

Agency Strategic Plan

Fiscal Years 2026–2030



Securing today
and tomorrow

Message from the Commissioner



I am pleased to present the Social Security Administration's *Agency Strategic Plan for Fiscal Years 2026–2030*. This plan communicates our bold vision for delivering outstanding service to the American people, leveraging best-in-class technology to serve our customers where they want to be met—online, by phone, or in our field offices.

For more than 90 years, we have provided critical financial security to retirees, people with disabilities, and survivors, serving as a cornerstone of American life. Today, we serve more than 330 million people with active Social Security numbers, and approximately 75 million people receive benefits each year, making us the largest service provider in the country.

We will meet our customers where they are, honoring their preference for how they want to conduct business with us. Whether customers choose to contact us online, by phone, or in person, we will resolve matters quickly and efficiently, ensuring that every interaction with SSA is easy, convenient, and seamless. We will have the best online services in the government.

Taxpayers expect us to operate efficiently while providing the highest standard of service. They also expect us to safeguard their personal information and the trust fund dollars they have contributed throughout their working lives. We will exceed these expectations through our concerted stewardship, improved payment accuracy, and a focus on results.

We will achieve our strategic goals by deploying advanced technological solutions and systems, optimizing resource management, and equipping our employees with modernized business processes and tools that drive productivity. Our workforce delivers high-quality service every day. With innovative solutions and streamlined operations, we will become the premier service organization that delivers the best experience for both our customers and employees.

This strategic plan sets forth our vision for transformational change, positioning us as the model service provider across the Federal Government.

Respectfully,

A handwritten signature in blue ink, reading "Frank J. Bisignano". The signature is fluid and cursive.

Frank J. Bisignano

Baltimore, Maryland
August 7, 2026

Social Security Overview

Our Mission

Deliver timely and accurate service through our digital-first capability while meeting customers where they choose.

Our Vision

Be the premier service organization across all Federal government.

Our Programs

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.

Disability Insurance (DI): Established in 1956, the DI program provides monthly benefits for workers who become disabled and their families.

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.

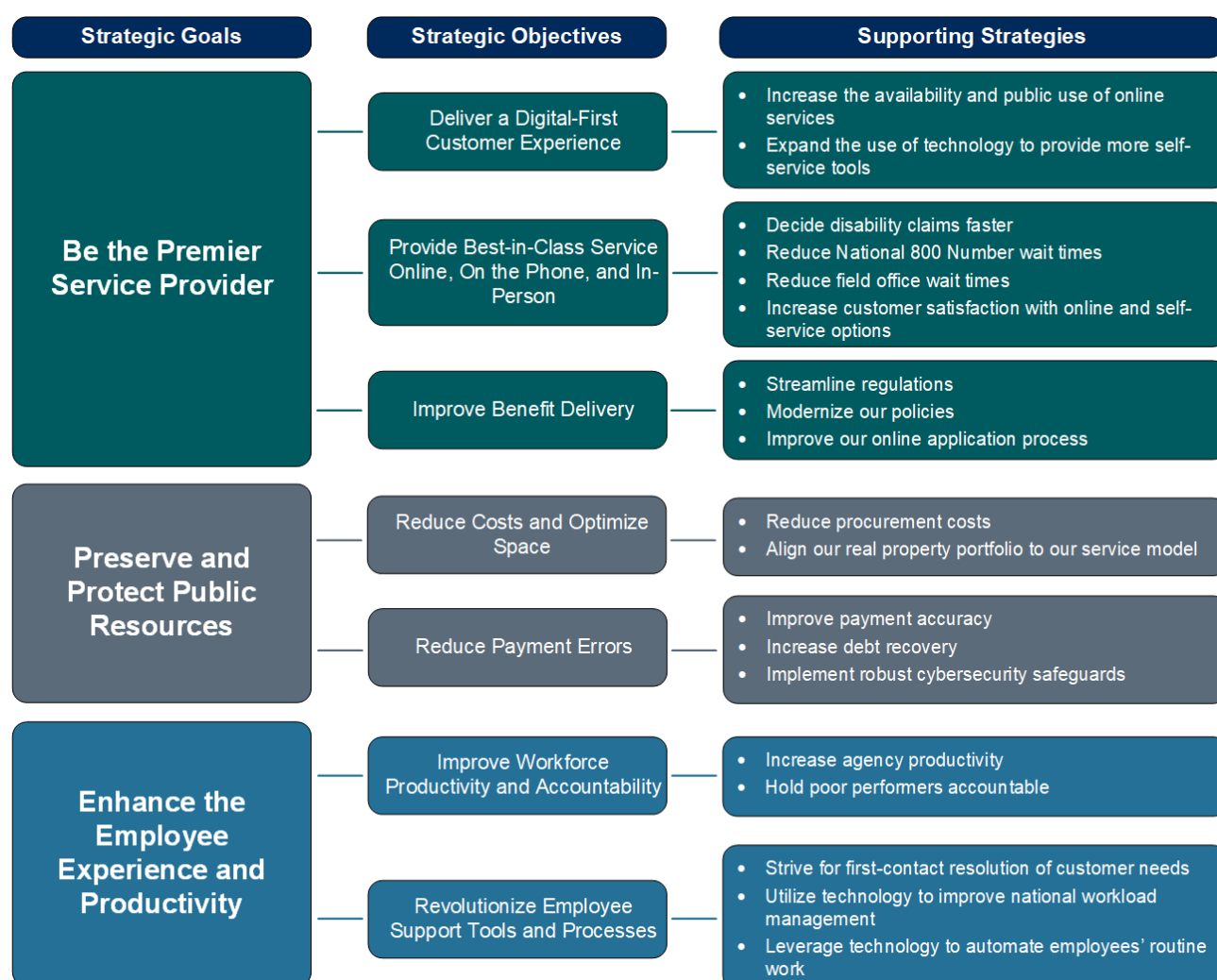
In addition, we support national programs administered by other Federal and State agencies, as required by law, such as Medicare, Supplemental Nutrition Assistance Program, State Children's Health Insurance Program, E-Verify, Medicaid, Federal Benefits for Veterans, and programs associated with the *Employee Retirement Income Security Act of 1974*, the *Coal Industry Retiree Health Benefit Act*, and the *Help America Vote Act*.

Our Organization

We administer our programs and services online, by phone, by video, and in-person in our network of more than 1,500 offices, including about 1,200 field offices, across the country and around the world. Our customers can access online services such as applying for retirement, disability, and Medicare benefits; checking the status of an application or appeal; obtaining a benefit verification letter; or requesting a replacement Social Security card. For more information about our organization and its functions, visit our organizational structure [webpage](#).

Strategic Framework

Our Strategic Plan for Fiscal Years (FY) 2026–2030 has three strategic goals: **Be the Premier Service Provider**, **Preserve and Protect Public Resources**, and **Enhance the Employee Experience and Productivity**. We established these goals with careful consideration of our current operating environment, our recurring program evaluations, and our enterprise risk management process. Together, these factors have informed our strategic plan focused on enhancing organizational effectiveness and program administration. In addition, our FYs 2026–2030 Learning Agenda describes our evidence-building roadmap to support our strategic goals and objectives. The four priority questions from the agenda align to specific strategic objectives, fostering evidence-based decision-making with an emphasis on improving operational outcomes.



Strategic Goal 1: Be the Premier Service Provider

Our mission is to transform SSA into the premier service organization that better serves the needs of Americans today and is prepared to take on the challenges of tomorrow. Our customers expect the highest standard of service—whether online, over the phone, or in-person. They seek fast, friendly, accurate, and reliable assistance and information. The American people deserve the very best from their government.

In recent years, we faced significant service challenges. At the height of these difficulties, customers waited nearly eight months for an initial disability claim to be processed, with 1.2 million cases pending. At one point, customers waited over 42 minutes on average for their call to be answered on our National 800 Number. Additionally, both scheduled and unscheduled system down time hindered customers' ability to conduct business with us online. This level of service is unacceptable.

While we made notable progress in 2025 to improve customer service, we recognize that much work remains on our journey to becoming the premier service provider. We will evaluate the way we deliver service to our customers and work to transform our service model to be fit for the 21st century.

Fiscal Year 2025

**Percentage change from FY 24 to FY 25*

528.1 Million (↑ 19.7%)

Successful Online Transactions

67.8 Million (↑ 64.9%)

800 Number Callers Served

31.6 Million (↓ ~1%)

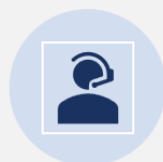
Field Office Visitors

885,100 (↓ 24.8%)

Initial Disability Claims Pending



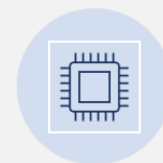
Investing in **my Social Security** and mobile so most transactions can be completed electronically, 24/7



Modernizing phone systems with technology and new self-service features



Shorter wait times will provide faster access to services for Americans



Our digital-first strategy will meet public expectations for convenience and reliability

Strategic Objective 1.1 – Deliver a Digital-First Customer Experience

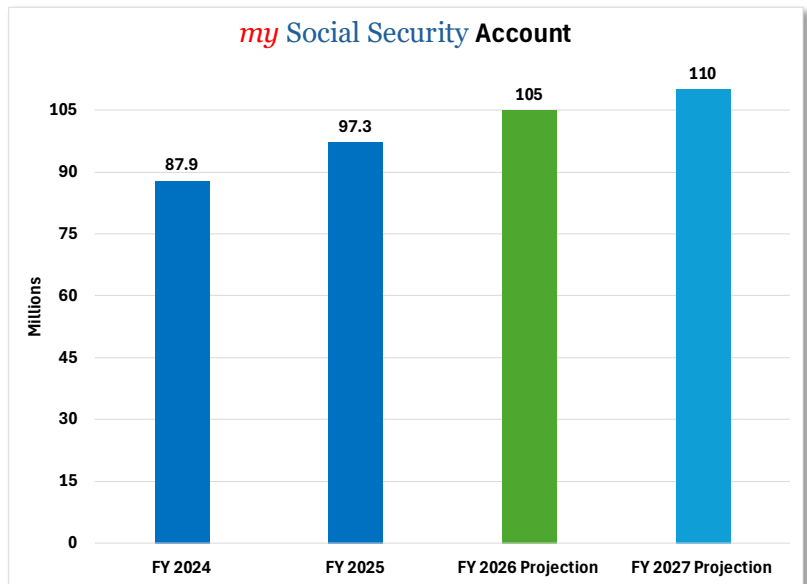
Strategies:

- Increase the availability and public use of online services
- Expand the use of technology to provide more self-service tools

Each year, more customers choose to do business with us online, and we continually seek ways to streamline these transactions and transform our service model. We will expand our suite of online services, updating our technology and offering convenient, easy-to-use tools for obtaining service.

While we have made progress, there is still more to do to meet our customers where they are. We will provide our customers a modern, digital-first experience, enabling nearly all SSA transactions to be completed through *my Social Security* or state-of-the-art telephone services. We aim to make our online services so safe, easy, and convenient that customers prefer to conduct all their business with us online. To

underscore our commitment, we have established an ambitious goal of 110 million *my Social Security* accounts by the end of FY 2027 as an Agency Priority Goal.



Strategic Objective 1.2 – Provide Best-in-Class Service Online, On the Phone, and In-Person

Strategies:

- Decide disability claims faster
- Reduce National 800 Number wait times
- Reduce field office wait times
- Increase customer satisfaction with online and self-service options

To be the premier service provider, we must do more to reduce—and ultimately eliminate—the wait times our customers experience. A customer who visits a field office, even without an appointment, should receive prompt, friendly service and be able to complete their business before leaving. A customer who calls our National 800 Number should be able to speak with an agent immediately, whether they remain on the line or request a callback, and have their needs resolved at the first point of contact. Customers applying for disability benefits should have clear visibility into the status of their claim and not encounter unnecessary delays in claim processing. Our strategy is straightforward: we will address customer needs quickly and completely, regardless of how customers contact us.

Service Channel at a glance*

Online Services	Phone Self-Service Options	Agent Calls	Telephone Appointments	Field Office Visits
40.1 million successful online transactions	1.6 million handled by self-service	3.5 million handled by an agent	603,000 handled by telephone	2.8 million visitors
0 minute wait time	0 minute wait time	0.6 minutes average speed of answer	0 minutes hold time	21 minutes average overall wait time

*Performance data as of July 2026

Over the next four years, we will improve the customer experience by reducing wait times and delivering best-in-class service across all channels. Achieving this will require an aggressive, multi-faceted approach involving every part of our organization—technology, personnel, and modernized business processes. We are prioritizing improvements to our National 800 Number service by designating it as an Agency Priority Goal. We will significantly improve our customers’ phone experience by achieving single digit wait times, expanding automated phone services, and resolving more calls at the first point of contact.

Strategic Objective 1.3 – Improve Benefit Delivery

Strategies:

- Streamline regulations
 - Modernize our policies
 - Improve our online application process
-

Many of the challenges we face in delivering exceptional service stem from outdated work processes and aging legacy systems. Practices that were effective years ago—such as employees manually processing all cases or entering customer information into our systems—are no longer the most convenient for our customers or the most efficient way to manage the high volume of transactions that require timely attention.

Where possible, we will modernize our technology and application processes to provide enhanced capabilities for both our customers and employees, while maintaining our commitment to protecting customers' information and ensuring the accuracy and reliability of our work. Additionally, we will adopt and promote best practices nationwide across all workloads, ensuring a consistent high-quality experience throughout our network of offices, on our National 800 Number, and online.

Strategic Goal 2: Preserve and Protect Public Resources

At Social Security, we are proud to administer benefit programs that millions of Americans have contributed to and rely on. We take our responsibility as stewards of these programs and trust funds seriously. While administering benefits, it is also our duty to securely maintain the public's data. We will continue to safeguard Social Security resources, ensuring benefits are issued only to those who qualify, while actively fighting fraud, waste, and abuse.

This means ensuring every dollar is spent wisely and making sound financial decisions today to prepare for the future.

Fiscal Year 2025

Over \$68 Million

Debt Recovered from Treasury Offset Program Resumption

Nearly \$287 Million

Cost Savings from Terminated Contracts, Grants, and Lower Procurement Costs

1.65 Million (↓ 14.14%)

Usable Square Feet Reduced from FY 2015

Strategic Objective 2.1 – Reduce Costs and Optimize Space

Strategies:

- Reduce procurement costs
- Align our real property portfolio to our service model

Through sound management, we will improve service and continue to operate more efficiently. We are scrutinizing every dollar spent, all while maintaining a disciplined approach to ensure we are good stewards of our resources.

We are strategically reducing procurement costs and ensuring our office space aligns with the needs of our customers who choose in-person service. By realigning our organization to prioritize customer service, we will continue to provide service in our field offices while reducing non-public-facing space and directing resources where they have the greatest impact.

Strategic Objective 2.2 – Reduce Payment Errors

Strategies:

- Improve payment accuracy
 - Increase debt recovery
 - Implement robust cybersecurity safeguards
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Ensuring that benefit payments are accurate and timely remains at the core of our mission. While we maintain a high payment accuracy rate, we issue over \$1 trillion in benefit payments annually, so even small errors can result in millions of dollars in improper payments.

By eliminating data silos and duplicative data collection, we are advancing efforts to prevent future payment errors and improve debt recovery from prior inaccuracies. Standardizing systems and increasing communication not only enhance our operational efficiency, but also reinforce our ability to address cybersecurity threats, keep our customers' data safe, and protect our programs from fraud.

As threats continue to evolve, we prioritize investments to enhance our ability to mitigate imminent risks and advance cyber resilience. We remain vigilant, anticipating and countering new tactics from malicious actors. We will defend against and persistently combat cyber threats by proactively implementing safeguards. We are making it safer for people to access our systems by adding extra steps to verify identities, continuously monitoring systems, and training our employees on the latest security practices.

Strategic Goal 3: Enhance the Employee Experience and Productivity

Our dedicated employees work tirelessly every day to fulfill our agency's promise of providing timely and accurate service to the public. Too often in the past, employees were required to use outdated tools and follow legacy business processes that limited their ability to deliver exceptional service. In some cases, organizational boundaries and jurisdictional limitations restricted resource allocation and employee access to workloads.

We have a comprehensive plan to address these challenges. We will automate routine workloads where it makes sense, reengineer work processes to be more efficient, and align workloads to employees' expertise to better serve our customers. We are one agency, and we will manage our workloads with that mindset, removing outdated organizational barriers. We will foster a merit-based Federal workforce by hiring based on merit and skills and hold employees accountable for results aligned with Presidential policies. We will develop targeted and specialized training to prepare employees to excel in a digital-first, technology-driven organization. We will empower and reward our top performers who deliver outstanding service to the public. With a highly productive and accountable workforce, we will set the standard for delivering excellent customer service.

Fiscal Year 2025

Over 3.1 Million

**Social Security Fairness Act Automated Cases
Processed Ahead of Schedule**

24

**New Health Information Technology Providers
Onboarded, Representing 4,360 Facilities**

Strategic Objective 3.1 – Improve Workforce Productivity and Accountability

Strategies:

- Increase agency productivity
 - Hold poor performers accountable
-

We will reorient our organization toward a culture of service that leverages the expertise of our dedicated employees to serve the 330 million Americans with a Social Security number, rewards top talent, and holds poor performers accountable. We will transform and empower our workforce to deliver outstanding service to every American. By creating a flatter, more agile organization with fewer management layers, our leadership will be closer to the work, increasing accountability and empowering employees at all levels. We will continually assess our organizational structure to identify opportunities for simplification, enabling managers to make faster decisions and better recognize employee contributions.

Strategic Objective 3.2 – Revolutionize Employee Support Tools and Processes

Strategies:

- Strive for first-contact resolution of customer needs
 - Utilize technology to improve national workload management
 - Leverage technology to automate employees' routine work
-

In our previous organizational model, workloads were distributed across regions and units in ways that at times created bottlenecks and slowdowns. We are now establishing hubs of expertise and using technology to identify available capacity, enabling better workload distribution and higher productivity.

We will leverage available technology to automate cumbersome tasks and processes such as collecting and analyzing medical evidence to aid disability adjudicators, serving phone customers, and generating draft hearing dispositions. These advances will allow us to deliver faster and more secure services. We will equip employees with the right tools and resources to improve performance across all operations, and we will support leaders and managers with training and resources to effectively manage broader teams and reinforce a culture of accountability.

Appendix

President's Management Agenda

During the first year of each Presidential term, the Office of Management and Budget (OMB) releases a President's Management Agenda (PMA) that articulates the President's priority goals to improve the performance and management of the Federal Government. Each Federal agency then identifies how it can support the PMA in its corresponding Agency Strategic Plan.

Below, we align each of our seven Strategic Objectives with a Cross-Agency Priority Goal outlined in the [current PMA](#).

Strategic Objective #	Strategic Objective Title	Cross Agency Priority Goal Alignment
1.1	Deliver a Digital-First Customer Experience	Leverage Technology to Deliver Faster, More Secure Services
1.2	Provide Best-in-Class Service Online, On the Phone, and In-Person	Leverage Technology to Deliver Faster, More Secure Services
1.3	Improve Benefit Delivery	Leverage Technology to Deliver Faster, More Secure Services
2.1	Reduce Costs and Optimize Space	Efficiently Deploy the Buying Power of the Federal Government and Buy American
2.2	Reduce Payment Errors	Eliminate Woke, Weaponization, and Waste
3.1	Improve Workforce Productivity and Accountability	Foster Merit-Based Federal Workforce
3.2	Revolutionize Employee Support Tools and Processes	Leverage Technology to Deliver Faster, More Secure Services

Agency Evidence Plan

The FY 2027 Evidence Plan, informed by the *Foundations for Evidence-Based Policymaking Act of 2018* (Evidence Act) and 5 U.S.C. 312, serves as a systematic framework for identifying and addressing key policy questions relevant to our programs, policies, and regulations. The Evidence Plan includes the Learning Agenda and the Evaluation Plan. This combined document outlines priority questions that address both short-term and long-term issues related to our mission, strategic planning, and agency operations. Additionally, the Evidence Plan outlines planned evaluation activities. We anticipate that answers to our priority questions will provide valuable insights into our agency's performance and promote evidence-based decision-making. When published, the FY 2027 Evidence Plan will be available at <https://www.ssa.gov/evidence/>.

Capacity Assessment

Our Capacity Assessment establishes a baseline to measure improvements in the coverage, quality, methods, effectiveness, and independence of our evaluation, research, statistics, and data analysis activities. More information is available in the Fiscal Years 2026–2030 Capacity Assessment which, when published, will be available at <https://www.ssa.gov/evidence/>.

Agency Priority Goals (APG)

We have identified three APGs for FYs 2026–2027:

1. Improve customer service by becoming a digital-first organization that makes it easier for more customers to use secure online services
2. Improve customer service by reducing the time our customers wait to be served on our National 800 Number
3. Improve customer service by reducing the wait time for an initial disability claim decision

These aggressive goals directly support our strategic plan, specifically Strategic Goal 1 (Be the Premier Service Provider). To ensure success, we conduct quarterly internal progress reviews and take necessary action to improve results and reduce costs.

As we approach the FYs 2028–2029 cycle, we will determine the next set of APGs.

Other Measurements

We continuously monitor, track, and evaluate progress toward our performance goals and targets. The Commissioner and other agency executives review performance metrics weekly, update our public-facing performance website

monthly, and hold monthly meetings to drive accountability, discuss progress, pursue improved performance outcomes, and identify opportunities to reinvest savings. These actions facilitate regular monitoring and assessment of agency progress in achieving the performance targets in our Annual Performance Plan and Report (www.ssa.gov/agency/performance). Performance expectations are developed at the beginning of each fiscal year and used to assess progress throughout the year. The lead executive responsible for each performance goal provides ongoing status updates and corrective actions as needed.

The *Government Performance and Results Act, Modernization Act of 2010* (P.L. 111-352) requires agencies to address Federal Cross-Agency Priority Goals in Agency Strategic Plans and Annual Performance Plans.

Program Evaluations

We routinely conduct studies and surveys to evaluate the effectiveness of our programs. Continuous evaluation of program data, research, and analysis helps us identify strengths and weaknesses, informing the establishment or revision of general goals and objectives.

Title	Strategic Objective Alignment
Enumeration Accuracy Report (Triennial)	1.2: Provide Best-in-Class Service Online, On the Phone, and In-Person
Prospective Client Survey (Biennial)	1.2: Provide Best-in-Class Service Online, On the Phone, and In-Person
Retirement Application Survey (Biennial)	1.2: Provide Best-in-Class Service Online, On the Phone, and In-Person
Evaluation of the Ticket to Work and Other Employment Support Programs (Continuous)	2.1: Reduce Costs and Optimize Space
Annual Evaluation Plan (Annual)	2.2: Reduce Payment Errors
Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds (Annual)	2.2: Reduce Payment Errors
Annual Report of the Supplemental Income Program (Annual)	2.2: Reduce Payment Errors
Annual Report to Congress on Medical Continuing Disability Reviews (Annual)	2.2: Reduce Payment Errors
Bipartisan Budget Act of 2015 Section 845(b) Report (Annual)	2.2: Reduce Payment Errors
Federal Information Security Modernization Act Report (Annual)	2.2: Reduce Payment Errors

Title	Strategic Objective Alignment
Pre-Effectuation Review of Disability Determinations (Annual)	2.2: Reduce Payment Errors
Report on Supplemental Security Income (SSI) Non-Medical Redeterminations (Annual)	2.2: Reduce Payment Errors
Retirement, Survivors, and Disability Insurance Stewardship Review (Annual)	2.2: Reduce Payment Errors
Retirement, Survivors, and Disability Insurance Transaction Accuracy Review (Triennial)	2.2: Reduce Payment Errors
Safeguard Review (Triennial)	2.2: Reduce Payment Errors
Safeguard Security Report (Annual)	2.2: Reduce Payment Errors
Supplemental Security Income Stewardship Review (Annual)	2.2: Reduce Payment Errors
Supplemental Security Income Transaction Accuracy Review (Annual)	2.2: Reduce Payment Errors
Targeted Denial Review (Annual)	2.2: Reduce Payment Errors
Human Capital Evaluations (Continuous)	3.1: Improve Workforce Productivity and Accountability
Management Directive 715 Report (Annual)	3.1: Improve Workforce Productivity and Accountability

Communications and Outreach

In developing this strategic plan, we engaged and consulted with both internal and external stakeholders to inform our focus areas. Internally, we held discussions with senior leadership and a broad selection of managers from our direct service and headquarters components. Externally, we met with Social Security advocates, members of Congress, and Congressional staff.

As we implement this plan, we will continue our outreach to relevant stakeholders and maintain active engagement with both external and internal audiences. We are committed to reporting on our progress, as well as collecting ideas and feedback to further improve our services.

We will also engage the public through Social Security's blog and website, social media platforms such as Facebook and X, and traditional and emerging media channels. Through these mediums, we will share information and provide opportunities for collaboration and participation with our customers.

