

COMMISSIONER'S MESSAGE

It is my honor to serve as the Commissioner of Social Security. For more than 90 years, the Social Security Administration (SSA) has served as a cornerstone for the American people—



retirees, people with disabilities, survivors, and their families. We are proud stewards of this legacy, serving more than 330 million people with active Social Security numbers and standing as the largest and most trusted service provider in the Nation.

Since my confirmation as Commissioner, we have embraced a digital-first approach that drives down costs while serving customers where they want to be served. A technology revolution is underway at our agency, as we modernize our information technology infrastructure, enhance employee support tools and processes, and rapidly expand automation and self-service options for our customers. In addition to reaching us online and by phone, we are committed to ensuring people can access us at any of our over 1,200 field offices if they choose.

We are just getting started and are already serving more Americans at significantly faster speeds than ever before. Our commitment is to do more, faster and better. We will deliver on President Trump's promise to protect and preserve Social Security. With our fiscal year (FY) 2027 President's Budget request of \$14.869 billion, we will transform SSA into a model of excellence—a digital-first agency that meets and exceeds our customers' expectations for timely and accurate service.

This Budget is organized around four central pillars: Online Services, Wait Times, Workforce Productivity, and Responsible Stewardship.

Online Services: The most convenient way for customers to access our services is through their [my Social Security](#) account, which offers immediate access to important information and tools, allowing them to make the most of their time. In FY 2025, we upgraded our website to provide 24/7 access to [my Social Security](#), added 9.3 million new [my Social Security](#) accounts, and processed more than 500 million online transactions. We have already surpassed 100 million [my Social Security](#) accounts and are on track to reach 200 million by the end of calendar year 2027. In support of that goal, this Budget will enable us to roll out additional online features and enhance existing online services and a new mobile app. We are working to provide secure and on-demand access to a customer's Social Security Number, which should save our customers time and improve their overall experience.

Wait Times: The American people deserve best-in-class service across all service channels. In FY 2025, we saw a dramatic improvement in the customer experience across all service channels, whether a customer was waiting to speak to a phone agent, waiting for an initial disability determination, or waiting in one of our field offices for assistance. We are focused on resolving customer needs at first contact, ensuring that more inquiries are addressed promptly and efficiently. This Budget provides for additional improvements through FY 2027, including intelligent call routing for more efficient handling of calls to our National 800 Number (N8NN)

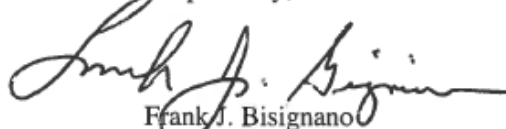
and integration of the N8NN with a customer relationship management system to further streamline service. In September 2025, we reached single-digit wait times for our N8NN callers of 7 minutes, and with this Budget we project continued progress, decreasing the average speed of answer to 3 minutes in FY 2027. By the end of FY 2027, we will further improve customer service by increasing our N8NN answer rate to 85 percent. Additionally, we will reduce the average wait time for an initial disability determination to 140 days, down from 226 days in FY 2025.

Workforce Productivity: Our employees are the backbone of the agency. Since the start of this Administration, we have been streamlining our organization, eliminating roadblocks and bottlenecks that reduce employee productivity, and outlining our plans to enhance the tools our employees need to serve the public efficiently and effectively. In FY 2027, we plan to reap the benefits of our investments and see increased productivity and efficiency as a result of good management, as well as aligning workloads to employees' expertise to better serve our customers.

Responsible Stewardship: Finally, we are always mindful of the trust placed in us by the American people to be responsible stewards of Social Security trust funds, our customers' data, and taxpayer funds. We strive to provide more efficient service while reducing administrative costs to better serving our customers. Additionally, we are dedicated to protecting the programs we administer and paying only those individuals who are eligible to receive benefits. In FY 2027, we will refine and expand our efforts to eliminate payment errors and address the ever-evolving threat of fraud and bad actors.

Our performance progress to date demonstrates the effectiveness of the improvements we have already made. With this Budget, we will lead with a digital-first approach that drives faster, better service. We will serve our customers where they want to be served, and we will measure our success by achieving our ambitious goals for FY 2027.

Respectfully,



Frank J. Bisignano
Commissioner

Baltimore, Maryland
April 3, 2026

SOCIAL SECURITY 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). In fiscal year (FY) 2027, we will pay approximately \$1.8 trillion directly to our beneficiaries and recipients, and our administrative costs are less than 1 percent of the benefits we pay.

OASI: Established in 1935, the OASI program provides retirement and survivors benefits to qualified workers and their family members. The OASI program is one of the Nation's most successful Government programs, and one that is part of the life of nearly every individual and family.

DI: Established in 1956, the DI program provides benefits for workers who become disabled and to their families.

SSI: 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, Medicaid, the Supplemental Nutrition Assistance Program, State Children's Health Insurance Program, E-Verify, 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

We administer our programs and services online, by phone, by video, and in person in our approximately 1,500 offices. Our customers can access our 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.

Beginning in FY 2027, SSA will process all medical Continuing Disability Reviews (CDR) from State disability determination services (DDS) offices at the Federal Disability Case Review site, centralizing oversight at the Federal level and allowing DDS to focus on initial and reconsideration claims. At the Federal level, our Federal Disability Determination Division has jurisdiction to handle disability claims filed by career railroad employees and certain dependent railroad survivor disability annuitants. Administrative law judges in our hearing offices and administrative appeals judges in our Appeals Council decide appealed cases.

Our processing centers 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 (PI) 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.

In addition to the frontline servicing components listed above, our main administrative account, the Limitation on Administrative Expenses (LAE) account, also funds headquarters components, such as human resources, communications, law and policy, finance and management, and security and resiliency support for our frontline offices. For more information about our organization and its functions, visit our organizational structure [webpage](#).

To provide a comprehensive overview of our operations, the following figures illustrate key aspects of our programs. Figure 1 presents benefit payments and the number of beneficiaries by program for FYs 2025 through 2027. Figure 2 details our benefits and administrative budget by program.

Figure 1: Benefit Payments and Beneficiaries by Program, FYs 2025–2027¹

Benefits (Outlays in Billions)	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate	FY 2026 to FY 2027 Change
Trust Fund Programs²				
OASI	\$1,411.2	\$1,494.0	\$1,579.6	5.7%
DI	\$157.3	\$168.9	\$178.0	5.4%
Subtotal, OASDI	\$1,568.4	\$1,663.0	\$1,757.6	5.7%
General Fund Programs³				
SSI – Federal	\$64.5	\$67.6	\$69.7	3.1%
SSI State Supplementary Benefits	\$3.4	\$3.4	\$3.5	3.2%
Total	\$1,636.3	\$1,734.0	\$1,830.8	5.6%
Beneficiaries (in Millions)	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate	FY 2026 to FY 2027 Change
Trust Fund Programs⁴				
OASI	60.8	62.7	64.0	2.0%
DI	8.3	8.2	8.4	1.9%
Subtotal, OASDI	69.1	70.9	72.4	2.0%

¹ Totals may not add due to rounding.

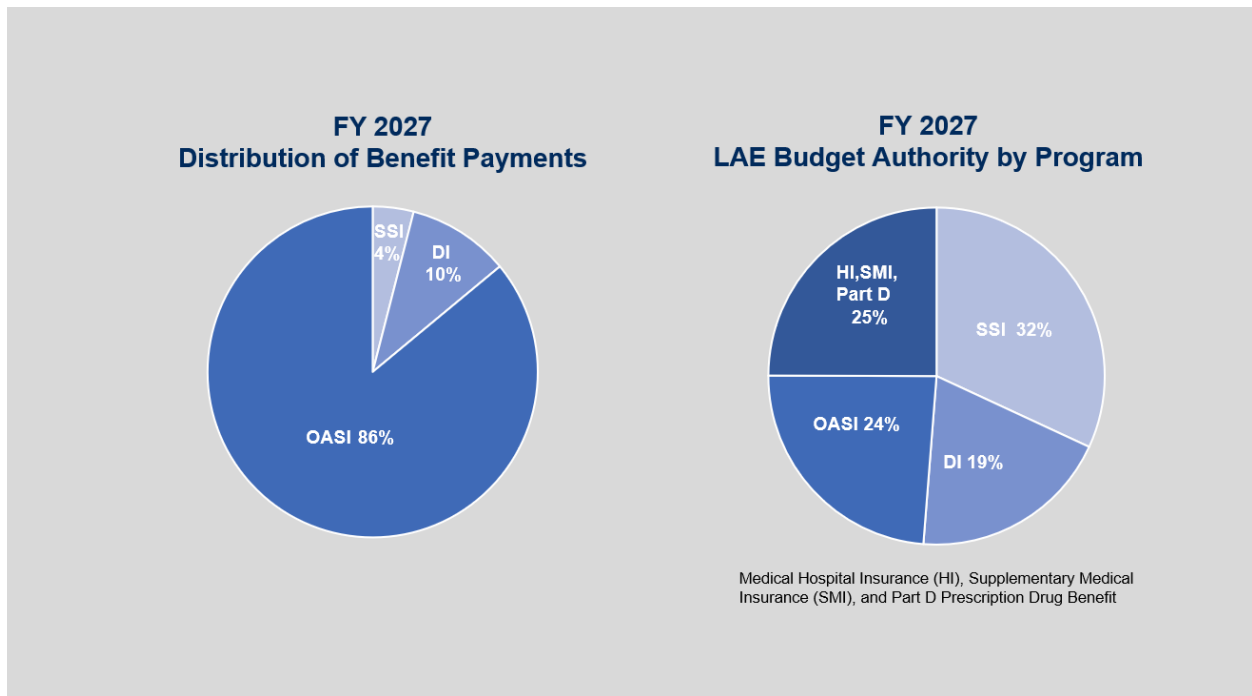
² Increases in OASI and DI outlays are primarily due to Cost-of-Living Adjustments (COLA) and increases in the average number of beneficiaries.

³ Increases in SSI outlays are due to increases in the number of recipients and higher estimated average payments primarily attributable to COLAs.

⁴ Increases in the number of OASI beneficiaries are primarily due to increases in the number of individuals becoming newly entitled to OASI benefits. In FY 2027, we expect DI worker applications to increase.

General Fund Programs ⁵				
SSI Federal Recipients	7.3	7.3	7.4	1.4%
SSI State Supplementary Recipients (with no Federal SSI payment)	0.1	0.1	0.1	4.6%
Total, including about 2.6 million concurrent recipients who receive SSI as well as OASI or DI	76.5	78.4	79.9	2.0%

Figure 2: Benefits and Administrative Budget by Program



Information Technology Services (ITS) Budget

- The ITS budget represents the non-staff portion of our information technology (IT) spending. Even as we focus on enhancing our digital services, a significant portion of this budget, around two-thirds, is allocated to maintaining our existing data centers, computer networks, and phone systems across the country, ensuring they are up-to-date and functioning efficiently.

⁵ Increases in the number of SSI recipients are due to an increase in the number of SSI applications from eligible individuals in recent years.

Disability Determination Services (DDS) Budget

- The DDS budget funds the State DDSs responsible for making medical determinations for disability claims, reconsiderations, and CDRs. It also covers payroll and benefits for State employees, workload processing costs, and other expenses. DDSs perform a critical part of our disability claims and PI processes.

In addition to the LAE budget, we receive funding for Research and Demonstrations and for the Office of the Inspector General (OIG).

Research Budget

- A portion of the SSI appropriation is available for research and demonstration projects, supporting program evaluation and innovation. **The funding request for research is \$70 million, \$21 million less than the FY 2026 enacted level.** The Budget will fund data development and dissemination, modeling efforts, administrative research, evaluations of agency programs and initiatives, and retirement and disability policy research to better serve the public. In addition, with this funding, we will support internal research on service delivery and program outcomes.

Office of the Inspector General (OIG)

- **The funding request for OIG is \$114.7 million.** SSA's OIG receives funding for its administrative expenses from both the trust funds and the general fund, ensuring robust oversight and accountability. The OIG's request supports its core mission of auditing and investigating SSA programs and operations, while also building 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 \$25.1 million from the allocation adjustment to OIG to support cooperative disability investigations (CDI) units.

FY 2025 ACCOMPLISHMENTS

Key Accomplishments in FY 2025:

- Issued over 3.1 million payments, totaling more than \$17 billion, to beneficiaries eligible under the Social Security Fairness Act, completing this effort 5 months ahead of schedule.
- Achieved a 20 percent increase in online transactions, successfully completing nearly 90 million more transactions in FY 2025 compared to FY 2024, which was possible because we granted *my Social Security* account holders 24/7 access to their accounts when previously access was unavailable 29 hours a week.
- Renewed our focus on the SSI program to reduce complexity and help eliminate improper payments through process improvements, technology, and policy. This includes implementing the Payroll Information Exchange (PIE) to automate wage verification and improve payment accuracy.
- Reduced average field office wait times by almost 27 percent, from 30 minutes at the end of FY 2024 to 22 minutes.
- Increased the percentage of Retirement, Survivor, and Medicare claims processed timely by nearly 3 percentage points, improving from 81.6 percent to 84.4 percent.
- Completed the nationwide rollout of our modern telephone platform to over 1,200 field offices in August, allowing us to serve over 26 percent more callers.
- Decreased the average wait time for callers to the National 800 Number from 30 minutes in January 2025 to 7 minutes in September 2025, and our agents served over 4.9 million more callers than the previous fiscal year.
- Reduced the initial disability claims backlog by 25 percent to 885,000 and decreased the average processing time for initial claims by 13 percent, from 240 days in January 2025 to 209 days in September 2025.
- Maintained historically low levels of pending hearings, with average wait times reduced by nearly 60 days since FY 2024.
- Reduced the number of cases pending in our processing centers, which manage complex initial claims and post-entitlement actions, from 6.2 million at the beginning of June to 5.0 million at the end of FY 2025, a reduction of almost 20 percent.

FY 2027 BUDGET HIGHLIGHTS

Our FY 2027 Budget request is \$14.869 billion. As we serve a record number of beneficiaries as a High Impact Service Provider (HISP), the FY 2027 funding level is essential to advancing SSA’s digital-first strategy and improving service delivery across all channels. With this funding, we will modernize our IT infrastructure, expand automation and self-service options to enhance customer experience, and align staffing resources to meet the public’s need for service—offering better assistance than in prior years to our customers. This includes our three designated HISP priority services—applying for Social Security retirement benefits, adult disability benefits, and replacement Social Security cards online—which are critical to ensuring convenient, fast and easy access to our services. The technology-enabled changes, staffing adjustments, and process improvements are projected to reduce unit costs, increase productivity, and support enhanced service and heightened focus on our PI efforts.

With this Budget, SSA will build on these achievements, further modernize service delivery, and ensure programs remain a source of stability for generations to come. The agency remains committed to providing accessible, responsive, and secure service to all Americans, while maintaining responsible stewardship of taxpayer dollars.

Priority investments include:⁶

Online Services

- **Modernizing IT to Enhance Customer Experience.** The Budget includes \$1.9 billion for IT to help us modernize and operate our large IT infrastructure and increase our suite of digital and automated services. Our IT budget supports ongoing high-priority projects such as enumeration and service delivery modernization; cybersecurity efforts; and IT enhancements to prevent overpayments. Specifically, in FY 2027, we are investing \$15.5 million to modernize *my Social Security* and expand the mobile app we plan to launch in FY 2026, making it more accessible with expanded self-service options. Through the app, we will enhance the mobile experience by enabling real-time customer communication. These improvements will increase self-service options and digital communication methods and save our customers time by reducing the need for them to call us or visit a field office.
- **Improving Customer Service by Updating our Technology and Streamlining our Processes.** We are also dedicating \$19.4 million in FY 2027 to modernize Social Security Number (SSN) Card Services, streamlining online enumeration processes, and introducing a digital solution that allows customers to view their SSN on mobile devices. This will reduce the volume of replacement card requests and allow customers on-demand access to their SSN, further decreasing the need for customers to call or visit us and increasing cost efficiency. In FY 2027, we are also investing \$13.5 million in the National Appointment Scheduling Calendar, which will simplify and consolidate appointment scheduling for claims nationwide. This system will balance demand for appointments with staff capacity and allow customers to schedule timely appointments

⁶ The numbers are not additive to the budget total. Some costs are associated with more than one category.

regardless of their physical location. We will improve claims intake software used by employees, and our online claim used by the public to file for benefits. These improvements will reduce the need for phone calls and help shorten wait times at our field offices, ensuring a more convenient and efficient experience for the people we serve.

Wait Times

- **Reduce the Initial Disability Claims Backlog.** The Budget includes funding to eliminate the backlog in the State DDSs, with an estimated reduction of 215,000 cases (26 percent) from the estimated level of 815,000 in FY 2026. In addition, the Budget supports a reduction of 40 days (from 180 days to 140 days) in the time it takes for customers to receive an initial disability determination.
- **Improve National 800 Number Service.** The Budget invests in staffing and technology for teleservice centers, enabling us to maintain single-digit wait times—reducing the average speed of answer to 6 minutes in FY 2026 and further to 3 minutes in FY 2027.
- **Address Processing Center (PC) Pending Workloads.** The Budget provides funding to handle more complex benefit decisions and address the workloads pending in the PCs. Through process improvements and improved automation, we plan to reduce the number of pending actions from 4 million at the end of FY 2026 to 3 million at the end of FY 2027, thereby improving payment accuracy.
- **Disability Hearings.** The Budget includes funding to expand IT and process improvements to drive down the average wait time for a hearing to 270 days in FY 2026 to 240 days in FY 2027. In FY 2027, we are investing \$2.7 million in technology that supports drafting dispositions for hearings, improving labor-intensive decision-making and drafting processes. This will shorten disability claims processing times and allow us to process more disability decisions. Additionally, \$11.7 million will be used to streamline our hearing scheduling product, integrating it with the National Case Processing System to provide availability for representatives and administrative law judges and facilitate hearing scheduling. This will reduce manual components of hearing scheduling, save technicians time, and get hearings scheduled more quickly for our customers.
- **Improve SSI Administration.** We will modernize our work processes, policy, and technology to improve the customer experience for SSI claimants and recipients. These improvements will deliver faster and more accurate service, while providing SSI recipients digital options to update their record and submit documents through their *my Social Security* account. In 2025, more than one-third of SSI recipients aged 18 or older had a *my Social Security* account, and our budget provides the resources to implement more digital service options for these recipients.

Workforce Productivity

- **Funding for Our Frontline Staff.** We will always meet our customers where they want to be served. The Budget includes funding to maintain our frontline staff, which will

deliver quicker decisions on disability and retirement claims, shorter wait times to get an appointment in our offices, and improved telephone service. Total Federal payroll costs of over \$8 billion fund salaries and benefits of employees who provide direct service to the public. In addition, we will hire strategically across our organization, including bringing in early career talent to ensure we meet the public’s demands for service.

Responsible Stewardship

- **Continuing Dedicated PI Efforts.** The Budget includes \$2.4 billion for dedicated PI work, including cost-effective PI reviews, anti-fraud Cooperative Disability Investigations units, and the prosecution of fraud by Special Assistant United States Attorneys. With this funding, we will process 2.9 million SSI Redeterminations and 600,000 medical CDRs, putting us on a path to achieve CDR currency by the end of FY 2028 or sooner. We will expand the use of proven technology tools like Access to Financial Institutions data and our Payroll Information Exchange to identify and prevent improper payments and improve payment accuracy.

Figure 3: LAE Budget by Major Funding Category, FY 2027 Estimates

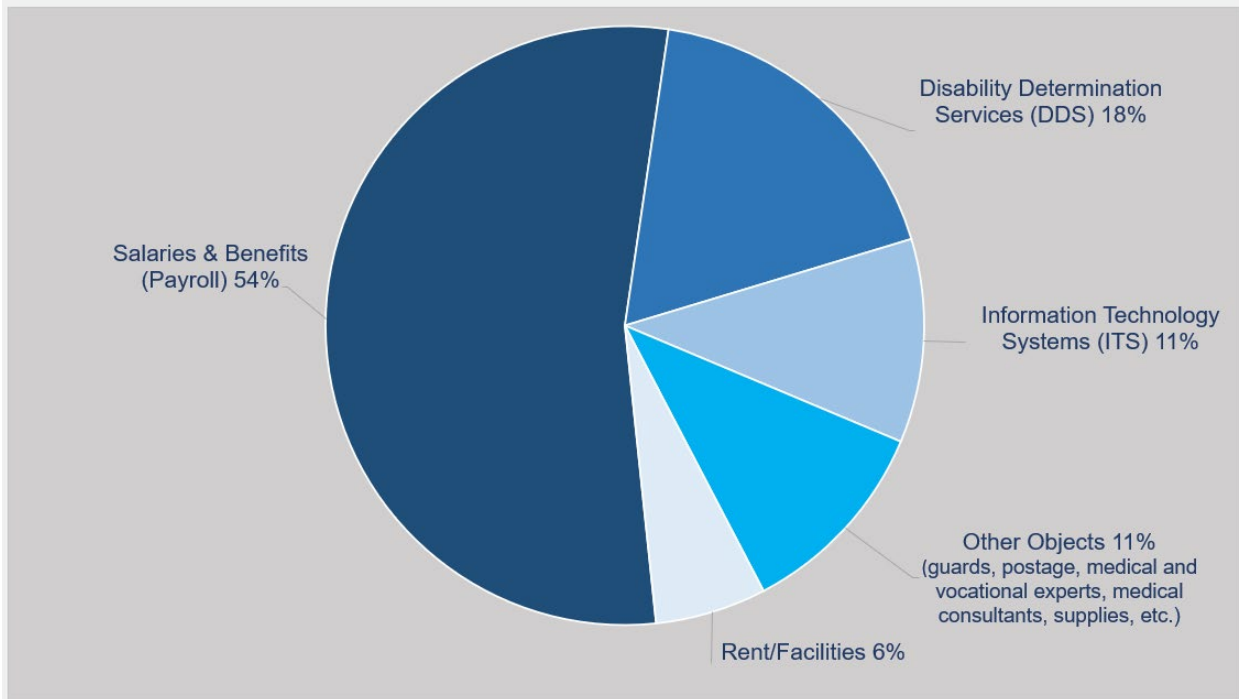


Figure 4: Funding and Staffing Table

Figure 4 displays actual and budgeted funding and workyears (WY). A 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.

Budget Authority and Workyears (WYs) ⁷	FY 2025 Actual	FY 2026 Enacted	FY 2027 President's Budget	FY 2026 to FY 2027 Change
Budget Authority, One-Year (in Millions)				
Limitation on Administrative Expenses (LAE)⁸	\$14,299	\$14,843	\$14,869	\$26
<i>(Dedicated Program Integrity (PI) Level, Base and Adjustment, included in LAE)^{9,10}</i>	<i>(\$1,903)</i>	<i>(\$2,397)</i>	<i>(\$2,397)</i>	<i>\$0</i>
<i>Payroll</i>	<i>8,077</i>	<i>7,930</i>	<i>8,015</i>	<i>\$85</i>
<i>Other Objects</i>	<i>2,379</i>	<i>2,560</i>	<i>2,458</i>	<i>(\$102)</i>
<i>Disability Determination Services (DDS)</i>	<i>2,652</i>	<i>2,563</i>	<i>2,686</i>	<i>\$123</i>
<i>Information Technology (ITS)</i>	<i>1,190</i>	<i>1,790</i>	<i>1,710</i>	<i>(\$80)</i>
Research and Demonstration ^{11,12}	\$91	\$91	\$70	(\$21)
Office of the Inspector General (OIG) ^{13,14}	\$115	\$115	\$115	\$0
Total, Budget Authority	\$14,505	\$15,049	\$15,054	\$5
SSA WYs				
Full-Time Equivalents	54,063	51,205	51,820	615
Overtime	1,499	3,133	1,957	(1,176)
Lump Sum Leave	400	284	214	(70)
Total SSA WY	55,962	54,622	53,991	(631)
Disability Determination Services (DDS)	13,017	12,561	12,755	194

⁷ WYs include time spent in full-time or part-time employment. Full-time equivalents and overtime WYs include those funded from dedicated funding for PI. Full-time equivalents include those funded by the CDI unit PI transfer from the LAE account to the OIG.

⁸ LAE funding includes up to \$170 million in FY 2025 and FY 2026, and up to \$175 million in FY 2027 for SSI user fees. LAE funding also includes \$1 million in Social Security Protection Act (SSPA) user fees.

⁹ P.L. 118-47 – The Further Consolidated Appropriations Act, 2024 includes 18-month authority to obligate PI funds through March 31, 2025. P.L. 119-4 – The Full-Year Continuing Appropriations and Extensions Act, 2025 includes 18-month authority to obligate PI funds through March 31, 2026. The FY 2026 Budget assumes appropriations language for FY 2026 will provide for similar 18-month authority to obligate PI funds.

¹⁰ P.L. 119-4 allows SSA to transfer \$15.1 million in FY 2025 from the LAE account to the OIG for the costs associated with jointly operated CDI units. The President's Budget assumes a \$25.1 million transfer.

¹¹ These amounts include \$7 million in base research funding classified as mandatory.

¹² Congress appropriated \$91 million in 3-year authority in both FY 2025 and FY 2026 for research and demonstration projects. The FY 2027 President's Budget proposes \$70 million in FY 2027 (available through September 30, 2029) for research and demonstration projects.

¹³ OIG funds do not reflect transfers from the SSA LAE account, Dedicated PI, to the OIG for the costs associated with jointly operated CDI units.

¹⁴ P.L. 119-4, The Full-Year Continuing Appropriations and Extension Act, 2025, OIG totals include \$2,000,000, which 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 FY 2027 Budget assumes the OIG totals include \$2,000,000 for similar no-year authority to obligate funds for IT modernization.

Budget Authority and Workyears (WYs)⁷	FY 2025 Actual	FY 2026 Enacted	FY 2027 President's Budget	FY 2026 to FY 2027 Change
Total SSA/DDS WY	68,979	67,183	66,746	(437)
OIG	482	460	478	18
Total SSA/DDS/OIG WY	69,461	67,643	67,224	(419)

FY 2027 PERFORMANCE TABLE

Figure 5: FY 2027 Performance Table

Workload and Outcome Measures	FY 2025 Actual	FY 2026 Enacted	FY 2027 President's Budget	FY 2026 to FY 2027 Change (%)	FY 2027 Goals
Retirement and Survivor Claims					
Retirement and Survivor Claims Completed (thousands) ¹⁵	7,284	6,702	6,838	2%	Increase retirement claims processing.
Disability Claims					
Initial Disability Claims Receipts (thousands)	2,105	2,208	2,356	7%	Drive down the initial disability claims backlog of cases and dramatically reduce customer wait time.
Initial Disability Claims Completed (thousands)	2,361	2,258	2,571	14%	
Initial Disability Claims Pending (thousands)	885	815	600	-26%	
Average Processing Time for Initial Disability Claims (days)	226	180	140	-22%	
Disability Reconsiderations					
Disability Reconsiderations Receipts (thousands)	648	655	675	3%	Drive down the disability reconsiderations backlog and dramatically reduce customer wait time.
Disability Reconsiderations Completed (thousands)	605	712	744	4%	
Disability Reconsiderations Pending (thousands)	370	309	240	-22%	
Average Processing Time for Disability Reconsiderations (days)	241	230	170	-26%	
Hearings					
Hearings Receipts (thousands)	414	495	508	3%	Increase hearings dispositions as customers file more hearings requests. Reduce average processing time to historic lows.
Hearings Completed (thousands)	395	425	534	26%	
Hearings Pending (thousands)	281	349	323	-7%	
Annual Average Processing Time for Hearings Decisions (days)	285	270	240	-11%	
National 800 Number					
National 800 Number Customers Served (millions) ¹⁶	68	68	75	10%	Serve 75 million customers on our National 800 Number. Agents will answer the phone in 3 minutes or less on average for customers who choose to speak to an agent.
Average Speed of Answer (ASA) (minutes)	15	6	3	-50%	
National 800 Number Service Level % < 10 minutes	14%	33%	75%	127%	
Agent Busy Rate (percent)	5.9%	3%	3%	0%	

¹⁵ Includes Medicare.

¹⁶ National 800 Number Customers Served represents total customers served by an agent and Interactive Voice Response (IVR), including Question and Answer (QnA) bots. Actuals for FY 2025 (35 million automated calls), include data for October 2024 through April 2025 which counts the total number of IVR responses rather than individual calls, which could include multiple transactions for a single call. As of May 2025, we refined the definition to count unique automated calls as only one call, even if multiple transactions are completed, which eliminates the potential for double-counting. We project 37 million automated calls handled in FY 2026 and 39 million in FY 2027.

Workload and Outcome Measures	FY 2025 Actual	FY 2026 Enacted	FY 2027 President's Budget	FY 2026 to FY 2027 Change (%)	FY 2027 Goals
Program Integrity					
Periodic Continuing Disability Reviews (CDR) Completed (thousands)	1,355	1,400	1,400	0%	Prioritize our PI to achieve CDR currency by FY 2028 or sooner.
Full Medical CDRs (included above, thousands)	401	600	600	0%	
SSI Non-Medical Redeterminations Completed (thousands)	2,484	2,600	2,900	12%	
Selected Other Agency Workload Measures					
Social Security Number (SSN) Assignments Completed (millions)	17	17	17	0%	Modernize core services, enumerating customers and posting accurate earnings timely to ensure strong stewardship.
Annual Earnings Items Completed (millions) ¹⁷	295	300	300	0%	
Social Security Statements Issued (millions) ¹⁸	10	15	15	0%	
Selected Production Workload Measures					
Disability Determination Services Production per Workyear ¹⁹	276	312	332	6%	Achieve significant increases in productivity on our most expensive workloads.
Hearings Operations Production per Workyear	83	100	121	21%	

Figure 6: FY 2027 President's Budget by Workload

Budget Allocated to SSA Workloads (in Millions)	FY 2026 Estimate	FY 2027 Estimate	FY 2026 to FY 2027 Change
Retirement and Survivors Claims Completed	\$1,490	\$1,460	(\$30)
Initial Disability Claims Completed	\$4,040	\$4,230	\$190
Reconsiderations Completed	\$630	\$630	\$0
Hearings Completed	\$2,310	\$2,350	\$40
Social Security Numbers	\$700	\$670	(\$30)
CDRs and Redeterminations Completed	\$2,340	\$2,340	\$0

¹⁷ Annual Earnings Items Completed includes processing, review, data entry, balancing, corrections/adjustments, and reconciliation of annual earnings items.

¹⁸ The Social Security Statements Issued measure includes paper statements only and does not include electronic statements issued. In FY 2025, nearly 50 million customers accessed their Social Security Statement online. In FYs 2026 and 2027, 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 \$12 million each year.

¹⁹ DDS Production Per Workyear includes cases completed via Federal assistance.

AGENCY STRATEGIC PLAN

In alignment with the [President's Management Agenda](#), this Budget supports our strategic path forward to become a digital-first agency, through technology-enabled improvements that exceed our customer expectations and improves their experience with us. Below are our three focus areas for the FYs 2026–2030 Agency Strategic Plan. For more details, visit our [website](#) to view our full strategic plan that will be published in the spring of 2026.

BE THE PREMIER SERVICE PROVIDER

We will lead the way among large Federal agencies by becoming the premier service organization that delivers fast, accurate, and reliable assistance to the American public across all service channels—online, by phone, and in person. We are committed to modernizing the customer experience by expanding digital services, reducing wait times, and simplifying benefit programs. By leveraging technology and streamlining processes, SSA seeks to ensure that every customer interaction is seamless, efficient, and meets the highest standards of service, regardless of how individuals choose to engage with the agency.

PRESERVE AND PROTECT PUBLIC RESOURCES

SSA is committed to responsible stewardship of the programs and trust funds that millions of Americans depend on. We will reduce costs through efficient procurement and resource management, reinvesting savings in transformative technology and maintaining rigorous oversight of benefit payments. Additionally, we will enhance payment accuracy, strengthen debt recovery, and implement robust cybersecurity measures to safeguard public data and prevent fraud, waste, and abuse. These efforts are designed to ensure that every dollar is spent wisely and that benefits are delivered to only those who qualify.

ENHANCE THE EMPLOYEE EXPERIENCE AND PRODUCTIVITY

Recognizing the critical role of our workforce, SSA is committed to improving employee productivity and performance by fostering a merit-based culture and holding staff accountable for results. The agency will modernize business processes, automate routine tasks, and provide employees with advanced tools and targeted training to excel in a technology-driven environment. By removing outdated organizational barriers and empowering top performers, we will create a more agile, efficient, and accountable workforce that consistently delivers high-quality service to the public.

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