



SOCIAL SECURITY

Office of the Inspector General

November 10, 2010

The Honorable Sam Johnson
Ranking Member
Subcommittee on Social Security
Committee on Ways and Means
House of Representatives
Washington, D.C. 20515

Dear Mr. Johnson:

In an August 6, 2010 letter, you asked that we assist the Subcommittee in determining whether the Social Security Administration (SSA) is strategically planning its facility needs. Specifically, you requested information on the following.

- Does SSA have a comprehensive strategic plan with regard to its facilities? What facilities are included in the plan (e.g. teleservice centers, field offices, etc.)? Does the plan address current and future facility needs?
- Given the changing demographics, increased workloads, and technological advancements, what is the process and/or criteria used by SSA to determine: (1) the degree to which currently occupied space is being effectively utilized; (2) the type, number, and location of new facilities; and (3) placement of staff and/or equipment within all facilities?

As you know, my office is committed to combating fraud, waste, and abuse in SSA's operations and programs. Thank you for bringing your concerns to my attention. The enclosed report provides the information requested. To ensure SSA is aware of the information provided, we are forwarding a copy of this report to the Agency.

If you have any questions concerning this matter, please call me or have your staff contact Misha Kelly, Congressional and Intra-Governmental Liaison, at (202) 358-6319.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick P. O'Carroll, Jr."

Patrick P. O'Carroll, Jr.
Inspector General

Enclosure

cc:

Michael J. Astrue

CONGRESSIONAL RESPONSE REPORT

*The Social Security Administration's
Facilities Management*

A-13-11-21110



November 2010

Mission

By conducting independent and objective audits, evaluations and investigations, we inspire public confidence in the integrity and security of SSA's programs and operations and protect them against fraud, waste and abuse. We provide timely, useful and reliable information and advice to Administration officials, Congress and the public.

Authority

The Inspector General Act created independent audit and investigative units, called the Office of Inspector General (OIG). The mission of the OIG, as spelled out in the Act, is to:

- Conduct and supervise independent and objective audits and investigations relating to agency programs and operations.
- Promote economy, effectiveness, and efficiency within the agency.
- Prevent and detect fraud, waste, and abuse in agency programs and operations.
- Review and make recommendations regarding existing and proposed legislation and regulations relating to agency programs and operations.
- Keep the agency head and the Congress fully and currently informed of problems in agency programs and operations.

To ensure objectivity, the IG Act empowers the IG with:

- Independence to determine what reviews to perform.
- Access to all information necessary for the reviews.
- Authority to publish findings and recommendations based on the reviews.

Vision

We strive for continual improvement in SSA's programs, operations and management by proactively seeking new ways to prevent and deter fraud, waste and abuse. We commit to integrity and excellence by supporting an environment that provides a valuable public service while encouraging employee development and retention and fostering diversity and innovation.

Background

OBJECTIVE

Our objective was to provide information concerning the Social Security Administration's (SSA) facilities management.

BACKGROUND

SSA administers its programs and services through a network of over 1,700 facilities that consist of Government-owned and leased buildings (see Table 1). These facilities make possible the delivery of approximately \$700 billion in Social Security and Supplemental Security Income benefits to about 60 million people each year. (See Appendix C for a description of SSA's facilities.)

**Table 1: SSA's Facilities
As of September 9, 2010**

SSA Component¹	Type of Facility	Number of Facilities
Deputy Commissioner for Operations (DCO)	Field Offices (FO)	1,287 ^{2,3}
	Social Security Card Centers	8
	Area Offices (AO)	54
	Regional Offices (RO)	10
	Teleservice Centers (TSC)	33
	Program Service Centers (PSC)	6
	Data Operations Center	1
	DCO Total	1,399

¹ See Appendix D for component roles and responsibilities.

² This includes 31 resident stations. These are small, permanent facilities that usually have no on-site management but report to a parent FO and serve a specific geographical segment of the district's service area. SSA, Administrative Instructions Manual System (AIMS), GAM 12.05.04.

³ DCO plans to open two additional FOs in Lawrence, Massachusetts, and Paris, Texas, by Spring 2011.

SSA Component	Type of Facility	Number of Facilities
Office of Disability Adjudication and Review (ODAR)	ODAR Headquarters	1
	National Hearing Centers (NHC)	5
	Satellite Offices (SO)	12 ⁴
	Video Hearing Centers	6
	ROs	10
	Permanent Remote Sites (PRS)	159
	Hearing Offices	152 ⁵
	ODAR Total	345
Office of Facilities Management (OFM) ⁶	Office Space	23
	Support Space	3
	Warehouses	3
	Data Centers	2
	Office Space/Warehouse	1
	Child Care Center	1
OFM Total		33
TOTAL SSA FACILITIES		1,777

SSA leases its office space either directly from the General Services Administration (GSA)⁷ or with the assistance of GSA. In some instances, GSA delegates its responsibility for maintenance and upkeep of the buildings. GSA delegated 18 buildings to SSA, meaning that SSA is responsible for the maintenance and upkeep of these buildings. (See Appendix B for the delegated buildings.) SSA spends approximately \$1 billion annually on its facilities costs.

On August 6, 2010, we received a letter from Representative Sam Johnson, Ranking Member, House Subcommittee on Social Security, Committee on Ways and Means, regarding SSA's facilities. To assist the Subcommittee in determining whether SSA is strategically planning its facility needs, Congressman Johnson requested that we provide information on the following.

⁴ By the end of Fiscal Year (FY) 2011, ODAR is expected to have 10 SOs. According to ODAR, two SOs (Madison, Wisconsin, and Rochester, New York) will be converted to full hearing offices.

⁵ Two new hearing offices opened in September 2010 (SSA reports the Fayetteville, North Carolina, and Valparaiso, Indiana, hearing offices opened on September 13, 2010). An additional 12 hearing offices are planned for FY 2011. By the end of FY 2011, ODAR is expected to have 166 hearing offices.

⁶ OFM is responsible for the buildings that comprise SSA's Headquarters.

⁷ Through its two largest offices, the Public Buildings Service and the Federal Acquisition Service, GSA provides workspace to Federal civilian employees, oversees the preservation of historic buildings, and facilitates the purchase of goods and services from commercial vendors. With regard to facilities management, GSA serves as an agent in acquiring, managing, and disposing of real property used by SSA. GSA issues standards and criteria for effective use of office and other space. Further, GSA oversees construction and other contractual relationships, such as repairs, improvements, and maintenance related to space acquisition and management.

- Does SSA have a comprehensive strategic plan with regard to its facilities? What facilities are included in the plan (e.g., teleservice centers, field offices, etc.)? Does the plan address current and future facility needs?
- Given the changing demographics, increased workloads, and technological advancements, what is the process and/or criteria used by SSA to determine: (1) the degree to which currently occupied space is being effectively utilized; (2) the type, number, and location of new facilities; and (3) placement of staff and/or equipment within all facilities?

To address Representative Johnson's request, we gathered and reviewed information provided by the following components of SSA: DCO, ODAR, and OFM. (See Appendix E for more information on our scope and methodology.)

Results of Review

QUESTION 1: Does SSA have a comprehensive strategic plan with regard to its facilities? What facilities are included in the plan (e.g. teleservice centers, field offices, etc.)? Does the plan address current and future facility needs?

SSA does not have a single, comprehensive strategic plan regarding its facilities. Instead, three of SSA's components, DCO, ODAR, and OFM, are responsible for planning the facilities under their purview. DCO has been documenting its FO planning since at least 2005, while ODAR instituted a formal documentation process in 2010. Further, OFM and GSA hired a consulting firm to develop a September 2009 draft Master Housing Plan (MHP) for facilities considered part of Headquarters.

We found although DCO and ODAR have a similar planning tool—Service Delivery Assessments (SDA)—they have different processes. Additionally, OFM is responsible for the buildings that comprise SSA's Headquarters and maintains a different planning tool, the MHP. Therefore, we reported on each component separately.

STRATEGIC PLAN

DCO

DCO reported it does not have a written strategic plan with regard to the management of its facilities. However, DCO stated it has a plan that involves a two-part process. Each year, DCO submits a comprehensive annual space plan to SSA's Office of Budget, Finance and Management that outlines its current space as well as the component's projected needs. The space plan is updated annually and includes projections for the following 2 years. We obtained and reviewed the FY 2012 space budget for SSA's field offices. In FYs 2011 and 2012, DCO is considering facilities changes as follows: relocate 257 FOs,⁸ expand 10 FOs, and reduce 6 FOs.⁹ (See Appendix F for a list of these offices.)

According to DCO, the second part of its planning process involves Space Allocation Standards (SAS) that outline the amount of space required in FOs. The calculation is based on current and projected staffing levels and considers space needed for manager offices, training rooms, and supply and storage rooms. Also, the calculation includes the amount of reception area space and the number of reception windows needed to provide adequate service to the public. In addition to the amount of needed space, the SAS outlines the location of the FO, location of SSA's space in the building, availability of parking and public transportation, and security features.

⁸ DCO reported there are multiple reasons why a FO may be relocated. For example, an expiring lease, a shift in claimant population or staffing, and unsatisfactory office conditions or services provided by the lessor. Generally, the FO will remain in the same city/district, unless there is justification why the office should be moved to a different service area.

⁹ The FO expansions and reductions relate to an increase or decrease of office space (square footage).

Further, DCO reported it has a Large Site Advisory Board¹⁰ that reviews and approves space requests and modifications related to its large sites, including ROs, PSCs, and TSCs. DCO believes this process not only prioritizes the needs for these facilities, it addresses funding. For its smaller facilities—FOs, Social Security card centers, and area offices—space requests are reviewed and approved by SSA's Office of Public Service and Operations Support and OFM, then forwarded to GSA.

ODAR

ODAR also reported it does not have a written strategic plan with regard to its facilities. However, according to ODAR, its facilities are a key component of the Commissioner's Hearings Backlog Elimination Plan. It is a four-part plan developed by the Agency to eliminate the hearings backlog and prevent its recurrence, based on (1) using fast-tracked initial determinations; (2) improving hearing office procedures; (3) increasing adjudicatory capacity; and (4) increasing efficiency with automation and improved business processes. As part of this plan, ODAR is targeting new offices based on an analysis of the Agency's current and forecasted workloads.

OFM

OFM reported the Agency has a comprehensive strategic plan regarding Headquarters' facilities. Specifically, the Agency maintains an MHP that was developed with GSA. According to OFM, the MHP provides strategic guidance on developing and implementing the Agency's space, building, and realty management programs for Headquarters' facilities. Further, OFM stated the MHP provides a framework for developing specific housing plans and supports the Agency's planning, budgeting, and implementation of facility infrastructure changes. According to OFM, the MHP is periodically refreshed. The latest draft MHP, dated September 2009, is being updated to reflect the receipt of *American Recovery and Reinvestment Act of 2009*¹¹ funds to replace the National Computer Center.

FACILITIES INCLUDED IN THE STRATEGIC PLAN

DCO

According to DCO, its annual space plan and SAS support all its facilities, which include over 1,300 Operations facilities. However, based on our review of the annual space plan and SAS—which DCO considers its strategic plan relative to facilities—only FOs were included. The remaining 112 offices (8 percent)¹² were not discussed in either document.

¹⁰ The advisory board consists of executives from ROs and DCO at Headquarters.

¹¹ Pub. L. No. 111-5. Title VIII, 123 Stat. 115, 185.

¹² This includes 8 Social Security card centers, 54 area offices, 10 ROs, 33 TSCs, 6 PSCs, and 1 data operations center.

ODAR

Based on our review of actions SSA plans to take to reduce the hearings backlog,¹³ we confirmed some of ODAR's offices were part of the Agency's strategies to increase adjudicatory capacity and increase efficiency with automation and improved business processes. We found NHCs were discussed in SSA's strategies. The hearing backlog initiatives also included changes to hearing offices, such as the addition of video hearing equipment and co-location with FOs. However, other ODAR facilities—ROs, PRSs, Video Hearing Centers, and ODAR headquarters were not specifically discussed in these documents.

OFM

OFM reported the Agency's MHP included 33 Headquarters buildings in the greater Baltimore, Maryland, area, Washington, D.C., and Durham, North Carolina. Based on our review, the current MHP included 27 Government-owned and leased buildings in the Baltimore metropolitan area. However, the remaining eight Headquarters facilities were omitted from the plan (see Table 2).¹⁴

Table 2: HQ Facilities Not Included in SSA's Master Housing Plan

Building	Location
Metro West	Baltimore, MD (Downtown)
Maintenance Warehouse	Baltimore, MD
2700 Lord Baltimore	Baltimore, MD
400 Virginia Ave	Washington, DC
500 E Street, International Trade Commission Building	Washington, DC
Second Support Center	Durham, NC
Research Triangle Park Office	Durham, NC
Temporary Warehouse	Durham, NC

CURRENT AND FUTURE FACILITY NEEDS

DCO

DCO stated that future needs of SSA's FOs are evaluated through the SDA process. An SDA is performed on 20 percent of SSA's FOs nationwide each year. SDAs consider projected changes in workloads, local populations, demographic trends, and area-specific factors that may affect staffing levels in a given location over a 5-year timeframe. (See Appendix G for more details regarding the SDA process.) DCO reported it determines space needs based on the SDAs and SAS.

¹³ We reviewed the (1) Statement of Michael J. Astrue, Commissioner, Social Security Administration, Statement on SSA's Plans to Reduce the Disability Backlogs: Before the Senate Committee on Finance Hearing on *Funding Social Security's Administrative Costs: Will the Budget Meet the Mission* (May 23, 2007); (2) Summary of Initiatives to Eliminate the SSA Hearings Backlog addendum related to the Commissioner's May 23, 2007 statement; and (3) SSA, *Plan to Eliminate the Hearing Backlog and Prevent Its Recurrence*, FY 2008 Annual Report.

¹⁴ Although the MHP is dated September 2009, the work completed to formulate the plan occurred from November 2006 to December 2007. Therefore, several changes may have occurred after the plan was developed. For example, the lease for two facilities expired in FY 2008. Also, SSA took possession of the 2700 Lord Baltimore building and the Second Support Center after completion of the MHP.

According to DCO, changes to current space needs for Social Security card centers, AOs, ROs, TSCs, and PSCs are addressed through the “normal funding process.” As such, funds needed to renovate existing space are requested by the regions and approved by Operations management.

ODAR

As part of the Commissioner’s Hearings Backlog Elimination plan, ODAR stated it is targeting new offices based on an analysis of the Agency’s current and forecasted workloads. ODAR reported it opened 13 new hearing offices and 3 new SOs in FY 2010. In addition, ODAR plans to open a new NHC that will assist current hearing offices nationwide with the heaviest backlogs. In 2011, ODAR plans to open an additional 12 hearing offices and 4 SOs. (See Appendix H for a list of ODAR’s new facilities.)

OFM

We obtained and reviewed OFM’s “pre-final draft” MHP, dated September 22, 2009. When asked whether there is a final version, OFM reported that the pre-final draft is considered the final version of the MHP, and the contractor will not be submitting any additional revisions. According to the MHP, the purpose of the document is to guide the growth of SSA Headquarters from 2008 and beyond. The plan evaluated ownership and configuration of the properties; development potential in the local area; the quality and physical condition of the buildings; occupancy characteristics; functional and space requirements; characteristics of the local real estate market; and opportunities and constraints inherent in the existing facilities. As a result of the evaluation, five potential solutions were developed for implementation over a 10-year period.¹⁵

In addition to the MHP, OFM reported the Agency established and maintains space allocation standards and policies. The purpose of the SAS is to ensure Agency space acquisition and use in SSA field and hearing offices nationwide are standardized to meet security, environmental, operational, and cost-effectiveness requirements. SASs are implemented through a field space management program that monitors space planning and use to ensure requests for space adhere to the guidelines set forth. According to OFM, SSA is reviewing the SAS and plans to incorporate Agency and executive guidance into any revisions. This includes the June 10, 2010 Presidential Memorandum, *Disposing of Unneeded Federal Real Estate*.

¹⁵ The solutions included the addition of new buildings and renovation of existing buildings.

QUESTION 2: Given the changing demographics, increased workloads, and technological advancements, what is the process and/or criteria used by SSA to determine: (1) the degree to which currently occupied space is being effectively utilized; (2) the type, number, and location of new facilities; and (3) placement of staff and/or equipment within all facilities?

EFFECTIVE USE OF SPACE

According to GSA regulations, “Executive agencies must promote the optimum use of space for each assignment at an economical cost to the Government, provide quality workspace that is delivered and occupied in a timely manner, and assign space based on mission requirements.”¹⁶ Additionally, assignment and use of space services provided should “maximize the value of Federal real property resources and improve the productivity of the workers housed therein.”¹⁷

DCO and ODAR reported that they perform SDAs on 20 percent of FOs and hearing offices nationwide¹⁸ each year. All offices must participate in the process at least once every 5 years.¹⁹ DCO and ODAR reported the SDAs consider various factors including projected changes in workloads, local populations, services provided by GSA and the lessor, and demographic trends. Also considered are area-specific factors that may affect staffing levels in a given location, until the next SDA is completed in 5 years. For both DCO and ODAR, SDAs are used to ascertain effective use of space, determine whether the current space meets the office’s changing needs, and whether growth in the area supports the need for a new facility.²⁰

According to OFM, office relocations typically occur when a lease expires. At that time, the Agency determines its space needs based on the most recent SDA and current staffing levels. To ensure the space request is in accordance with SAS, the request requires executive approval from a Regional or Associate Commissioner.

We obtained and reviewed 58 SDAs completed by DCO and 15 SDAs completed by ODAR. We confirmed the SDA process is used by DCO and ODAR to help evaluate (1) the effective use of space, (2) the necessity for new offices or realignment/consolidation of existing offices, and (3) staffing within the offices.

¹⁶ GSA, Federal Management Regulation (FMR), Subchapter C, Part 102-79.20.

¹⁷ *Id* at 102-79.15.

¹⁸ SDAs are completed for FOs and hearing offices only. SDAs are not conducted for other DCO, ODAR, and Headquarters facilities.

¹⁹ DCO stated that SDAs were completed for all FOs over the past 5 years.

²⁰ See Appendix G for more details regarding the SDA process.

In addition to the SDA process, ODAR reported that it had other ways to determine the effective use of currently occupied space. For example, ODAR stated its offices are built in accordance with SAS.²¹ Similar to the standards DCO uses, the SAS used by ODAR provides an overview of its organizational structure and functions and outlines the requirements for (1) the location of the facility in the community; (2) location of SSA's space in the building; (3) access for the physically disabled; (4) physical protection and building security; (5) parking; (6) alterations, renovations, services, and repairs; (7) space allocation; and (8) other general office space allowances and requirements. As part of the oversight for space acquisition, space requests are reviewed for compliance with the SAS used by ODAR.

Additionally, ODAR reported it has a negotiated agreement with the Agency's Association of Administrative Law Judges, International Federation of Professional and Technical Engineers, and the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO). The agreement relates to the size of hearing rooms that contain video teleconferencing equipment.

Further, for Headquarters facilities, OFM stated the Agency develops, reviews, and updates occupancy vacancy plans and population studies that support effective space use principles. The Agency uses staffing projections based on budget and human resource data to develop Headquarters space plans and implement associated small- and large-scale facility modifications. The Agency also incorporates each Headquarters components' specific needs, including co-location of staff and specific equipment and infrastructure requirements, into its space plans. OFM believes this collaboration at all levels of the Agency ensures that Headquarters facilities provide the most functional and effective use of space for supporting the Agency's mission.

TYPE, NUMBER, AND LOCATION OF NEW FACILITIES

DCO and ODAR also use the SDA process to assess the need for new hearing and field offices. DCO, in conjunction with SDAs, has criteria for its field offices. Specifically, level 1 and level 2 FOs²² must meet certain criteria regarding service area population, number of beneficiaries/recipients, type of claims, and staffing.

²¹ These standards represent an agreement between GSA and SSA on the allocation of space for ODAR's facilities.

²² For an FO to be considered level 1, its District Manager must report directly to the Area Director and maintain at least two subordinate management staff. Additionally, the FO district must meet one of the following: (1) a service area population of 500,000 or more; (2) service area has 75,000 or more Title II beneficiaries in force; (3) service area has 12,500 or more Title XVI recipients in force; or (4) service area population is 200,000 or more, there are 40,000 or more beneficiaries in force, and 3,000 or more recipients in force. An FO may also meet different service area criteria to maintain its level 1 status but not to upgrade to a level 1 office. An FO designated as level 2 has at least 1 management employee on staff and does not meet the criteria for a level 1 office. DCO is the decision-making component for any proposals to upgrade a level 2 office to level 1 status. SSA, AIMS, GAM, 12.05.14.

Similarly, ODAR has other criteria for its facilities. ODAR stated new hearing offices are opened to provide direct relief to the most heavily impacted offices in specific geographic areas. ODAR determines video sites based on Commissioner initiatives, backlog initiatives, and service area realignments. Sites are prioritized based on critical needs and budget availability. The criteria for opening an SO are the number of receipts²³ (at least 175 receipts per month) from the proposed area and cost effectiveness for the Agency. Improved service delivery is also a consideration.

According to ODAR representatives, PRSs are usually leased space used by administrative law judges (ALJ) who travel to the site to hold face-to-face or video hearings. Generally, these sites are not staffed. The criteria for opening a new PRS include the distance from the hearing office (75 miles or greater), number of receipts (at least 25 to 30 receipts per month) from the proposed area, and cost-effectiveness for the Agency. Improved service delivery is also a consideration. According to ODAR, a PRS may be co-located with an SSA field office. In March 2008, ODAR identified multiple co-location opportunities with FOs and continues to use this methodology when offices are relocating.²⁴ For example, in FY 2010, there were 10 PRSs, 2 hearing offices, and 1 satellite office co-located with FOs.

ODAR reported it established an oversight committee, with members representing the various operational and administrative support divisions in ODAR headquarters, along with representatives of its ROs, to coordinate the activities necessary for opening new offices in 2010 and 2011. These activities include, but are not limited to, space acquisition and design, systems support, staffing, training, labor-management issues, and material resource acquisition. ODAR reported that justification for moving or expanding an office is required. Decisions are dependent on a targeted workload analysis for the geographic location in question.

PLACEMENT OF STAFF AND/OR EQUIPMENT IN FACILITIES

DCO reported the placement of staff in Operations facilities is addressed through SSA's national staffing allocation process that is based on projected changes in workloads. DCO considers various factors when allocating staff, including budget, shifting priorities, workload volumes, and productivity statistics.

²³ This refers to the number of workload items received by the office.

²⁴ In an addendum, *Summary of Initiatives to Eliminate the SSA Hearings Backlog*, to testimony given before the Senate Committee on Finance Hearing on *Funding Social Security's Administrative Costs: Will the Budget Meet the Mission* (May 23, 2007), the Commissioner reported that co-locating remote hearing sites with field offices will allow the Agency to provide more convenient locations for the public and will conserve Agency resources.

While there is no process that incorporates future long-term technology into DCO's space planning, DCO reported it monitors new technology to ensure FOs have adequate space to accommodate new equipment and incorporate technological improvements as they become available.²⁵

According to ODAR, hearing offices are staffed with a cadre of up to 18 ALJs, supported by a chief ALJ, director, group supervisors, administrative assistants, a systems administrator, decisionwriters, and other clerical and technical staff members. The number of receipts per office determines the number of ALJs assigned. Support staff is assigned by a ratio of about 4.5 to each ALJ.

Relative to equipment, ODAR reported that each ALJ has a verbatim hearing recorder. Additionally, all PRSs have video equipment installed or pending. SSA reported the use of video conferencing equipment to conduct hearings not only saves travel time and money, but also provides additional hearing room capacity. According to SSA, NHCs allow the Agency to capitalize on new technologies, such as electronic disability folders and video hearings.

²⁵ SSA's Commissioner established a Future Systems Technology Advisory Panel. The mission of the panel is to provide independent advice and recommendations on the future of systems technology and electronic services at SSA for 5 to 10 years into the future. The panel's recommendations are to provide SSA with a roadmap of future systems technologies needed in carrying out its statutory mission. The panel's advice and recommendations relate to areas of future Internet applications, customer service, privacy, and other areas relevant to SSA's ability to serve the public.

Conclusions

Based on the information provided by SSA, we concluded the Agency has various processes, standards, plans, and assessments relative to its management of facilities. Specifically, SDAs and SAS assist the Agency in determining the (1) degree to which occupied space is used, (2) necessity for new offices or realignment/consolidation of existing offices, and (3) placement of staffing/equipment within SSA's facilities. Various factors are considered relative to the placement of staff and equipment, such as the budget, changing priorities, workloads, and productivity.

However, SSA does not have a single, comprehensive strategic plan that fully addresses the current and future needs for all its facilities. Neither DCO nor ODAR had a written strategic plan relative to its facilities. These two components account for approximately 98 percent of SSA's facilities. Although OFM maintained an MHP for Headquarters facilities, the MHP was a study, rather than a strategic plan or vision for the future. For example, the MHP did not discuss how increased workloads, staff retirements, technological advancements, and other anticipated changes would impact future facilities needs. Also, the alignment between the MHP and the Agency's Strategic Plan was not evident, such as how facility plans are integrated with SSA's long-term plans relative to service delivery. Further, the plan did not identify any facilities goals, actions to timely achieve those goals, milestone dates related to the required actions, or benchmarks for measuring success. The plan did not address monitoring procedures that could be used to ensure actions stay on schedule.

In its comments for this report, SSA advised us that the pre-final draft MHP is the first of several phases toward a comprehensive MHP. As the data-gathering phase is completed, the Agency will begin to align the MHP with its new strategic planning goals, which are currently under development. Further, SSA plans to incorporate anticipated changes in workloads and workforce demographics, as well as technological advancements.

As discussed previously, ODAR and DCO have begun coordinating space requirements when opening new offices. However, there is an inherent risk that inefficiencies could occur, such as duplication of work, because SSA does not have an integrated, comprehensive long-term strategic plan. Further, individual components may not consider all factors, such as technological advancements or other components' needs, when creating a strategic plan with regard to their facilities. We believe SSA should create an Agency-wide strategic plan that addresses its current and future facility needs. The plan should consider the changing demographics, increased workloads, and technological advancements SSA will encounter in the future.

However, SSA does not agree with our assessment. SSA reported that while requirements differ for DCO and ODAR, these organizations work closely to plan for new space and co-location of the offices. The Agency reported DCO and ODAR consider demographics, projected variations in workloads, and new technologies in its

planning. Further, SSA stated that co-location provides local area network access to ODAR offices previously housed in temporary space, and provides access to video service delivery equipment to both organizations.

SSA should also incorporate future technology into its strategic planning process with regard to facilities. In June 2010, SSA's Future Systems Technology Advisory Panel issued a report entitled *Re-imaging Social Security*, which discusses how the panel envisions SSA will deliver services in the future through the use of technology. The panel's recommendations focused on electronic self-service options via the Internet, video, kiosks, etc., all of which have the potential to significantly reduce the number, type, and location of facilities needed. DCO acknowledged not incorporating future long-term technology into its space planning. We believe SSA's facilities planning should include consideration of the Panel's independent advice and recommendations. Further, the Agency should indicate why the advice and/or recommendations are incorporated or excluded from its facilities planning.

In response to our report, SSA stated it considers technological advances in its planning to the extent possible. However, it is difficult to predict with absolute precision what those advances might be. Additionally, SSA reported it recognizes the eventuality that more claims will be processed electronically and has identified other trends through the SDA process. The Agency will continue to monitor new technology and incorporate technological improvements through the SDA process and adapt as needed.

Appendices

[APPENDIX A](#) – Acronyms

[APPENDIX B](#) – Delegated Buildings

[APPENDIX C](#) – Facility Descriptions

[APPENDIX D](#) – Roles and Responsibilities

[APPENDIX E](#) – Scope and Methodology

[APPENDIX F](#) – Field Office Space Budget

[APPENDIX G](#) – Service Delivery Assessment Process

[APPENDIX H](#) – Office of Disability Adjudication and Review's New Facilities

Appendix A

Acronyms

ALJ	Administrative Law Judge
AIMS	Administrative Instructions Manual System
AO	Area Office
DCO	Deputy Commissioner for Operations
FO	Field Office
FY	Fiscal Year
GAM	General Administration Manual
GSA	General Services Administration
MHP	Master Housing Plan
MRM	Materiel Resources Manual
NHC	National Hearing Center
OBM	Office of Buildings Management
ODAR	Office of Disability Adjudication and Review
OFM	Office of Facilities Management
OIG	Office of the Inspector General
ORM	Office of Realty Management
PRS	Permanent Remote Site
PSC	Program Service Center
RO	Regional Office
SAS	Space Allocation Standard
SDA	Service Delivery Assessment
SO	Satellite Office
SSA	Social Security Administration
TSC	Teleservice Center

Appendix B

Delegated Buildings

Component	Building	Location
Headquarters, Office of Facilities Management	Altmeyer	Baltimore, Maryland
	Operations	Baltimore, Maryland
	Annex	Baltimore, Maryland
	East Low Rise	Baltimore, Maryland
	East High Rise	Baltimore, Maryland
	West Low Rise	Baltimore, Maryland
	West High Rise	Baltimore, Maryland
	Child Care Center	Baltimore, Maryland
	Supply Building	Baltimore, Maryland
	National Computer Center	Baltimore, Maryland
	Utility Building	Baltimore, Maryland
	Metro West	Baltimore, Maryland
	Security West Low	Baltimore, Maryland
Deputy Commissioner for Operations	Harold Washington Social Security Center	Chicago, Illinois
	Frank Hagel Federal Building	Richmond, California
	North Eastern Program Service Center	Jamaica, New York
	Mid-Atlantic Program Service Center	Philadelphia, Pennsylvania
	Wilkes-Barre Data Operations Center	Wilkes-Barre, Pennsylvania

Facility Descriptions

Facility	Facility Description
Headquarters	The Social Security Administration's (SSA) Headquarters facilities are in the Baltimore, Maryland, metropolitan area, Washington, DC, and Durham, North Carolina. The facilities include office space, warehouses, support space, data centers, and a child care center.
Regional Office (RO)	SSA has 10 ROs in Atlanta, Georgia; Boston, Massachusetts; Chicago, Illinois; Dallas, Texas; Denver, Colorado; Kansas City, Missouri; New York, New York; Philadelphia, Pennsylvania; San Francisco, California; and Seattle, Washington. The ROs provide program leadership and technical direction for SSA's programs and systems activities. In addition, the Office of the Regional Commissioner issues regional operating procedures for SSA's programs and evaluates program effectiveness.
Area Office	There are 53 area offices operating nationwide as well as 1 Area Office in San Juan, Puerto Rico. These offices provide program leadership and technical direction to the field offices and card centers.

Facility	Facility Description
Field Office (FO)	<p>SSA serves the needs of Americans in 1,287 FOs in all 50 States, as well as the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Northern Mariana Islands. FOs provide primary points for face-to-face contact with the public.</p> <p>FOs are considered the backbone of the Agency, as they are the largest direct service component providing a complete range of services to persons needing to conduct Social Security business by personal visit, telephone, or Internet.</p> <p>Field employees manage and process a wide range of workloads including initial claims (Retirement, Survivors, Disability, Medicare, and Supplemental Security Income); reconsiderations and appeals; stewardship workloads (Redeterminations, Limited Issues, and continuing disability reviews); enumeration; Medicare Part D and Income Related Monthly Adjustment Amount; post-entitlement events, such as change of address, direct deposit, report of earnings, monthly wage reporting, earnings' records corrections, overpayments/underpayments, representative payee determinations and accountings, and food stamp applications.</p>
Social Security Card Center	SSA has eight Card Centers in Queens, New York; Brooklyn, New York; Orlando, Florida; North Phoenix, Arizona; Downtown Phoenix, Arizona; Las Vegas, Nevada; Minneapolis, Minnesota; and Sacramento, California. The Card Centers are centralized processing sites for all Social Security number applications for area residents.

Facility	Facility Description
Teleservice Center (TSC)	There are 33 TSCs operating nationwide. The TSCs handle general inquiries, FO referrals, simple post-entitlement workloads (for example, change of address, direct deposit, Medicare replacement card) and other Agency referrals. Additionally, the TSCs inform the public of the purposes and provisions of programs administered by SSA, and inform callers of their rights and responsibilities. TSC agents also establish appointments for callers to file claims.
Program Service Center (PSC)	There are six PSCs in Jamaica, New York; Philadelphia, Pennsylvania; Birmingham, Alabama; Chicago, Illinois; Kansas City, Missouri; and Richmond, California. PSCs are large facilities staffed with employees specially trained to handle complex claims and post-entitlement actions that are required to establish and update beneficiary records.
Wilkes-Barre Data Operations Center and Utility Building	The data operations center is in Wilkes-Barre, Pennsylvania. It was established in 1945 as a sub-unit of SSA's Office of Central Operations. The data operations center is responsible for various customer service workloads such as offering a claims service option that enables customers to file claims at the time of their call, as well as providing technical and benefit information on all SSA-administered programs in response to telephone and internet inquiries. Other responsibilities include providing network and system support, equipment inventory, operational analysis and support, scanning various workloads, retrieving and storing documents, overseeing and directing clerical and data entry, and keying and validation of information on various workloads.

Facility	Facility Description
Office of Disability Adjudication and Review (ODAR) Regional Offices	<p>ODAR has 10 ROs in Atlanta, Georgia; Boston, Massachusetts; Chicago, Illinois; Dallas, Texas; Denver, Colorado; Kansas City, Missouri; New York, New York; Philadelphia, Pennsylvania; San Francisco, California; and Seattle, Washington. ODAR's ROs oversee and support 5 to 34 hearing offices within their regional jurisdiction. The offices are staffed with a regional chief administrative law judge (ALJ), a regional management officer, 1 to 3 regional directors of operations and administration, 1 to 2 regional attorneys, and 2 to 3 branch chiefs and several management analysts and clerical support staff members.</p> <p>In addition, many of the regions have 1 or 2 specialized units (case pulling or decision writing), staffed with decision writers and technical staff, in space within the RO or in hearing office space.</p>
ODAR Hearing Offices	<p>There are 154 hearing offices nationwide.¹ The offices are staffed with a cadre of up to 18 ALJs, supported by a hearing office chief ALJ, hearing office director, group supervisor(s), administrative assistant(s), a systems administrator, decision writers, and other clerical and technical staff members.</p>
ODAR Satellite Offices (SO)	<p>ODAR maintains 12 satellite offices in Rochester, New York; Fort Myers, Florida; Marquette, Michigan; Madison, Wisconsin; Harlingen, Texas; Boise, Idaho; Helena, Montana; Casper, Wyoming; Rapid City, South Dakota; Sioux Falls, South Dakota; Eureka, California; and Reno, Nevada.² SOs are hearing offices, usually staffed with 1 to 3 ALJs and have similar, but smaller support staff requirements than a hearing office with support staff supervision provided by at least one group supervisor. SOs provide support to parent hearing offices.</p>

¹ As of September 9, 2010, there were 152 hearing offices. However, the Fayetteville, North Carolina, and Valparaiso, Indiana, hearing offices opened on September 13, 2010.

² This information was as of September 9, 2010.

Facility	Facility Description
National Hearing Centers (NHC)	<p>There are five NHCs in St. Louis, Missouri; Falls Church, Virginia; Chicago, Illinois; Albuquerque, New Mexico; and Baltimore, Maryland. The goal in opening NHCs is to easily transfer workloads from heavily backlogged hearing offices through use of electronic files, allowing these facilities to target assistance to specific areas of the country. ALJs can hold hearings and issue decisions on electronic hearings from the NHCs.</p> <p>NHCs are staffed with supervising ALJs, decision writers and clerical support staff members. ODAR is testing different staffing options within the NHCs. The NHCs are managed by the Office of the Chief ALJ.</p>
ODAR Permanent Remote Sites (PRS)	<p>There are 159 PRSs in SSA's 10 regions. PRSs are usually leased space used by ALJs who travel to the site to hold face-to-face or video hearings. Generally there is no staff; however, each ALJ is supported by a verbatim hearing recorder. At a minimum, the leased space consists of a hearing room, reception/waiting area space, and an attorney/client conference room.</p>

Roles and Responsibilities

According to Social Security Administration (SSA) policy, the Agency is required “. . . to provide suitable space and facilities and a healthy work environment in the most economic and efficient manner feasible. The Office of the Deputy Commissioner for Budget, Finance and Management, Office of Facilities Management (OFM) is responsible for managing and overseeing SSA’s real property and space management programs at the headquarters complex and the Office of Realty Management (ORM) is responsible for field components.”¹

OFM – Manages SSA-wide material and facilities management programs. Further, OFM ensures that facilities planning, design, and space use align with the Agency’s strategic goals and objectives. OFM is also responsible for SSA’s national real property program, which includes short- and long-range planning; design, construction, and leasing of central office and large field facilities; maintenance, repair, and construction projects; and policy development related to these operations and facilities. The following components within OFM have facility management responsibilities.

- **ORM** – Directs SSA’s national real property program including short- and long-range capital planning, design, construction, building management, cost savings initiatives, and asset management. In addition, ORM directs central office and regional prospectus-level renovation projects, energy, project, and acquisition management, use of space, and site preparation guidelines for Agency-wide automation initiatives. ORM is also responsible for the development and implementation of policies, procedures, and technical assistance to support the programs it directs. Further, ORM is SSA’s representative to other agencies in all these areas, and participates in the development of Government-wide policies and procedures.
- **Office of Long-Range Facilities Planning** – Develops, implements, and guides the strategic direction of Agency space and building and management realty programs. Further, this office is responsible for maintenance of the Agency’s Master Housing Plan.

¹ SSA, AIMS, MRM 01.01.02.C.

- **Office of Buildings Management (OBM)** – Oversees the daily operations, maintenance, and repair at SSA's main complex and outlying buildings. OBM comprises the Divisions of Main Complex Management, the National Computer Center Buildings Management, and Outlying Buildings Management. OBM provides facilities and building management services that include long- and short-range space planning, small- and large-scale facility modifications, conference room management, and a maintenance program. Working as a team, building managers, space managers, management analysts, and custodial, landscape, and mechanical shops, ensures SSA employees are housed in a comfortable and healthy environment and provide responsive customer service.

Office of Operations – The Associate Commissioner for the Office of Public Service and Operations Support is responsible for facilities management within the Office of Operations. However, each Regional Office has a Facilities Team or Center for Materiel Resources that manages its respective region's facilities needs. SSA policy states, “The Regional Commissioners have the overall real property and space management responsibility for their respective regions to ensure that all SSA employees are provided sufficient space and adequate facilities to fulfill their missions.”²

Office of Disability Adjudication and Review (ODAR) – The Office of Budget, Facilities, and Security oversees facilities management within ODAR. The Division of Materiel Resources, a component within this office, is responsible for administering ODAR’s space management program to provide for the acquisition, assignment, and utilization of space, including the design for office layouts and work areas to ensure optimum use and management of facilities.

² SSA, AIMS, MRM, 01.01.03.B3.

Scope and Methodology

We collected and reviewed information specific to the questions in an August 6, 2010 letter from the Ranking Member of the House Subcommittee on Social Security. The letter requested our assistance in determining whether the Social Security Administration (SSA) was strategically planning its facility needs.

To achieve our objective, we:

- Reviewed relevant Federal laws and regulations and SSA guidance.
- Reviewed prior Office of the Inspector General and Government Accountability Office reports related to facilities.
- Reviewed various documents regarding SSA's facilities including the master housing plan, space allocation standards, field office space budget, space acquisition process, staffing allocation process, and office locations.
- Obtained and reviewed 73 service delivery assessments completed for SSA's hearing and field offices.
- Interviewed staff from SSA's Offices of Operations, Facilities Management, and Disability Adjudication and Review.

We performed our review in Baltimore, Maryland, in August and September 2010. The primary entities reviewed were the Offices of the Deputy Commissioner for Budget, Finance and Management; Operations; and Disability Adjudication and Review. We conducted our review in accordance with the Council of the Inspectors General on Integrity and Efficiency's *Quality Standards for Inspections*.

Field Office Space Budget

Table 1: Fiscal Year (FY) 2011 Social Security Administration (SSA) Field Office Relocations

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
1	Roslindale	MA	6,624	7,540	916	14%	10/01/10
4	Port St. Lucie	FL	12,726	16,505	3,779	30%	10/01/10
2	Egg Harbor Township	NJ	11,321	10,789	-532	-5%	10/12/10
1	North Adams	MA	3,450	4,085	635	18%	10/15/10
6	Palestine	TX	6,270	7,302	1,032	16%	10/15/10
5	Wyandotte	MI	7,992	9,972	1,980	25%	10/28/10
9	Van Nuys	CA	16,672	19,498	2,826	17%	10/30/10
1	Norwich	CT	4,600	5,778	1,178	26%	11/01/10
4	Alexander City	AL	5,598	7,000	1,402	25%	11/01/10
4	Sanford	NC	6,270	8,622	2,352	38%	11/01/10
5	Springfield	IL	16,675	16,828	153	1%	11/01/10
5	Minneapolis SW	MN	8,140	15,273	7,133	88%	11/01/10
9	Richmond TSC	CA	18,392	30,416	12,024	65%	11/01/10
9	Flagstaff	AZ	4,545	7,480	2,935	65%	11/01/10
9	Corona	CA	6,800	9,720	2,920	43%	11/01/10
6	Minden	LA	5,832	7,821	1,989	34%	11/15/10
9	Fresno SE	CA	13,660	13,250	-410	-3%	11/15/10
2	Ogdensburg	NY	5,980	7,557	1,577	26%	11/30/10
2	San Patricio	PR	8,528	6,905	-1,623	-19%	11/30/10
4	Naples	FL	8,499	8,935	436	5%	12/01/10
4	Morrow	GA	17,834	19,015	1,181	7%	12/01/10
4	McComb	MS	5,505	7,073	1,568	28%	12/01/10
4	Shelby	NC	12,475	12,475	0	0%	12/01/10
4	Reidsville	NC	4,900	8,126	3,226	66%	12/01/10
5	Grand Rapids	MI	34,712	29,418	-5,294	-15%	12/01/10
8	Cheyenne	WY	6,353	7,375	1,022	16%	12/01/10
8	Trinidad	CO	2,720	3,457	737	27%	12/01/10
8	Rapid City	SD	9,042	9,537	495	5%	12/01/10
9	Lihue	HI	2,657	3,157	500	19%	12/01/10
10	Kent	WA	10,515	13,708	3,193	30%	12/01/10
4	Jackson	AL	5,450	6,131	681	12%	12/03/10
2	Glassboro	NJ	6,474	10,094	3,620	56%	12/14/10
6	New Iberia	LA	5,399	7,213	1,814	34%	12/15/10
6	Fort Worth (S)	TX	10,469	15,843	5,374	51%	12/15/10
5	Roseville	MI	9,545	10,715	1,170	12%	12/31/10
5	Evansville	IN	11,997	14,000	2,003	17%	12/31/10
9	Glendale	AZ	15,444	17,334	1,890	12%	12/31/10
4	Rocky Mount	NC	8,360	9,804	1,444	17%	01/01/11
4	Beaufort	SC	4,743	5,474	731	15%	01/01/11
4	Bennettsville	SC	5,181	5,019	-162	-3%	01/01/11
8	Grand Junction	CO	7,572	7,588	16	0%	01/01/11
1	Bridgeport	CT	9,465	13,478	4,013	42%	02/01/11
4	Miami North	FL	11,124	14,082	2,958	27%	02/01/11

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
4	LaGrange	GA	6,328	7,279	951	15%	02/01/11
4	Middlesboro	KY	3,951	7,662	3,711	94%	02/01/11
9	El Centro	CA	10,189	11,096	907	9%	02/01/11
9	Tucson	AZ	16,212	21,929	5,717	35%	02/01/11
2	San Juan Pr	PR	11,516	8,290	-3,226	-28%	02/09/11
6	Dallas (Oak Cliff)	TX	17,534	17,756	222	1%	02/15/11
5	Traverse City	MI	4,012	9,000	4,988	124%	02/28/11
1	Waltham	MA	4,933	6,364	1,431	29%	03/01/11
2	Ave. X Brooklyn	NY	23,759	23,522	-237	-1%	03/01/11
2	Melville	NY	11,658	13,128	1,470	13%	03/01/11
4	Anniston	AL	9,929	10,850	921	9%	03/01/11
4	Tuscaloosa	AL	12,083	16,798	4,715	39%	03/01/11
4	Leesburg	FL	8,498	11,962	3,464	41%	03/01/11
4	Ft. Lauderdale	FL	13,150	26,653	13,503	103%	03/01/11
4	Ft. Lauderdale TSC	FL	36,085	31,994	-4,091	-11%	03/01/11
4	Marianna	FL	4,012	5,338	1,326	33%	03/01/11
4	Ocala	FL	14,800	16,117	1,317	9%	03/01/11
4	Port Charlotte	FL	6,829	7,636	807	12%	03/01/11
4	Sarasota	FL	9,761	8,294	-1,467	-15%	03/01/11
4	Swainsboro	GA	5,171	5,626	455	9%	03/01/11
4	Lexington	KY	14,384	18,792	4,408	31%	03/01/11
4	Salisbury	NC	8,045	10,290	2,245	28%	03/01/11
4	Chattanooga	TN	22,374	19,773	-2,601	-12%	03/01/11
5	Cambridge	OH	3,253	4,118	865	27%	03/01/11
7	Independence	MO	13,002	16,800	3,798	29%	03/01/11
7	Park Hills	MO	6,543	8,096	1,553	24%	03/01/11
4	Decatur	AL	9,768	9,768	0	0%	03/15/11
5	Joliet	IL	10,458	11,559	1,101	11%	03/15/11
6	Jonesboro	AR	12,084	16,439	4,355	36%	03/15/11
6	Covington	LA	6,803	12,231	5,428	80%	03/15/11
7	Iowa City	IA	4,648	5,971	1,323	28%	03/30/11
2	Downtown	NY	17,053	12,264	-4,789	-28%	03/31/11
4	Clarksdale	MS	6,103	6,588	485	8%	03/31/11
4	Greenville	MS	6,441	7,964	1,523	24%	03/31/11
1	Gardner	MA	2,688	4,751	2,063	77%	04/01/11
2	White Plains	NY	8,690	7,915	-775	-9%	04/01/11
2	Far Rockaway Queens	NY	7,475	8,320	845	11%	04/01/11
2	Oswego	NY	5,198	6,783	1,585	30%	04/01/11
4	Delray Beach	FL	11,645	13,221	1,576	14%	04/01/11
4	Orangeburg	SC	7,000	7,866	866	12%	04/01/11
5	Ironton	OH	5,750	6,100	350	6%	04/01/11
5	Lorain	OH	8,608	10,457	1,849	21%	04/01/11
8	St George	UT	6,000	7,000	1,000	17%	04/01/11
2	Brick	NJ	7,475	7,000	-475	-6%	04/06/11
2	Astoria Queens	NY	5,635	10,653	5,018	89%	04/15/11
9	Los Angeles: University Village	CA	14,692	14,883	191	1%	04/16/11
5	Chicago SE	IL	12,103	17,287	5,184	43%	04/21/11
2	Jamestown	NY	7,364	7,421	57	1%	04/23/11
1	Framingham	MA	8,122	9,340	1,218	15%	05/01/11
4	Decatur-S DeKalb	GA	7,317	11,349	4,032	55%	05/01/11
4	Decatur-S DeKalb	GA	3,640	0	-3,640	-100%	05/01/11
5	Middletown	OH	6,875	7,543	668	10%	05/01/11

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
5	Farmington Hill	MI	4,415	6,647	2,232	51%	05/01/11
4	Carrollton	GA	8,516	9,867	1,351	16%	05/09/11
2	Brooklyn SSCC	NY	14,903	11,132	-3,771	-25%	05/15/11
5	Indianapolis (W)	IN	7,754	11,000	3,246	42%	05/15/11
5	Detroit NW	MI	14,344	13,147	-1,197	-8%	05/15/11
5	Royal Oak	MI	5,889	9,980	4,091	69%	05/15/11
6	Houma	LA	10,619	11,220	601	6%	05/15/11
4	McMinnville	TN	7,072	6,250	-822	-12%	05/31/11
1	Norwalk	CT	5,182	6,185	1,003	19%	06/01/11
4	Winder	GA	8,479	9,504	1,025	12%	06/01/11
4	Goldsboro	NC	9,520	12,766	3,246	34%	06/01/11
7	Kennett	MO	5,711	7,316	1,605	28%	06/01/11
7	Union	MO	5,175	6,850	1,675	32%	06/01/11
9	Globe	AZ	2,447	3,599	1,152	47%	06/01/11
9	Manteca	CA	6,500	8,959	2,459	38%	06/01/11
9	Santa Clarita (Newhall)	CA	4,797	8,780	3,983	83%	06/01/11
9	Gilroy	CA	5,743	7,151	1,408	25%	06/01/11
2	Corning	NY	7,539	9,515	1,976	26%	06/15/11
2	Troy	NY	8,250	9,515	1,265	15%	06/15/11
6	New Orleans (W)	LA	15,405	15,867	462	3%	06/15/11
2	East Village	NY	11,500	10,186	-1,314	-11%	06/30/11
3	Accomac	VA	5,155	5,386	231	4%	07/01/11
9	Sonora	CA	5,277	6,592	1,315	25%	07/01/11
9	Fremont	CA	9,070	11,399	2,329	26%	07/01/11
9	National City	CA	8,412	13,706	5,294	63%	07/21/11
4	Venice	FL	5,606	7,606	2,000	36%	08/01/11
4	Anderson	SC	8,200	9,787	1,587	19%	08/01/11
5	Cleveland (E)	OH	7,301	7,921	620	8%	08/01/11
2	Jersey City	NJ	20,993	19,477	-1,516	-7%	08/15/11
2	Parsippany	NJ	10,279	10,396	117	1%	08/19/11
9	Chatsworth	CA	17,256	15,718	-1,538	-9%	08/21/11
4	Lawrenceburg	TN	6,992	5,858	-1,134	-16%	08/31/11
2	East Bronx	NY	19,471	16,402	-3,069	-16%	09/01/11
2	Bayamon	PR	10,120	7,801	-2,319	-23%	09/01/11
4	Pembroke Pines	FL	14,871	15,690	819	6%	09/01/11
4	Palatka	FL	4,940	6,913	1,973	40%	09/01/11
4	Valrico	FL	9,092	12,023	2,931	32%	09/01/11
5	Sterling Heights	MI	7,360	9,099	1,739	24%	09/01/11
5	West Toledo	OH	9,320	9,267	-53	-1%	09/01/11
8	Minot	ND	10,517	10,725	208	2%	09/01/11
8	Sioux Falls	SD	10,593	10,725	132	1%	09/01/11
8	Sioux Falls	SD	489	750	261	53%	09/01/11
9	Fresno West	CA	7,680	9,860	2,180	28%	09/01/11
2	Tom's River	NJ	7,440	8,275	835	11%	09/04/11
6	Galveston	TX	9,122	11,631	2,509	28%	09/15/11
6	San Angelo	TX	9,933	9,258	-675	-7%	09/15/11
2	So Bronx	NY	15,985	16,437	452	3%	09/30/11
2	NY-Uptown	NY	26,086	21,022	-5,064	-19%	09/30/11
2	St Croix Vi	VI	3,672	4,155	483	13%	09/30/11
2	Carolina	PR	10,812	9,299	-1,513	-14%	09/30/11
2	Cayey	PR	4,922	5,762	840	17%	09/30/11
2	Sommerville	NJ	5,635	5,645	10	0%	09/30/11

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
7	Gladstone	MO	6,989	8,544	1,555	22%	09/30/11
8	Dickinson	ND	350	350	0	0%	09/30/11
10	Pocatello	ID	8,100	8,107	7	0%	09/30/11
10	Portland (East)	OR	10,163	13,692	3,529	35%	09/30/11
10	Walla Walla	WA	3,715	4,104	389	10%	09/30/11

Table 2: FY 2011 SSA Field Office Expansions

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
9	Santa Maria	CA	8,306	8,510	204	2%	10/01/10
6	Moore	OK	12,260	16,179	3,919	32%	10/15/10
3	Fairfax	VA	5,220	7,420	2,200	42%	11/01/10
4	Greensboro	NC	13,594	17,400	3,806	28%	01/01/11
9	San Diego TSC	CA	14,847	15,595	748	5%	01/01/11
9	Auburn	CA	6,972	8,205	1,233	18%	08/30/11
3	Greenbelt	MD	7,224	9,200	1,976	27%	09/01/11
5	Mankato	MN	6,030	6,390	360	6%	09/30/11

Table 3: FY 2011 SSA Field Office Reductions

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
2	Peekskill	NY	7,916	6,969	-947	-12%	12/01/10
2	Boro Hall Brooklyn	NY	23,460	16,938	-6,522	-28%	05/15/11
4	Miami Beach	FL	13,234	8,455	-4,779	-36%	09/01/11
6	Plainview	TX	6,400	4,900	-1,500	-23%	09/15/11

Table 4: FY 2012 SSA Field Office Relocations

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
1	Littleton	NH	4,581	6,350	1,769	39%	04/01/12
1	Portsmouth	NH	10,048	10,850	802	8%	05/01/12
1	Bangor	ME	10,421	16,090	5,669	54%	11/01/11
1	Fitchburg	MA	5,881	7,077	1,196	20%	02/01/12
1	Holyoke	MA	12,018	11,725	-293	-2%	03/01/12
1	Waterbury	CT	9,002	9,510	508	6%	12/01/11
2	North Bronx	NY	18,860	17,457	-1,403	-7%	10/30/11
2	NY-Washington Heights	NY	18,000	15,722	-2,278	-13%	11/01/11
2	W Nyack	NY	11,240	11,280	40	0%	01/15/12
2	Chinatown	NY	7,700	8,710	1,010	13%	02/15/12
2	Grand Central/UN	NY	13,800	10,288	-3,512	-25%	03/31/12
2	Long Beach	NY	4,025	4,859	834	21%	09/01/12
2	Geneva	NY	11,142	9,336	-1,806	-16%	04/30/12
2	Niagara Falls	NY	11,700	11,702	2	0%	04/30/12
2	Queensbury	NY	8,987	9,164	177	2%	09/30/12
2	Dunkirk	NY	3,897	4,977	1,080	28%	05/01/12
2	Hudson	NY	6,150	6,154	4	0%	04/15/12

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
2	Fajardo	PR	6,350	5,978	-372	-6%	08/06/12
2	Guayama	PR	6,915	7,162	247	4%	09/30/12
2	East Orange	NJ	11,300	9,344	-1,956	-17%	09/09/12
2	Woodbridge	NJ	11,534	13,423	1,889	16%	09/09/12
2	Olean	NY	10,661	9,937	-724	-7%	05/01/12
2	Elmira	NY	8,700	7,162	-1,538	-18%	12/15/11
3	Cambridge	MD	7,467	6,191	-1,276	-17%	08/01/12
3	Petersburg	WV	3,450	3,945	495	14%	08/01/12
4	Dothan	AL	13,919	13,919	0	0%	02/01/12
4	Talladega	AL	7,317	8,000	683	9%	06/01/12
4	Andalusia	AL	7,224	8,000	776	11%	05/01/12
4	Fairhope	AL	7,587	8,500	913	12%	06/01/12
4	Florence	AL	14,206	16,000	1,794	13%	07/01/12
4	Belle Glade	FL	5,785	6,245	460	8%	10/01/11
4	Little River	FL	8,200	9,507	1,307	16%	11/01/11
4	Little River	FL	2,515	0	-2,515	-100%	11/01/11
4	Panama City	FL	11,781	11,968	187	2%	10/01/11
4	Gainesville	FL	12,584	12,584	0	0%	12/01/11
4	Cordele	GA	8,325	6,977	-1,348	-16%	04/01/12
4	Newnan	GA	5,816	5,816	0	0%	05/01/12
4	Warner Robins	GA	11,200	9,039	-2,161	-19%	06/01/12
4	Waycross	GA	12,358	9,299	-3,059	-25%	08/01/12
4	Henderson	KY	4,517	4,517	0	0%	12/01/11
4	Richmond	KY	6,928	6,928	0	0%	01/01/12
4	Hopkinsville	KY	9,370	9,370	0	0%	06/01/12
4	Natchez	MS	5,645	6,584	939	17%	01/01/12
4	Moss Point	MS	7,071	6,610	-461	-7%	02/01/12
4	Columbus	MS	9,472	8,377	-1,095	-12%	02/01/12
4	Meridian	MS	7,366	7,328	-38	-1%	04/01/12
4	Hickory	NC	10,705	15,714	5,009	47%	10/01/11
4	Asheville	NC	14,400	14,400	0	0%	06/01/12
4	Washington	NC	6,000	6,000	0	0%	06/01/12
4	Statesville	NC	6,063	7,142	1,079	18%	07/01/12
4	Rock Hill	SC	7,343	9,594	2,251	31%	10/01/11
4	Aiken	SC	6,796	7,500	704	10%	03/01/12
4	Greenwood	SC	8,007	8,900	893	11%	10/01/11
4	Conway	SC	9,726	7,858	-1,868	-19%	01/01/12
4	Tullahoma	TN	8,505	6,323	-2,182	-26%	03/01/12
5	Sterling	IL	4,100	4,851	751	18%	01/02/12
5	Kenosha	WI	7,360	7,504	144	2%	01/03/12
5	Sheboygan	WI	5,072	5,900	828	16%	04/01/12
5	Waukesha	WI	10,540	10,810	270	3%	08/01/12
5	Athens	OH	5,000	5,000	0	0%	10/15/11
5	Batavia	OH	6,768	6,768	0	0%	09/30/12
6	Oklahoma City	OK	16,970	25,057	8,087	48%	09/15/12
6	Natchitoches	LA	5,624	6,124	500	9%	05/15/12
6	Lawton	OK	9,298	10,461	1,163	13%	10/15/11
6	Lake Charles	LA	9,504	11,189	1,685	18%	10/15/11
6	San Marcos	TX	5,959	6,783	824	14%	01/15/12
6	McAllen	TX	20,201	27,791	7,590	38%	04/15/12
6	West Memphis	AR	5,950	6,354	404	7%	04/15/12
6	Kenner	LA	10,205	15,237	5,032	49%	12/15/11

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
6	Fort Worth(Dtn)	TX	23,772	26,583	2,811	12%	06/15/12
6	Little Rock	AR	26,654	20,443	-6,211	-23%	04/15/12
7	Lenexa	KS	9,410	13,400	3,990	42%	03/01/12
7	Kansas City	KS	14,742	12,018	-2,724	-18%	01/01/12
7	North Platte	NE	6,866	7,895	1,029	15%	06/01/12
7	Pittsburg	KS	5,704	5,614	-90	-2%	03/01/12
7	St. Louis (CWE)	MO	11,806	13,600	1,794	15%	01/01/12
7	Davenport	IA	11,057	12,105	1,048	9%	01/01/12
7	St. Louis (SS)	MO	10,199	12,400	2,201	22%	01/01/12
8	Helena	MT	930	1,000	70	8%	01/01/12
8	Bismarck	ND	7,559	8,000	441	6%	12/16/11
9	Stockton	CA	17,800	18,541	741	4%	10/30/11
9	Oxnard	CA	8,924	9,859	935	10%	12/30/11
9	Indio	CA	6,900	9,477	2,577	37%	12/30/11
9	Elko	NV	1,401	3,163	1,762	126%	03/01/12
9	Lodi	CA	8,670	8,901	231	3%	03/01/12
9	Phoenix CDI	AZ	2,867	2,320	-547	-19%	04/01/12
9	Placerville	CA	7,200	9,100	1,900	26%	04/10/12
9	San Marcos	CA	10,095	11,934	1,839	18%	06/15/12
9	Chico	CA	8,837	11,145	2,308	26%	09/01/12
10	Albany	OR	6,667	8,117	1,450	22%	09/30/12
10	Eugene	OR	11,600	15,196	3,596	31%	09/30/12
10	Everett	WA	11,495	14,037	2,542	22%	09/30/12
10	Grays Karbor	WA	5,897	6,283	386	7%	09/30/12
10	Idaho Falls	ID	5,582	8,108	2,526	45%	09/30/12
10	Klamath Falls	OR	1,380	1,506	126	9%	09/30/12
10	LaGrande	OR	3,995	3,775	-220	-6%	09/30/12
10	Longview	WA	5,101	4,618	-483	-9%	09/30/12
10	Lynnwood	WA	6,960	6,960	0	0%	09/30/12
10	Olympia	WA	10,251	13,990	3,739	36%	09/30/12
10	Pendleton	OR	3,600	3,351	-249	-7%	09/30/12
10	Puyallup	WA	8,300	8,062	-238	-3%	09/30/12
10	Seattle Downtown	WA	12,974	9,901	-3,073	-24%	09/30/12
10	Seattle North	WA	6,447	6,110	-337	-5%	09/30/12
10	Seattle South	WA	9,835	7,766	-2,069	-21%	09/30/12
10	Tacoma	WA	15,622	15,138	-484	-3%	09/30/12

Table 5: FY 2012 SSA Field Office Expansions

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
9	Ukiah	CA	6,570	7,327	757	12%	02/12/12
9	Lakeport	CA	4,411	5,919	1,508	34%	02/28/12

Table 6: FY 2012 SSA Field Office Reductions

Region	City	State	Current SQ. Feet	Proposed SQ. Feet	SQ. Foot Change	% Change	Effective Date of Change
2	Yonkers	NY	12,299	8,831	-3,468	-28%	10/01/11
2	Montclair	NJ	7,529	6,946	-583	-8%	12/01/11

Service Delivery Assessment Process¹

The Social Security Administration (SSA) uses service delivery assessments (SDA) to analyze offices and ensure service delivery is consistent with the needs of the area being served. Information about the service area's demographics, workloads, accessibility, unique characteristics, and special needs should be considered and documented as part of the SDA. Examples follow.

- Population
- Staffing
- Number of beneficiaries receiving Title II and Title XVI payments²
- Historical statistical data
- Access to highways, roads, and public transportation
- Availability, convenience, and cost of parking
- Handicap accessibility
- Safety of the office location
- Major Institutions, large employers, advocacy groups, and social service/community organizations

The SDA process consists of the following steps.

1. Identification of facilities that need an SDA review either because it is scheduled, or because significant changes in workload, demographic, staffing, or space considerations warrant a comprehensive review of the service area needs.
2. Data collection from SSA-approved sources, such as Claritas iMark,³ and other management information systems or local sources.
3. Comprehensive analysis and documentation of the requisite data for the SDA.

¹ SSA, AIMS, GAM, 12.05. This guidance applies to SDAs completed by SSA's Offices of Operations and Disability Adjudication and Review for field and hearing offices.

² Title II of the *Social Security Act* (*the Act*) provides benefits to qualified retired and disabled workers and their dependents as well as to survivors of insured workers. § 201 et seq., 42 U.S.C. § 401 et seq., Title XVI of *the Act*, provides payments to individuals who have limited income and resources and who are either age 65 or older, blind, or disabled. § 1601, 42 U.S.C. § 1381 et seq.

³ The Claritas (iMark) Online application produces reports with census-type information on population, age, gender, race, ethnicity, income, education, housing, marital status, etc. It provides current information and projections for the next 5 years.

4. Presentation of the SDA in a package that contains a recommendation, summary, data analysis, and narrative discussion of the service area needs. The SDA package should clearly state whether the review results in either a recommendation to maintain current service or to change the existing service.
5. SDA recommendations are forwarded through area management to the appropriate components in the region for review.
6. With the Regional Commissioner's approval, recommendations for change proposals are forwarded to the Associate Commissioner for Office of Public Service and Operations Support for review and comment or approval by the Deputy Commissioner for Operations (DCO).
7. After DCO approval and coordination with the Office of Legislation and Congressional Affairs, discussions about any significant service delivery change should be held with affected U.S. Senators, Representatives, and their respective staff members at the appropriate time. These discussions should be held only after DCO approval of the SDA.

Regional Commissioners are responsible for overseeing the SDA process in their regions. Each service area should be reviewed at least once every 5 years.

Appendix H

Office of Disability Adjudication and Review's New Facilities¹

Type of Facility	Location	Opening Date
Hearing Office	Akron, Ohio	2010
Hearing Office	Anchorage, Alaska	2010
Hearing Office	Covington, Georgia	2010
Hearing Office	Fayetteville, North Carolina	2010
Hearing Office	Livonia, Michigan	2010
Hearing Office	Madison, Wisconsin	2010
Hearing Office	Mount Pleasant, Michigan	2010
Hearing Office	Phoenix, Arizona	2010
Hearing Office	St. Petersburg, Florida	2010
Hearing Office	Tallahassee, Florida	2010
Hearing Office	Toledo, Ohio	2010
Hearing Office	Topeka, Kansas	2010
Hearing Office	Valparaiso, Indiana	2010
Satellite Office	Boise, Idaho	2010
Satellite Office	Fort Myers, Florida	2010
Satellite Office	Rio Grande Valley, Texas	2010
Hearing Office	Augusta, Georgia	2011
Hearing Office	Columbia, Missouri	2011
Hearing Office	El Paso, Texas	2011
Hearing Office	Franklin, Tennessee	2011
Hearing Office	Hoover, Alabama	2011
Hearing Office	Jersey City, New Jersey	2011
Hearing Office	Lawrence, Massachusetts	2011
Hearing Office	Moreno Valley, California	2011
Hearing Office	Muncie, Indiana	2011
Hearing Office	Rochester, New York	2011
Hearing Office	St. Paul, Minnesota	2011
Hearing Office	Tacoma, Washington	2011
Satellite Office	Eureka, California	2011
Satellite Office	Helena, Montana	2011
Satellite Office	Marquette, Michigan	2011
Satellite Office	Reno, Nevada	2011

¹ In addition to the new offices, the Office of Disability Adjudication and Review reported critical office expansions are expected to be completed in 2010 for the offices located in Las Vegas, Nevada and Sioux Falls, South Dakota.

DISTRIBUTION SCHEDULE

Commissioner of Social Security
Chairman and Ranking Member, Committee on Ways and Means
Chief of Staff, Committee on Ways and Means
Chairman and Ranking Minority Member, Subcommittee on Social Security
Majority and Minority Staff Director, Subcommittee on Social Security
Chairman and Ranking Minority Member, Committee on the Budget, House of Representatives
Chairman and Ranking Minority Member, Committee on Oversight and Government Reform
Chairman and Ranking Minority Member, Committee on Appropriations, House of Representatives
Chairman and Ranking Minority, Subcommittee on Labor, Health and Human Services, Education and Related Agencies, Committee on Appropriations,
House of Representatives
Chairman and Ranking Minority Member, Committee on Appropriations, U.S. Senate
Chairman and Ranking Minority Member, Subcommittee on Labor, Health and Human Services, Education and Related Agencies, Committee on Appropriations, U.S. Senate
Chairman and Ranking Minority Member, Committee on Finance
Chairman and Ranking Minority Member, Subcommittee on Social Security Pensions and Family Policy
Chairman and Ranking Minority Member, Senate Special Committee on Aging
Social Security Advisory Board

Overview of the Office of the Inspector General

The Office of the Inspector General (OIG) is comprised of an Office of Audit (OA), Office of Investigations (OI), Office of the Counsel to the Inspector General (OCIG), Office of External Relations (OER), and Office of Technology and Resource Management (OTRM). To ensure compliance with policies and procedures, internal controls, and professional standards, the OIG also has a comprehensive Professional Responsibility and Quality Assurance program.

Office of Audit

OA conducts financial and performance audits of the Social Security Administration's (SSA) programs and operations and makes recommendations to ensure program objectives are achieved effectively and efficiently. Financial audits assess whether SSA's financial statements fairly present SSA's financial position, results of operations, and cash flow. Performance audits review the economy, efficiency, and effectiveness of SSA's programs and operations. OA also conducts short-term management reviews and program evaluations on issues of concern to SSA, Congress, and the general public.

Office of Investigations

OI conducts investigations related to fraud, waste, abuse, and mismanagement in SSA programs and operations. This includes wrongdoing by applicants, beneficiaries, contractors, third parties, or SSA employees performing their official duties. This office serves as liaison to the Department of Justice on all matters relating to the investigation of SSA programs and personnel. OI also conducts joint investigations with other Federal, State, and local law enforcement agencies.

Office of the Counsel to the Inspector General

OCIG provides independent legal advice and counsel to the IG on various matters, including statutes, regulations, legislation, and policy directives. OCIG also advises the IG on investigative procedures and techniques, as well as on legal implications and conclusions to be drawn from audit and investigative material. Also, OCIG administers the Civil Monetary Penalty program.

Office of External Relations

OER manages OIG's external and public affairs programs, and serves as the principal advisor on news releases and in providing information to the various news reporting services. OER develops OIG's media and public information policies, directs OIG's external and public affairs programs, and serves as the primary contact for those seeking information about OIG. OER prepares OIG publications, speeches, and presentations to internal and external organizations, and responds to Congressional correspondence.

Office of Technology and Resource Management

OTRM supports OIG by providing information management and systems security. OTRM also coordinates OIG's budget, procurement, telecommunications, facilities, and human resources. In addition, OTRM is the focal point for OIG's strategic planning function, and the development and monitoring of performance measures. In addition, OTRM receives and assigns for action allegations of criminal and administrative violations of Social Security laws, identifies fugitives receiving benefit payments from SSA, and provides technological assistance to investigations.