

Business Case: Capital Asset Summary

Part I: Summary Information and Justification (All Capital Assets)

Section A: Overview & General Information

Date Investment First Submitted: 2020-09-25
Date of Last Change to Activities: 2021-05-28
Investment Auto Submission Date:
Date of Last Investment Detail Update: 2020-09-25
Date of Last Business Case Update: 2020-09-29
Date of Last Revision: 2021-05-28

Agency: 016 - Social Security Administration **Bureau:** 00 - Agency-Wide Activity

1. Name of this Investment: IT Modernization - Service Delivery

2. Unique Investment Identifier (Ull): 016-000009923

Section B: Investment Detail

- Provide at least one Agency Strategic objective code ([A-11 Section 230](#)) and/or Agency Priority Goal code ([A-11 Section 250](#)) that this investment aligns to on performance.gov. If this investment aligns to more than one Agency strategic objective code and/or Agency Priority goal code list all that apply. If your agency does not report to performance.gov please use "0". This is required for Agency IT Portfolio Summary Part 1 and Part 2 Investments, not for Part 3 Investments.**

Agency Strategic Objective(s):

016SO18196: Improve Service Delivery

016SO18197: Expand Service Delivery Options

Agency Priority Goal(s):

- Briefly describe the investment's return on investment, including benefits internal and external to the government and outcomes achieved or planned.**

The aim of IT Modernization is to reorient our systems and business processes so that we provide services to the public quickly, efficiently and seamlessly via the customer's preferred service channel. Building on our progress modernizing our core IT systems from October 2017 to present, and to address the increasing demand for service by the growing number of people who rely on Social Security, we have refreshed our modernization plan to focus on the most important beneficiary of our modernization program: the public we serve. Through transformed business processes and new technologies to support them, we will provide benefits that include: 1. Allowing customers to provide and receive information electronically with the agency. 2. Improving quality, accuracy, and processing time for claimant actions. 3. Reducing need for customers to visit an office or call on the phone 4. Reducing office and phone wait times. 5. Improving on the consistency of customer experience. 6. Ensuring online

service options exist for all services that the public can complete in a field office or by phone. Our return on investment (ROI) for the IT Modernization initiative is based on efficiency estimates gained by similar entities after modernization completion. Efficiencies are incrementally gained as legacy applications are retired and new capabilities and features are released to the public. These are assumed to increase over time as more experience is gained and more applications become modernized.

3. If this investment will result in the elimination or the reduction of another major or non-major investment(s), please complete the following:

| Table I.B.1 Affected Investment Information | |
|---|------------------|
| Investment UII | To Be Status |
| 016-000002527 | to be eliminated |
| 016-000002238 | to be eliminated |

4. Does the Investment currently include an intra- or inter-Agency shared service (common, shared, or centralized solution)?:

YES

5. Does the Investment plan to include an Intra- or Inter-Agency shared service that it does not currently include (common, shared, or centralized solution)?:

YES

6. If systems contained in this Investment collect data from the public, please identify the OMB Control Numbers which authorize that data collection as per the Paperwork Reduction Act. Use [Reginfo](#) at the following link to identify information collection requests and OMB control numbers. Agencies can work with their Records Officers to determine the applicability.

7. Provide the name of the Investment-level project manager:

Kenneth Yoshida

8. Select the qualification/experience level of the Investment-level project manager (select one):

1 - FAC-P/PM(DAWIA-3)- Senior

Section C: Life Cycle Costs

1. Provide the total estimated life cycle costs for the investment in millions. Note: Do not enter information in the grey cells as these will be calculated.

| Table I.C.1 Life Cycle Costs | | | | |
|---|--------------------|-------------|-------------|-------------|
| | PY-1 & Prior | PY 2021 | CY 2022 | BY 2023 |
| Planning Costs: | 0 | 0 | 0 | 0 |
| DME (Excluding Planning) Costs: | 0 | \$17.019000 | \$17.019000 | \$15.715000 |
| DME (Including Planning) Govt. FTEs: | 0 | 0 | 0 | \$26.627000 |
| Sub-Total DME (including Internal Labor (Govt. FTE)): | 0 | \$17.019000 | \$17.019000 | \$42.342000 |
| O & M Costs: | 0 | 0 | 0 | 0 |
| O & M Internal Labor (Govt. FTE): | 0 | 0 | 0 | 0 |
| Sub-Total O & M Costs (Including Internal Labor (Govt. FTE)): | 0 | 0 | 0 | 0 |
| Total Cost (Including Internal Labor (Govt. FTE)): | 0 | \$17.019000 | \$17.019000 | \$42.342000 |
| Total Cost Internal Labor (Govt. FTE) costs: | 0 | 0 | 0 | \$26.627000 |
| # of FTE rep by costs: | | 0 | 158 | 152 |
| Total change from prior year final President's Budget (\$) | | \$17.019000 | \$43.646000 | |
| Total change from prior year final President's Budget | | 0.00% | 0.00% | |

Table I.C.1 Life Cycle Costs

| | PY-1 & Prior | PY 2021 | CY 2022 | BY 2023 |
|-----|--------------------|------------|------------|------------|
| (%) | | | | |

2.
 - a. In which year did or will this investment begin? (specify year - e.g., PY-1= 2019)
2021
 - b. In which year will this investment reach the end of its estimated useful life? (specify year - e.g., FY+5 = 2027)
2022
3. Compare the funding levels for PY and CY to the final FY 2022 President's Budget for those same years. Briefly explain any significant changes. When making comparisons, ensure that you compare same-year-to-same-year (e.g., the FY20 level for 2020 versus the FY21 level for 2020):

Business Case Detail: Performance Measurement Report

Section A1: General Information

1. **Name of this Investment:** IT MODERNIZATION - SERVICE DELIVERY
2. **Unique Investment Identifier (UII):** 016-000009923

Section C1: Projects Table

Projects Table C.1

| Unique Project ID | Project Name | Project Goal | Project Start Date | Project Completion Date | Project Lifecycle Cost (\$M) | Software Project? |
|-------------------|----------------------------------|---|--------------------|-------------------------|------------------------------|-------------------|
| 9923 | IT Mod - Service Delivery Domain | The Service Delivery Domain, in collaboration with other domains, will focus on expanding and streamlining self-service channels for our customers while also improving tools used by our agents. | 10/01/2020 | 09/30/2022 | \$70.3 | Yes |

Section C2: Project Activities

1. Provide all non-agile project activities for projects in Table C.1 that started in a previous FY (PY and earlier) and that have not been completed by the beginning of the CY, as well as activities that are scheduled to start in the current FY and BY.

Project Activity Table C.2.1

| Unique Project ID | Activity Name | Activity Description | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|--|---|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| 9923 | FY21 IT Mod – Product Management – AARPS | Provide strategic oversight and direction to the AARPS investment. Team will define, prioritize, and maintain a backlog of objectives for AARPS Agile teams to consume and execute. | 9923.2 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 0.383406 | 0.383407 | |
| 9923 | FY21 IT Mod – Appeals and | Foundational functionality for | 9923.3 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 4.519851 | 3.270351 | |

Project Activity Table C.2.1

| Unique Project ID | Activity Name | Activity Description | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|--|---|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| | Appointed Representative Processing Services (AARPS) | the Appeals and Appointed Representative (AARPS) MVP with a new online service to process AR appointments reducing the need for faxing and mailing paper forms and manually keying AR-related information into SSA progr... | | | | | | | | | | |
| 9923 | FY21 IT Mod - Product Management - Visitor Exp | Due to the pandemic (COVID-19), limited office interactions and an appointment only operating model, VEP teams are focused on delivering functionality beneficial to customers and field office technicians. | 9923.4 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 0.504267 | 0.504267 | |
| 9923 | FY21 IT Mod – VEP | The IT MOD - VEP project supports functionality changes to the VIP (Visitor Intake Process) system to | 9923.5 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 3.988423 | 3.988423 | |

Project Activity Table C.2.1

| Unique Project ID | Activity Name | Activity Description | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|---|---|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| 9923 | FY21 IT Mod – VEP Mobile | enhance our user experience by: implementing screen languages and data flow updates; expediting most common services requested by users at our I... | 9923.6 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 2.389643 | 2.389644 | |
| 9923 | FY21 IT Mod – Product Management – Phone Experience | The IT Mod - VEP mobile project will implement the initial version of the VIP Mobile Kiosk and will continue to build and enhance this system to provide our users the ability to conduct business via a mobile device. Users will be able to: Check-i... | 9923.7 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 0.789733 | 0.789733 | |

Project Activity Table C.2.1

| Unique Project ID | Activity Name | Activity Description | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|---|--|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| | | Telephony Project (NGTP) contract. In order to facilitate an effective and efficient transition, the agency must update existing teleph... | | | | | | | | | | |
| 9923 | FY21 IT Mod – Phone Experience | The agency will transition the telephone Interactive Voice Response (IVR) with the award of the Next Generation Telephony Project (NGTP) contract. In order to facilitate an effective and efficient transition, the agency must update existing teleph... | 9923.8 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 5.200486 | 5.200486 | |
| 9923 | FY21 IT Mod – Customer Engagement Tools | Redefine processes used by SSA staff in managing customer service requests, to improve the experience of our customer | 9923.9 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 5.689379 | 5.689379 | |

Project Activity Table C.2.1

| Unique Project ID | Activity Name | Activity Description | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|---|---|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| | | service employees and increase their efficiency. CET will modernize technology with a Customer Relationship Management (CRM) pro... | | | | | | | | | | |
| 9923 | FY21 IT Mod – Product Management -Technician Experience (CET) | Provide strategic oversight and direction to the CET investment. Team will define, prioritize, and maintain a backlog of objectives for CET Agile teams to consume and execute. | 9923.10 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 1.980844 | 1.980844 | |
| 9923 | FY21 IT Mod - Product Management – Online Experience | This team will support the development and prioritization of Product Scope and Roadmap items for the mySSA Agile Teams. | 9923.11 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 0.951857 | 0.951857 | |
| 9923 | FY21 IT Mod – mySocialSecurity - Individual Dev | Core Assests Rel 7.1 - Will implement a myPreferences update to the mySocialSecurity font BEC Rel | 9923.12 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 11.133885 | 12.383385 | |

Project Activity Table C.2.1

| Unique Project ID | Activity Name | Activity Description | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|--|---|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| | | 3.5 - Will implement the new Earnings Correction feature Message Center Rel 3 - Will implement Message Admin UEF 2.1 updates and other enhance ments... | | | | | | | | | | |
| 9923 | FY21 IT Mod – mySocialSecurity - Rep Payee Dev | Rep Payee Release 8 - Will Implement enhancements to the Benefit Verification service for the Representatives | 9923.13 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 1.703151 | 1.703151 | |
| 9923 | FY21 IT MOD - Customer View | Iterate and develop the Customer View (CV). The CV collects and aggregates customer data from enterprise and programmatic systems for display to employees servicing customers. It will also provide alerts and support for customer service processes. | 9923.14 | 2020-10-01 | 2020-10-01 | 2020-10-01 | 2021-09-30 | 2021-09-30 | | 4.112056 | 4.112056 | |

Section D: Operational Data

1. Provide the date and results of the last Operational Analysis (for operational and mixed life cycle systems/Investments):

1. Date of Analysis:

2. Analysis Results:

3. Analysis Conclusion:

2. Report a minimum of 5 metrics using the following table to provide metrics and actual results for each individual metric:

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target | Measurement Condition | Reporting Frequency | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|--------------------|-----------------|--|----------------------------|-------------|-------------|-----------------------|---------------------|---|--------------------|
|-----------|--------------------|-----------------|--|----------------------------|-------------|-------------|-----------------------|---------------------|---|--------------------|

NONE