confirmed that our IT Budget planning materials reflect the required contribution levels for each E-Government/Line of Business initiative.

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[3] Note that the Integrated Award Environment E-Government initiative includes the funding required to reimburse a proportional share of the costs to GSA for extending Data Universal Numbering Transition support, allowing additional time for implementation of the Unique Entity Identifier.

Appendix A: FY 2024 Agency IT Portfolio Summary Data

FY 2024 Agency IT Portfolio Summary Costs in Millions[1]	Total Cost			Internal Labor			External Labor			ITS Funds		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
IT Portfolio Total	$2206.9	$2160.0	$2502.6	$628.4	$696.9	$775.6	$423.4	$343.4	$460.0	$1155.2	$1119.7	$1267.0
IT Modernization[2]	$99.8	$0.0	$0.0	$96.5	$0.0	$0.0	$0.0	$0.0	$0.0	$3.3	$0.0	$0.0
IT Modernization - Benefits	$16.3	$0.0	$0.0	$16.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
IT Modernization - Disability	$26.8	$0.0	$0.0	$26.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
IT Modernization - Earnings and Enumeration	$14.0	$0.0	$0.0	$14.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
IT Modernization - Cross Cutting	$20.8	$0.0	$0.0	$17.5	$0.0	$0.0	$0.0	$0.0	$0.0	$3.3	$0.0	$0.0
IT Modernization - Cybersecurity	$6.4	$0.0	$0.0	$6.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
IT Modernization - Service Delivery	$15.6	$0.0	$0.0	$15.6	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Mission Delivery	$328.3	$365.5	$508.7	$122.6	$227.3	$273.4	$173.0	$98.8	$204.7	$32.8	$39.4	$30.6
Benefits	$53.3	$68.4	$118.4	$36.8	$55.5	$71.1	$15.1	$12.9	$47.4	$1.4	$0.0	$0.0
BBA Section 823 - Promoting Opportunity Demo	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Benefits Modernization	$11.8	$33.8	$83.3	$0.0	$25.0	$39.8	$11.8	$8.9	$43.4	$0.0	$0.0	$0.0
Rep Payee Legislation	$3.0	$0.0	$0.0	$1.6	$0.0	$0.0	$0.0	$0.0	$0.0	$1.4	$0.0	$0.0
Rep Payee Support Systems	$1.8	$1.9	$1.3	$1.8	$1.3	$0.7	$0.0	$0.6	$0.6	$0.0	$0.0	$0.0
Title II Processing Applications	$22.0	$18.4	$19.8	$19.5	$16.8	$18.2	$2.5	$1.6	$1.6	$0.0	$0.0	$0.0
Title XVI Processing Applications	$14.6	$14.3	$14.1	$13.8	$12.5	$12.3	$0.8	$1.8	$1.8	$0.0	$0.0	$0.0
Data and Business Intelligence	$53.3	$51.4	$62.1	$12.6	$18.4	$23.0	$32.5	$23.8	$32.3	$8.2	$9.2	$6.8
Business Intelligence - Data Analytics	$46.1	$43.8	$45.9	$12.6	$13.1	$14.2	$25.3	$21.5	$24.9	$8.2	$9.2	$6.8
Data Modernization	$7.2	$7.6	$16.2	$0.0	$5.3	$8.8	$7.2	$2.2	$7.4	$0.0	$0.0	$0.0
Disability, Hearings, & Appeals	$96.7	$106.2	$130.6	$35.8	$62.9	$76.1	$45.9	$22.6	$39.3	$15.1	$20.7	$15.2
DDS Automation	$7.1	$7.6	$4.2	$1.5	$1.2	$0.7	$0.7	$0.4	$0.4	$4.9	$6.0	$3.1
Disability Case Processing System	$12.5	$0.0	$0.0	$12.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0

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[1] Excludes Technology Modernization Fund resources

[2] We finished our dedicated IT Modernization effort in 2022. In 2023 and 2024, resources to continue modernizing our services are reflected in the budget for each domain.

Limitation on Administrative Expenses

FY 2024 Agency IT Portfolio Summary Costs in Millions[1]	Total Cost			Internal Labor			External Labor			ITS Funds		
Disability Claim Processing Applications	$32.2	$46.6	$48.2	$18.0	$23.2	$28.2	$8.9	$14.8	$14.7	$5.2	$8.5	$5.3
Disability Modernization	$36.3	$52.0	$78.2	$0.0	$38.5	$47.2	$36.3	$7.4	$24.2	$0.0	$6.1	$6.8
Disability Quality Review	$0.4	$0.0	$0.0	$0.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Electronic Evidence Acquisition Products	$8.2	$0.0	$0.0	$3.3	$0.0	$0.0	$0.0	$0.0	$0.0	$4.9	$0.0	$0.0
Earnings & Enumeration	$19.5	$26.7	$43.3	$10.9	$22.0	$32.2	$8.6	$4.7	$11.1	$0.0	$0.0	$0.0
Earnings and Enumeration Modernization	$6.3	$11.3	$27.4	$0.0	$9.1	$18.9	$6.3	$2.3	$8.5	$0.0	$0.0	$0.0
Earnings Support Systems	$9.2	$11.4	$11.4	$8.6	$10.4	$10.5	$0.7	$1.0	$1.0	$0.0	$0.0	$0.0
Enumerations Support Systems	$4.0	$4.0	$4.4	$2.3	$2.6	$2.8	$1.7	$1.5	$1.7	$0.0	$0.0	$0.0
Program Integrity	$36.8	$31.1	$29.5	$13.1	$19.0	$12.2	$16.1	$5.1	$10.5	$7.5	$7.0	$6.7
Anti-Fraud Product	$12.6	$6.6	$10.8	$1.3	$2.3	$1.9	$6.2	$2.0	$6.5	$5.2	$2.3	$2.3
Anti-Fraud Support Systems	$4.5	$10.1	$9.3	$1.2	$3.5	$3.2	$0.9	$1.8	$1.8	$2.4	$4.7	$4.4
Debt Management Product	$14.6	$9.6	$3.6	$5.8	$9.0	$2.2	$8.8	$0.6	$1.5	$0.0	$0.0	$0.0
Payment Accuracy Support Systems	$5.1	$4.9	$5.7	$4.8	$4.1	$5.0	$0.3	$0.7	$0.8	$0.0	$0.0	$0.0
Service Delivery	$68.7	$81.6	$124.9	$13.4	$49.4	$58.9	$54.8	$29.7	$64.2	$0.6	$2.4	$1.8
Electronic Services	$19.6	$14.3	$14.2	$10.9	$8.1	$7.6	$8.1	$6.0	$6.5	$0.6	$0.2	$0.2
Notice Improvements	$2.8	$5.1	$4.7	$2.5	$4.3	$4.0	$0.3	$0.8	$0.8	$0.0	$0.0	$0.0
Service Delivery Modernization	$46.3	$62.3	$106.0	$0.0	$37.0	$47.4	$46.3	$23.0	$56.9	$0.0	$2.3	$1.7
Mission Support Services	$48.8	$46.0	$57.1	$19.8	$15.7	$18.1	$12.0	$8.2	$12.1	$17.0	$22.1	$26.9
Admin	$47.1	$44.2	$55.3	$19.8	$15.7	$18.1	$12.0	$8.2	$12.1	$15.3	$20.3	$25.1
Agency Communications	$2.1	$0.9	$3.3	$1.0	$0.0	$0.7	$1.1	$0.9	$2.6	$0.0	$0.0	$0.0
Financial Management Systems	$27.6	$28.3	$31.8	$7.3	$5.2	$6.3	$7.7	$6.2	$7.9	$12.6	$16.9	$17.6
Human Resources Support Systems	$13.3	$13.0	$18.6	$9.1	$8.6	$9.4	$1.5	$1.1	$1.6	$2.7	$3.4	$7.5
OGC Product	$4.0	$1.9	$1.7	$2.5	$1.9	$1.7	$1.6	$0.0	$0.0	$0.0	$0.0	$0.0
E-Gov	$1.8	$1.8	$1.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$1.8	$1.8	$1.7
Benefits.gov	$0.4	$0.3	$0.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.4	$0.3	$0.3
Budget Formulation and Execution Lines of Business (LoB)	$0.1	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	$0.1
Disaster Assistance Improvement Plan	$0.1	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	$0.1
E-Rulemaking	$0.0	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1

FY 2024 Agency IT Portfolio Summary Costs in Millions[1]	Total Cost			Internal Labor			External Labor			ITS Funds		
Federal Audit Clearinghouse LoB	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Federal PKI Bridge	$0.2	$0.2	$0.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.2	$0.2	$0.3
Financial Management LoB	$0.1	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	$0.1
Freedom of Information Act Portal	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Geospatial LoB	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Grants.gov	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Human Resources LoB	$0.1	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	$0.1
Integrated Award Envt	$0.7	$0.7	$0.6	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.7	$0.7	$0.6
IT Infrastructure, IT Security, and IT Management	$1729.9	$1748.6	$1936.8	$389.4	$453.9	$484.1	$238.4	$236.5	$243.2	$1102.1	$1058.2	$1209.6
Cybersecurity	$167.8	$229.9	$241.5	$47.8	$81.6	$85.4	$28.3	$39.3	$42.6	$91.7	$109.0	$113.6
IT Security & Compliance	$167.8	$229.9	$241.5	$47.8	$81.6	$85.4	$28.3	$39.3	$42.6	$91.7	$109.0	$113.6
Infrastructure	$1385.0	$1325.2	$1499.0	$214.6	$232.4	$249.7	$179.7	$169.4	$172.7	$990.6	$923.3	$1076.6
Application	$114.8	$120.0	$120.1	$38.4	$43.6	$44.7	$67.2	$63.1	$65.2	$9.2	$13.3	$10.1
Data Center and Cloud	$626.4	$614.3	$671.1	$75.0	$81.3	$88.3	$63.4	$60.8	$60.3	$487.9	$472.1	$522.5
End User	$185.0	$204.4	$263.7	$59.7	$62.5	$68.0	$23.7	$20.9	$22.3	$101.7	$121.0	$173.4
Network	$435.3	$364.2	$418.8	$36.7	$40.3	$43.7	$19.5	$19.3	$19.1	$379.1	$304.7	$356.0
Output	$5.2	$5.3	$5.9	$2.2	$2.2	$2.4	$0.7	$0.7	$0.7	$2.3	$2.4	$2.9
Platform	$18.3	$17.0	$19.4	$2.6	$2.5	$2.7	$5.2	$4.7	$5.1	$10.5	$9.8	$11.7
IT Governance & Other Support	$177.1	$193.6	$196.3	$126.9	$139.9	$149.0	$30.4	$27.7	$27.9	$19.8	$26.0	$19.4
Data Exchange Product	$1.3	$3.4	$3.7	$0.1	$2.2	$2.5	$1.2	$1.2	$1.2	$0.0	$0.0	$0.0
Data Exchange Support Systems	$3.7	$3.6	$3.8	$3.7	$3.6	$3.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Delivery	$27.2	$39.0	$35.5	$14.5	$19.1	$19.7	$6.5	$9.9	$10.2	$6.2	$10.0	$5.5
Electronic Records Management Product	$1.6	$2.4	$2.6	$1.6	$1.4	$1.6	$0.0	$0.0	$0.0	$0.0	$1.0	$1.0
Federal Executive Boards	$0.0	$0.5	$0.6	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.5	$0.0
Hiring Experience	$0.0	$0.1	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1
IT Management	$128.9	$131.4	$138.5	$103.0	$110.5	$118.1	$15.3	$13.7	$13.7	$10.6	$7.1	$7.3
Reimbursable Services	$14.3	$13.2	$11.4	$3.9	$3.1	$3.3	$7.3	$2.9	$2.9	$3.0	$7.2	$5.3

Limitation on Administrative Expenses

Appendix B: Total Agency Cybersecurity Spend FY 2024 President's Budget

SSA's cybersecurity efforts are included in several categories in Appendix A. This table details SSA's comprehensive cybersecurity budget, categorized by programmatic area and NIST Function.

Total Agency Cybersecurity Spend FY 2024 President's Budget Cost in Millions	NIST Function	FY 2022	FY 2023	FY 2024
All Programmatic Areas		**$239.7**	**$311.8**	**$357.8**
	Detect	$18.0	$33.0	$33.9
	Identify	$48.4	$64.8	$79.3
	Protect	$148.6	$179.0	$196.5
	Recover	$9.6	$18.8	$32.5
	Respond	$15.0	$16.3	$15.6
Admin		**$4.1**	**$4.6**	**$8.0**
	Identify	$3.1	$4.6	$8.0
	Protect	$1.0		
Benefits		**$0.0**	**$0.0**	**$0.0**
	Respond	$0.0	$0.0	$0.0
Cybersecurity		**$167.8**	**$229.9**	**$241.6**
	Detect	$11.6	$21.0	$21.2
	Identify	$32.3	$41.3	$44.3
	Protect	$101.5	$152.2	$161.5
	Recover	$8.3	$2.1	$2.3
	Respond	$14.1	$13.2	$12.3
Data and Business Intelligence		**$1.2**	**$1.3**	**$1.4**
	Detect	$0.0	$0.0	$0.0
	Recover	$1.2	$1.3	$1.4
E-Gov		**$0.3**	**$0.3**	**$0.3**
	Protect	$0.2	$0.2	$0.3
	Recover	$0.1	$0.1	$0.1
Infrastructure		**$60.2**	**$72.3**	**$102.4**
	Detect	$6.5	$12.0	$12.7
	Identify	$13.1	$18.8	$27.0
	Protect	$40.2	$25.8	$33.5
	Recover	$0.0	$15.3	$28.8
	Respond	$0.5	$0.4	$0.4
IT Governance & Other Support		**$1.2**	**$2.7**	**$3.4**
	Protect	$1.2	$0.5	$1.0
	Respond	$0.0	$2.1	$2.4
Program Integrity		**$4.7**	**$0.2**	**$0.3**
	Protect	$4.7	$0.2	$0.3

Total Agency Cybersecurity Spend FY 2024 President's Budget Cost in Millions	NIST Function	FY 2022	FY 2023	FY 2024
Service Delivery		**$0.3**	**$0.6**	**$0.5**
	Respond	$0.3	$0.6	$0.5

Total Agency Cybersecurity Spend (None-IT Cost) FY 2024 President's Budget Cost in Millions	NIST Function	FY 2022	FY 2023	FY 2024
Non-DCS Cost		**$13.9**	**$17.9**	**$18.2**
DCHR - Suitability and background investigation costs as part of Credentialing	Detect	$11.6	$21.0	$21.2
OSEP -- Detect - Insider Threat	Protect	$101.4	$151.2	$166.5
OIG -- Respond - Prosecution and Investigation of Cyber Intrusions	Respond	$14.1	$13.2	$12.3

Total Agency Cybersecurity Spend FY 2024 President's Budget Cost in Millions	FY22 Total (Actuals)	FY23 Total	FY24 Total
All Programmatic Areas	**$239.7**	**$311.8**	**$357.8**
Non-IT Cost	**$13.9**	**$17.9**	**$18.2**
Total	**$253.6**	**$329.7**	**$376.0**

INFORMATION TECHNOLOGY SYSTEMS (ITS) FUND TABLES

Table 3.27 —No-Year IT Account
(Dollars in thousands)

No-Year ITS Account

Carryover from FY 2021 (Unobligated Balances)	$12,946
Carryover from funds transferred in FY 2021 for FY 2022	$101,000
Total carryover from FY 2021 to FY 2022	**$113,946**
Funds transferred in FY 2022 for FY 2022	$112,500
Total FY 2022 No-year ITS funding available	**$226,446**
FY 2022 Obligations	**-$210,857**
Carryover from FY 2022 (Unobligated Balances)	**$15,589**
Carryover from funds transferred in FY 2022 to FY 2023	$135,200
Total carryover from FY 2022 to FY 2023	**$150,789**
Funds transferred in FY 2023 for FY 2023	$0
Total FY 2023 No-Year ITS Funding Available	**$150,789**

Commissioner
Kilolo Kijakazi*

Deputy Commissioner
(Vacant)

Chief of Staff
Scott L. Frey

Deputy Chief of Staff
Tiffany Flick

Inspector General
Gail S. Ennis

Deputy Inspector General
Benjamin S. Alpert

Chief Operating Officer
Michael Arbuco

Director of the Office
of Native American
Partnership
Richard Litsey

Counselor to the
Commissioner
Oren H. McKnelly

Deputy Commissioner,
Communications
Jeffrey Nesbit

Deputy Commissioner,
Civil Rights and Equal
Opportunity
Claudia J. Postell

Deputy Commissioner,
Budget, Finance, and
Management
Michelle A. King

Deputy Commissioner,
Analytics, Review, and
Oversight
Gina P. Clemons

General Counsel
Royce B. Min

Chief Actuary
Stephen C. Goss

Deputy
Commissioner/Chief
Information Officer,
Systems
Sean P. Brune

Deputy Commissioner,
Retirement and
Disability Policy
Stephen G. Evangelista*

Deputy Commissioner,
Operations
Grace M. Kim

Deputy Commissioner,
Legislation and
Congressional Affairs
Tom Klouda

Deputy Commissioner,
Human Resources
Darlynda K. Bogle

Deputy Commissioner,
Hearings Operations
Joseph M. Lytle*

For the full agency organization chart, please visit https://www.ssa.gov/org/ssachart.pdf
*Acting

Limitation on Administrative Expenses

We have maintained a record of accomplishment in real property efficiency. We continue to achieve the goals set forth by our Reduce the Footprint standards. Our major building costs are associated with our ongoing efforts to make the most efficient use of our space and reduce our reliance on leased space where it makes business sense.

This exhibit describes our fiscal year (FY) 2024 major building costs and provides an update on our on-going major building renovations and repairs funded in previous years.

FY 2024 Major Building Renovation Costs

We continue to evaluate our business processes in a hybrid work environment and how it will affect our longer-term space needs in the future.

Update of Ongoing Projects (Funded in Prior Years)

- **Perimeter East Building (PEB) (Woodlawn, MD)**: In FY 2019, we completely renovated the PEB third floor, repurposing this area from an information technology environment to office space. With completion of the third floor, we began planning to renovate the fourth floor, including infrastructure upgrades necessary to support additional occupants in the building. In FY 2021, we completed the design of the fourth floor and moved into the construction phase. We anticipate completing the construction by mid-FY 2023, which will reduce our reliance on leased space.

- **Frank Hagel Federal Building (FHFB) (San Francisco, CA)**: In September 2020, Congress approved a GSA prospectus to enhance infrastructure for FHFB. The prospectus included replacing the roofing and window washing system; restroom upgrades; replacing the dual pipe water system; replacing the air-handling units; and replacing and upgrading the interior air intakes. GSA awarded the architecture and engineering design contract in May 2021, and we kicked off the project in June 2021. We completed the design phase of the project in September 2022 and are evaluating our next steps.

- **Robert M. Ball Building (RMB) (Woodlawn, MD)**: In FY 2019 and FY 2020, we funded approximately $15 million in infrastructure upgrades in compliance with life safety codes to accommodate additional employees from outlying leases we are vacating. We are currently in the design phase of the project to enhance egress stairwells and upgrade the infrastructure. We expect construction to begin in FY 2023 with tentative completion in mid-FY 2025.

- **National Capital Region (Washington, DC/Northern Virginia)**: Since 2019, we consolidated two offices in Northern Virginia into our Skyline Tower facility, resulting in annual rent savings of $3.5 million and space reductions of 73,000 useable square feet (USF). The lease at Skyline Tower expires on September 30, 2024. In anticipation of lease expiration, we collaborated with GSA on a new lease; however, we have subsequently determined we can use existing agency space in the National Capital Region to meet our space needs. We plan to vacate Skyline Tower by September 2024.

- **Auburn Teleservice Center (Auburn/Federal Way, WA)**: GSA is disposing of the property located at 1901 C St. SW, Auburn, Washington, where one of our mega teleservice centers is located, along with a regional training center and interactive video training studio. These components currently occupy approximately 149,350 USF. However, we have determined that we only need approximately 42,000 USF in a new lease, reducing our portfolio by approximately 107,000 USF and saving approximately $900,000 in annual rent. The Public Buildings Reform Board (PBRB) has committed to funding our move, as well as tenant improvement and furniture costs. In April 2022, GSA awarded the replacement lease with a 20-year term, firm term 10 years at 1701 S Commons, Federal Way, WA. We are currently working with GSA and the PBRB on the floorplan/furniture portion of the project and expect to relocate by the end of FY 2024.

Limitation on Administrative Expenses

Table 3.28—FY 2022 Physical Infrastructure Costs by Component

(dollars in thousands) [1]

Components	Rental Payments to GSA	Communications, Utilities & Misc. Charges	Operations & Maintenance of Facilities[2]	Operations & Maintenance of Equipment	Total
LAE One Year					
Office of Operations	$544,560	$31,461	$207,850	$47	**$783,917**
Office of Systems [3]	$0	$0	$2	$1	**$3**
Office of Hearings Operations	111,517	$2,023	$36,578	$0	**$150,118**
Office of Human Resources	$0	$39	$415	$0	**$454**
Office of Retirement and Disability Policy	$0	$12	$0	$0	**$12**
Office of Communication	$0	$0	$2	$0	**$2**
Office of Civil Rights and Equal Opportunity	$0	$2	$0	$0	**$2**
Office of Analytics, Review and Oversight	$2,606	$45	$432	$0	**$3,083**
Office of Budget, Finance, and Management	$0	$329	$3	$0	**$331**
DCBFM - Agency Level	$78,376	$159,013	$99,848	$298	**$337,535**
Office of General Counsel	$999	$41	$103	$0	**$1,143**
Disability Determination Services	$0	$33,387	$224	$0	**$33,611**
Information Technology Systems	$0	$140,747	$48	$564,819	**$705,614**
Social Security Advisory Board	$257	$2	$12	$4	**$275**
Subtotal LAE One Year	**$738,314**	**$367,100**	**$345,517**	**$565,168**	**$2,016,100**
LAE No Year					
Delegated Buildings	$0	$13,028	$50,970	$0	**$63,998**
Information Technology Systems [3]	$0	$0	$0	$210,857	**$210,857**
Low Income Subsidy Activities	$0	$0	$0	$9	**$9**
National Support Center	$0	$0	$0	$0	**$0**
Subtotal LAE No Year	**$0**	**$13,028**	**$50,970**	**$210,866**	**$274,864**
LAE Multi Year					
Program Integrity	$0	$0	$0	$204,684	**$204,684**
Subtotal LAE Multi Year	**$0**	**$0**	**$0**	**$204,684**	**$204,684**
Grand Total	**$738,314**	**$380,128**	**$396,487**	**$980,718**	**$2,495,648**

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[1] Totals may not add due to rounding.
[2] Includes guard services.
[3] The ITS budget funds all information technology projects for the Agency. The Office of Systems is a staff component that is responsible for the Information Management and Information Technology programs.

Table 3.29—FY 2023 Estimated Physical Infrastructure Costs by Component [1,2]

	Rental Payments to GSA	Communications, Utilities & Misc. Charges	Operations & Maintenance of Facilities	Operations & Maintenance of Equipment	Total
LAE One Year					
Office of Operations	$571,465	$32,796	$211,582	$52	**$815,895**
Office of Systems [3]	$0	$0	$2	$1	**$3**
Office of Hearings Operations	$117,027	$2,109	$37,235	$0	**$156,371**
Office of Human Resources	$0	$41	$422	$0	**$463**
Office of Retirement and Disability Policy	$0	$12	$0	$0	**$12**
Office of Communication	$0	$0	$2	$0	**$2**
Office of Civil Rights and Equal Opportunity	$0	$2	$0	$0	**$2**
Office of Analytics, Review and Oversight	$2,735	$47	$440	$0	**$3,222**
Office of Budget, Finance, and Management	$0	$343	$3	$0	**$345**
DCBFM - Agency Level	$82,248	$165,760	$101,641	$331	**$349,981**
Office of General Counsel	$1,048	$43	$105	$0	**$1,196**
Disability Determination Services	$0	$34,804	$228	$0	**$35,032**
Information Technology Systems	$0	$146,718	$49	$627,668	**$774,436**
Social Security Advisory Board	$280	$2	$12	$4	**$299**
Subtotal LAE One Year	**$774,803**	**$382,676**	**$351,721**	**$628,056**	**$2,137,257**
LAE No Year					
Delegated Buildings	$0	$14,232	$55,680	$0	$69,913
Information Technology Systems [3]	$0	$4,387	$0	$131,639	$136,026
Low-Income Subsidy (LIS)	$0	$0	$0	$0	$0
National Support Center	$0	$0	$123	$0	$123
Subtotal LAE No Year	**$0**	**$18,620**	**$55,803**	**$131,639**	**$206,062**
LAE Multi Year					
Program Integrity	$0	$0	$0	$213,791	$213,791
Subtotal LAE Multi Year	**$0**	**$0**	**$0**	**$213,791**	**$213,791**
Grand Total	**$774,803**	**$401,296**	**$407,524**	**$973,487**	**$2,557,110**

[1] Totals may not add due to rounding.

[2] Includes guard services.

[3] The ITS budget funds all information technology projects for the Agency. The Office of Systems is a staff component that is responsible for the Information Management and Information Technology programs.

Limitation on Administrative Expenses

Table 3.30—FY 2024 Estimated Physical Infrastructure Costs by Component [1,2]

	Rental Payments to GSA	Communications, Utilities & Misc. Charges	Operations & Maintenance of Facilities	Operations & Maintenance of Equipment	Total
LAE One Year					
Office of Operations	$557,986	$35,701	$198,666	$69	**$792,422**
Office of Systems [3]	$0	$0	$2	$1	**$3**
Office of Hearings Operations	$114,266	$2,295	$34,962	$0	**$151,524**
Office of Human Resources	$0	$44	$396	$0	**$441**
Office of Retirement and Disability Policy	$0	$13	$0	$0	**$13**
Office of Communication	$0	$0	$2	$0	**$2**
Office of Civil Rights and Equal Opportunity	$0	$2	$0	$0	**$2**
Office of Analytics, Review and Oversight	$2,670	$51	$413	$0	**$3,134**
Office of Budget, Finance, and Management	$0	$373	$3	$0	**$376**
DCBFM - Agency Level	$80,308	$180,444	$95,436	$440	**$356,628**
Office of General Counsel	$1,024	$46	$98	$0	**$1,168**
Disability Determination Services	$0	$37,887	$214	$0	**$38,101**
Information Technology Systems	$0	$159,715	$46	$833,399	**$993,160**
Social Security Advisory Board	**$281**	$3	$11	$6	**$301**
Subtotal LAE One Year	**$756,536**	**$416,575**	**$330,250**	**$833,914**	**$2,337,276**
LAE No Year					
Delegated Buildings	$0	$13,019	$50,932	$0	**$63,951**
Information Technology Systems [3]	$0	$5,486	$0	$98,729	**$104,215**
Low-Income Subsidy (LIS)	$0	$0	$0	$0	**$0**
National Support Center	$0	$0	$0	$0	**$0**
Subtotal LAE No Year	**$0**	**$18,504**	**$50,932**	**$98,729**	**$168,166**
LAE Multi Year					
Program Integrity	$0	$0	$0	$224,097	**$224,097**
Subtotal LAE Multi Year	**$0**	**$0**	**$0**	**$224,097**	**$224,097**
Grand Total	**$756,536**	**$435,080**	**$381,182**	**$1,156,741**	**$2,729,539**

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[1] Totals may not add due to rounding.

[2] Includes guard services.

[3] The ITS budget funds all information technology projects for the Agency. The Office of Systems is a staff component that is responsible for the Information Management and Information Technology programs.

Table 3.31—FY 2022 Physical Infrastructure Costs by Region

(Dollars in thousands) [1]

Regions	Rental Payments to GSA	Communications, Utilities & Misc. Charges	Operations & Maintenance of Facilities [2]	Operations & Maintenance of Equipment	Total
Boston	$27,769	$1,929	$11,802	$0	$41,500
New York	$84,732	$6,045	$45,961	$1	$136,740
Philadelphia	$63,550	$4,625	$32,340	$29	$100,545
Atlanta	$130,865	$16,657	$40,318	$12	$187,852
Chicago	$93,851	$10,060	$38,824	$3	$142,737
Dallas	$65,290	$5,221	$25,368	$0	$95,880
Kansas City	$30,132	$3,427	$13,706	$2	$47,268
Denver	$16,230	$1,176	$8,237	$1	$25,643
San Francisco	$108,972	$9,422	$43,730	$9	$162,133
Seattle	$26,304	$1,519	$9,494	$3	$37,319
Headquarters [3]	$90,621	$320,046	$126,707	$980,657	$1,518,031
Total	**$738,314**	**$380,128**	**$396,487**	**$980,718**	**$2,495,648**

[1] Totals may not add due to rounding.

[2] Includes guard services.

[3] Includes DDS, SSAB, ITS, Delegated Buildings, Program Integrity, and Low Income Subsidy.

Table 3.32—FY 2023 Estimated Physical Infrastructure Costs by Region [1,2]

(Dollars in thousands)

Regions	Rental Payments to GSA	Communications, Utilities & Misc. Charges	Operations & Maintenance of Facilities [3]	Operations & Maintenance of Equipment	Total
Boston	$29,141	$2,036	$12,131	$0	$43,308
New York	$88,919	$6,382	$47,241	$1	$142,544
Philadelphia	$66,691	$4,883	$33,240	$29	$104,843
Atlanta	$137,333	$17,585	$41,440	$12	$196,370
Chicago	$98,489	$10,620	$39,904	$3	$149,017
Dallas	$68,517	$5,512	$26,074	$0	$100,103
Kansas City	$31,622	$3,618	$14,088	$2	$49,330
Denver	$17,032	$1,241	$8,466	$1	$26,740
San Francisco	$114,357	$9,947	$44,947	$9	$169,260
Seattle	$27,603	$1,603	$9,759	$3	$38,968
Headquarters	$95,100	$337,868	$130,234	$973,427	$1,536,628
Total	**$774,803**	**$401,296**	**$407,524**	**$973,487**	**$2,557,110**

[1] Totals may not add due to rounding.

[2] Includes DDS, SSAB, ITS, and Delegated Buildings.

[3] Includes guard costs.

Limitation on Administrative Expenses

Table 3.33—FY 2024 Estimated Physical Infrastructure Costs by Region [1, 2]
(Dollars in thousands)

Regions	Rental Payments to GSA	Communications, Utilities & Misc. Charges	Operations & Maintenance of Facilities [3]	Operations & Maintenance of Equipment	Total
Boston	$28,454	$2,207	$11,347	$0	**$42,009**
New York	$86,823	$6,919	$44,187	$1	**$137,931**
Philadelphia	$65,118	$5,294	$31,091	$35	**$101,539**
Atlanta	$134,095	$19,065	$38,762	$14	**$191,936**
Chicago	$96,167	$11,514	$37,325	$4	**$145,010**
Dallas	$66,902	$5,976	$24,388	$0	**$97,267**
Kansas City	$30,876	$3,922	$13,177	$3	**$47,978**
Denver	$16,630	$1,346	$7,919	$1	**$25,896**
San Francisco	$111,661	$10,785	$42,042	$11	**$164,498**
Seattle	$26,953	$1,738	$9,128	$3	**$37,822**
Headquarters	$92,857	$366,312	$121,816	$1,156,670	**$1,737,655**
Total	**$756,536**	**$435,080**	**$381,182**	**$1,156,741**	**$2,729,539**

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[1] Totals may not add due to rounding.

[2] Includes DDS, SSAB, ITS, and Delegated Buildings.

[3] Includes guard costs.

FY 2024 Congressional Justification

This Budget includes $3.020 million for the Social Security Advisory Board in FY 2024. The *Social Security Independence and Program Improvements Act of 1994* established a bipartisan, seven-member Board to advise the President, the Congress, and the Commissioner of Social Security on policies related to Social Security's Old-Age, Survivors, and Disability Insurance (OASDI) program, and the Supplemental Security Income (SSI) program.

According to the statute, the specific functions of the Board include: (1) analyzing the Nation's retirement and disability systems and making recommendations with respect to how the OASDI program and the SSI program, supported by other public and private systems, can most effectively assure economic security; (2) studying and making recommendations relating to the coordination of programs that provide health security with programs described in the first paragraph; (3) making recommendations to the President and to the Congress with respect to policies that will ensure the solvency of the OASDI program, both in the short-term and the long-term; (4) making recommendations with respect to the quality of service that the Administration provides to the public; (5) making recommendations with respect to policies and regulations regarding the OASDI and the SSI programs; (6) increasing public understanding of the social security system; (7) making recommendations with respect to a long-range research and program evaluation plan for the Administration; (8) reviewing and assessing any major studies of social security as may come to the attention of the Board; and (9) making recommendations with respect to such other matters as the Board determines to be appropriate.

The Board is required by law to meet at least four times per year and consistently holds six, two-all-day bimonthly meetings and five scheduled conference calls throughout the year. For more detailed information about the Board, please see the Board's website at *www.ssab.gov*.

The agency's budget for Fiscal Year (FY) 2024 requests $3.020 million to support the operations of the Board. The Board is not requesting reception and representation authority in FY 2024. The increase will allow the Board to continue working toward an independent internal structure and ensure it meets government-wide system security requirements and other internal controls.

Table 3.34 – SSA Advisory Board Obligations by Objects Class and Staffing[1]

Object Class	FY 2022 Actual[2]	FY 2023 Enacted	FY 2024 Request
Personnel & Benefits	$1,912,462	$2,200,000	$2,480,000
Travel	$3,577	$10,000	$15,000
Rent & Telecommunications	$258,872	$275,000	$285,000
Consultants, Contracts & Other Services	$273,709	$170,000	$200,000

[1] Totals may not add due to rounding.
[2] The FY 2022 total is the total amounts obligated per SSA's FY 2022 Financial Indicator Reports as of September 30, 2022.

Limitation on Administrative Expenses

Object Class	FY 2022 Actual[2]	FY 2023 Enacted	FY 2024 Request
Supplies & Equipment[3]	$58,288	$45,000	$40,000
Total, All Objects	**$2,506,909**	**$2,700,000**	**$3,020,000**
Full-time, Permanent Staff	12	12	13
Part-time, SGE's and Temp Staff	1	1	0
Board Members	4	7	7

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[3] The supplies and equipment category is higher than the FY 2023 Budget Justification due to ending of the SSAB IT contract which included SSAB IT supplies and equipment costs. SSAB will directly purchase these items.

CONTENTS

TABLES

For expenses necessary for the Office of Inspector General in carrying out the provisions of the Inspector General Act of 1978, [$32,000,000] *$34,000,000*, together with not to exceed [$82,665,000] *$86,400,000*, to be transferred and expended as authorized by section 201(g)(1) of the Social Security Act from the Federal Old-Age and Survivors Insurance Trust Fund and the Federal Disability Insurance Trust Fund: *Provided,* That $2,000,000 shall remain available until expended for information technology modernization, including related hardware and software infrastructure and equipment, and for administrative expenses directly associated with information technology modernization.

In addition, an amount not to exceed 3 percent of the total provided in this appropriation may be transferred from the "Limitation on Administrative Expenses", Social Security Administration, to be merged with this account, to be available for the time and purposes for which this account is available: *Provided,* That notice of such transfers shall be transmitted promptly to the Committees on Appropriations of the House of Representatives and the Senate at least 15 days in advance of any transfer. *(Departments of Labor, Health and Human Services, and Education,and Related Agencies Appropriations Act, 2023.)*

Office of the Inspector General

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GENERAL STATEMENT

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OVERVIEW

The Social Security Administration (SSA) Office of the Inspector General's (OIG) strategic plan, including the SSA OIG mission, vision, and strategic goals, forms the foundation for the Fiscal Year (FY) 2024 Budget. The FY 2024 Budget includes $120.4 million for SSA OIG direct appropriations, which represents an increase of $5.7 million over the FY 2023 enacted level of $114.7 million and includes $2 million to remain available until expended for information technology (IT) modernization.

SSA OIG's mission is to serve the public through independent oversight of SSA's programs and operations. SSA OIG accomplishes this mission by conducting independent audits, evaluations, and investigations; searching for and reporting systemic weaknesses in SSA's programs and operations; and providing recommendations for program, operations, and management improvements. SSA OIG's vision is to drive meaningful change to protect taxpayer dollars. The mission and vision, together, emphasize SSA OIG's role as public servants and agents of positive change. In FY 2022, SSA OIG identified $15 in returns to the government for every $1 in appropriations.

The FY 2024 Budget will allow SSA OIG to perform its core mission of auditing and investigating SSA programs and operations, while also building its data analytics capabilities, increasing data-driven decision-making, investing in information technology and automation tools, and building and strengthening its workforce. These improvements will lead to a more innovative, nimble, and responsive organization.

The FY 2024 Budget will increase SSA OIG's productivity and impact through the addition of 26 FTEs over the FY 2023 enacted level. Based on an average from the last three fiscal years, each additional investigative FTE could potentially result in an estimated 24 additional cases closed and almost $1 million in additional monetary accomplishments. . For every additional audit FTE, SSA OIG could produce up to 1 additional audit report. Over the past three years, an SSA OIG audit on average, has identified about $33 million in questioned costs and about $28 million in funds put to better use.

The FY 2024 Budget includes an estimated $1.1 million in Interagency Agreements with the U.S. Office of Personnel Management, the U.S. General Services Administration, the U.S. Department of Treasury's Treasury Executive Institute, and the Federal Law Enforcement Training Centers to obtain specialized services from those agencies to support workforce development, specialized training, and operational enhancements.

In FY 2024, SSA OIG will contribute an estimated $473,600[1] to the Council of the

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[1] Estimate reflects the increase in CIGIE's funding assessment from 0.36% to .40% starting in FY 2024. This percentage is applied against SSA OIG's direct appropriations excluding no-year funding dedicated to IT Modernization.

Inspectors General on Integrity and Efficiency (CIGIE), an annual amount determined by CIGIE. CIGIE is an independent entity established within the Executive Branch to address integrity, economy, and effectiveness issues that transcend individual Government agencies and aid in the establishment of a professional, well-trained, and highly skilled workforce in the Offices of Inspectors General.

In addition to the request for $120.4 million for direct base appropriations, the FY 2024 Budget requests SSA transfer $19.1 million from SSA's Limitation on Administrative Expenses (LAE) program integrity allocation adjustment to the SSA OIG for the cost of leading the jointly operated anti-fraud Cooperative Disability Investigations (CDI) Program. This funding level represents an increase of $4 million over the FY 2023 enacted level of $15.1 million. The CDI Program helps ensure that only eligible people continue to receive benefits for both Federal and state programs through jointly-operated CDI units that are staffed by personnel from SSA, SSA OIG, state Disability Determination Services (DDS), and state and local law enforcement agencies.

The FY 2024 Budget continues SSA OIG's efforts to rebuild its capacity by providing an increase in base resources and the LAE transfer. Prior to FY 2019, SSA OIG prioritized expanding the CDI Program by assigning existing investigative personnel to the program, at the expense of other non-CDI investigative work. Since 2019, SSA OIG has received annual transfers from the LAE account to support CDI Program costs.

SSA OIG remains committed to the success of the CDI Program by increasing oversight and improving operations through dedicated leadership and management. SSA OIG implemented a new organizational structure to establish dedicated management over the CDI Program investigative and operational efforts, including a Senior Executive Service position to provide national oversight of the CDI Program. This reorganization expanded the CDI Division into three new CDI Field Divisions and will increase SSA OIG employees supporting the program from 41 in 2021 to 73 in 2023. In FY 2022, SSA OIG began using the transfer from the allocation adjustment to support CDI propgram operating costs, consistent with how SSA fully funds its CDI program costs from dedicated program integrity funds.

STRATEGIC GOALS

SSA OIG has consistently delivered valuable oversight information to SSA, the U.S. Congress, other stakeholders, and the public. SSA OIG's work has led to changes in legislation, regulation, policy, and operations. As workloads increase and evolve, SSA OIG will continue to provide products that drive meaningful change.

SSA OIG's strategic plan forms the foundation for the FY 2024 Budget. SSA OIG's strategic goals, which are part of the strategic plan, are:

Strategic Goal 1: Deliver solutions to promote positive change
Strategic Goal 2: Prevent and detect fraud, waste, and abuse in SSA programs and operations
Strategic Goal 3: Optimize operations
Strategic Goal 4: Strengthen our workforce

SSA OIG monitors its progress in meeting its mission and strategic goals through performance measures. The following table contains SSA OIG's Performance Measures with the associated FY 2022 results and FY 2023 targets.

Table 4.1 – OIG Performance Measures

Performance Measure	FY 2022 Target	FY 2022 Actual	FY 2023 Target
Improve rates of criminal charges, civil complaints, and CMP initiations*	N/A	N/A	TBD
Review and take action on 90% of hotline allegations within 5 days of receipt	85%	94%	90%
Substantially complete investigative fieldwork on 75% of social security program fraud investigations within 180 days	75%	77% to date	75%
Exceed the 3-year trailing average return-on-investment as reported by the Council of the Inspectors General on Integrity and Efficiency	18-to-1	15-to-1	20-to-1
Work with SSA to ensure 80% of the recommendations we made within the last 4 fiscal years, which SSA agreed to implement, have been resolved	80%	87%	80%
Ensure that 75% of audits are issued within one year from the entrance conference	75%	45%	75%

This is a new measure established in FY 2022. Due in part to the duration of criminal investigations, we are continuing data collection to establish a baseline and methodology.

Strategic Goal 1: Deliver solutions to promote positive change

SSA OIG's first strategic goal is to deliver solutions to promote positive change. This goal aligns with SSA OIG's vision to drive meaningful change to protect taxpayer dollars. To meet this goal, SSA OIG will prioritize initiatives in four key areas: expanded oversight responsibilities, education and outreach, impactful audits, and complex and large-scale fraud investigations.

Expanded Oversight Responsibilities

SSA OIG has significantly expanded oversight responsibilities in areas related to the government's response to the novel coronavirus SARS-CoV-2 (COVID-19) pandemic, and Social Security-related government imposter scams.

Disrupting Fraud Schemes Targeting the Government's Response to the Pandemic

Given that Social Security number (SSN) misuse, including identity theft, is a common thread in many pandemic-related fraud cases, SSA OIG continues to play an important role in combating pandemic-related fraud.

As of January 2023, SSA OIG was participating in 21 Pandemic fraud workgroups and collaborating with other Federal law enforcement entities on more than 74 joint pandemic-related fraud investigations. These include SSN misuse investigations involving pandemic-related fraud schemes pertaining to Unemployment Insurance (UI) benefits and business loans. The fraud workgroups allow for OIGs to access to shared datasets, identify emerging fraud risks, strengthen partnerships, and increase collaboration.

Since the outset of the pandemic, SSA OIG has received over 31,740 fraud allegations referencing pandemic-related relief programs and funds. In FY 2023, SSA OIG anticipates expending $2.3 million on pandemic-related investigative workloads and audits. In FY 2024, SSA OIG will continue investigating pandemic-related fraud schemes and assisting with associated prosecution efforts.

Investigating Social Security-Related Government Imposter Scams

SSA OIG plays an important part in disrupting Social Security-related government imposter scams through investigative, enforcement, and educational efforts.[1] These scams are widespread throughout the United States. The calls are commonly robocalls initiated overseas, but they appear to originate from within the United States and, more maliciously, often "spoof" caller identification from a government or law enforcement agency.[2] Callers may ask for personal information, demand payment, or make threats. These scams occur primarily via telephone, but

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[1] Social Security-related government imposter scams refer to in-person phone calls, robocalls, texts, emails, or mailings that use a false premise involving a Social Security number, account, or benefits to convince potential victims to provide personally identifiable information or money.

[2] Requirements under the *Telephone Robocall Abuse Criminal Enforcement and Deterrence (TRACED) Act*, may hamper scammers' ability to "spoof" caller-ID numbers, as calls will require an authentication certificate. While effective on spoofing, many scammers can still acquire legitimate U.S.-based telephone numbers to pass malicious call traffic. Changes within the telecom industry are ongoing and evolving. SSA OIG closely tracks these changes.

may also occur via email, text, or U.S. mail. In FY 2022, SSA OIG received nearly 67,000 allegations related to these Social Security-related government imposter scams.

SSA OIG has taken a multi-pronged approach to stem this fraudulent activity. In FY 2023, SSA OIG expects to dedicate an estimated $2.9 million to combatting imposter scams, including funding for human capital resources and allegations management. With the FY 2024 Budget, SSA OIG will continue to commit staff to analyze imposter scam allegations, develop investigative leads, and deploy effective investigative strategies to combat these fraud schemes.

The FY 2024 Budget will allow SSA OIG to better anticipate, recognize, and efficiently mitigate new and emerging fraud schemes, including those related to Pandemic relief and government imposter scams.

Education and Outreach

Disrupting Social Security-Related Government Imposter Scams

In 2022, Social Security-related scams remained the top government imposter scam reported to the Federal Trade Commission. In FY 2024, SSA OIG will continue its comprehensive outreach campaign to protect taxpayers from government imposter scams. This campaign raises public awareness of recurring and emerging scam tactics and encourages the public to report Social Security-related scam activity to SSA OIG's public website.

In FY 2020, SSA OIG and SSA established National Slam the Scam Day. National Slam the Scam Day brings together Federal, state, and local government agencies, nonprofit organizations, and private companies to encourage the public to hang up or ignore criminals impersonating government employees. To maximize exposure, Slam the Scam efforts include strategic outreach and partnerships utilizing social media; digital, print, radio, and television.

In FY 2022, SSA OIG Tweets earned more than 84,000 impressions (or number of views) during National Consumer Protection Week, and more than 29.8 million people followed the hashtag #SlamTheScam. SSA OIG posts on Facebook received more than 55,000 views and resulted in more than 3.1 million #SlamTheScam followers.

The Slam the Scam message received coverage from more than 60 news media outlets on multiple platforms, including online and print, radio, and television. SSA and SSA OIG collaborated with major retailers to provide scam awareness information in retail outlets across the country. Walmart displayed "Slam the Scam" slides on customer service screens at 3,691 stores, and CVS broadcasted SSA's public service announcement in 8,000 stores. These efforts generated coverage online and through print materials viewed by an estimated audience of 14.3 million people.

Slam the Scam Day received congressional engagement. The U.S. Senate unanimously passed S.Res.543 designating March 10, 2022, as National Slam the Scam Day, and 20 U.S. House of Representatives and U.S. Senate members shared Slam the Scam messages through press releases and social media. Other participants included Federal, state, and local government

agencies, private companies, and nonprofit organizations that amplified the Slam the Scam message through press releases, social media, blog posts, email messages, and, in some cases, print material.[1] The SSA OIG hosted this event again on March 9, 2023 and plans to do so again in March 2024.

Protecting the Public from Misleading Communications

SSA OIG is responsible for enforcing Section 1140 of the *Social Security Act*, which, in part, protects consumers from misleading SSA-related communications. Section 1140 prohibits the use of SSA words (*e.g.,* Social Security Administration), acronyms (*e.g.,* SSA), products (*e.g.,* *my* Social Security), symbols (*e.g.*, SSA's official emblem), and other SSA-related images (*e.g.,* Social Security card) in communications to convey a false association with or authorization by SSA.

In FY 2022, SSA OIG launched an outreach program to the State Attorney General offices and other Federal agencies, including the Federal Trade Commission and Federal Communications Commission to enhance ongoing enforcement actions and deter future violations. In FY 2023, SSA OIG will present at the International Telecommunications Week conference on May 14-17, 2023, as part of continued efforts to increase the telecommunications industry's awareness about Section 1140's applicability and the implications of violation. During the presentation, SSA OIG will also discuss and encourage public and private sector cooperation regarding consumer protection efforts focused on combating Social Security-related fraud scams. In FY 2024, SSA OIG will continue outreach to the telecommunications industry via similar conference appearances and presentations.

Further, SSA OIG is increasing Section 1140 education through direct communication with all SSA employees via a video on-demand training module developed in partnership with SSA. This video, slated for release by the end of FY 2023, will educate SSA employees about how to identify possible violations of Section 1140 and report them to SSA OIG. Providing agency employees resources related to Section 1140 will help SSA OIG to vigorously enforce the statute and protect the American public from SSA-related fraudsters. In FY 2024, SSA OIG will continue to create educational opportunities for SSA employees via presentations and other outreach.

Protecting Whistleblower Rights

The *Inspector General Act of 1978*, as amended, directs Inspectors General to designate a Whistleblower Protection Coordinator to educate agency staff about prohibitions against retaliation against employees who have made, or are contemplating making, a protected disclosure. The coordinator also informs employees about the rights and remedies available if retaliated against for making protected disclosures.

For several years running, SSA OIG has developed and expanded a Whistleblower Protection Coordinator training program to educate the SSA workforce on whistleblower rights and

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[1] The SSA OIG team that coordinated the third annual Slam the Scam Day received a 2022 Council of the Inspectors General on Integrity and Efficiency (CIGIE) Award for protecting the public and upholding the integrity of SSA.

protections. For example, in FYs 2021 and 2022, SSA OIG significantly increased whistleblower education through direct communication to all agency employees in SSA and SSA OIG. In FY 2021, SSA OIG developed a robust training program for all new employees to ensure the workforce thoroughly understands whistleblower protections. In FY 2022, SSA OIG continued to implement this multifaceted education plan capitalizing on several mediums to deliver the message.

In August 2022, through collaboration and partnership with SSA, the team developed and released a two-part educational video, educating approximately 60,000 SSA and SSA OIG employees and 8,000 contractors about the OIG, whistleblower rights and remedies, and the functions of the Whistleblower Protection Coordinator. The team also produced a tri-fold pamphlet for distribution to SSA and SSA OIG employees and contractors, created virtual posters for display on SSA Headquarters Television, and developed posters for display in SSA and SSA OIG offices, all describing whistleblower rights and protections.

In FY 2023, SSA OIG is continuing to expand its whistleblower education program by developing a multi-stage training program, improving the visibility of the OIG Whistleblower Protection Coordinator website through collaboration with SSA, facilitating a whistleblower education community event, and beginning development of a new-employee orientation video introducing new employees to the Whistleblower Protection Coordinator program.

SSA OIG will continue that important work in FY 2024. In FY 2024, SSA OIG plans to provide hands-on training to SSA's over 60,000 employee workforce in all 50 states, the District of Columbia, and Puerto Rico. SSA OIG is also increasing its educational outreach for contractors, grantees, and subgrantees.

Impactful Audits

In FY 2022, SSA OIG issued 44 audits that identified over $1.3 billion in questioned costs and over $250 million in funds that could have been put to better use. Contributing to those totals were the reports: *Work Review Determinations for Disabled Beneficiaries*, *Incorrect OASDI Benefit Payment Computations that Resulted in Overpayments,* and *Deceased Beneficiaries in Suspended Payment Status*.

In the audit report, *Work Review Determinations for Disabled Beneficiaries,* SSA OIG found SSA's controls did not ensure work review determinations were accurate and supportable. SSA OIG estimated SSA made errors on work review determinations for more than 31,000 beneficiaries, which resulted in over $553 million in questionable benefit payments. Of this amount, $548.6 million was attributed to overpayments.   The report included five recommendations for SSA, including taking corrective action on the errors identified; incorporating controls and increased functionality in the system that will replace eWork; providing employees refresher training to properly monitor accurate completion of manual updates while increased automation efforts are pending; and updating policy and forms with clearer, specific instructions. SSA agreed with all the recommendations.

Since October 1, 2020, SSA OIG has completed five audits identifying underpayments or potential underpayments to vulnerable populations such as child beneficiaries, widows, Supplemental Security Income (SSI) recipients, and surviving spouses. Potential underpayments identified in these reports totaled over $304 million. SSA OIG has additional ongoing work that focuses on services provided to vulnerable populations, including SSI-related work.

SSA OIG continues to focus on customer service issues at SSA to promote positive change. SSA OIG auditors are reviewing the quality of service provided by SSA's National 800-number and customer wait times in SSA field offices and card centers during the Pandemic. SSA OIG is also responding to a May 2022 congressional request to answer a series of questions related to recent SSA telephone service disruptions. Further, in September 2022, SSA OIG issued a report identifying problems with SSA's Human Capital Planning that ultimately impact customer service.

In addition, SSA OIG remains concerned as Federal information systems—and the information they hold—are increasingly becoming targets of cyber-attacks. SSA must implement a strong information security program to detect and prevent intrusions. Prior SSA OIG audit work[1] has revealed serious concerns with the security of SSA's information systems. Additionally, SSA OIG plays a vital role in helping to ensure the Agency's IT investments are made wisely, and in keeping the Agency, the Congress, and the American public informed.

To ensure SSA OIG is positioned to provide timely, effective oversight of SSA's information security efforts in this ever-changing environment, staff must have the necessary knowledge and skills. Through the FY 2024 Budget, SSA OIG plans to invest in ongoing training for information technology audit staff to keep abreast of advances in technology, new vulnerabilities, and emerging threats. SSA OIG also plans to work with a contractor to assess the effectiveness of SSA's information security policies, procedures, and practices on a representative subset of the Agency's information systems, as required for *Federal Information Security Modernization Act of 2014* (FISMA) oversight.

To facilitate improved delivery and impact of our audit products, in addition to the audit guidelines developed collaboratively with SSA in FY 2020 to ensure access to agency information and cooperation from agency staff, the Office of Audit continues to engage proactively with SSA, consistent with OMB guidance set forth in OMB Memorandum M-22-04, *Promoting Accountability through Cooperation Among Agencies and Inspectors General*, issued in December 2021.

Through the FY 2024 Budget, SSA OIG will continue to take a balanced approach in its audit work across the SSA OIG-identified management challenges.

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[1] See the following reports: Summary of the Audit of the Social Security Administration's Information Security Program and Practices for Fiscal Year 2022; The Social Security Administration's Information Security Program and Practices for Fiscal Year 2021; Security of the Social Security Administration's Disability Case Processing System; The Social Security Administration's Implementation of iPaySSA; The Social Security Administration's Controls Over Malware Introduced by Email Phishing; The Social Security Administration's Controls Over Malicious Software and Data Exfiltration; and Security of the Social Security Administration's Cloud Environment.

Office of the Inspector General

Complex and Large-Scale Fraud Investigations

In recent years, SSA OIG has devoted substantial resources to large-scale investigations, including third-party facilitator fraud, e-Services fraud, and fraud schemes, such as Social Security-related and government imposter scams, that target vulnerable populations.

For example, a widespread SSA imposter scam investigation initiated in May 2021 resulted in the discovery of a multi-level money laundering conspiracy tied to an India-based call center and national and international money laundering rings. The investigation was initiated through New Jersey local law enforcement and its investigation related to an elderly woman who reported a $700,000 loss from SSA-related imposter fraud. SSA OIG then expanded the investigation with the Federal Bureau of Investigation, Homeland Security Investigations, and the Treasury Inspector General for Tax Administration, which led to the discovery of numerous victims who lost large sums of money through the same scheme, which laundered victim proceeds through multiple shell companies and brokerage accounts. These joint efforts led to the indictment of 10 subjects and approximately $1.6 million seized in victim proceeds to date.

Also, in May 2020, Department of Homeland Security (DHS) OIG alerted SSA OIG about a telephone impersonation scheme where callers from India-based call centers impersonated Federal agents and SSA employees using spoofed DHS phone numbers and informed prospective victims that a legal action had been taken against their SSN. Callers threatened victims with deportation and forfeiture of their assets and provided SSA seals and logos as well as images of U.S. Treasury checks to legitimize the scam phone calls. The joint efforts between SSA OIG, the U.S. Attorney's Office for the Southern District of Texas, Transnational Elder Fraud Strike Force and other law enforcement agencies resulted in the indictment of 12 subjects and the identification of over 200 victims who mailed in excess of 400 cash packages after being victimized by these schemes. The aggregate losses incurred by these victims exceeds $10 million.

In FY 2022, SSA OIG's investigative achievements include over $179 million in monetary accomplishments, 7,363 cases closed, and 2,641 investigative reports issued.

With the FY 2024 Budget, SSA OIG will continue to conduct complex and large-scale investigations, develop and leverage partnerships and collaborations to accomplish investigative priorities, and invest in and enhance its technology and IT capabilities to permit more effective investigative efforts.

Strategic Goal 2: Prevent and detect fraud, waste, and abuse in SSA programs and operations

SSA OIG's second strategic goal is to prevent and detect fraud, waste, and abuse in SSA programs and operations, a goal that aligns directly with the core mission of SSA OIG. SSA OIG is responsible for protecting the integrity and efficiency of SSA's administration of approximately $1 trillion in benefit payments annually to more than 70 million people.

Ensuring Stewardship of SSA Programs

During FY 2022, SSA OIG issued 44 audit reports with recommendations to improve SSA's programs and operations. During that same time, investigations conducted by SSA OIG resulted in 537 criminal convictions and contributed to over $179 million in monetary accomplishments, which includes court-ordered restitution, recoveries, settlements, judgments, fines, civil and administrative actions, and estimated savings resulting from investigations. Overall, in FY 2022, SSA OIG identified $15 in returns to the government for every $1 it received through its appropriation.

The FY 2024 Budget will permit SSA OIG to continue to focus on stewardship by completing audits that ensure the correct person is paid and benefit payments are accurate. These efforts will include performing data matches with states and third parties to identify payments made to individuals who are not eligible for benefits; reviewing SSA's adjustment of benefits for beneficiaries who work and may no longer meet the definition of disability; and evaluating manual processes to identify the root cause of errors and challenges SSA faces in resolving overpayments to SSI recipients.

SSA OIG's core audit oversight efforts revolve around SSA's most significant management challenges. SSA OIG annually identifies these challenges based on congressional mandates, audits, and investigative work. One such challenge was the pandemic, which changed SSA's operations and the manner in which it served its customers.

The U.S. Congress passed legislation to mitigate the impact of the Pandemic on the American public, which included additional mandates for SSA. In FY 2022, SSA OIG issued reports about SSA's telephone services, mail processing, the safety of SSA employees and visitors, workload statistics, Disability Determination Services workload statistics, enumeration services, and the use of video and telephone hearings during the pandemic. Other audit work focused on other aspects of SSA's response to the pandemic, including a review of SSA's reopening of claims it denied due to the applicants' receipt or retention of COVID-19 assistance.[1]

SSA continues to face challenges with pending disability hearings and related processing times, and the COVID-19 pandemic renewed challenges with pending disability claims and continuing disability reviews. SSA OIG issued a report on SSA's Challenges and Successes in Obtaining Data to Determine Eligibility and Payment Amounts to review SSA's efforts to implement new incoming data exchanges to reduce its reliance on beneficiaries' self-reporting information that could affect their eligibility and payment amounts. SSA OIG reported that while SSA has made progress implementing data exchanges to reduce its reliance on beneficiaries self-reporting information, it still has work to do. While some of the challenges SSA encounters when entering into data exchanges are beyond its control, SSA could improve its process by implementing a centralized system for administering data exchanges and consider pursuing legislative changes to obtain the data it needs.

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[1] The SSA OIG team that conducted these audits received a 2022 Council of the Inspectors General on Integrity and Efficiency (CIGIE) Award for its effectiveness and efficiency that allowed SSA to take immediate action addressing issues impacting the way the public interacted with the agency.

Office of the Inspector General

As mentioned, SSA is responsible for issuing approximately $1 trillion in benefit payments annually. Given the amounts involved, even the slightest error in the overall payment process can result in millions of dollars in over- or underpayments. In its FY 2022 Agency Financial Report, SSA estimated it made approximately $7.4 billion in improper payments in FY 2021. Of those, $6 billion were overpayments and $1.4 billion were underpayments. Recent SSA OIG audit work identified some of the sources of such improper payments. For example, in a June of 2021 report, we estimated that SSA overpaid approximately 1,846 widows $28.7 million because employees made computational errors on these complex cases. In a May 2022 report, we estimated SSA employees could have avoided approximately 73,000 OASDI overpayments totaling more than $368 million resulting from incorrect benefit computations.

Detecting and Preventing Social Security Disability Fraud Through Investigations

The CDI Program is an important anti-fraud initiative that combats fraud within Social Security disability programs. The CDI Program accomplishes its mission by reviewing questionable disability claims and investigating cases of suspected disability fraud to stop payment before it occurs, or as soon as fraud is suspected.

Each CDI unit consists of an SSA OIG special agent who serves as a team leader, and personnel from SSA, state DDS, and state or local law enforcement partners. CDI units combine Federal and state resources and expertise to benefit not only Social Security programs, but also other Federal and state programs, such as food and nutrition assistance, housing assistance, Medicare, and Medicaid.

The *Bipartisan Budget Act of 2015* (BBA), mandated CDI coverage to all 50 states and U.S. territories by October 2022. SSA OIG and SSA worked in conjunction with state and local partners to complete CDI coverage in accordance with the BBA by the end of FY 2022. Today, 50 CDI units cover all 50 states, the District of Columbia, Puerto Rico, and all U.S. territories.

Since inception of the CDI Program, CDI investigations have contributed to a projected savings to taxpayers of more than $7 billion. Accomplishments of the CDI Program include the following:

- October 1, 2021 – September 30, 2022
    Disability claims denied or ceased = 1,029
    Projected savings for SSA programs = $65,963,545
    Projected savings for non-SSA programs = $85,918,896

- October 1, 2020 – September 30, 2021
    Disability claims denied or ceased = 1,078
    Projected savings for SSA programs = $86,018,721
    Projected savings for non-SSA programs = $76,500,094

The FY 2024 Budget will permit SSA OIG to continue its collaborative efforts with SSA and DDSs to improve the process of referrals to the CDI units, increase the quality of CDI referrals, and maintain efficient and effective nationwide coverage of the CDI Program.

The *Inspector General Empowerment Act* (IGEA) includes a provision that exempts certain computer matching activities, when conducted by IGs, from the requirements of the *Computer Matching and Privacy Protection Act* (CMPPA). SSA OIG utilizes and plans to expand the use of IGEA authorities to obtain data that identifies potential fraud in SSA's programs. For example, SSA OIG has initiated a study with the Centers for Medicare and Medicaid Services to identify disability beneficiaries who are not utilizing Medicare benefits.

Legal Oversight: Enforcing the Social Security Act

SSA OIG works continuously to combat Section 1140 violations involving websites, emails, telephone solicitations, U.S. mail, radio, television and Internet broadcasts, app stores, and social media platforms. SSA OIG educates businesses and individuals regarding these violations, assists them in taking corrective action, and ensures further misuse does not occur. For example, in FY 2021, SSA OIG engaged with Meta (Facebook and Instagram). In FYs 2022 and 2023, SSA OIG continued to engage with Meta as well as LinkedIn, Microsoft, and Twitter to collaboratively and proactively combat imposter social media accounts and pages that are pretending to be affiliated with SSA.

Since FY 2021, SSA OIG has partnered with various State Attorneys General in a robust campaign to combat Section 1140 violations stemming from SSA-related telephone scams. In FY 2024, SSA OIG will continue to expand Section 1140 outreach and enforcement efforts and will increase partnerships with state and Federal agencies to combat Social Security related scams. SSA OIG will also perform additional reviews of possible Section 1140 violations on social media.

Strategic Goal 3: Optimize operations

SSA OIG's third strategic goal is to optimize operations through six key initiatives: (1) intergovernmental collaboration; (2) cost-saving efforts; (3) impact-driven initiatives; (4) cybersecurity; (5) modernizing SSA OIG information technology systems; and, (6) data analytics.

Intergovernmental Collaboration

To leverage collective experience and resources across government, SSA OIG collaborates with other governmental entities to promote economy and efficiency in investigations. Recently, for example, SSA OIG collaborated with the U.S. Department of Justice (DOJ), Civil Division, and other Federal law enforcement agencies on investigations related to imposter scams and elder justice initiatives. SSA OIG also participates in numerous committees, subcommittees, and workgroups under the auspices of CIGIE, including the Investigations, Technology, and Audit committees. SSA OIG will continue to strategically and proactively pursue new partnerships and collaborations in FY 2024.

In addition, SSA OIG proactively shares data, information, and best practices with partner organizations to support a government-wide approach to combating fraud. Examples include

sharing information collected via the SSA OIG online imposter scam complaint form with the Federal Trade Commission's Consumer Sentinel Network and sharing reports of pandemic-related UI fraud with the U.S. Department of Labor OIG. These efforts provide hundreds of law enforcement agencies access to collected allegations data.

SSA OIG also collaborates with state and local entities. In addition to partnering in the CDI program, OIG assists State Attorneys General with combating imposter scam robocalls and has partnered with three Attorneys General. For example, in January 2022, SSA OIG partnered with the State of North Carolina Attorney General, which filed a civil complaint against a Texas-based telecommunications "gateway" carrier that passed millions of suspected scam calls to North Carolina residents. The company is alleged to have knowingly allowed domestic and international scammers to route scam calls to millions of customers via the U.S. telephone network.

Pandemic Task Force Participation

In response to the Pandemic, the U.S. Government issued billions of dollars through relief programs, many of which are targeted by schemes intended to defraud. These schemes often involve identity theft or the misuse of an SSA and, therefore, implicate SSA OIG oversight jurisdiction and authority. As of January 2023, SSA OIG participated in 21 COVID-19 fraud workgroups, including the Unemployment Insurance Fraud Task Force and COVID-19 Fraud Enforcement Task Force, both led by the U.S. Department of Justice. SSA OIG also collaborates with other Federal law enforcement entities on joint investigations of schemes targeting the government's response to the Pandemic, including unemployment insurance fraud and Paycheck Protection Program (PPP) fraud.

For example, in June 2022, a joint PPP investigation into a dual resident of New York and Florida led to the conviction and restitution of $4.5 million payable to nine financial institutions. SSA OIG worked with other Federal law enforcement agencies to gather evidence of the alleged scheme to submit fraudulent information to lenders, including the number of employees, the Federal tax returns for his purported businesses, and the payroll documentation. The individual then misused the funds by transferring the funds to brokerage accounts from which he placed more than approximately $3 million in losing stock trades.

In April 2022, an Economic Injury Disaster loan and PPP loan investigation led to the conviction of a Maryland man and restitution of $305,854 to the U.S. Small Business Administration (SBA). The investigation, conducted jointly with Federal law enforcement agencies, revealed a scheme where an individual used his non-profit organization and provided false information regarding the number of employees, monthly payroll cost, and gross revenue to the SBA to obtain loans from both programs.

Online Portal Abuse Workgroup

In May 2021, SSA OIG created an OIG community workgroup to collaborate and share information with other OIG partners on schemes that target Federal agency online customer service portals, after notification from SSA that it detected substantial anomalous cyber activity

targeting its *my* Social Security application. This workgroup includes many different partners, such as the Pension Benefit Guarantee Corporation, the Department of Education OIG, Department of Labor OIG, Department of Interior OIG, and Postal Service OIG. Through the workgroup, SSA OIG community partners reported similar patterns of behavior and activities affecting their respective agency customer service portals. The collaborative workgroup has brought together information technology, audit, cybersecurity, investigative, analytical, and legal experts to focus on portal abuses. The continued collaboration and data-sharing initiatives will stimulate community-wide mitigation against these abuses and increase awareness on the perpetual use of technology to carry out complex fraud schemes.

Cost-saving Efforts

SSA OIG is committed to maximizing its resources through several cost-saving efforts, including analyzing options to consolidate and co-locate office space to reduce its overall footprint. SSA OIG is analyzeing future office space needs. We are also reimagining our future workplace through providing more flexible employee work schedules and more remote work opportunities than existed prior to the pandemic.

SSA OIG is also centralizing several budgetary and operational efforts to improve organizational efficiency. Those efforts involve streamlining budget formulation and execution, including procurements, acquisitions, and agreements. On the operational side, SSA OIG is consolidating processes for facility management along with expenses such as landline and furniture purchases.

SSA OIG is pursuing these cost-saving efforts with the focus of being good stewards of taxpayer dollars, and it has incorporated these savings into the FY 2024 Budget Request.

Impact-driven Initiatives

SSA OIG continually seeks opportunities to increase operational efficiency and effectiveness. The following SSA OIG initiatives serve as examples, ongoing and continuing in FY 2024, that will have a significant positive impact on the organization's efforts to carry out its mission.

CDI Program Innovations

SSA OIG continuously strives to advance and enhance the CDI Program by identifying and implementing innovative strategies to ensure investigative coverage of the full scope of SSA's disability programs. In conjunction with SSA, SSA OIG has implemented "CDI Hubs" where existing CDI units conduct investigations in more than one state. This eliminates the need for additional office space and results in significant cost savings. SSA and SSA OIG are also harnessing the skillsets and institutional knowledge of reemployed annuitants to serve as CDI investigators in areas where SSA OIG has had difficulty securing a state or local law enforcement partner.

Office of the Inspector General

Special Reviews and Professional Responsibility

In FY 2020, SSA OIG established a dedicated office to improve SSA OIG's oversight of SSA's programs and operations, in addition to fulfilling SSA OIG's statutory duties related to whistleblower protection. The workload of this dedicated office encompasses projects that do not fit squarely within the current SSA OIG structure and can be more effectively handled by a multidisciplinary staff. Examples include sensitive, high-profile, and complex investigations and special reviews involving (1) whistleblower retaliation primarily against employees of SSA, contractors, and grantees; (2) procurement and contract fraud; (3) serious and often sensitive and complex misconduct and mismanagement allegations involving senior-level SSA employees; (4) allegations of misconduct involving OIG employees; (5) referrals from Agency Ethics officials; and (6) matters of significant public or congressional concern, as well as systemic and recurring management challenges at SSA.

Since its creation in FY 2020, the Office of Special Reviews and Professional Responsibility has seen its inventory of sensitive, high-profile matters increase. SSA OIG anticipates this trend will continue as awareness of the office's existence and efforts increase, the office begins to perform proactive special reviews and continues its outreach, and the office complies with President Biden's Executive Order on *Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety*.

Cybersecurity

Realizing the importance of collaboration in cybersecurity efforts, SSA OIG formed an OIG Cybersecurity Workgroup based on recommendations from an internal research initiative. The mission of the SSA OIG Cybersecurity Workgroup is to ensure timely, efficient, and effective cross-component coordination regarding cybersecurity-related issues, analyses, work products, incidents, or other relevant items. Through this workgroup, SSA OIG collaborates on ways it can improve its cyber posture without overlapping agency efforts. SSA OIG also uses the workgroup to remain current on cybersecurity initiatives and changes in policy to ensure SSA OIG is in compliance.

As cyber threats continue to emerge, it is imperative SSA OIG continues to expand its oversight of cybersecurity initiatives from SSA and others across government that impact SSA. In addition, to be compliant with Federal regulation changes, and to adhere to the May 2021 Executive Order on Improving the Nation's Cybersecurity, notably the move to zero trust architecture, SSA OIG must continue to enhance the security posture of its enterprise applications and develop staff skillsets. SSA OIG is a contributing member of the SSA Insider Threat Hub, providing valuable cyber and investigative expertise during inquiries of mutual interest. These contributions have aided SSA in developing and resolving matters related to detected cyber anomalies. SSA OIG also leverages partnerships with external agencies, such as the Federal Bureau of Investigation, for coordination on cyber matters of mutual interest. The FY 2024 Budget Request supports SSA OIG investments in employee training to continue to develop cybersecurity skills that will enhance SSA OIG's cybersecurity control capabilities and benefit ongoing collaborative efforts.

Modernizing SSA OIG Information Technology Systems

To keep pace with current IT trends and technologies necessary to support efficient and effective SSA OIG audit and investigative functions, SSA OIG requires specialized IT staff to handle IT support and services, systems development and infrastructure maintenance, information security and compliance, and cybersecurity. Currently, an SSA OIG IT staff of approximately 45 employees supports SSA OIG IT functions nationwide. SSA OIG requires IT professionals, trained and skilled in these areas, to support current and future workloads.

SSA OIG oversees an investigative case management system to support SSA OIG's investigative processes and workloads. Since the initial release of a new case management system in FY 2021, SSA OIG IT has continued to provide application support, complete maintenance activities, migrate data, and incorporate new functionality. The success of SSA OIG's mission hinges in large part on the continued operability of its investigative case management system. To ensure system availability, the FY 2024 Budget Request includes funding for continued application maintenance and the ability to add or modify functionality to meet organizational needs.

Additionally, many of SSA OIG's administrative applications operate on a platform that is nearing end-of-life. In FY 2023, SSA OIG began efforts to modernize its human resources, budget, and property management administrative applications to meet organizational requirements and priorities. SSA OIG will continue to modernize these critical administrative applications with new databases and business-process management tools, to reduce manual processes and create efficiencies.

For FY 2024, SSA OIG will continue to leverage industry innovations to modernize the critical applications necessary to support SSA OIG audit and investigative functions. Through a multi-year IT modernization plan, SSA OIG plans to deliver modern business-process platforms that improve SSA OIG's ability to respond to changing user needs rapidly and at a manageable cost. SSA OIG will continue to streamline and improve its allegation-triage process by refining intelligent automation functionality in its investigative case management system. Providing specialized training is critical to ensuring SSA OIG has the technical acumen to modernize critical applications, and the FY 2024 Budget Request supports these efforts. SSA OIG intends to pursue enhanced data sharing and collaboration with other IGs, as well as improving internal abilities to make data-driven decisions.

Data Analytics

SSA OIG's data analytics program continues to identify ways to improve operational efficiency, refine strategic decision-making, and maximize the organizational impact of data. This program is made possible by accessing SSA's vast and diverse datasets, as well as collaborating with private, public, and governmental entities. Access to internal, SSA, and third-party data sources allows SSA OIG to work toward establishing targets of suspected large-scale Social Security fraud, flag vulnerabilities in Social Security's systems for audit review, and prioritize allegations and potential audits to ensure alignment with SSA OIG strategic goals and optimize resource allocation. Through the deployment of several reporting tools, SSA OIG is leveraging data

analytics to enhance management information related to the status and progress of investigations, audits, employee training, and property management. The deployment of enterprise-wide applications planned for later this fiscal year will automate existing operational efforts to reduce the cost of essential operating functions and expedite the detection of fraudulent activity.

For FY 2023 and beyond, additional initiatives at SSA OIG will aim to improve employee productivity by optimizing staffing levels across SSA OIG, increase the impact of initiatives internally and with government partners, and maximize return on investment. Additional training will provide analysts with a broader spectrum of tools as SSA OIG advances its analytic capabilities and builds capacity.

Strategic Goal 4: Strengthen our workforce

SSA OIG's fourth strategic goal is focused on strengthening our workforce and improving diversity, equity, inclusion, and accessibility within SSA OIG. SSA OIG is committed to building an innovative and agile organization by attracting, developing, and retaining a high-performing, inclusive, and diverse workforce and providing them the resources to maximize their individual potential and improve operational excellence.

To help meet this strategic goal, in FY 2023, SSA OIG established a new component, the Office of Workforce Performance and Development, whose primary areas of focus are training and professional development, performance management and recognition, DEIA activities, and employee engagement. Among the component's first initiatives is the development of a 12-month new-employee onboarding program, which will focus on SSA OIG's organizational overview, DEIA values and principles, career planning and mapping, and mentoring and coaching. The component is also creating a DEIA strategic plan and establishing an intercomponent cross-training program that permits employees to develop skills outside of their work unit. The FY 2024 Budget Request will support this new component and these initiatives.

Employee Training and Recognition

SSA OIG is committed to employee professional development, knowledge transfer, and succession planning to enhance employee skills and develop a workforce capable of responding to future demands. SSA OIG leadership empowers its managers to consider and approve job-specific trainings that will increase employee knowledge, skills, and abilities and help them carry out their assigned roles and responsibilities.

SSA OIG in FY 2022 established its Professional Development Program (PDP) to enhance employee development, support workforce and succession planning, and further the SSA OIG mission. The PDP is composed of a three-person executive panel, and it considers and approves OIG employee development opportunities in the areas of leadership, management, and other mission-critical competencies. The PDP operates with the goal of facilitating and providing a consistent and equitable process for all employees to be considered for these developmental opportunities. In FY 2022, the PDP approved more than 75 SSA OIG employees to participate in leadership and management trainings and programs through entities such as the Partnership for Public Service Excellence in Government Fellows Program, the CIGIE Leadership and Mission Support Academy, and OPM's Federal Executive Institute. SSA OIG plans to continue

utilizing the PDP to evaluate and approve requests for leadership development opportunities in FY 2024.

Also in FY 2022, SSA OIG entered into an agreement with the Department of Treasury's Treasury Executive Institute (TEI), which provides SSA OIG employees, GS-14 and above, online access to numerous courses and programs to enhance employees' technical proficiency and career development. SSA OIG plans to continue the agreement with TEI in FY 2024.

Through an agreement with the U.S. Office of Personnel Management (OPM), all SSA OIG leaders receive 360-degree assessments, affording them an opportunity to receive meaningful, actionable feedback from their supervisor, peers, direct reports, and other colleagues.

The FY 2024 Budget Request includes almost $1 million to provide the training programs outlined above, which are only a subset of the many employee development programs and trainings offered to the SSA OIG workforce.

Finally, SSA OIG enthusiastically recognizes employees' achievements, in accordance with previous OMB and OPM guidance that "strategic awards and recognition programs add value to organizations and support the retention of high-performing employees and those with mission-critical skillsets." In FY 2024, SSA OIG plans to issue upwards of $1.2 million in employee performance and special act awards. SSA OIG also manages an annual employee recognition program, to include non-monetary awards, such as Inspector General Awards and Peer Awards.

Specialized Recruiting, Hiring, and Retention

SSA OIG has several unique recruitment, hiring, and retention requirements created by a geographically dispersed workforce and critical mission responsibilities. SSA OIG is charged with recruiting and retaining talent in a hybrid mix of staff in headquarters and regional locations.

SSA OIG also faces immediate succession planning challenges. As of January 2023, 96 SSA OIG employees, or 19 percent of the workforce, is retirement-eligible. Of those, the majority (57) are criminal investigators. An additional 20 percent of the workforce will become retirement-eligible in the next five years.

To prepare for these upcoming retirements and as part of a broader strategic staffing plan, in FY 2022, SSA OIG recruited a total of 51 employees across all its components, including 22 criminal investigators across the country, and is currently onboarding a number of new employees as a result of recruitment.

SSA OIG seeks to leverage opportunities to be as efficient as possible with recruiting and will continue those efforts. For example, SSA OIG utilizes job announcements that can satisfy a number of hiring requirements. The organization has also engaged with OPM to develop customized competency assessments to identify and hire qualified candidates for criminal investigator positions across the country.

Office of the Inspector General

Additionally, SSA OIG recently established new career ladder positions with full performance to the GS-13 level, for both its criminal investigators and its auditors. This change provides current SSA OIG employees a defined career development path, and it will assist SSA OIG in attracting emerging talent and developing staff in-house, so they can grow within and support SSA OIG over time.

In FY 2022, SSA OIG revitalized recruitment materials including the physical materials SSA OIG staff uses at recruiting events such as banners, tabletop posters, flyers, and brochures. SSA OIG's careers webpage was revised to include a listing of careers and job descriptions for the range of jobs available with the organization. SSA OIG also plans to develop recruitment videos to expand outreach efforts into different media.

Finally, as a large portion of work has shifted to a virtual environment and workers increasingly can be selective with where and when they want to work, SSA OIG has made significant efforts to afford a number of workplace flexibilities and remote work options to employees. In FY 2022, SSA OIG offered maximum flexible work schedules to all eligible employees and developed a remote work agreement to give eligible employees the ability to work remotely, with management approval. The SSA OIG employee remote work agreement went into effect in FY 2023 and will be recertified annually.

Diversity and Inclusion

On June 25, 2021, President Biden issued Executive Order 14035: *Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce*. This executive order seeks to create a Government-wide initiative to promote DEIA.

In FY 2022, SSA OIG established its own DEIA Council to strengthen the organization's ability to recruit, hire, develop, promote, and retain talent and remove barriers to equal opportunity. In its first year, the DEIA Council organized SSA OIG attendance at 10 career fairs and 20 virtual information sessions; conducted four in-person recruitment presentations across the country; contributed to SSA OIG attendance at 10 other special interest conference/events; partnered with the Office of the Chief Strategy Officer to update SSA OIG recruitment materials; worked with human resources staff to develop a recruitment strategy to attract and retain a diverse, talented SSA OIG workforce; identified potential DEIA training courses to share with the SSA OIG workforce; and created commemorative content for a number of observances to include in the SSA OIG employee newsletter.

In FY 2023, SSA OIG established a DEIA Officer position to coordinate ongoing SSA OIG DEIA efforts and expand on other initiatives, to include outreach and reporting; allocate resources to increase its number of Pathways Interns and Recent Graduate positions; pursue improvements to the hiring process to hire the best qualified candidate(s); expand training and professional development; and expand employee engagement to identify successes and remediate challenges. These efforts will be an important part of the workload of the newly established Office of Workforce Performance and Development in FY 2024 and beyond.

BUDGETARY RESOURCES

The SSA OIG annual appropriation consists of appropriations from both the general fund and the trust funds. The President's Budget for FY 2024 consists of $34,000,000 appropriated from the general fund, and $86,400,000, which will be transferred and expended as authorized by Section 201(g) (1) of the Social Security Act from the Federal Old-Age and Survivors Insurance Trust Fund and the Federal Disability Insurance Trust Fund. The table below displays budget authority, split by type of funding, and obligations.

Table 4.2 — OIG Budget Authority and Amounts Available for Obligation

	FY 2022 Actual	FY 2023 Estimate	FY 2024 President's Budget	FY23 to FY24 Change
FTE	479	511	537	26
General Fund Appropriation	$30,900,000	$32,000,000	$34,000,000	$1,600,000
Trust Fund Appropriation	$77,765,000	$82,665,000	$86,400,000	$4,135,000
Subtotal:[1]	**$108,665,000**	**$114,665,000**	**$120,400,000**	**$5,735,000**
Transfer Authority [2]	$94,000	$0	$0	$0
No-Year Carryover (IT Mod)	$0	$2,000,000	$1,079,352	($920,648)
Program Integrity Transfer [3]	$12,100,000	$15,100,000	$19,100,000	$4,000,000
Program Integrity Carryover [4]	$1,418,298	$1,017,641	$0[5]	($1,017,641)
Total Authority:	**$122,277,298**	**$132,782,641**	**$140,579,352**	**$7,796,711**
Total Obligation[6]	$118,607,602	$131,703,300	$139,503,000	$7,796,711
Unobligated balance lapsing	$652,055	$0	$0	$0

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[1] Of the amount, $2,000,000 is available for IT Modernization in each of the years.

[2] In FY 2022, SSA-OIG provided consultation services for the performance of SSA contract audits of State DDSs, and SSA reimburses SSA-OIG for these services through an annual transfer.

[3] P.L. 117-103 allowed SSA to transfer $12,100,000 in FY 2022 from the LAE account to the OIG for the costs associated with jointly operated CDI units. P.L. 117-328 continues this transfer in FY 2023 of up to $15,100,000 and the FY 2024 Budget requests a $19,100,000 transfer.

[4] SSA OIG's PI allocation adjustment is an 18-month account. The carryover represents the unobligated funds that will be obligated within the first six months of the following fiscal year.

[5] SSA OIG does not estimate any carryover from FY 2023 into FY 2024.

[6] Total Obligations for IT Modernization include $0 in FY 2022, $2,921,000 in FY 2023 and $2,003,000 in FY 2024 with the remaining $1,076,000 carrying over into FY 2025. The FY 2022 appropriations bill was the first to provide the OIG with dedicated IT Modernization funding. For the the remainder of FY 2022, the OIG prioritized the development of a comprehensive IT Modernization Plan, but needed additional time to work through contracts and obligate the funds.

Table 4.3 — Explanation of OIG Budget Changes

	FY 2023		FY 2024		Change	
	WYs (FTEs)	Obligations	WYs (FTEs)	Obligations	WYs (FTEs)	Obligations
BUILT-IN INCREASES **Payroll Expenses**	**511**	*$113,108,200*	**511**	*$113,108,200*	**-**	*$0*
Change in base payroll expenses related to career ladder promotions and within-grade increases	-	-	-	*$4,667,100*	-	*$4,667,100*
Change in base expenses for employee benefits including health benefits and new employees hired under the Federal Retirement Employees System	-	-	-	*$1,926,200*	-	*$1,926,200*
Non-Payroll Costs - All other built-in non-payroll changes, travel management support and equipment	-	*$13,950,100*	-	*$9,456,500*	-	*($4,493,600)*
Rent	-	*$4,645,000*	-	*$4,645,000*	-	
Subtotal, Built-in increases	**511**	***$131,703,300***	**511**	***$133,803,000***	**-**	***$2,099,700***
PROGRAM INCREASES **Payroll Increase** - Net Increase in OIG WYs	-	-	*26*	*$6,032,000*	*26*	*$6,032,000*
Subtotal, Program Increases	-	-	*26*	*$6,032,000*	*26*	*$6,032,000*
Total Increases	*511*	*$131,703,300*	*537*	*$139,835,000*	*26*	*$8,131,700*

	FY 2023		FY 2024		Change	
	WYs (FTEs)	**Budgetary Resources**	**WYs (FTEs)**	**Budgetary Resources**	**WYs (FTEs)**	**Budgetary Resources**
BUILT-IN DECREASES		-		-	-	-
Base Payroll Expenses— Decrease in all other payroll costs	-	-	-	-	-	-
Non-Payroll Costs						
Rent				*($332,000)*		*($332,000)*
Subtotal, Built-in decreases	*0*	*0*	*0*	*($332,000)*	*0*	*($332,000)*
PROGRAM DECREASES						
Decrease in costs for training, other support, services, and supplies	-	-	*0*	-	-	-
Subtotal, Program Decreases	*0*	*0*	*0*	*0*	*0*	*0*
Total Decreases	*0*	*$0*	*0*	*($332,000)*	*0*	*($332,000)*
Net Change	**511**	*$131,703,300*	**537**	*$139,503,000*	**26**	*$7,799,700*

Office of the Inspector General

Table 4.4 — Budget Resources by Object				
	FY 2022	**FY 2023**	**FY 2024**	*FY23 to FY24 Change*
Full-time permanent	$66,325,281	$77,448,098	$88,762,856	*$11,314,758*
Other than full-time permanent	$464,256	$485,612	$510,864	*$25,252*
Other compensation	$1,375,735	$1,242,000	$1,254,420	*$12,420*
Subtotal, Personnel Compensation	$68,165,272	$79,175,710	$90,528,140	*$11,352,430*
Civilian personnel benefits	$31,464,720	$33,932,450	$35,205,360	*$1,272,910*
Total, Compensation and Benefits	$99,629,992	$113,108,160	$125,733,500	*$12,625,340*
Travel	$1,780,800	$2,173,000	$2,062,000	*($111,000)*
Transportation of things	$54,130	$54,000	$55,000	*$1,000*
Rental payments to GSA	$4,079,000	$4,145,000	$3,813,000	*($332,000)*
Rental payments to others	$66,000	$119,000	$105,000	*($14,000)*
Communications, utilities, and others	$385,000	$300,000	$306,000	*$6,000*
Printing and reproduction	$690	$1,000	$3,000	*$2,000*
Other services	$6,486,700	$5,856,840	$4,737,500	*($1,119,340)*
Supplies and materials	$195,520	$235,000	$130,000	*($105,000)*
Equipment	$5,977,770	$5,711,000	$2,558,000	*($3,153,000)*
Insurance Claims	$0	$0	$0	*$0*
Adjustments	($48,000)	$0	$0	*$0*
Total Budgetary Resources	**$118,607,602**[1]	**$131,703,000**	**$139,503,000**	***$7,800,000***

Table 4.5 — FTE Employment and WYs			
	FY 2022 Actual	**FY 2023 Estimate**	**FY 2024 Estimate**
FTE	479	511	537
Overtime / Lump Sum Leave	3	3	3
Total:	**482**	**514**	**540**

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[1] Total includes the $94,000 transferred to SSA-OIG for consultation services on the performance of SSA contract audits of State DDSs in FY 2022.

Table 4.6 —Average Grade and Salary	
	FY 2022 Actual
Average ES	$189,100
Average GS	13
Average GS Salary	$125,000

APPROPRIATION HISTORY

The table below displays the President's budget request, amounts passed by the House and Senate, and the actual amount appropriated for the period FY 2014 to FY 2023.

Table 4.7—Appropriation History Table

Fiscal Year	Budget Estimate to Congress	House Committee Passed	Senate Committee Passed	Enacted Appropriation
General Funds	$30,000,000	- - -	$29,689,000	**$28,829,000**
Trust Funds	$75,733,000	- - -	$74,972,000	**$73,249,000**
2014 Total	$105,733,000	- - -	$104,670,000[1]	**$102,078,000**[2]
General Funds	$29,000,000	$28,829,000		**$29,000,000**
Trust Funds	$75,622,000	$74,249,000		**$74,350,000**
2015 Total	$104,622,000	$103,078,000[3]		**$103,350,000**[4]
General Funds	$31,000,000	$30,000,000	$28,829,000	**$29,787,000**
Trust Funds	$78,795,000	$78,795,000	$74,521,000	**$75,713,000**
2016 Total	$109,795,000	$108,795,000[5]	$103,350,000[6]	**$105,500,000**[7]
General Funds	$31,000,000	$29,787,000	$29,829,000	**$29,787,000**
Trust Funds	$81,000,000	$75,713,000	$75,713,000	**$75,713,000**
2017 Total	$112,000,000	$105,500,000[8]	$105,500,000[9]	**$105,500,000**[10]
General Funds	$30,000,000	$29,796,270	$29,796,270	**$30,000,000**
Trust Funds	$75,500,000	$74,987,280	$74,987,280	**$75,500,000**
2018 Total	$105,500,000	$104,783,550[11]	$104,783,550[12]	**$105,500,000**[13]
General Funds	$30,000,000	$31,000,000	$30,000,000	**$30,000,000**
Trust Funds	$75,500,000	$77,500,000	$75,500,000	**$75,500,000**
2019 Total	$105,500,000	$108,500,000[14]	$105,500,000[15]	**$105,500,000**[16]
General Funds	$30,000,000	$31,000,000	$30,000,000	**$30,000,000**
Trust Funds	$75,500,000	$77,500,000	$75,500,000	**$75,500,000**
2020 Total	$105,500,000	$108,500,000[17]	$105,500,000[18]	**$105,500,000**[19]
General Funds	$33,000,000	$31,000,000	$30,000,000	**$30,000,000**
Trust Funds	$83,000,000	$75,500,000	$75,500,000	**$75,500,000**
2021 Total	$116,000,000	$108,500,000[20]	$105,500,000[21]	**$105,500,000**[22]
General Funds	$32,000,000	$32,000,000	$32,000,000	**$30,900,000**
Trust Funds	$80,000,000	$80,000,000	$80,000,000	**$77,765,000**
2022 Total	$112,000,000	$112,000,000[23]	$112,000,000[24]	**$108,665,000**[25]
General Funds	$33,000,000	$33,000,000	$32,000,000	**$32,000,000**
Trust Funds	$84,500,000	$84,500,000	$82,665,000	**$82,665,000**
2023 Total	$117,500,000	$117,500,000[26]	$114,665,000[27]	**$114,665,000**[28]
General Funds	$34,000,000			
Trust Funds	$86,400,000			
2024 Total	$120,400,000			

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[1] S. 1284.
[2] Consolidated Appropriations Act, 2014 (P.L. 113-76).
[3] H.R. 5464.
[4] Consolidated Appropriations Act, 2015 (P.L. 113-235).
[5] H.R. 3020
[6] S. 1695.
[7] Consolidated Appropriations Act, 2016 (P.L. 114-113).
[8] H.R. 5926.
[9] S. 3040.
[10] Consolidated Appropriations Act, 2017 (P.L. 115-31).
[11] Further Additional Continuing Appropriations Act, 2018 (P.L. 115-56). Funding includes a rescission of 0.6791% of FY 2017 appropriation. The $30,000,000 in general funds and $75,500,000 in trust funds included in the language for this account for FY 2018 were reduced by $415,284 and $301,166 respectively, in accordance with P.L. 115-56.
[12] Further Additional Continuing Appropriations Act, 2018 (P.L. 115-56). Funding includes a rescission of 0.6791 percent of FY 2017 appropriation. The $30,000,000 in general funds and $75,500,000 in trust funds included in the language for this account for FY 2018 were reduced by $415,284 and $301,166 respectively, in accordance with P.L. 115-56.
[13] Consolidated Appropriations Act, 2017 (P.L. 115-56).
[14] H.R. 6157.
[15] H.R. 6157.
[16] Department of Defense and Labor, Health and Human Services, and Education Appropriations Act, 2019 and Continuing Appropriations Act, 2019 (P.L. 115-245).
[17] H.R. 1865.
[18] H.R. 1865.
[19] Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2020 (P.L. 116-94).
[20] H.R. 133.
[21] H.R. 133.
[22] Departments of Labor, Health and Human Services, and Education, and Related Agencies Appropriations Act, 2021 (P.L. 116-260).
[23] H.R. 4502
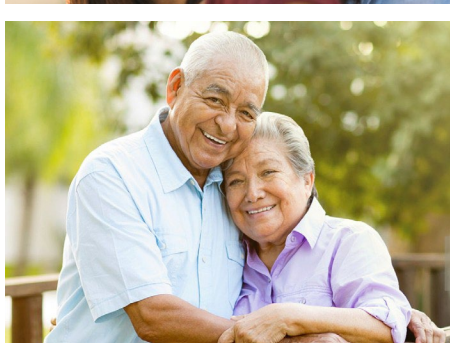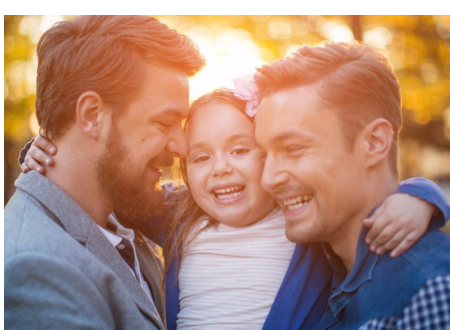[24] H.R. 4502
[25] Consolidated Appropriations Act, 2022 (P.L. 117-103).
[26] H.R. 2617.
[27] H.R. 2617.
[28] Consolidated Appropriations Act, 2023 (P.L. 117- 328).

Securing today and tomorrow

Social Security Administration

Annual Performance Plan
for Fiscal Year 2024

Revised Performance Plan
for Fiscal Year 2023

Annual Performance Report
for Fiscal Year 2022

Table of Contents

Message from the Acting Commissioner

As the Acting Commissioner of the Social Security Administration (SSA), I present our *Annual Performance Plan for Fiscal Year 2024, Revised Performance Plan for Fiscal Year 2023, and Annual Performance Report for Fiscal Year 2022,* which detail our priorities and goals for the next two fiscal years (FY) and our accomplishments in the past fiscal year.

Our mission is to ensure equity in delivering Social Security services and improving the accessibility of our services to all. Our success in serving the public relies on our staff. Our employees are the heart of the agency, dedicated to providing outstanding service to nearly every member of the public at some point in their lives.

Our employees have been carrying more than their share of the burden. In FY 2022, we experienced the lowest staffing level in over 25 years, due to prior years of insufficient funding. To engage and retain employees, we need to provide them with manageable workloads, modern tools, and the training and development needed to build a successful career with our agency.

While we have begun to recover from many aspects of the pandemic, we continue to combat a growing backlog of disability claims at the initial and reconsideration levels, a backlog of claims at our processing centers, and a delay in eliminating our hearings backlog. Staffing challenges, coupled with the anticipated increase in disability claims receipts we expect in FYs 2023 and 2024, will likely contribute to longer wait times for a disability decision than in FY 2022. Similarly, we are making the technological and hiring investments necessary to improve service on our National 800 Number.

One of the most critical issues we face right now is the significant number of people who are waiting too long—over seven months on average—for a disability decision, which is now a service delivery crisis. We are replacing our employee losses, including in the State disability determination services (DDS). We are collaborating with the DDSs to implement new strategies to address recruitment and retention issues. We established a special team dedicated to increasing DDS processing capacity, addressing the disability backlogs, and look forward to implementing new solutions to improve processing.

As good stewards of our programs and as required by law, we will continue our quality reviews, cost-effective program integrity work, and payment accuracy efforts to ensure individuals receive the benefits for which they are eligible. We will expand the use of data analytics and predictive modeling, and increase the number and scope of strategic partnerships, to effectively administer benefits and protect our programs from waste, fraud, and abuse.

Based on internal evaluations, I affirm that the performance data in this report is complete, reliable, and accurate.

Respectfully,

Kilolo Kijakazi, Ph.D., M.S.W.

Baltimore, Maryland
March 13, 2023

Vision

Provide income security for the diverse population we serve.

Mission

Ensure equity and accessibility in delivering Social Security services by improving the customer experience and addressing systemic barriers to participation in our programs.

Programs

Few government agencies affect the lives of as many people as we do. We administer three programs under the Social Security Act, as amended:

- **Old-Age and Survivors Insurance (OASI)**: Established in 1935, the OASI program provides monthly retirement and survivors benefits to qualified workers and their family members. In fiscal year (FY) 2022, we paid OASI benefits to an average of over 56 million beneficiaries each month, and we paid approximately $1,064 billion to OASI beneficiaries through the fiscal year.

- **Disability Insurance (DI)**: Established in 1956, the DI program provides monthly benefits for workers who become disabled and their families. In FY 2022, we paid DI benefits to an average of 9 million beneficiaries each month and paid over $142 billion to DI beneficiaries through the fiscal year.

- **Supplemental Security Income (SSI)**: Established in 1972, the SSI program provides monthly financial support to aged, blind, and disabled adults and children who have limited income and resources. In FY 2022, we paid SSI benefits to a monthly average of 7.7 million recipients (approximately 2.6 million of whom concurrently receive OASI or DI benefits), and we paid almost $64 billion in SSI Federal benefits and State supplementary payments through the fiscal year.

In addition, we support national programs administered by other Federal and State agencies, as required by law, such as Medicare, Supplemental Nutrition Assistance Program, State Children's Health Insurance Program, E-Verify, Medicaid, and Federal Benefits for Veterans, and programs associated with the *Employee Retirement Income Security Act of 1974*, *Coal Industry Retiree Health Benefit Act*, and *Help America Vote Act*.

We administer our programs in accordance with law and regulations. We have implemented enterprise risk management processes to improve the effectiveness of our organization and program administration. Our goals are informed by strategic opportunities as well as our assessment of program evaluations, our Learning Agenda, and identified risks.

Organization

As of the end of FY 2022, over 57,000 Federal employees and 14,500 State employees serve the public from a network of more than 1,500 offices across the country and around the world. We administer our programs and services online, by phone, and in person in our offices. Our customers can access online services such as applying for retirement, disability, and Medicare benefits, checking the status of an application or appeal, or requesting a replacement Social Security card.

Our highest priority is to provide mission-critical services while ensuring the health and safety of the public and our employees. We have shown this by maximizing remote work during the height of the pandemic and implementing policy and process flexibilities. We are working to return our performance and services closer to pre-pandemic levels. In April 2022, we resumed in-person services, including for people without appointments.

A diverse, engaged, and well-trained workforce is critical to meeting our service delivery goals. Our employees either directly serve the public or provide support to employees who do. We support our workforce throughout their chosen career paths with employee engagement, training, and development.

State agency disability determination services (DDS) make disability determinations for initial claims, reconsiderations, and continuing disability reviews (CDR). We are experiencing historically high attrition in the DDSs and difficulties hiring new staff, limiting our capacity to address the projected increase in disability receipts.

Administrative law judges (ALJ) in our hearing offices and administrative appeals judges in our Appeals Council decide appealed cases. We are making progress toward our goal of eliminating the disability hearings backlog, which is at its lowest level in 21 years.

Our processing centers (PC) handle the most complex benefit payment decisions, in addition to issuing benefit payments after appeals decisions, determining and collecting debt, correcting records, and performing program integrity work.

Our teleservice centers answer a broad range of Social Security and Medicare questions, schedule appointments for our field offices, provide status updates on current claims or appeals, and ensure the accuracy of our records.

Despite the challenges of the Coronavirus Disease 2019 (COVID-19) pandemic, we met many of our service goals, and we are addressing related challenges. The pandemic has highlighted opportunities and driven creative solutions to provide alternate service options to the public, lessening the need for people to visit a local field office. We made more of our paper processes electronic, added online service options, and examined how we can enhance service delivery for our customers. We are examining our internal policies and procedures for opportunities to improve and provide additional avenues to give our customers more efficient access to our services. For more information about our organization and its functions, visit our organizational structure webpage.

Strategic Framework

This Annual Performance Report addresses the strategic goals, objectives, and strategies in our *Agency Strategic Plan for Fiscal Years 2022–2026* as required by the *Government Performance and Results (GPRA) Modernization Act of 2010*. We assess our progress by the performance measures and targets for each strategic objective.

Strategic Goals	Strategic Objectives	Supporting Strategies
Optimize the Experience of SSA Customers	Identify and Address Barriers to Accessing Services	• Identify and address potential inequities in current policies and programs • Increase support services for unrepresented claimants • Conduct implicit bias training for employees • Conduct and analyze customer satisfaction surveys to identify areas for improvement
	Expand Digital Services	• Better understand our customers' service preferences • Address our customers' service needs • Increase the use of secure digital services
	Build a Customer-Focused Organization	• Continue modernizing our information technology • Improve timeliness and eliminate and prevent backlogs
Build an Inclusive, Engaged, and Empowered Workforce	Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement	• Conduct analyses to identify and address any systemic barriers present in hiring and advancement • Broaden reach for hiring and promote retention
	Support Employees' Chosen Career Paths	• Invest in our employees • Ensure inclusive leadership development
Ensure Stewardship of SSA Programs	Improve the Accuracy and Administration of Our Programs	• Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients • Enhance our payment accuracy efforts, including overpayments and underpayments • Expand the use of data analytics and predictive modeling • Strengthen our cybersecurity program
	Identify and Eliminate Potential Barriers to Access Contracts and Grants	• Identify and work to address potential barriers and bolster open competition in the acquisition and grants process • Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations
	Improve Organizational Performance and Policy Implementation	• Simplify our policies and modernize our processes • Strengthen program and resource management • Expand strategic partnerships with external partners

President's Management Agenda: Customer Experience

We are a high impact service provider (HISP), often affecting individuals at several points in their lives, including from birth, to entering the workforce, to facing a disability or loss, and when reaching retirement age. In accordance with Executive Order (EO) 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, we are designing and delivering services that focus on the experiences of the people we serve.

We partnered with an industry leader to provide Customer Experience (CX) training to our agency's leaders. We focused on building a common understanding of CX and detailing the role leadership plays in developing a customer-centric culture. We laid the groundwork to increase collaboration, break down silos, engage stakeholders, and guide our transformational work.

We centralized how we collect customer and employee feedback, research, and operational data. We successfully migrated all online surveys to the new Voice of Customer (VoC) Feedback platform—a major milestone towards standardizing and integrating VoC feedback within our decision-making processes. We established a baseline satisfaction measurement tool that complies with Federal requirements, allowing customers to access our survey at any time and provide feedback on their experiences. We marketed our survey across all major service channels (i.e., online, National 800 Number, and field offices).

We conducted extensive research and outreach to learn about the experiences of low to middle-income seniors approaching retirement age. We identified opportunities to improve the customer experience across Federal government. We are working to expand community partnerships and streamline multiple application processes.

Our 2022 CX Action Plan outlines five CX actions that we will execute in FYs 2023 and 2024 to build our CX management capacity. We worked with CX industry experts to develop journey mapping standards and CX decision modeling to help us identify which aspects of our current service delivery channels are generating the greatest customer pain points to implement CX activities and solutions. We designated three HISP priority services: applying for a replacement Social Security card, filing for Social Security retirement benefits, and obtaining adult disability benefits. Visit Performance.gov for more information about our CX Action Plans and our FY 2024 Congressional Justification for more specifics about our planned actions.

Cross-Agency Priority Goals

The *GPRA Modernization Act of 2010* requires agencies to address Cross-Agency Priority Goals in our strategic plan and the annual performance plan. Refer to Performance.gov for our contributions to those goals and progress.

Agency Priority Goals

Agency Priority Goals (APG) are 24-month goals that reflect our top performance improvement priorities and key commitments for advancing the President's Management Agenda. As required by the *GPRA Modernization Act of 2010*, we established three APGs for FYs 2022–2023 that support multiple objectives across our strategic plan. Annotated below are the strategic objectives most closely aligned with each APG. These priority goals remain an agency focus. We are working to address performance challenges that may impact our ability to meet our targets. Visit Performance.gov for more information about how our APGs reflect our key priorities.

Agency Priority Goal	FY 2023 Target	FY 2022 Results
Improve Equity in the Supplemental Security Income Program Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities Strategic Objective 1.1: Identify and Address Barriers to Accessing Services	• By September 30, 2023, increase the number of all SSI applications by 15 percent, relative to the 2021 baseline, restoring rates closer to pre-pandemic levels • By September 30, 2023, increase the number of SSI applications from underserved communities by 25 percent, relative to the 2021 baseline	• Increased the number of all SSI applications by 5.2 percent, relative to the 2021 baseline • Increased the number of SSI applications from underserved communities by 18.1 percent, relative to the 2021 baseline
Improve the National 800 Number Service Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number Strategic Objective 1.3: Build a Customer-Focused Organization	• By September 30, 2023, achieve an average speed of answer of less than 12 minutes, including implementation of estimated wait time and call back options	• FY 2022 Average Speed of Answer: 32.7 minutes • Worked with vendor to develop FY 2023 implementation plan for new 800 Number platform
Improve Initial Disability Claims* Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for initial disability determinations Strategic Objective 1.3: Build a Customer-Focused Organization *Focus Area for Improvement	• By September 30, 2023, achieve an average processing time for initial disability claims of 164 days • By September 30, 2023, decide 85 percent of pending initial disability claims that begin the fiscal year 180 days old or older	• FY 2022 Average Processing Time for Initial Disability Claims: 184 days • Decided 96 percent of FY 2022 aged cases

Performance Measures At A Glance

The following table shows our FYs 2023 and 2024 performance measures (excluding agency priority goals and budgeted workload measures), aligned with our FYs 2022–2026 Agency Strategic Plan.

Strategic Goal 1: Optimize the Experience of SSA Customers	
1.1: Identify and Address Barriers to Accessing Services	1.1a: Redesign SSA's website to enhance the user's online experience
	1.1b: Collect Customer Feedback
1.2: Expand Digital Services	1.2a: Increase the number of successfully completed online transactions
	1.2b: Expand video service delivery
1.3: Build a Customer-Focused Organization	1.3a: Provide uninterrupted access to our systems during scheduled times of operations
	1.3b: Modernize evidence acquisition systems to drive increased electronic medical evidence volumes through a multi-channel strategy
	1.3c: Improve customer service by reducing the number of actions pending at the processing centers
Strategic Goal 2: Build an Inclusive, Engaged, and Empowered Workforce	
2.1: Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement	2.1a: Enhance the leadership and executive pipelines through modernized national leadership and executive development programs
	2.1b: Increase the use of workforce data analyses to support executive workforce and succession planning and data-driven decision making
2.2: Support Employees' Chosen Career Paths	2.2a: Improve employee engagement
	2.2b: Ensure new supervisors receive timely training to improve their leadership skills and competencies
	2.2c: Strengthen manager accountability for effective performance management
Strategic Goal 3: Ensure Stewardship of SSA Programs	
3.1: Improve the Accuracy and Administration of Our Programs	3.1a: Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments
	3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance program
	3.1c: Modernize our Debt Management System
	3.1d: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions
	3.1e: Maintain effective cybersecurity and privacy programs
	3.1f: Ensure timely and accurate payments to appointed representatives
3.2: Identify and Eliminate Potential Barriers to Access Contracts and Grants	3.2a: Small Business Administration annual scorecard success in contracting with Historically Underutilized Business (HUB) Zone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses
	3.2b: Increase funding for Historically Black Colleges and Universities (HBCU) and Institutions Serving Students of Color (ISSC)
3.3: Improve Organizational Performance and Policy Implementation	3.3a: Reduce our real property footprint

Strategic Objective 1.1: Identify and Address Barriers to Accessing Services

Leads: Deputy Commissioner for Operations and Deputy Commissioner for Retirement and Disability Policy

Strategies:

Identify and address potential inequities in current policies and programs

Increase support services for unrepresented claimants

Conduct implicit bias training for employees

Conduct and analyze customer satisfaction surveys to identify areas for improvement

FY 2022 Performance Measure Target and Results (see details)		
1.1a: Redesign SSA's website to enhance the user's online experience	Implement final redesigned website and establish baseline customer experience scores using our new customer feedback platform	**Not Met**

What Did We Accomplish in FY 2022?

We made noteworthy progress with this strategic objective by accomplishing the milestones outlined in our Equity Action Plan.

- Held National Disability Forums (NDFs) with over 400 attendees addressing equitable access to SSA disability programs for Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Plus communities; the impact of nutrition and fitness on disability; working with stakeholders to improve access to SSA benefits; and services for individuals experiencing homelessness.
- Provided in-depth training for nearly 1,800 community-based partners committed to assisting individuals with filing SSI applications.
- Published race and ethnicity research to examine potential inequities in our program participation and explored changes to our policies and procedures to increase access to our programs as a result of this research.
- Implemented mandatory agency-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) Implicit Bias training, with over 98 percent completion rate.
- Developed and issued guidance to our field office employees on accepting documents with a non-binary sex designation or "X" for social security number requests.
- Developed sub-regulatory policy to help ensure SSI applicants with disabling conditions meeting specific criteria (presumptive disability) and who face barriers to our programs receive benefits as early as possible.
- Established baseline customer experience scores for the redesigned website using our new customer feedback platform.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Identify and address potential inequities in current policies and programs

We will expand on our network of advocates and community-based organizations and meet with them regularly to address the needs of people facing barriers. As outlined in our Equity Action Plan, we will increase our collection of data by race and ethnicity and employ it to discern whether there are differences in the rate of participation in our programs or disparities in average benefit levels, and work to address them.

Ensure Equity and Outreach: We established the Agency Equity Team, including executives from across the agency to coordinate agency-wide and interagency efforts and discuss opportunities to ensure equity in our programs, in accordance with EO 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government*. We compiled and published research and statistics detailing the demographic makeup of SSA program populations. We updated policy to conform with scientific advancements and recommendations from the medical community and kidney patients to ensure equitable disability determinations. In FYs 2023 and 2024, we will improve data collection for program data on race and ethnicity. We plan to produce research using enhanced program data and the matched Census Bureau survey to identify potential disparities for smaller populations of disability beneficiaries and applicants.
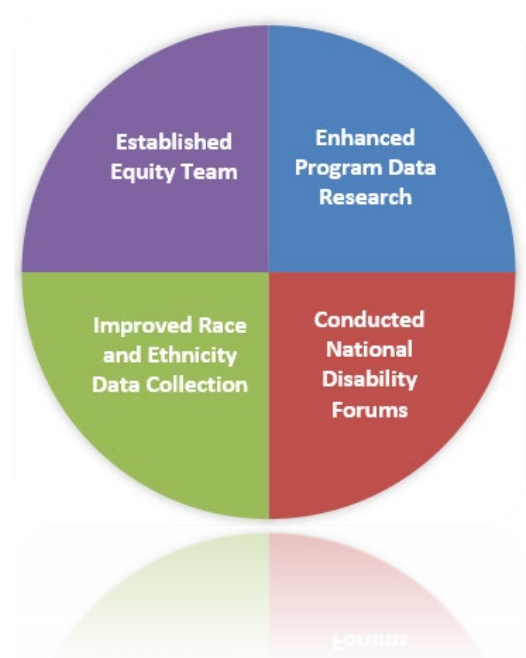
We plan to host additional NDFs or similar activities that include diverse stakeholders, and representatives of our underserved communities who share their unique insights directly. Refer to our website for racial equity research, statistics, and data resources.

Strategy: Increase support services for unrepresented claimants

We will support unrepresented claimants at the hearing level during our administrative review process. We will also examine our processes and procedures for potential actions that may result in disparate outcomes for unrepresented individuals.

In FYs 2023 and 2024, we will examine the impact of internal processes on outcomes for unrepresented claimants in the disability application process, as well as examine the effects of other internal policies, processes, and systems on service delivery. We plan to continue outreach to unrepresented claimants inform them of their rights at the hearing level of appeal. We are providing

telephone and online video hearings options to make hearings more accessible to claimants. We are working to ensure that the communication efforts are consistent and cover the entire disability process.

Strategy: Conduct implicit bias training for employees

We will update agency-wide policies and trainings to ensure equity in our programs. We established a workgroup on implicit bias and worked with training experts to assess and develop new training and a proposed curriculum. In FYs 2023 and 2024, we will use pre- and post-training evaluations to understand the impact of our trainings to mitigate potential implicit bias. We plan to review and make appropriate changes to our Implicit Bias training curriculum and enhance barrier analysis.

Strategy: Conduct and analyze customer satisfaction surveys to identify areas for improvement

We will build out our Voice of Customer architecture, available to customers visiting our website, to gain customer feedback to help us better understand customer perceptions, needs, and preferences. We will analyze data from various sources to identify areas for improvement. Separately, we survey field office visitors. We will gather feedback from callers to our 800 number once we upgrade our phone systems.

Establish Enterprise Voice of Customer (VoC) Feedback Collection: We utilize VoC feedback collection to capture real-time customer feedback across all service channels to help identify pain points along customers' journeys. In FY 2023, we began collecting customer feedback for two of our HISP priority service designations: (a) Filing for Social Security retirement benefits and (b) Applying for a replacement Social Security card. This information is published on Performance.gov. We also plan to define our first cross-functional transformational journey team to conduct customer research, pain point analysis, service design, stakeholder enablement, and performance measurement for the designated priority services. In FY 2024, we will strengthen centralized CX management structure to

Filing for Retirement Benefits Online

Customer Feedback Score

Satisfaction	Trust	Quality	Ease	Efficiency	Transparency	Helpfulness
4.58	4.56	4.63	4.55	4.51	4.43	4.23

Results for FY 2023 (Quarter 1)

ensure accountability and integration of CX management disciplines throughout the agency, such as customer research, measurement, understanding, customer journey mapping, human-centered design, and customer-centric culture. We also plan to use insights derived from our VoC feedback collection to begin development and implementation of human-centered design solutions to address customer
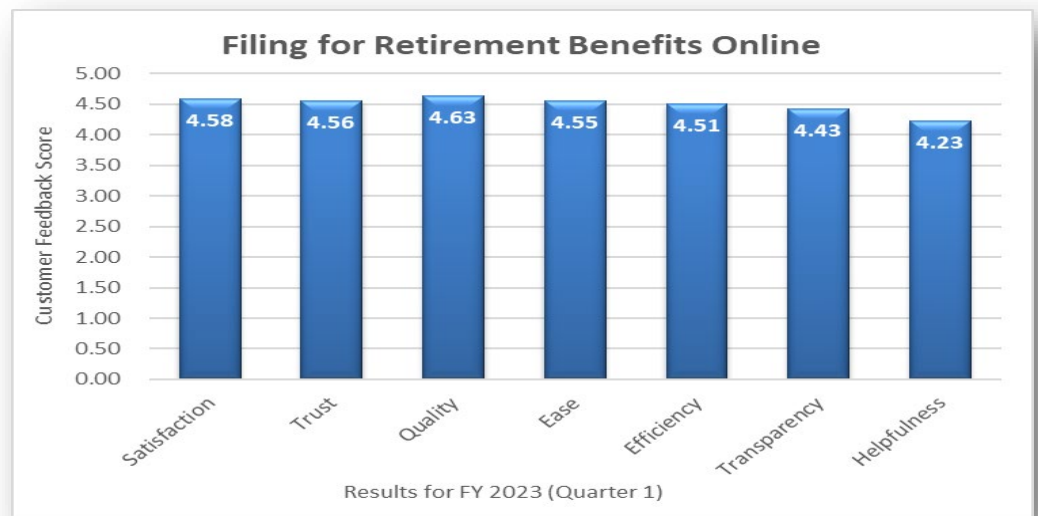
pain points and improve customer satisfaction. Visit Performance.gov for more information about our CX goals, progress, and results.

<table>
<tr><td colspan="2">Long term Goals:</td></tr>
<tr><td colspan="2">

• Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities.
• Improve equity and benefit delivery in our programs through increased outreach and the detection of disparities using data collection and analysis.

We are making progress toward our long-term goals through our efforts to improve income security as outlined in our Equity Action Plan.
</td></tr>
</table>

Performance Measures:[1]

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.1a: Redesign SSA's website to enhance the user's online experience	Not available	Not available	We completed the content audit for the full informational site, completed the new information architecture and design, and completed the retirement path updates	We implement-ed a *beta* site for ssa.gov; and achieved a two-point increase in customer satisfaction with the redesigned home page of the *beta* site	Implement final redesigned website and establish baseline customer experience scores using our new customer feedback platform	**Not Met** Implemented official Website release in December 2022 (FY 2023)	Achieve a 1.5% increase from baseline satisfaction for customers using SSA's website	Achieve a 1% increase in satisfaction for customers using SSA's website
				FY 2022 Performance				
	Target Not Met: We released the redesigned SSA,gov website on December 6, 2022. The FY 2022 release was postponed to address key stakeholder feedback and public communication features on the website home page.							

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[1] Results are reported for performance measures when data is available. "Not available" is shown when historical data are not available. "Not Applicable" is shown when newly established measures do not have an FY 2022 target.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.1b: Collect Customer Feedback (NEW)	Not available	Not available	Not available	Not available	Not applicable	Not available	Establish end of journey feedback collection for priority service designations	Establish baseline customer experience scores for priority service designations

Strategic Objective 1.2: Expand Digital Services

Leads: Deputy Commissioner for Operations and Deputy Commissioner for Systems

Strategies:

Better understand our customers' service preferences

Address our customers' service needs

Increase the use of secure digital services

FY 2022 Performance Measure Target and Results (see details)		
1.2a: Increase the number of successfully completed online transactions	Increase the number of successfully completed online transactions by 10 million over the prior year (300 million target)	● **Met**
1.2b: Expand video service delivery	Implement videoconferencing to 100% of SSA and DDS employees	● **Not Met**

What Did We Accomplish in FY 2022?

We made noteworthy progress with this strategic objective by providing additional digital service options to meet the service needs of our customers.

- Enhanced our field office visitor experience with email and text reminders of appointments and smart phone check-in and cancellation options, which made it easier for visitors to check in and reduced congestion in our office reception areas.
- Added a QR code to hearing notices allowing claimants to check in for a hearing easily and securely using their mobile devices.
- Posted QR codes in our field offices to provide customers with information about our digital services.
- Deployed video teleconferencing capabilities to ALJ workstations giving claimants more flexibility to attend virtual hearings.
- Implemented an online method to assist people facing barriers to accessing our programs, their advocates, and third parties to establish a protective filing date for all our benefits, including SSI.
- Deployed an Online Social Security Number Application process that allows U.S. citizens and non-citizens to initiate online Social Security Number (SSN) card applications and identify the evidence needed for an original or replacement SSN card, before coming to the local SSA office to complete the application process.
- Implemented the Internet Social Security Number Replacement Card (*iSSNRC*) option to request a replacement card for name change due to marriage in certain States.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Better understand our customers' service preferences

We will build our VoC architecture to gain customer feedback to understand their perceptions, needs, and preferences. We marketed our customer feedback collection across all major service channels (i.e., online, National 800 Number, and field offices).

Enhance *my* Social Security (mySSA)**:** Our online portal, *my* Social Security, offers a broad range of services, including changing an address or direct deposit information, getting personal retirement benefit estimates, and requesting a replacement Social Security number card. *my* Social Security allows access from various devices. In FYs 2023 and 2024, we plan to provide customers with more options to update their addresses online, including those who live abroad and those who are dually entitled to retirement and disability benefits.
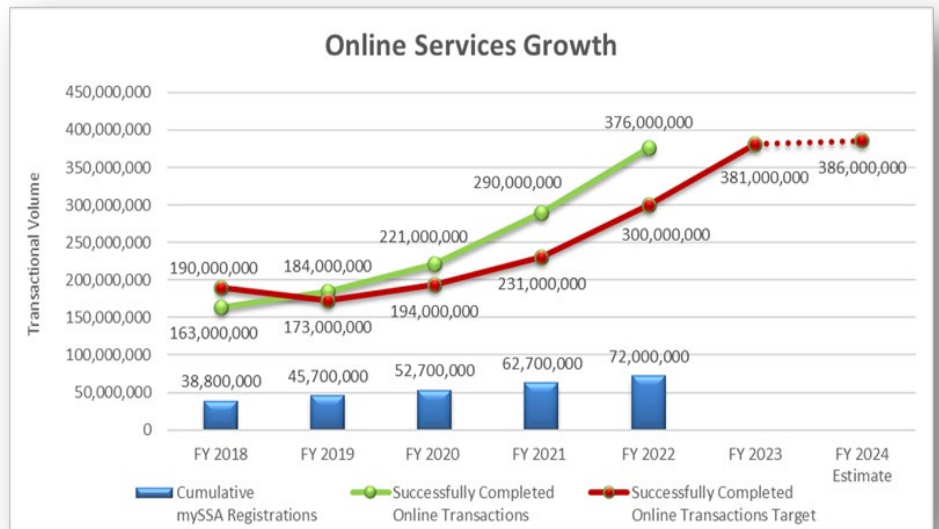
Strategy: Address our customers' service needs

We will introduce online options and improve services provided over the phone and in-offices.

Expand Video Service Delivery: Video service delivery (VSD) allows us to provide a video face-to-face service option for our customers using their personal devices. In FYs 2023 and 2024, we plan to expand access to video teleconference hearings to provide more timely service to claimants and balance workloads across hearing offices. We will begin the full-scale replacement video teleconferencing equipment with updated technology to decrease the need for technical assistance and reduce the number of delayed or cancelled hearings. We will also conduct video teleconferencing testing with the Department of Homeland Security (DHS) to issue non-U.S. Citizen replacement cards.

Enhance Online Appeals: We are improving the *iAppeals* online application process for people who appeal an agency decision for non-medical reasons. Appeals and Appointed Representative Processing Services will be an online portal with self-service options for customers and appointed representatives to electronically complete the appointment of representative process, fee agreements, appeals, registration, and other related workloads. In FYs 2023 and 2024, we plan to create a single-entry point

for medical, non-medical, and Office of Appellate Operations online appeal applications to make it easier for customers to file appeal requests.

Strategy: Increase the use of secure digital services

We provide the public with secure online, remote, and self-service options.

Enhance the Digital Experience: We are exploring ways to enhance the customer experience by providing convenient, user-friendly, and secure digital self-service options. We will utilize *eSubmit* to allow individuals applying for or receiving certain services to upload forms, documents, or evidence associated with their transaction, without the need to travel to a field office. We are prioritizing our forms and policies to either remove signature requirements or allow *eSignature* options. In FYs 2023 and 2024, we will implement and enhance a mobile-accessible online process to support EO 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

Expand Online Options for New Social Security Numbers and Replacement Cards: We are expanding online service options for replacing SSN cards, so members of the public do not need to visit an office. In FYs 2023 and 2024, we plan to expand the marriage data exchange, integrate the Electronic Verification of Vital Events data exchange into *iSSNRC* to verify birth information, and explore additional avenues to increase access and enhance security.

New and Replacement Social Security Number Cards

Number of Applications Processed

- FY 2018: 17,000,000
- FY 2019: 17,600,000
- FY 2020: 13,000,000
- FY 2021: 11,600,000
- FY 2022: 16,000,000
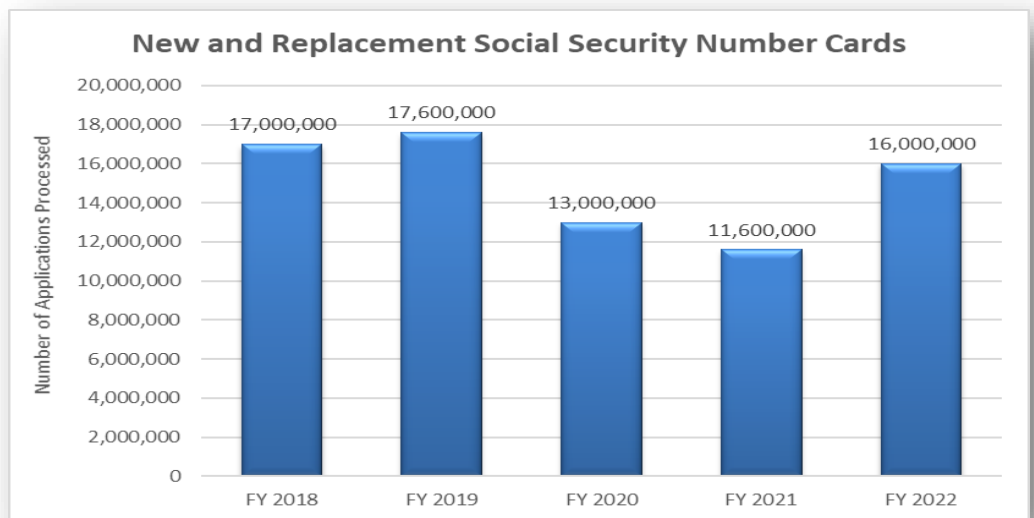
Long term Goals:

- Increase the number of services and forms available on our secure digital platforms to provide more convenient, user-friendly, and secure digital self-service options.
- Increase the usage of our secure digital services so that customers can conduct business with us at their convenience.

We are making progress toward our long-term goals by expanding our online service options and providing additional service choices.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.2a: Increase the number of successfully completed online transactions	163 million	184 million	221 million	290 million	Increase the number of successfully completed online transactions by 10 million over the prior year (Target of 300 million)	**Met** Completed 376 million online transactions	Increase the number of successfully completed online transactions by 5 million over the prior year (Estimated target of 381 million)	Increase the number of successfully completed online transactions by 5 million over the prior year (Estimated target of 386 million)
	FY 2022 Performance							
	Target Met: We exceeded the target for successfully completed online transactions by over 75 million. The 52-week number of eService transactions was 368,908,718; the 53-week number was 375,703,069.[2]							
1.2b: Expand video service delivery	Not available	Not available	Not available	Implemented MS Teams to 100% of frontline employees	Implement videoconferencing to 100% of SSA and DDS employees	**Not Met** On hold due to software implement-ation restrictions	Conduct test with DHS to issue non-U.S. Citizen replacement cards	TBD
	FY 2022 Performance							
	Target Not Met: We did not implement the Polycom Real Presence video conferencing software due to delays in the vendor-updated software release which will include producing a customizable agency background setting to protect employee privacy.							

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[2] FY 2022 contained 53 weeks instead of the typical 52-weeks in a Federal fiscal year. We used the 53-week data to determine if we meet our fiscal year performance and budgeted workload measures. We provided 52-week data where applicable.

Strategic Objective 1.3: Build a Customer-Focused Organization

Leads: Deputy Commissioner for Operations, Deputy Commissioner for Hearings Operations, and Deputy Commissioner for Systems

Strategies:

Continue modernizing our information technology

Improve timeliness and eliminate and prevent backlogs

FY 2022 Performance Measure Target and Results (see details)		
1.3a: Provide uninterrupted access to our systems during scheduled times of operations	99.90% availability	🟢 **Met**
1.3c: Improve customer service by reducing the number of actions pending at the processing centers	3.7 million	🔴 **Not Met**

What Did We Accomplish in FY 2022?

We streamlined our operational processes and notices to our customers. Improving our processing center performance is a focus area for improvement.

- Simplified our secure credentials process for *my* Social Security portal access, resulting in increased account registrations.
- Launched the redesigned *Social Security Statement* online via *my* Social Security and by mail.
- Added a supplemental fact sheet to the *Statement* focused on SSI and other means-tested programs for workers with limited earnings.
- Hired ALJs to ensure we have adequate resources to prevent the recurrence of the hearings backlog.
- Enabled direct access to Registered Appointed Representative Services for our hearings staff, reducing the burden on field operations and decreasing case processing delays.
- Targeted high priority workloads in our PCs with focus on processing the oldest pending cases and screening incoming workloads.
- Completed expansion of our Disability Case Processing System; all DDSs now operate on the same national system.
- Expanded the use of video consultative examinations to improve access for individuals applying for disability benefits.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Continue modernizing our information technology

We will improve self-service support tools and video options, allowing our customers to choose how and when to conduct business with us. We are committed to modernizing and integrating technology solutions to provide accurate, current, easily accessible information and services for our customers and employees agency-wide.

Continue Information Technology Modernization: We are building on our modernization efforts with a focus on digital modernization. In FYs 2023 and 2024, we plan to expand our online self-service scheduling capabilities, increase the number of forms customers can access and complete online, and simplify our process to apply for SSI benefits. We plan to automate more services on our website, including adding more customer-centric portals, mobile applications, and claim status information. To better support our employees, we also plan to automate and improve efficiency in areas such as workforce analytics, succession planning, and performance management.

Modernize the Social Security Statement: The modernized *Statement* provides users with their earnings records, Social Security and Medicare taxes paid, and future benefit estimates. The *Statement* also includes targeted supplemental fact sheets and contains links to retirement planning tools, calculators, and other applicable information. In FYs 2023 and 2024, we will distribute the new SSI fact sheet and the Spanish *Statement* and fact sheets to a targeted audience. In addition, we plan to solicit additional stakeholder and advocate feedback for the *Statement* and fact sheets.

Social Security Statements — Transactional Volume by fiscal year.
Number of Times Statement Accessed Online: FY 2018: 45,000,000; FY 2019: 56,000,000; FY 2020: 63,000,000; FY 2021: 65,000,000; FY 2022: 55,000,000.
Number of Statements Mailed: FY 2018: 15,000,000; FY 2019: 11,000,000; FY 2020: 19,000,000; FY 2021: 12,000,000; FY 2022: 19,000,000.
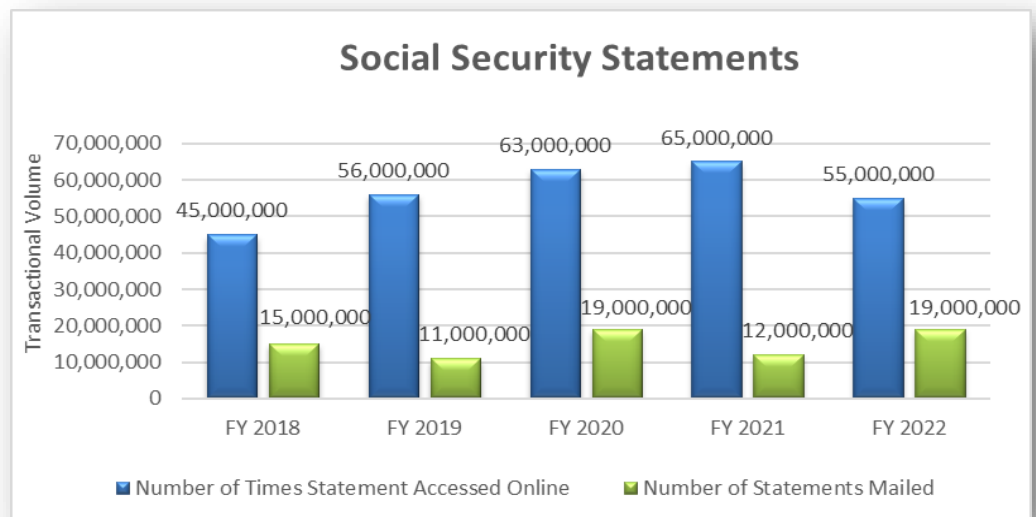
Improve 800 Number Services: Millions of our customers count on our National 800 Number technicians to answer important questions. Some may experience lengthy delays waiting to speak with an agent, particularly during our peak calling periods. We are focused on improving the timeliness of our National 800 Number average speed of answer and reducing agent busy rate, as we transition to a new phone system. Our APG on improving the National 800 Number Service reflects this commitment. We previously planned to implement our new phone system, known as the Next

Generation Telephony Project (NGTP), in FY 2022. However, we experienced unexpected delays while developing the new system to meet the complex needs of our phone operation. Our new implementation timeline is to implement phase one of NGTP in FY 2023, which will allow us to replace our outdated technology and offer a variety of features including estimated wait times and increased call capacity. We will also complete our new agent training rollout and relaunch the customer satisfaction survey. In FY 2024, we plan to increase production among newly hired agents, continue evaluating the stability of NGTP, and explore options for testing new NGTP features.

Strategy: Improve timeliness and eliminate and prevent backlogs

We are committed to addressing our growing backlogs and improving service to the public. We share claimants' frustrations with unacceptable wait times and delays in eliminating backlogs.

Address Initial Disability Decision Wait Times: One of our top priorities is to improve the national average processing time for initial claims and work down older cases, even as our initial disability claims receipts are projected to increase. We are identifying opportunities in policies, workloads, and processes for improving and enabling efficient and effective operations. Our APG on initial disability claims reflects this commitment.

Modernize Disability Case Processing: We are integrating the Disability Case Processing System (DCPS2), Hearings and Appeals Case Processing System, Office of Appellate Operations Case Processing System, and the Quality Review Case Processing System across our offices and DDSs to improve disability case processing throughout our enterprise. We deployed DCPS2 to all DDSs to provide increased efficiencies and improved customer service through business process modernizations in FY 2022. When all features are complete, we will have a national case processing system that will allow seamless interaction from the initial disability claim filing through a final appeal decision. In FYs 2023 and 2024, we will support ongoing operations and continue to develop and modernize new capabilities to reduce dependency on inefficient and outdated software applications.

Reduce the Hearings Backlog: We are eliminating the hearings backlog and reducing the time it takes to receive a hearing decision. As the DDSs process increased volumes of initial claims and reconsiderations, we are preparing for a downstream increase in requests for hearings, requests for Appeals Council review, and civil action court filings. In FYs 2023 and 2024, we will work toward eliminating the backlog and achieving an average processing time of 270 days by the end of FY 2024. We will monitor our incoming workloads and our capacity to complete work, and we will replace our ALJ losses and maintain our support staff levels. These efforts will help us prevent the recurrence of the backlog.

Hearings Pending
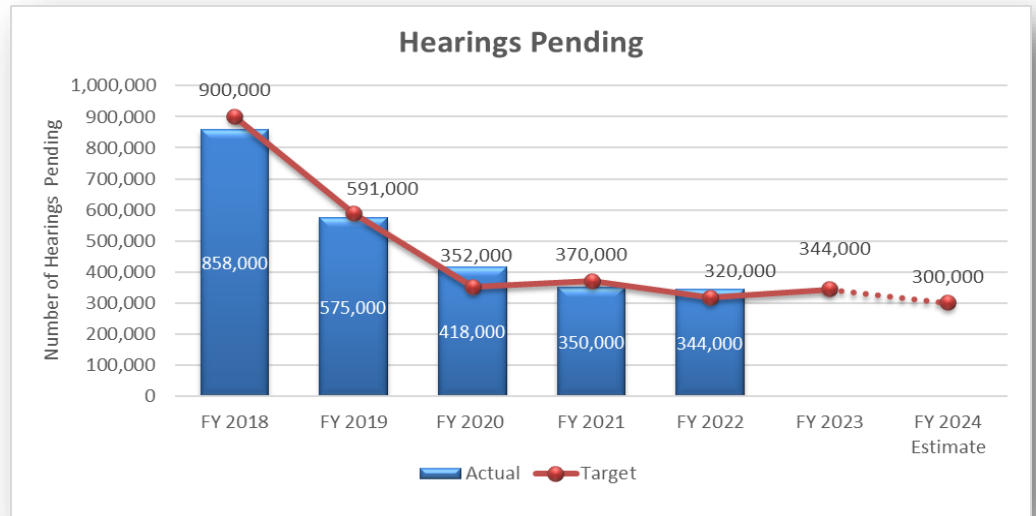
Expand Access to Electronic Medical Evidence: We offer multiple electronic options for medical providers to submit evidence to us via our automated Health IT program, Electronic Records Express web portal, and web services. In FYs 2023 and 2024, we plan to onboard large medical evidence network partners to increase the volume of evidence we receive electronically.

Addressing the Processing Center Backlog: Our PCs are addressing a significant increase in pending actions from FY 2021 to FY 2022, due to a combination of challenges including lower overtime in FY 2022 compared to previous years and higher-than-normal attrition rates. We are working to decrease our PC technicians' processing time for incoming actions, improve payment timeliness, and implement automation to eliminate duplicate work. In FYs 2023 and 2024, we plan to identify and implement workload strategies that will improve processing quality. We will process the oldest pending cases across all workloads. We plan to onboard new hires to increase our capacity to process workloads with large volumes of pending actions.

Long term Goals:

- Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number.
- Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for initial disability determinations.
- Increase our customers' ability to electronically transact business with the agency to increase equity and accessibility to our services.

We are exploring new options to address our service delivery challenges. We established a special team dedicated to increasing DDS processing capacity and reducing claims backlogs.

Performance Measures

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.3a: Provide uninterrupted access to our systems during scheduled times of operations	99.95% availability	99.95% availability	99.84% availability	99.89% availability	99.90% availability	**Met** Provided 99.96% online system availability	99.90% availability	99.90% availability

FY 2022 Performance

Target Met: We exceeded the target and achieved 99.96% Enterprise Availability with extensive integration testing, close coordination of infrastructure changes, and enhanced monitoring activities. Our IT infrastructure successfully supported over 3 billion weekly Mainframe and Cloud transactions while maintaining an enterprise availability of 99.96% for our key systems.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.3b: Modernize evidence acquisition systems to drive increased electronic medical evidence volumes through a multi-channel strategy (NEW)	Acquired 48% of electronic medical evidence	Acquired 51% of electronic medical evidence	Acquired 52% of electronic medical evidence	Acquired 53% of electronic medical evidence	Not applicable	Acquired 55% of electronic medical evidence	Acquire 56% of electronic medical evidence	Acquire 57% of electronic medical evidence
1.3c: Improve customer service by reducing the number of actions pending at the processing centers	3.2 million	4.5 million	3.75 million	3.86 million	3.7 million	**Not Met** 4.2 million	4.7 million	4.9 million

FY 2022 Performance

Target Not Met: We missed the target by just over 500,000 actions. The increase in pending cases was due to a combination of challenges, including an increase in receipts from FY 2021 to FY 2022, lower overtime in FY 2022 compared to previous years, and higher than normal attrition rates. PC Pending was 4,177,629 through week 52 and 4,224,129 through week 53.

Strategic Objective 2.1: Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement

Leads: Deputy Commissioner for Human Resources and Deputy Commissioner for Civil Rights and Equal Opportunity

Strategies:

Conduct analyses to identify and address systemic barriers present in hiring and advancement

Broaden reach for hiring and promote retention

FY 2022 Performance Measure Target and Results (see details)		
2.1a: Enhance the leadership and executive pipelines through modernized national leadership and executive development programs	Reduce leadership competency gaps of at least 90% of NLDP participants	● **Met**

What Did We Accomplish in FY 2022?

We developed strategies to enhance our selection and retention process.

- Completed workshops to support our employees who are Veterans addressing trauma and Post-Traumatic Stress Disorder; work-life balance services; civilian workforce transitioning; and suicide awareness and understanding.
- Conducted a barrier analysis (Management Directive 715) to determine appropriate steps to ensure compliance with policies, practices, and procedures in a non-discriminatory manner for employees and applicants.
- Developed our *FY 2022 Historically Black Colleges and Universities Strategic Plan* in accordance with the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity Through Historically Black Colleges and Universities.
- Reviewed policies and procedures to identify and create a DEIA strategy addressing potential barriers to full participation and advancement in the workplace.
- Developed a comprehensive plan to analyze and mitigate potential barriers with the application and selection portions of the National Leadership Development Program (NLDP).
- Reduced the previously identified leadership competency gaps for 90 percent of the NLDP participants.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Conduct analyses to identify and address any systemic barriers present in hiring and advancement

We will conduct analyses on hiring and employee advancement through our annual Management Directive 715 reporting process. We will implement changes in hiring and career advancement, particularly around training. We will rethink our workplace culture, as necessary, to further these commitments.

Enhance Strategic Workforce Planning (SWP): SWP is a proactive planning approach for the agency's current and future workforce. We will employ SWP initiatives to ensure the effective acquisition, development, and retention of a talented and diverse workforce. In FY 2023, we will use the SWP framework and business process to inform the development and implementation of the FYs 2023–2026 Human Capital Operating Plan (HCOP). In FY 2024, we will assess the SWP framework for expanded implementation at the component level and support further development and implementation of innovative human capital efforts within the HCOP. We will also develop a comprehensive strategy to identify and reduce staffing and skill gaps within mission critical and leadership positions.

Promote Diversity, Equity, Inclusion, and Accessibility:
Our goal is to improve policies and practices to ensure a representative workforce and maintain compliance with the *Architectural Barriers Act,* Accessibility Standards. In FY 2023, we will continue implementing DEIA strategies, policies, practices, and processes, including releasing the Civil Rights and Diversity Empowerment Portal, which will serve as a consolidated training site for our employees. We will provide access to a library of equal employment opportunity training that will be accessible to all agency employees. In FY 2024, we will continue to identify and eliminate barriers in hiring and advancement.

Strategy: Broaden reach for hiring and promote retention

Increasing workplace flexibility allows us to broaden our geographic reach for hiring and retention in a way that complements our efforts to promote diversity and equity in hiring and advancement.

Expand Recruitment Efforts: We will expand manager recruitment capabilities, increase internship opportunities, and utilize current Office of Personnel Management (OPM) special hiring authorities (e.g., Schedule A, Pathways, Military Spouse, etc.). In FYs 2023 and 2024, we plan to recruit and hire

from all sources, including directly offering candidates appointments; add language to the Careers at SSA webpage about available special hiring authorities; and add inclusive language in our job announcements in support of our DEIA Strategic Plan. We plan to implement a centralized internship program; leverage partnerships with over 400 universities and institutions that specifically work with underserved communities; provide guidance and program oversight for veteran hiring, training, and retention activities; and participate in Operation War Fighter and other Non-Paid Work Experience internship programs. We will utilize special hiring authorities, including direct hiring authority for approved mission-critical positions as we look to fill critical vacancies.

Foster Employee Retention: Our goal is to identify innovative strategies to engage our employees and foster retention. In FYs 2023 and 2024, we will use a variety of human capital strategies to improve retention among current employees and new hires, including exploring and marketing new and existing workplace flexibilities that support employees throughout their careers. We also continue to evaluate remote work policies and adapting our recruitment strategies to attract top talent from anywhere in the country.

Execute Talent Management and Succession Planning: We are developing an efficient and effective automated succession planning tool (*wePrepare*) to collect, report, and share workforce succession planning data agency-wide. We are testing *wePrepare* in preparation for our phased national roll out. In FY 2023, we will begin the development assignments and executive-level training for our Senior Executive Service (SES) Candidate Development Program (CDP) cohort. In FY 2024, we will provide guidance and support for SES CDP graduates as they begin the process to obtain Office of Personnel Management (OPM) certification.

Long term Goal:

- Increase workforce diversity through improved recruitment, hiring, and retention.

We are working towards our long-term goal of ensuring we attract and retain a talented and diverse workforce by training managers, administrative staff, and HR specialists on recruitment strategies, merit promotion, hiring authorities, and workplace flexibilities.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
2.1a: Enhance the leadership and executive pipelines through modernized national leadership and executive development programs	99% Executive readiness reviewed	NLDP Launch Complete	NLDP Competencies Identified	NLDP Assignments Initiated	Reduce leadership competency gaps of at least 90% of NLDP participants	**Met** 90% of NLDP participants reduced competency gaps	Implement 50% of NLDP improve-ments based on program evaluation feedback	Attain a 90% OPM certification rate for eligible SES CDP participants
	FY 2022 Performance							
	Target Met: We met our target and reduced competency gaps of at least 90 percent of the NLDP participants, based on data analysis of pre-360 and post-360 assessment reports.							
2.1b Increase the use of workforce data analyses to support executive workforce and succession planning and data-driven decision making (NEW)	Not available	Not available	Not available	Not available	Not applicable	Not available	Release four new workforce planning and analysis resources	Release four new workforce planning and analysis resources

Strategic Objective 2.2: Support Employees' Chosen Career Paths

Lead: Deputy Commissioner for Human Resources

Strategies:

Invest in our employees

Ensure inclusive leadership development

FY 2022 Performance Measure Target and Results (see details)		
2.2b: Ensure new supervisors receive timely training to improve their leadership skills and competencies	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment	🔴 **Not Met**
2.2c: Strengthen manager accountability for effective performance management	95% of Initial Discussions, Performance Discussions, and Appraisal performance documents tracked electronically through our e7B application	🟢 **Met**

What Did We Accomplish in FY 2022?

We focused on improving employee engagement and leadership development.

- Implemented mandatory DEIA training for all agency executives, managers, and supervisors.
- Implemented agency and component-level Improving Workplace Morale (IWM) plans to strengthen employee engagement, morale, and retention.
- Tested and evaluated the configured Succession Planning module (*wePrepare*) within the Office of Human Resources to prepare for phased national roll-out.
- Updated SSA Employee Engagement training videos and Employee Engagement Suite website (*weLearn*) with leadership resources.
- Launched the first-year curriculum of Leadership Fundamentals for managers and developed training for the second year.
- Analyzed applicant data for a diverse applicant pool of talented individuals for the SES CDP.
- Selected a diverse class for the SES CDP to ensure a succession pipeline for critical SES positions.
- Collaborated with the National Advisory Councils to present SES-CDP Readiness Seminar Series for employees interested in acquiring an SES-CDP position for more than 700 employee participants.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Invest in our employees

We will modernize our talent management systems to support interactive and job-specific activities across the employee lifecycle, further supporting management accountability for improved employee performance and engagement.

Improve Employee Engagement: We employ tools that support executive and management development. This includes, attrition and retention statistics, employee feedback surveys, and targeted IWM plans. In FYs 2023 and 2024, we will broaden communication through supervisor town hall meetings with the Acting Commissioner to solicit thoughts and recommendations on new ideas to foster and improve engagement across the agency. We will share agency-wide best practices, tools, and strategies to address employee career path resources, development opportunities, and workplace flexibilities. We will update our employee performance plan expectations to facilitate supervisor and employee engagement. Visit the Office of Personnel Management [Federal Employee Viewpoint Survey](#) (FEVS) page for more information.

Employee Engagement Index

FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
73	72	75	76	75

FEVS Supervisor Subindex
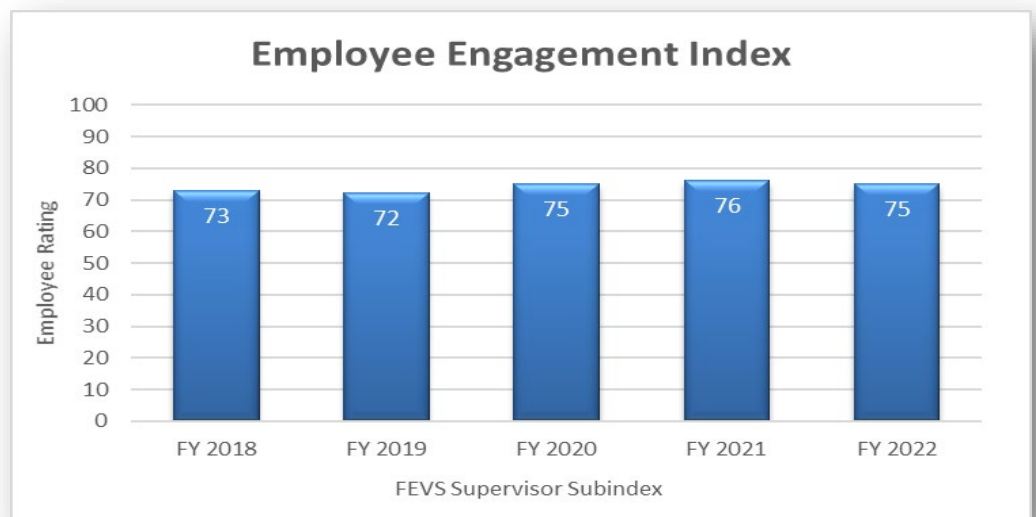
Strengthen the Performance Management Process: Through the Reaching Every Supervisor or Leader Very Early (RESOLVE) program, consisting of managers and employee relations specialists, we are equipping managers to address potential and current performance and conduct matters. In FYs 2023 and 2024, we aim to improve RESOLVE participants' scores from pre-assessment to post-assessment and achieve an average score of 85 percent on post-assessment. Additionally, we will update our performance management application (*e7B*) to keep pace with changes to agency system and security policies, provide a more intuitive user experience for supervisors and employees, and improve supervisor's compliance with performance timelines.

Strategy: Ensure inclusive leadership development

We will invest in our future leaders by developing job-enrichment opportunities to facilitate the transfer of job knowledge from employees eligible for retirement to retained employees.

Invest in Training and Support for Managers: We developed Leadership Fundamentals, a multi-year online and self-paced curriculum that provides sequential training for managers within the first three years of their supervisory roles. The curriculum covers personnel management, labor and employee relations, managing a diverse workplace, managing performance, and health and safety training. In FY 2023, we will launch the second year of Leadership Fundamentals and develop continuing education resources to maintain skills for managers as they continue in their positions. In FY 2024, we will release the Leadership Fundamentals continuing education resources for managers.

Ensure Equity in Leadership Development: We continually strive to expand and diversify applicant pools through targeted recruitment of underrepresented groups. In FYs 2023 and 2024, we will conduct a comprehensive analysis of our NLDP application process to identify any barriers for underrepresented groups and areas for improvement to ensure equity in leadership development. We will announce a re-engineered NLDP for agency-wide employees and partner with agency Advisory Councils to provide SES-CDP information to underrepresented groups.

Long term Goals:

- Increase employee engagement and empowerment as measured in the Federal Employee Viewpoint Survey.
- Expand and maximize leadership development opportunities to promote employee retention and strengthen succession planning.

We are making progress toward our long-term goals by supporting our employees with our employee engagement and leadership training plans.

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual	2023 Target	2024 Target
2.2a: Improve employee engagement (NEW)	Achieved a score of 73 on the Employee Engagement Index (Supervisor subindex)	Achieved a score of 72 on the Employee Engagement Index (Supervisor subindex)	Achieved a score of 75 on the Employee Engagement Index (Supervisor subindex)	Achieved a score of 76 on the Employee Engagement Index (Supervisor subindex)	Not applicable	Achieved a score of 75 on the Employee Engagement Index (Supervisor subindex)	Achieve a score of 77 on the Employee Engagement Index (Supervisor subindex)	Achieve a score of 78 on the Employee Engagement Index (Supervisor subindex)
2.2b: Ensure new supervisors receive timely training to improve their leadership skills and competencies	Not available	84% of supervisors enrolled within 90 days.	100% of supervisors enrolled within 90 days and 98% completed training within one year.	100% of supervisors enrolled within 90 days and 54% completed training within one year.	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment	**Not Met** 82.4% of supervisors completed training	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment

FY 2022 Performance

Target Not Met: We did not meet our target. Although 100% of supervisors enrolled, only 82.4% of supervisors completed training. Training courses were only available for part of the year as we had to update the content. We resolved the course availability issues after the start of FY 2022 and expect a higher completion rate in FY 2023.

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual	2023 Target	2024 Target
2.2c: Strengthen manager accountability for effective performance management	Not available	Tracked 94% of performance documents through e7B	Tracked 96.5% of Employee acknowledgements through e7B	Tracked 98% of Employee acknowledgements through e7B	Track 95% of performance documents through e7B	**Met** Tracked 96.3%	Track 96% of performance documents through e7B	Track 97% of performance documents through e7B

FY 2022 Performance

Target Met: We exceeded our target by tracking 96.3% of our performance documents in e7B. Tracking in e7B ensures that employees receive performance expectations and feedback for each stage of the performance management cycle and that supervisors are communicating with employees as expected.

Strategic Objective 3.1: Improve the Accuracy and Administration of Our Programs

Leads: Deputy Commissioner for Analytics, Review, and Oversight and Deputy Commissioner for Systems

Strategies:

Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients

Enhance our payment accuracy efforts, including overpayments and underpayments

Expand the use of data analytics and predictive modeling

Strengthen our cybersecurity program

What Did We Accomplish in FY 2022?

Improving our payment accuracy and program integrity is a focus area for improvement.

- Released an educational message on SSI reporting requirements via our field office televisions and our social media accounts.
- Released a new version of our mobile wage reporting application that allows users to upload pay stub information.
- Enhanced the accuracy of online wage reports by providing additional real time error information to the submitter prior to accepting the file.
- Consolidated wages and other claimant data from multiple agency sources to improve our CDR processing.
- Launched the Remittance ID Query Lookup tool enabling employees to retrieve customer information necessary to generate coupons and complete remittances.
- Initiated a fraud risk profile and completed several fraud risk assessments to ensure the integrity of our programs.
- Enhanced our privacy risk management process to align with updated guidance from the National Institutes of Standards and Technology.

FY 2022 Performance Measure Target and Results (see details)		
3.1a: Improve the integrity of the Supplemental Security Income Program by focusing our efforts on reducing overpayments	94.00% (O/P)	Results available summer 2023
3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance Program	99.80% (O/P)	Results available summer 2023
3.1c: Modernize our Debt Management System	Deploy automated remittance processing capabilities	● **Met**
3.1d: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	97% decisional accuracy	● **Met**

FY 2022 Performance Measure Target and Results		
3.1e: Maintain effective cybersecurity and privacy programs	Achieve an overall score of "managing risk" on the Federal Cybersecurity Risk Management Assessment	Not Available

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients

Dedicated program integrity funding helps ensure individuals receive the benefits to which they are entitled and helps safeguard the integrity of benefit programs by confirming eligibility, improving payment accuracy for overpayments and underpayments, and preventing fraud. In addition, program integrity funding allows us to conduct SSI redeterminations, conduct the anti-fraud cooperative disability investigations program, and support special attorneys for fraud prosecutions. We will continue these efforts to ensure public confidence in our programs and operations and to ensure we are providing beneficiaries the correct benefits to which they are entitled.

Modernize our Debt Management: We implemented online debt management processing to provide beneficiaries with options for repaying debts and enable us to more effectively and efficiently post, track, collect, and report on overpayments. In FY 2023, we plan to expand and streamline our automated remittance processing capabilities. In FY 2024, we plan to convert our legacy data and connect to the agency's master records as part of our transition to the modernized debt management system.

Strategy: Enhance our payment accuracy efforts, including overpayments and underpayments

We are committed to mitigating and preventing improper payments by leveraging audit recommendations, implementing automation and business process improvements, and enhancing data analytics. Our payment accuracy rates are high. We remain committed to continually improving the administration of our programs and identifying and addressing potential inequities. For more information, please refer to our *Agency Financial Report* and paymentaccuracy.gov.

Promote Timely Wage Reporting: We modernized our mobile wage reporting app to make it easier for SSI recipients to report wages from mobile devices. As mobile wage reporting usage increases, we expect wage reporting related field office traffic and National 800 Number calls to decline. We introduced Optical Character Recognition functionality for scanning and uploading photographed documents. In FYs 2023 and 2024, we will enhance automation of wages received from payroll data providers and Payroll Information Exchange, refining the use of third-party data and reducing manual workloads. We plan to explore additional mobile wage reporting enhancements.

Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives: When fee agreements are in place between claimants and their representatives, both parties expect timely and accurate payments following a favorable decision. In FY 2023, we implemented a new performance measure indicator, as reported below, to focus on releasing representative fees approved via the fee agreement process on average within 60 days of receipt. In FYs 2023 and FY 2024, we will continue to prioritize representative fee actions and issue claimant benefits in our PCs.

Strategy: Expand the use of data analytics and predictive modeling

We will enhance our enterprise fraud risk management program by conducting additional risk assessment.

Enhance Fraud Prevention and Detection Activities: We are improving our use of data analytics and predictive modeling to better identify evolving patterns of suspicious activities in our workloads, allowing us to detect and prevent fraud before issuing payments. In FY 2023, we plan to initiate a re-assessment of fraud risk in the disability program and complete the enumeration and debt management fraud risk assessments and Title II fraud risk profile. We plan to modernize our anti-fraud systems by migrating our i*Claim* fraud detection analytics to our Anti-Fraud Product Line (AFPL). In FY 2024, we plan to complete the disability program fraud risk re-assessment, and the enumeration and debt management fraud risk profiles. We also plan to migrate our remaining *eServices* analytics to the AFPL.

Strategy: Strengthen our cybersecurity program

We will strengthen the resilience of our cybersecurity program, which is critical to protecting the personally identifiable information we store and enabling uninterrupted availability of our network.

Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management Infrastructure: We enhanced our security controls to address the risks inherent in our legacy applications, ensuring continuous monitoring, a comprehensive integrity review process, and employee access to only the resources that are appropriate for their job function. In FYs 2023 and 2024, we will update privacy protection and compliance training for employees based on their role within the agency. We will expand our privacy risk assessments to include planning, reviewing, and approving privacy protections for new and existing agency programs, systems, and applications. We will expand our existing cybersecurity capabilities in Zero Trust Architecture, Identity, Credentialing and Access Management, and Enterprise Logging in to support EO 14028, *Improving the Nation's Cybersecurity*.

Long term Goal:

- Improve the integrity of the Supplemental Security Income program by reducing overpayments and underpayments to ensure eligible individuals receive the benefits to which they are entitled.

We are working toward our long-term goal by updating our policies, guidance, and procedures to improve payment accuracy.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results[3]	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1a: Improve the integrity of the Supplemental Security Income Program by focusing our efforts on reducing overpayments	91.77% (O/P)	91.87% (O/P)	91.24% (O/P)	92.83% (O/P)	94.00% (O/P)	TBD	94.00% (O/P)	94.00% (O/P)
	FY 2022 Performance							
	FY 2022 results will be available in summer of 2023.							
3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance Program	99.77% (O/P)	99.80% (O/P)	99.83% (O/P)	99.83% (O/P)	99.80% (O/P)	TBD	99.80% (O/P)	99.80% (O/P)
	FY 2022 Performance							
	FY 2022 results will be available in summer of 2023.							

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[3] We identified and resolved a minor issue in the Stewardship OP error dollar tabulation which changed the FY 2020 results, previously reported as 91.25%. Please go to paymentaccuracy.gov for additional information.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1c: Modernize our Debt Management System	Not available	Developed the initial release of an online remittance application, which provides individuals with the ability to access a payment portal and make payments via the Department of the Treasury's Pay.gov website	We delayed the implementation of the online remittance (iPaySSA) application while we reassessed potential risks	New online payment process successfully deployed	Deploy automated remittance processing capabilities	**Met** Expanded the Social Security Electronic Remittance System	Expand our automated remittance processing capabilities	Convert legacy data and connect to master records as part of our transition to the modern-ized debt manage-ment system

	FY 2022 Performance
	Target Met: We met our target by expanding the Social Security Electronic Remittance System's remittance processing capabilities and implemented an automated remittance query tool for our technicians.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1d: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	98% net accuracy	97% decisional accuracy	96% decisional accuracy	97% decisional accuracy	97% decisional accuracy	**Met** 97% decisional accuracy	97% decisional accuracy	97% decisional accuracy

	FY 2022 Performance
	Target Met: We met our target by achieving a 97.1 percent DDS decisional accuracy for initial disability decisions.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1e: Maintain effective cybersecurity and privacy programs	Managing Risk score achieved	Managing Risk score achieved	Managing Risk score achieved	Managing Risk score achieved	Achieve an overall score of "managing risk"	Results not available	Achieve 81% on the CIO FISMA Metrics Scorecard	Achieve 90% on the CIO FISMA Metrics Scorecard

FY 2022 Performance

We are not able to measure our FY 2022 progress against the target set forth here as the external data source we leveraged to evaluate our performance has been discontinued by DHS (Federal Cyber-security Risk Management Assessment).

The FY 2023 and 2024 performance measure targets reflect the CIO Scorecard Metrics and Weights from our CyberScope security performance data submitted to OMB in accordance with the *Federal Information Security Modernization Act of 2014* (FISMA).

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1f: Ensure Timely and Accurate Payments to Appointed Representatives (NEW)	Achieved an average processing time of 50 days	Achieved an average processing time of 55.2 days	Achieved an average processing time of 65.9 days	Achieved an average processing time of 60.6 days	Not applicable	Achieved an average processing time of 71.5 days	Achieve an average processing time of 60 days	Achieve an average processing time of 60 days

Strategic Objective 3.2: Identify and Eliminate Potential Barriers to Access Contracts and Grants

Lead: Deputy Commissioner for Budget, Finance, and Management

Strategies:

Identify and work to address potential barriers and bolster open competition in the acquisition and grants process

Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations

FY 2022 Performance Measure Target and Results (see details)		
3.2a: Small Business Administration annual scorecard success in contracting with HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses	Achieve an overall grade of "A" on the SBA scorecard	Results available spring 2023

What Did We Accomplish in FY 2022?

We focused on eliminating potential barriers to grant opportunities for HBCUs and ISSCs.

- Funded 11 Retirement and Disability Research Consortium (RDRC) projects that involved scholars from HBCUs and ISSCs.
- Partnered with RDRC centers to offer research training programs to graduate and undergraduate ISSC students.
- Provided advanced notice of the upcoming Request for Application for the Interventional Cooperative Agreement Program (ICAP); and the Analyzing Relationships between Disability, Retirement, and Work (ARDRAW).
- Conducted an ICAP webinar to provide application and eligibility information and priority research topics. Posted the Request for Application for ICAP and webinar information on our website.
- Developed "Equity Based Guidelines to Increase Access to and Encourage Participation in Grant Opportunities by Historically Black Colleges and Universities and Minority Serving Institutions".
- Presented SSA research opportunities at the 2022 HBCU National Conference Week for Advancing Educational Equity, Excellence and Economic Opportunity.
- Participated in cross-agency workgroups to collaborate and share best practices on increasing racial equity in the grant process.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Identify and work to address potential barriers and bolster open competition in the acquisition and grants process

We are devising best practices to encourage participation by HBCUs and ISSCs, including direct communications with professional associations. We will develop best practices for Federal contracts to share with qualified HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses.

Advance Equity in Procurement and Grantmaking: Our goal is to ensure equitable access to contracting and grant opportunities for underrepresented groups and research institutions serving people of color. We will evaluate and improve our outreach and engagement efforts in furtherance of that goal. We will encourage RDRC centers to identify HUBZone, Woman-Owned, Veteran-Owned and Small Disadvantaged Businesses and expand their researcher networks to include more scholars from HBCUs and ISSCs. Additionally, we will develop best practices to secure contracts with qualified HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses. We will meet with bidders and recipients of our contracts for HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses to learn about their experiences with our procurement process, barriers they encountered, and recommended solutions to eliminate these barriers.

In FYs 2023 and 2024, we will provide HBCUs and ISSCs with the information needed to apply for the re-competition of the 5-year cooperative agreement with us as an RDRC research center. We will encourage HBCUs and ISSCs to apply for ARDRAW and ICAPs.
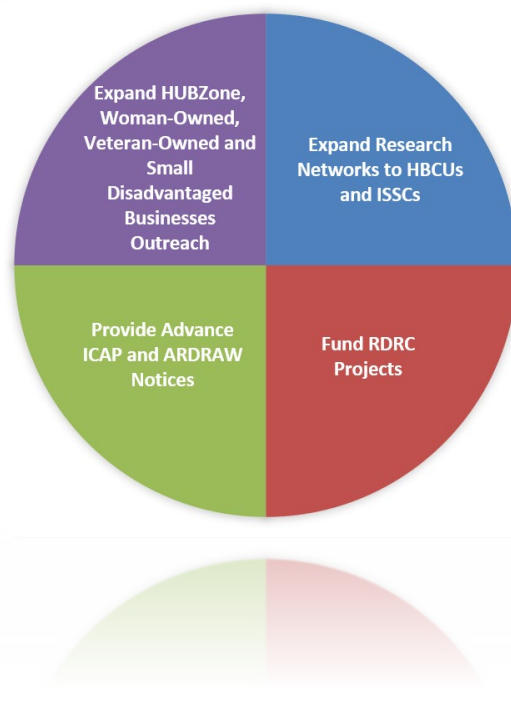
Strategy: Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations

We will meet with HBCUs and ISSCs to hear feedback about our grantmaking process and potential barriers. We will meet with bidders and recipients of our contracts for HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses to learn about their experiences with our procurement process, barriers they encountered, and recommended solutions to eliminate these barriers.

Advance Equity in Procurement: Our Office of Small and Disadvantaged Business Utilization (OSDBU) conducts monthly outreach meetings with our vendor community to engage with them and discuss upcoming contracting opportunities and help small businesses identify subcontracting opportunities. In October 2022, we held an Industry Day with over 300 registered small business contractors to present upcoming IT modernization initiatives and associated upcoming contracting opportunities. We will provide detailed event information on our OSDBU webpage. In FY 2024, we will focus on outreach to increase awards and subawards and identify and present additional avenues for outreach and grant opportunities.

Long term Goal:

- Improve access to contracting and grant opportunities for underrepresented groups and research institutions serving people of color.

We are making progress toward our long-term goal through our efforts to identify potential barriers and taking steps to address them.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.2a: Small Business Administration annual scorecard success in contracting with HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses	Achieved an overall grade of "A" on the SBA scorecard	Achieved an overall grade of "A" on the SBA scorecard	Achieved an overall grade of "A" on the SBA scorecard	Achieved an overall grade of "A" on the SBA scorecard	Achieve an overall grade of "A" on the SBA scorecard	TBD	Achieve an overall grade of "A" on the SBA scorecard	Achieve an overall grade of "A" on the SBA scorecard
	FY 2022 Performance							
	FY 2022 results will be available in spring 2023.							
3.2b: Increase funding for HBCUs and ISSCs (NEW)	$176,196	$62,686	$550,577	$608,896	Not applicable	TBD	50% above the 4-year average[4]	100% above the 4-year average

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[4] The "4-year average" benchmark period is 2018 to 2021, based on initial Retirement and Disability Research Consortium outreach to HBCUs and ISSCs.

Strategic Objective 3.3: Improve Organizational Performance and Policy Implementation

Leads: Deputy Commissioner for Retirement and Disability Policy and Deputy Commissioner for Budget, Finance, and Management

Strategies:

Simplify our policies and modernize our processes

Strengthen program and resource management

Expand strategic partnerships with external partners

FY 2022 Performance Measure Target and Results (see details)		
3.3a: Reduce our Real Property Footprint	Achieve a 39,000 USF reduction	● **Met**

What Did We Accomplish in FY 2022?

We simplified our processes and partnered with other Federal agencies to share data.

- Collaborated with external partners to gain insights into their proven best practices to address organizational and human capital enhancements.
- Participated in the SWP Federal Community of Practice and collaborated with SWP experts in the Federal government and the private sector to expand our SWP reach and explore best practices.
- Expanded our system capabilities to electronically process initial and reconsideration Expedited Reinstatements.
- Started the process for providing State death data to the Department of the Treasury for the Do Not Pay system per the requirements of the *Consolidated Appropriations Act (CAA),* 2021.
- Implemented sending the Internal Revenue Service data with the SSI Indicator information per Section 283 of the *CAA, 2021* for their Private Debt Collection exclusion purposes.
- Completed the modification of the Department of Labor (DOL) Interstate Connection Network agreement to obtain unemployment insurance and wage data.
- Reduced our real estate footprint and returned 43,600 usable square footage (USF) to the General Services Administration through our relocation and consolidation projects.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Simplify our policies and modernize our processes

We will remove or update provisions and regularly engage internal and external stakeholders to evaluate and update policies.

Update the Listing of Impairments: The Listing of Impairments describes disabling impairments for each of the major body systems. We review these listings on a three-to-five-year cycle and update as necessary to reflect advances in medical knowledge, emerging research, and stakeholder input. In FY 2023, we plan to draft a final rule to update the listings for the cardiovascular disorders body system and finalize and implement the final rule to update the listings for digestive disorders and skin disorders. In FY 2024, we plan to finalize and implement the final rule updating the listings for cardiovascular disorders.

Strategy: Strengthen program and resource management

We will reassess the long-term future of agency facilities and our real property portfolio, while fulfilling workspace needs, optimizing space utilization, and achieving cost savings to meet the requirements in the Office of Management and Budget (OMB) Memorandum M-22-14, *FY 2024 Agency-wide Capital Planning to Support the Future of Work*.

Reduce Our Real Property Footprint: We are reducing our real property footprint as we renovate existing buildings and renew lease agreements. We continue to evaluate our real property requirements as we consider the future of work.

Real Property Footprint Reduction

Year	Actual	Cumulative
FY 2024 Estimate	824,000 (Projected Result)	1,407,251 (Projected Cumulative)
FY 2023 Estimate	70,000 (Projected Result)	583,251 (Projected Cumulative) / 513,251
FY 2022	43,600	513,251
FY 2021	159,000	469,651
FY 2020	89,406	310,651
FY 2019	39,205	221,245
FY 2018	182,040	

Usable Square Footage

Legend: Cumulative, Actual, Projected Cumulative, Projected Result

Strategy: Expand strategic partnerships with external partners

We will partner with other Federal agencies to increase the accuracy of our records, improve the customer experience, and increase organizational effectiveness.

Develop an Occupational Information System: We work with DOL's Bureau of Labor Statistics (BLS) to develop the Occupational Requirements Survey (ORS), which collects occupational information. After an initial three years of data collection (Wave 1), BLS began collecting occupational data on a five-year cycle. In FY 2023, BLS will collect data for the fifth and final year of Wave 2, publish estimates from the first four years, and begin data collection work for Wave 3. In FY 2024, BLS plans to finish data collection for the first year of Wave 3 and publish final Wave 2 estimates.

Expand Strategic Partnerships with External Partners: We provide SSN verifications and exchange birth, death, prisoner, and benefit payment information, as permitted under law, with Federal, State, and private partners. In FY 2023, we will continue the agreement process for providing State death data to the Department of the Treasury for the Do Not Pay system in support of *CAA,* 2021. In FYs 2023 and 2024, we will expand our external partnerships by conducting regular meetings with the Data Exchange Community of Practice, the State Data Exchange Community of Excellence, and private sector partners. We plan to expand our partnerships with other Federal agencies regarding human capital and organizational priorities.

Long term Goals:

- Improve customer experience and equity in our disability programs by continuously updating our medical criteria to reflect advances in medical knowledge.
- Increase our data exchange partners by expanding outreach efforts with the data exchange community of practice and the States' data exchange community of interest.

We are making progress toward our long-term goals through our efforts to update our policies and streamline the processes we use to serve our customers.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.3a: Reduce our Real Property Footprint	Achieved a 182,040 USF reduction	Achieved a 39,205 USF reduction	Achieved a 89,406 USF reduction	Achieved a 159,000 USF reduction	Achieve a 39,000 USF reduction	**Met** 43,600 USF reduction	Achieve a 70,000 USF reduction	Achieve a 824,000 USF reduction
	FY 2022 Performance							
	Target Met: We exceeded our target and reduced our real estate footprint by 43,600 USF. We achieved this reduction through relocation and consolidation projects in Towson MD, Seattle WA, Detroit MI, and Denver CO, which enabled us to return space to the General Services Administration. We continue to reduce our real property footprint and assess our future physical space requirements to deliver equitable and accessible service.							

Budgeted Workload Measures

Workload Measures	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Results[5]		FY 2023 Enacted	FY 2024 Request
					52-Week	53-Week		
Retirement and Survivor Claims (includes Medicare)								
Retirement and Survivor Claims Completed	5,862,065	6,020,702	6,120,255	6,081,969	6,474,321	6,592,620	6,524,000	6,561,000
Disability Claims								
Initial Disability Claims Receipts	2,353,970	2,345,615	2,212,858	2,009,254	2,095,976	2,141,612	2,202,000	2,236,000
Initial Disability Claims Completed	2,306,570	2,310,057	2,037,356	2,011,298	1,842,588	1,882,540	1,972,000	2,402,000
Initial Disability Claims Pending	565,013	593,944	763,747	739,745	937,260	940,886	1,163,000	996,000
Average Processing Time for Initial Disability Claims (days)	111 days	120 days	131 days	165 days	184 days	184 days	220 days	195 days
Disability Reconsiderations								
Disability Reconsiderations Receipts	552,755	566,462	567,800	571,291	532,107	542,376	544,000	709,000
Disability Reconsiderations Completed	541,806	544,148	552,601	515,698	472,931	483,217	518,000	736,000
Disability Reconsiderations Pending	115,028	133,503	143,781	192,892	234,125	233,919	259,000	232,000

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[5] FY 2022 contained 53 weeks instead of the typical 52-week Federal fiscal year. For comparison purposes, we publish cumulative data through both weeks 52 and 53 (except where not applicable). However, we use the 53-week data to determine if we meet our fiscal year budgeted workload and performance goals.

Workload Measures	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Results		FY 2023 Enacted	FY 2024 Request
					52-Week	53-Week		
Average Processing Time for Disability Reconsiderations (days)	103 days	109 days	122 days	147 days	183 days	183 days	224 days	193 days
Hearings								
Hearings Receipts	567,911	510,901	428,810	382,870	349,329	356,666	364,000	434,000
Hearings Completed	765,554	793,863	585,918	451,046	352,899	362,864	364,000	478,000
Hearings Pending	858,383	575,421	418,313	350,137	346,567	343,939	344,000	300,000
Annual Average Processing Time for Hearings Decisions (days)[6]	595 days	506 days	386 days	326 days	333 days	337 days	475 days	320 days
National 800 Number[7]								
National 800 Number Calls Handled[8]	31,910,965	33,496,515	34,480,132	31,246,009	Not Applicable	26,995,189	29,000,000	32,000,000
Average Speed of Answer (ASA) (minutes)	24 minutes	20 minutes	16 minutes	14 minutes	Not Applicable	33 minutes	35 minutes	20 minutes
Agent Busy Rate (percent)	14.7%	14.1%	7.4%	0.2%	Not Applicable	6.0%	15%	3%

[6] Average processing time for hearings is an annual figure. In FY 2023, we plan to continue in-person hearings and prioritize individuals who have waited the longest for a hearing. As we work through those oldest cases, we anticipate a temporary increase in the average processing time. Projections for the end of year monthly (September) processing time for hearings is 390 days for FY 2023 and 270 days for FY 2024.

[7] FY 2024 National 800 Number performance estimates assume successful implementation of NGTP in summer 2023 and Call Back Assist in mid-FY 2024.

[8] FY 2023 and FY 2024 estimates include National 800 Number Calls Handled by automation, but the FY 2022 actual figure does not because of technical issues. In FY 2023 and FY 2024, we project about 3.5 million automated calls handled in each year.

Workload Measures	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Results		FY 2023 Enacted	FY 2024 Request
					52-Week	53-Week		
Program Integrity								
Periodic Continuing Disability Reviews (CDR) Completed	2,286,326	1,939,167	1,492,926	1,615,561	Not Applicable	1,506,195	1,650,000	1,675,000
Full Medical CDRs Completed (included above)	896,508	713,156	463,264	510,510	Not Applicable	590,206	550,000	575,000
SSI Non-Medical Redeterminations Completed	2,913,443	2,666,287	2,153,109	2,367,391	2,194,829	2,202,803	2,517,000	2,540,000
Selected Other Agency Workload Measures								
Social Security Numbers Completed	17,082,844	17,646,561	12,906,716	11,576,821	15,772,918	16,118,113	18,000,000	18,000,000
Annual Earnings Items Completed	284,306,239	288,089,658	288,748,604	277,359,601	293,509,491	293,568,628	299,000,000	301,000,000
Social Security Statements Issued[9]	14,971,689	11,347,689	19,285,438	11,977,451	15,772,918	16,118,113	15,000,000	15,000,000
Selected Production Workload Measures								
Disability Determination Services Production per Workyear	310	303	255	239	230	230	241	273
Office of Hearings Operations Production per Workyear	98	111	93	78	Not Applicable	64	68	86

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[9] The Social Security Statements Issued measure includes paper statements only. It does not include electronic statements issued. In FY 2022, *my* Social Security users accessed their Social Security Statements 55 million times.

Challenges Identified by the Office of the Inspector General in FY 2022

OIG identified seven top management issues for our agency:

Each year, the Office of the Inspector General (OIG) identifies our top management and performance challenges and publishes it on their [website](#). Additionally, our leadership identified challenges facing our agency.

Below, we state the strategic initiatives we implore to address the challenges identified by OIG and our leadership. Acronyms for the responsible components are listed in Appendix D, Summary of Key Management Officials' Responsibilities.

1) Manage Human Capital

Components: DCARO, DCBFM, DCCOMM, DCHO, DCLCA, DCO, DCRDP, DCS, DCHR, OCACT, DCCREO, OGC, and OIG

Challenge: SSA must adequately plan to ensure it has the staff it needs to meet its mission now and in the future as it finds hiring staff harder in a more competitive job market and when over 40 percent of its workforce will be eligible to retire within 5 years.

Our strategic initiatives to address this challenge include:

- Enhance Strategic Workforce Planning;
- Promote Diversity, Equity, Inclusion, and Accessibility;
- Expand Recruitment Efforts;
- Foster Employee Retention;
- Execute Talent Management and Succession Planning;
- Improve Employee Engagement;
- Strengthen the Performance Management Process;
- Invest in Training and Support for Managers; and
- Ensure Equity in Leadership Development.

2) Improve Service Delivery

Components: DCARO, DCCOMM, DCHO, DCHR, DCO, DCRDP, DCS, DCCREO, and OIG

Challenge: SSA needs to address growing workloads and the expected retirement of experienced employees as it pursues its mission to deliver quality service to the public.

Our strategic initiatives to address this challenge include:

- Ensure Equity and Outreach;

- Establish Enterprise Voice of Customer (VoC) Feedback Collection;
- Enhance *my* Social Security;
- Expand Video Service Delivery;
- Enhance Online Appeals;
- Enhance the Digital Experience;
- Expand Online Options for New Social Security Numbers and Replacement Cards;
- Continue Information Technology Modernization;
- Modernize the *Social Security Statement*;
- Improve 800 Number Services;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Reduce the Hearings Backlog;
- Addressing the Processing Center Backlog;
- Enhance Strategic Workforce Planning;
- Execute Talent Management and Succession Planning;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities; and
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure.

3) Protect the Confidentiality, Integrity, and Availability of Information Systems and Data

Component: DCARO, DCBFM, DCHO, DCO, DCRDP, DCS, and OIG

Challenge: SSA must ensure its information systems are secure and sensitive data are protected.

Our strategic initiatives to address this challenge include:

- Enhance *my* Social Security;
- Enhance the Digital Experience;
- Continue Information Technology Modernization;
- Modernize our Debt Management System;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure; and
- Expand Strategic Partnerships with External Partners.

4) Modernize Information Technology

Component: DCARO, DCBFM, DCHO, DCO, DCRDP, DCS, and OIG

Challenge: SSA must continue modernizing its IT to accomplish its mission despite budget and resource constraints.

Our strategic initiatives to address this challenge include:

- Enhance *my* Social Security;
- Expand Video Service Delivery;
- Enhance Online Appeals;
- Enhance the Digital Experience;
- Expand Online Options for New Social Security Numbers and Replacement Cards;
- Continue Information Technology Modernization;
- Modernize the *Social Security Statement*;
- Improve 800 Number Services;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence; and
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure.

5) Improve Administration of the Disability Programs

Components: DCARO, DCBFM, DCHO, DCO, DCRDP, DCS, and OIG

Challenge: To better serve its customers, SSA needs to address increasing pending initial disability claims, reconsiderations, and continuing disability reviews (CDR); reduce barriers to the disability program; reduce hearings processing times; and develop better strategies to help disabled beneficiaries return to work.

Our strategic initiatives to address this challenge include:

- Expand Equity and Outreach;
- Enhance Online Service Options for Appointed Representatives;
- Expand Video Service Delivery;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Reduce the Hearings Backlog;
- Develop an Occupational Information System; and
- Update the Listing of Impairments.

6) Improve the Prevention, Detection, and Recovery of Improper Payments

Components: DCARO, DCBFM, DCO, DCRDP, DCS, OGC, and OIG

Challenge: SSA must be a responsible steward of the funds entrusted to its care by minimizing the risk of making improper payments and recovering overpayments when they occur.

Our strategic initiatives to address this challenge include:

- Addressing the Processing Center Backlog;
- Modernize our Debt Management System;
- Promote Timely Wage Reporting;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management Infrastructure; and
- Expand Strategic Partnerships with External Partners.

7) Response to the Coronavirus Pandemic

Components: DCARO, DCBFM, DCCOMM, DCHO, DCHR, DCO, DCRDP, DCS, and OIG

Challenge: SSA must continue adjusting to changing health conditions and 2019 Novel Coronavirus (COVID-19) pandemic-related guidance as it provides more in-person service after the re-entry to its field offices.

Our strategic initiatives to address this challenge include:

- Ensure Equity and Outreach;
- Establish Enterprise Voice of Customer (VoC) Feedback Collection;
- Enhance *my* Social Security;
- Expand Video Service Delivery;
- Enhance Online Appeals;
- Enhance the Digital Experience;
- Expand Online Options for New Social Security Numbers and Replacement Cards;
- Continue Information Technology Modernization;
- Modernize the *Social Security Statement*;
- Improve 800 Number Services;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Reduce the Hearings Backlog;
- Addressing the Processing Center Backlog;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities; and
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure.

Additional Challenges Identified by Our Leadership

Prevent Fraud, Waste, and Abuse

Components: DCARO, DCO, DCRDP, and OIG

Fraud, waste, and abuse erode the public's trust in our ability to efficiently provide vital services. Fraud prevention is critical to conserving valuable resources and meeting our mission to meet the changing needs of the public.

Our strategic initiatives to address this challenge include:

- Addressing the Processing Center Backlog;
- Modernize our Debt Management System;
- Promote Timely Wage Reporting;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management Infrastructure; and
- Expand Strategic Partnerships with External Partners.

Increasing Initial Disability Pending and Keeping Pace in the Disability Program with Medicine, Technology, and the World of Work

Components: DCHO, DCO, DCRDP, and DCS

One of our top priorities is to improve the national average processing time for initial disability claims and work down older cases. We are identifying opportunities in policies, workloads, and processes for improving and enabling efficient and effective operations.

Additionally, medicine, technology, and the nature of work are constantly evolving. We must create an agile and responsive organization committed to keeping pace with those changes and maximizing efficiencies throughout the disability program.

Our strategic initiatives to address this challenge include:

- Continue Information Technology Modernization;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Develop an Occupational Information System;
- Update the Listing of Impairments; and
- Expand Strategic Partnerships with External Partners.

Appendix A:
Program Assessments

We routinely conduct studies and surveys to evaluate the effectiveness of our programs. Continuous evaluation of program data, research, and analysis assist us in identifying strengths and weaknesses in our programs. Program evaluation results assist us in developing strategies to address the major challenges we face and improve how we administer our programs. We complete many of our evaluations annually, while others may be quarterly, biennial, triennially, or one-time efforts. We included within this section an introduction to the Annual Evaluation Plan and summary of findings for the most current reports available, organized by the Strategic Goal they support.

Annual Evaluation Plan (Annually)

As required by the *Foundations for Evidence-Based Policymaking Act of 2018*, we have developed Annual *Evaluation Plans* that describe our program evaluations to support our *FYs 2022–2026 Agency Strategic Plan* and to lay the foundation for our *FYs 2022–2026 Learning Agenda, FYs 2022–2026 Capacity Assessment, and FY 2023 Evaluation Plan*. Our plans describe the most significant program evaluations that we will complete during the year. These plans are available on our [website](#).

Strategic Goal 1 – Optimize the Experience of SSA Customers

Prospective Client Survey (Biennially)

The Prospective Client Survey queries non-beneficiaries between ages 50 and 64 to identify service expectations and preferences of the upcoming wave of retirees. The most recent survey was completed in FY 2021 and we expect to complete the next survey in FY 2023.

Retirement Application Survey (Biennially)

We conducted the Retirement Application Survey most recently in FY 2022. This survey measures customer satisfaction with the retirement application process and identifies service expectations and preferences for future service among recent retirees. In FY 2020, we found an exceptionally high level of satisfaction with the retirement application process, with respondents rating their overall experience at 95 percent excellent, very good, and good. This rating reflects a slight increase from the FY 2018 satisfaction rating of 94 percent.

Our FY 2020 survey was administered before the COVID-19 pandemic. Almost half of the respondents (46 percent) noted they filed their applications for retirement benefits online, almost identical to the 45 percent in FY 2018. In-person filing dropped by one percentage point from 40 percent in FY 2018 to 39 percent in FY 2020. Telephone filing held steady at 15 percent in both years. Most respondents indicated they use the Internet, and 84 percent of those Internet

users said they had already created *my* Social Security accounts. Among the remaining Internet users who had not yet created an account, half said they would be likely to create one. To identify perceived drawbacks of creating a *my* Social Security account, the survey asked Internet users who had not yet created accounts for the main reason why they might not be likely to do so. Almost half of the responders indicated they simply preferred to speak to a person when conducting Social Security business. The results of the FY 2022 review will be available in FY 2023.

National 800 Number Caller Survey

Because of increased use of the National 800 Number as a primary service delivery and our interim phone system lacking automated customer feedback features, we conducted this supplemental survey from March 2021 through January 2022 to examine caller satisfaction. The survey measures three aspects of customer satisfaction: overall service, access to service, and agent courtesy. Access refers to callers' perceptions of their ability to obtain the service they requested via the National 800 Number. Once we modernize the National 800 Number phone system, we will be able to relaunch our automated customer feedback features, which will allow us to monitor continuous customer satisfaction metrics.

Cumulative survey results from the period of March 2021 through January 2022 show:

- 68 percent of callers were satisfied with overall service;
- 61 percent of callers were satisfied with access to service; and
- 88 percent of callers were satisfied with agent courtesy.

Office Visitor Survey (Biennially)

The Office Visitor Survey measures customer satisfaction with the agency's in-person service in field offices and hearing offices. We conducted the surveys annually until FY 2018, then moved to a biennial schedule. The most recent Office Visitor Survey was conducted in July 2022 and we plan to conduct the survey again in January 2023 to provide a measure of the agency's re-entry efforts that began in April 2022. The results of the FY 2022 review will be available in FY 2023.

Evaluation of the Ticket to Work and Other Employment Support Programs (Continuously)

The Ticket to Work and Other Employment Support Programs evaluation examines employment patterns and outcomes of disabled beneficiaries, including those beneficiaries who use employment services such as the Ticket to Work (TTW), Partnership Plus, and Work Incentives Planning and Assistance programs. We last completed a comprehensive evaluation in 2013 (see our webpage for the reports). Additionally, we analyzed our implementation of the TTW program in a report on potential changes that we might consider for the Work Incentive Planning and Assistance program service model in 2020 and in a report on alternative payment structures

for Employment Networks in 2021. We completed an independent 10-year evaluation of the TTW program in 2013, which produced seven reports. All reports are publicly available on our [webpage](#).

We are planning a formal evaluation of the TTW program to begin in FY 2023. The evaluation will consist of surveys, focus groups, semi-structured interviews, an analysis of program data, or other data collection and analyses as appropriate. Expected topics will include, for example: program effectiveness and opportunities for improvement, consumer characteristics, service provision, and service equity. We expect the final evaluation report to be completed in FY 2027.

Strategic Goal 2 – Build an Inclusive, Engaged, and Empowered Workforce

Federal Employee Viewpoint Survey (Annually)

OPM administers the Federal Employee Viewpoint Survey (FEVS). We assess employee perspectives of organizational performance across several major human capital areas: recruitment, development, performance culture, leadership, job satisfaction, and personal work experiences. The 2022 FEVS results indicate both strengths and opportunities for improvement. The most positive employee perceptions center on knowledge of how jobs support agency goals, feeling held accountable for achieving results and producing quality work, respectfulness of supervisors, ability to contribute to the common good via work activities, and that the agency is preparing employees for potential cybersecurity threats. Opportunities for improvement include questions that reference management of poor performers, performance-based recognition, rapport with senior leaders, involvement in decisions that affect work and continually changing priorities at the employee level.

Human Capital Evaluation System (Continuous)

As part of the OPM-driven Human Capital Framework (HCF) and our efforts to monitor and assess how well human capital policies and programs support our mission accomplishments, we leverage a fully functional Human Capital Evaluation System (HCES).

Our evaluation system consists of four activities and programs, including:

- Human Capital Operating Plan (HCOP);
- HRStat;
- Independent Audit Program (IAP); and
- Human Capital Review (HCR), and other means of assessing the health of our organization.

Overall, our HCES helps executive leadership assess the effect of human capital strategies designed to achieve agency goals. More specifically, our evaluation system contributes to our organizational performance as a mechanism for ensuring compliance with merit system principles and improving processes. We also use the evaluation system to identify, implement,

and monitor and evaluate outcomes of human capital management strategies, policies, and programs by using business intelligence and analytics to ensure data-based decision-making.

The HCOP serves as our agency-level method of capturing human capital and workforce planning initiatives, milestones, and performance measures. We utilize HRStat reviews to track agency progress on HCOP activities, along with other data-based strategic human capital and workforce planning activities. Our IAP offers opportunities to audit Servicing Personnel Offices (SPOs), which are activities documented in our HCOP and tracked via HRStat. The OPM-led HCR allows opportunities for recurring focused discussions with OPM leaders about human capital evaluation system goals, results, risks, barriers, and successful practices.

- The HCOP describes plans for executing the human capital elements stated within our Agency Strategic Plan and Annual Performance Plan and Report and addresses the government-wide priorities identified in OPM's HCF, Federal Workforce Priorities Report, and the President's Management Agenda. The HCOP operationalizes goals of the government-wide and agency Diversity, Equity, Inclusion, and Accessibility Strategic Plans. Further, the HCOP supports OMB Memorandum M-17-22, *Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce*. HRStat is a metric-based, analytical monitoring process that tracks human capital priorities and supports leadership data-driven decision making, as related to agency goals and performance outcome improvement strategies. HRStat sessions are used to present human capital topics, policy, and program information to leadership to ensure consistent, effective communication while socializing and standardizing data-driven decision making.

- Independent Audit Program – We conduct a comprehensive Human Capital Framework (HCF) audit of all Servicing Personnel Offices (SPO) (i.e., currently 10 regions (including consolidated/closed SPOs), Office of Central Operations, and headquarters) on a cyclical basis so that each site is reviewed at least every 5 years. We conduct audits virtually or onsite, if necessary. Comprehensive audits may include a review of more than 50 agency and OPM-defined outcomes across a variety of human resources functions, such as: training, performance management, labor-management/employee relations, civil rights and equal opportunity, staffing (including delegated examining unit hiring and merit promotion), security and suitability, and work-life. We conducted two audits in FY 2022. The first audit found no significant issues (i.e., no illegal appointments or veterans' preference and adjudication issues). We are still analyzing the results of the second audit. We plan to perform two audits in FY 2023.

- The HCR is a discussion between agency human capital leaders and OPM. The participants review agency human capital results in connection with HCOP goals, their impact on strategic goals, as well as risks, barriers, and successful practices. Key

elements of the human capital business processes are discussed, including the HCOP, HRStat, and the IAP. The agency is pending the OPM timeline for HCR completion.

Management Directive 715 Report (Annually)

We provide the status of our efforts to establish and maintain effective equal employment affirmation actions programs under Section 717 of Title VII of the *Civil Rights Act of 1964* and effective affirmation action programs under Section 501 of the *Rehabilitation Act of 1973*.

In 2022, the Office of Civil Rights and Equal Opportunity (OCREO) improved or continued efforts toward achieving the status as a Model Equal Employment Opportunity agency, as established in criteria by the Equal Employment Opportunity Commission (EEOC). These initiatives include:

1) Identifying and eliminating barriers to equal employment opportunity (EEO) by completing an analysis of detected triggers that indicate potential barriers. OCREO also worked with stakeholders in the various components to assess potential barriers and provided updates to the Barrier Analysis Action Plan devised to identify and mitigate barriers.

2) Providing the agency head with a State of the Agency Briefing that describes our efforts to attain model EEO agency status and component briefings to senior executives with a comprehensive analysis of their components' workforce demographics via "State of the Component Briefings" issued in the third quarter of FY 2022. The analysis included workforce trends and identified areas in need of improvement based on low representational rates, as compared to the civilian labor force.

3) Marketing Alternative Dispute Resolution (ADR) to informally resolve EEO claims, after revising the ADR policy to increase management participation in ADR by requiring managers to get Deputy Commissioner-level concurrence to decline ADR. The ADR process is a tool to promote voluntary settlements early and throughout the EEO process and to resolve workplace disputes in a positive and constructive manner at the lowest level. The ADR policy has ensured manager accountability in the ADR process. As a result, we have yielded positive results with participation rates of managers increasing from 87.9 percent in FY 2020 to 90.7 percent in FY 2022, a 51.2 percent complaint avoidance rate, and an estimated 30 percent savings in investigation costs.

4) Collaborating with the Office of Labor-Management and Employee Relations (OLMER) on implementing the *Notification and Federal Employee Anti-Discrimination and Retaliation Act* (No FEAR) policy, under which OLMER conducts an independent review of complaints in any discrimination finding. The purpose of the independent reviews is to determine whether to recommend disciplinary action against management officials named in an EEO complaint for which a finding of discrimination was issued. Under the No FEAR policy, OLMER may also review significant settlements. OLMER conducts these reviews on an *ad hoc* basis when OCREO receives either a finding from the EEOC or a settlement agreement

that raises questions about the need for corrective action. OCREO submits findings and settlement agreements to OLMER for review, along with the Report of Investigation for the case. OLMER then analyzes whether to recommend disciplinary action and returns its recommendation to the component to consider taking action, if applicable.

5) Allowing employees to initiate EEO complaints and to view the status of their cases electronically (*eFile*). This automated tool also allows OCREO to monitor and track the usage of EEO representative time for complainants and union representatives.

Strategic Goal 3 – Ensure Stewardship of SSA Programs

Federal Information Security Modernization Act Report (Annually)

The *Federal Information Security Modernization Act* Report tells Congress whether our overall information technology security and privacy programs and practices comply with the *Federal Information Security Modernization Act of 2014*. In FY 2022, we successfully implemented solutions for encrypting data-at-rest on end-users' devices, such as laptops and mobile phones, as well as our data centers, High Value Assets, and cloud providers. We have fully implemented the HTTPS-Only requirement (DHS BOD 18-01) for our publicly accessible websites and web services. We provide strong encryption for data transmitted to our business and data exchange partners. These efforts complement other areas of progress we have made in meeting enhanced requirements for endpoint detection and response (EDR) and enterprise logging in support of OMB Memorandums M-22-01, *Improving Detection of Cybersecurity Vulnerabilities and Incidents on Federal Government Systems through Endpoint Detection and Response* and M-21-31, *Improving the Federal Government's Investigative and Remediation Capabilities Related to Cybersecurity Incidents*. In addition, we are building onto the existing Identity, Credential, and Access Management strategy to target key requirements in the executive order in support of Multi Factor Authentication (MFA) for all agency IT Systems and services. This directly provides the required support to enable agency-wide MFA at the application and system level in compliance with EO 14028, *Improving the Nation's Cybersecurity*.

Pre-Effectuation Review of Disability Determinations (Annually)

The Pre-Effectuation Review of Disability Determinations assesses the accuracy of DDS initial, and reconsideration adult disability allowances, per section 221(a) of the *Social Security Act*. The results of the FY 2020 report are pending publication.

Safeguard Security Report (Annually)

We provide examples of our policies and procedures to demonstrate how we safeguard personally identifiable information and Federal tax information. We submit this report to the Internal Revenue Service (IRS) on an annual basis.

Safeguard Review (Triennially)

The Safeguard Review assesses the use of Federal tax information and the measures we employ to protect this information. This review is an onsite evaluation completed in collaboration with the IRS.

The IRS completed its full Safeguard Review of our agency in the summer of 2016. The review concluded with a closing conference in September 2016 and produced findings pertaining to both physical and IT security. We received one critical finding from the review and addressed it in June 2017. We report the findings from this review on a semi-annual basis through submission of a corrective action plan to the IRS. The IRS postponed the June 2020 Safeguard Review (Triennial), due to the COVID-19 pandemic. We are working with our IRS stakeholders to develop an approach for reviewing and testing agency systems.

Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds (Annually)

The Board of Trustees reports annually to Congress on the financial and actuarial status of the two Social Security trust funds. The 2022 report was signed on June 2, 2022. At the end of 2021, the OASDI program was providing benefit payments to about 65 million people: 50 million retired workers and dependents of retired workers, 6 million survivors of deceased workers, and 9 million disabled workers and dependents of disabled workers. During the year, an estimated 179 million people had earnings covered by Social Security and paid payroll taxes on those earnings. The total cost of the program in 2021 was $1,145 billion, while total income was $1,088 billion. The combined OASI and DI Trust Fund reserves are projected to reach reserve depletion in 2035, at which time continuing income to the trust funds would be sufficient to pay 80 percent of scheduled benefits. For the 75-year projection period, the OASDI actuarial deficit is 3.42 percent of taxable payroll.

Annual Report to Congress on Medical Continuing Disability Reviews (Annually)

A legislatively mandated report provides summary information on medical CDRs conducted for a completed fiscal year. The most recent report includes FY 2016 data.

Report on Supplemental Security Income (SSI) Non-medical Redeterminations (Annually)

This report provides summary information on non-medical redeterminations of SSI recipients conducted for a completed fiscal year. The report includes actuarial estimates of the net Federal lifetime reductions in SSI and Medicaid benefits resulting from the reviews conducted during that fiscal year. Our most recent report includes FY 2014 data.

Bipartisan Budget Act of 2015 Section 845(b) Report (Annually)

A legislatively mandated report provides summary information on work-related CDRs conducted for a completed calendar year. The report includes actuarial estimates of the net lifetime reduction in OASDI benefits resulting from the CDRs conducted in that calendar year (CY). The most recent report includes CY 2020 data.

Annual Report of the Supplemental Security Income Program (Annually)

We report annually to the President and Congress on the status of the SSI program and provide 25-year projections of program participation and costs. In January 2022, 7.6 million individuals received monthly Federal SSI payments averaging $603, a decrease of about 231,000 recipients from the 7.8 million recipients with an average payment of $570 in January 2021. By 2046, the end of the 25-year projection period, we estimate that the SSI recipient population will reach 8.3 million. The projected growth in the SSI program over the 25-year period is largely due to the overall growth in the U.S. population, though we project the growth in the SSI recipient population to be somewhat slower than the growth in the U.S. population.

Enumeration Accuracy Report (Triennially)

We report the accuracy of original or replacement SSN assigned during the fiscal year under review. In FYs 2015 and 2018, original SSN enumeration accuracy rates were 100 percent. For FY 2022, we conducted an enumeration review on replacement SSN cards focusing on various service delivery options. We will publish the report in FY 2023.

Evaluation of the Continuing Disability Review Enforcement Operation Predictive Model (Annually)

We assess the results of a predictive model used to score work issue CDR cases to ensure that we prioritize cases most likely to result in determinations of medical improvement. Our tracking and assessment each year indicate the need for improved coordination with our processing centers in reviewing cases based on the scores' priority order. While our Enforcement Operation issues various types of alerts, we showed progress on the challenging task of separating enforcement alert events that do not result in work reviews. Our prime objective for the future is aligning the Continuing Disability Review Enforcement Operation predictive model with the quarterly and monthly earning work review process.

Targeted Denial Review (Annually)

We assess the accuracy of reconsideration disability denials made by the DDS. In FY 2022, we analyzed 51,227 cases and cited 1,837 decisional errors and 4,716 documentation errors. We returned 6,553 cases to the adjudicating components for correction—a return rate of 12.8 percent.

Retirement, Survivors, and Disability Insurance Stewardship Review (Annually)

Our Stewardship Review measures the accuracy of payments to persons receiving Social Security retirement, survivors, or disability benefits. Information about the improper payments, root causes, and corrective actions in our programs for FY 2021 (and previous years) can be found on the Payment Accuracy website. The results of the FY 2022 report will be available in summer FY 2023.

Supplemental Security Income Stewardship Review (Annually)

The SSI Stewardship Review measures the accuracy of payments to persons receiving SSI benefits by reviewing all non-medical factors of eligibility and payment. Information about the improper payments, root causes, and corrective actions in our programs for FY 2021 (and previous years) can be found on the Payment Accuracy website. The results of the FY 2022 report will be available in summer FY 2023.

Supplemental Security Income Transaction Accuracy Review (Annually)

The SSI Transaction Accuracy Review (STAR) examines non-medical aspects of eligibility, such as income, resources, and living arrangement, to assess the adjudicative accuracy of SSI initial claims, redeterminations, and limited issues to ensure they are policy compliant. In FY 2021, a sample of 4,224 cases provided meaningful information about the quality of the non-medical aspects of these SSI transactions. The national case accuracy rates for FY 2021, defined as the percentage of cases free of either an O/P or a U/P, were 92.8 percent for O/P and 94.3 percent for U/P. In FY 2020, these rates were 92.1 percent and 94.8 percent, respectively. The change in the FY 2021 O/P and U/P case accuracy rates from those of FY 2020 was not statistically significant.

In addition to case accuracy, STAR measures the accuracy of payments authorized, or dollar accuracy. The national dollar accuracy rates for FY 2021 were 99.1 percent for O/P and 99.4 percent for U/P. In FY 2020, these rates were 98.8 percent and 99.5 percent, respectively. The change in the FY 2021 O/P dollar accuracy rate from the FY 2020 rate is not statistically significant. The results of the FY 2022 review will be available in FY 2023.

Retirement, Survivors, and Disability Insurance Transaction Accuracy Review (Triennially)

We review non-medical factors of eligibility to assess recently processed retirement, survivors, and disability insurance claims to ensure compliance with operational policy. For FY 2020, the overall OASDI O/P case accuracy was 99.3 percent, and the overall OASDI U/P case accuracy was 98.3 percent. The case accuracy rates indicate that approximately 2-out-of-every 100 claims were incorrectly paid—about 0.7 out of 100 cases had O/Ps, and about 1.7 out of 100 cases had U/Ps. The OASDI national dollar accuracy rates for FY 2020 were 99.4 percent for O/Ps and 98.5 percent for U/Ps. The next review will be conducted in FY 2023.

Appendix B:
How We Ensure Our Data Integrity

We are committed to providing consistent, reliable, and valid data. We have internal controls to ensure that our data are quantifiable, verifiable, and secure. Our internal controls include:

- Audit trails;
- Integrity reviews;
- Separation of duties;
- Restricted access to sensitive data;
- Reviews at all levels of management; and
- Validation and verification in our System Development Life Cycles.

These same controls support the *Commissioner's Federal Managers' Financial Integrity Act* Assurance Statement.

Data Integrity Systems and Controls

We gather performance data using automated management information and other workload measurement systems. We assess the data in terms of four quality dimensions:

- Accuracy – Measures how well data adheres to specification (e.g., definitions, rules, and policies);
- Consistency – Measures consistency in internal and external reporting of data;
- Completeness – Measures missing occurrences or attributions of the data; and
- Timeliness – Measures the currency of the data (i.e., data are up-to-date and reporting occurs on time).

We conduct quality evaluations based on established internal methodologies. As we introduce new performance measures, we perform a comprehensive data assessment using the four quality dimensions. From the assessment results, we establish a baseline. After establishing the baseline, we automate continuous monitoring to sustain high-quality data. Continuous monitoring allows us to follow data trends and proactively remediate potential issues.

In our data quality program, we derive several accuracy and public satisfaction measures from surveys and work samples. These measures provide confidence levels of 95 percent or higher.

As part of our fiduciary responsibility to the public, we use an audit trail system (ATS) to protect our records and taxpayer funds from improper use. The ATS collects and maintains detailed information about our internal and public transactions. We store the data from programmatic and select Internet applications, so we can review transactions for fraud and abuse.

Audit of Our FY 2022 Financial Statements

The *Chief Financial Officers Act of 1990* requires the OIG or an independent external auditor that it selects to audit our financial statements. OIG selected Grant Thornton LLP (Grant Thornton) to conduct the FY 2022 financial statement audit.

The auditor found we fairly presented the basic financial statements, in all material respects, in conformity with accounting principles generally accepted in the United States of America for Federal entities. Grant Thornton's FY 2022 audit report marked the 29th consecutive year that we received an unmodified audit opinion on our financial statements. The auditor also found that our agency maintained, in all material respects, effective internal control over our financial reporting.

The audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. The audit did not find instances of noncompliance with laws, regulations, or other materials tested.

Appendix C:
Changes to Performance Measures

Results for Discontinued Fiscal Year 2022 Performance Measures

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Implement a New Framework for the Acquisition of Electronic Medical Evidence	Not available	Not available	Not available	Implemented Phase I of the Electronic Evidence Acquisition (EEA) Framework	Implement an exchange with a large Medical Evidence network	**Met** Onboarded a large medical evidence provider
	FY 2022 Performance					
	Target Met: We met the target by establishing end-to-end connectivity with one large medical evidence network.					
Mature the Enterprise Fraud Risk Management Program	Deployed our first disability fraud analytic model and improved our eServices analytics and fraud detection	Completed the eServices risk assessment, developed the disability fraud risk profile, and implemented disability analytics	Completed the eServices fraud risk profile, the administrative issues fraud risk profile, and the representative payee fraud risk assessment	Completed the representative payee fraud risk mitigation strategy, and the draft SSI and occupational (employee) drafts for SSI fraud risk assessment	Complete the SSI fraud risk profile, the occupational (employee) fraud risk profile, and the Title II fraud risk assessment	**Met** Completed SSI Fraud Risk Profile, Occupations Risk Profile, and Title II Fraud Assessment
	FY 2022 Performance					
	Target Met: We met our targets by completing the SSI Fraud Risk Profile, the Occupational (Employee) Fraud Risk Profile and the Title II/Retirement Survivors Insurance Fraud Risk Assessment.					

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Expand our CDI coverage	Added three CDI units	Added three CDI units	Added four CDI units	Added CDI coverage for three States	Add CDI coverage to the three remaining States	**Met** CDI coverage expansion completed

FY 2022 Performance

Target Met: We completed CDI coverage expansion to the three remaining states.

Effective June 1, 2022, we successfully provided CDI coverage to Alaska using a hub method. On this day, the existing Seattle CDI unit began organizing investigations to provide CDI coverage to Alaska.

On September 12, 2022, we successfully provided CDI coverage to Delaware and Pennsylvania using a hub method. On this day the newly constructed Philadelphia CDI unit began organizing investigations to provide CDI coverage to both Delaware and Pennsylvania.

These FY 2022 CDI expansion actions satisfies our BBA 811 mandate to provide nationwide CDI coverage.

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Update the Listing of Impairments	The proposed rule is in process, with a publication goal of early to mid FY 2019	We published the proposed rule for the Digestive and Skin disorders body systems in the Federal Register on 7/25/2019	We published the final rule for the musculoskeletal body system in the Federal Register on 12/03/2020	Prepared a proposed rule for the cardiovascular disorders body system and a final rule for the digestive disorders and skin disorders body systems	Publish a proposed rule for the cardiovascular disorders body system. Publish a final rule for digestive disorders and skin disorders body systems	**Not Met** Published a proposed rule for the cardiovascular disorders body system

FY 2022 Performance

Target: We are working to finalize the final rule for digestive and skin disorders body systems.

Fiscal Year 2022 Performance Measures with Title Changes

FY 2022 Title	FY 2023 Title
Enhance the leadership pipeline through a modernized national leadership development program	**Enhance the leadership and executive pipelines through a modernized national leadership and executive development programs**

Appendix D:
Summary of Key Management Officials' Responsibilities

Commissioner of Social Security (COSS) manages all agency programs and staff and serves as the Chief Operating Officer, responsible for improving agency management and performance.

Deputy Commissioner of Social Security (DCOSS) an appointed position, authorized to act on behalf of the COSS.

Chief Actuary (OCACT) plans and directs program actuarial estimates and analyses for our programs and for any proposed changes in programs and trust funds. OCACT provides technical and consultative services to the COSS, the Board of Trustees of the Social Security Trust Funds, Congress, and their respective staffs.

General Counsel (GC) advises the COSS, DCOSS, and all subordinate organizational components (except the Inspector General) on legal matters. GC also serves as the agency's Senior Agency Official for Privacy and oversees the implementation of privacy protections and ensures that all privacy requirements are met.

Inspector General (IG) is a Senate-confirmed position that promotes economy, efficiency, and effectiveness in administering our programs and operations, and prevents and detects fraud, waste, abuse, and mismanagement.

Deputy Commissioner for Analytics, Review, and Oversight (DCARO) oversees the review of program quality and effectiveness and makes recommendations for program improvement utilizing feedback from the adjudication of cases, predictive modeling, and other advanced data analysis techniques. DCARO also serves as the Chief Data Officer, coordinates the agency's anti-fraud initiatives, responds to the recommendations of external monitoring authorities, and serves as the accountable official for improper payments.

Deputy Commissioner for Budget, Finance, and Management (DCBFM) directs our comprehensive management programs including budget, financial policy, acquisition, grants, facilities and logistics management, and security and emergency preparedness. DCBFM also serves as the Chief Financial Officer, Performance Improvement Officer, the Program Management Improvement Officer, and the responsible official for Enterprise Risk Management and the Digital Accountability and Transparency Act.

Deputy Commissioner for Civil Rights and Equal Opportunity (DCCREO) ensures compliance with the laws and regulations that govern Federal-sector Equal Employment Opportunity, promotes an equitable and inclusive work environment, and serves as the agency lead for Diversity, Equity, Inclusion, and Accessibility.

Deputy Commissioner for Communications (DCCOMM) conducts our national public information and outreach programs and fosters the transparency of our operations.

Deputy Commissioner for Hearings Operations (DCHO) administers our nationwide hearings program in accordance with relevant Federal laws.

Deputy Commissioner for Human Resources (DCHR) administers our human resources programs, including training, human capital initiatives, personnel and employee relations, and labor management. DCHR also serves as the Chief Human Capital Officer and the senior accountable official on employee engagement initiatives.
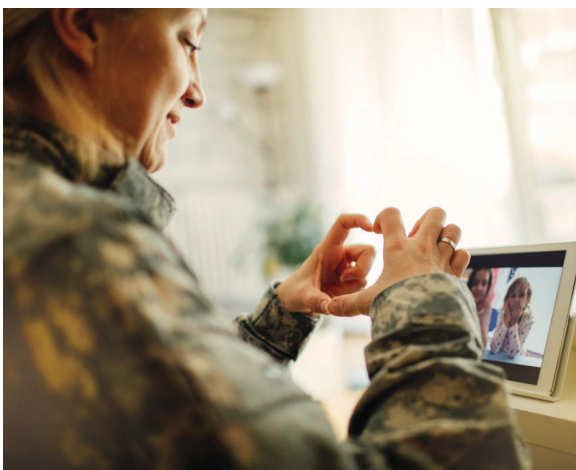
Deputy Commissioner for Legislation and Congressional Affairs (DCLCA) develops and conducts our legislative program, serves as our liaison to Congress, and analyzes legislative and regulatory initiatives.

Deputy Commissioner for Operations (DCO) directs our network of field offices, National 800 Number teleservice centers, and processing centers. DCO also oversees the Chief Business Office and the State disability determination services.

Deputy Commissioner for Retirement and Disability Policy (DCRDP) advises the COSS on major policy issues and is responsible for all activities in the areas of program policy planning, policy research and evaluation, statistical programs, and overall policy development, analysis, and implementation. DCRDP provides enterprise-wide oversight data-sharing agreements and negotiates Social Security (totalization) agreements with foreign governments. DCRDP serves as liaison with the Centers for Medicare and Medicaid Services and leads our efforts to improve the clarity, tone, and readability of our notices. DCRDP also leads our efforts in implementing the *Evidence-Based Policymaking Act of 2018*.

Deputy Commissioner for Systems (DCS) directs the strategic management of our systems and databases, which includes the development, validation, and implementation of new systems. DCS directs operational integration, strategic planning processes, and implementation of a systems configuration program. DCS also serves as the Agency's Chief Information Officer.