

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: 2021-02-26
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: 2021-02-26

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

1. Name of this Investment: IT Modernization - Cross Cutting

2. Unique Investment Identifier (Ull): 016-000009340

Section B: Investment Detail

- 1. 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):

016SO18200: Improve Program Integrity

Agency Priority Goal(s):

- 2. 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 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. Cost savings and cost avoidance associated with notice modernization. 2. Modernization of notice formatting, generation and delivery processes to react faster to legislative and policy changes. 3. Automation, data consolidation, and improved data accuracy of Person Information (PI). 4. Access to consolidated enterprise data through the Enterprise Data Warehouse (EDW), enabling more efficient and consistent decision-making, and

optimization of business processes. 5. Providing a holistic enterprise-wide ecosystem with a modern data management service and platform to support Management Information (MI)/Business Intelligence (BI) and Advanced Analytics. 6. Simplifying access to existing programmatic data, using the Master Data File Access (MFDA), in four target business areas (T2, T16, Earnings, and Enumeration). 7. Reducing IT and other Operating Costs through expanding shared services and the cloud, increasing benefits available through disciplined approaches and reuse of components, and encouraging innovation to improve operational efficiency. 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
016-000002803	to be reduced

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)?:**

NO

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	\$21.358000	\$31.926000	\$26.705000
DME (Including Planning) Govt. FTEs:	0	0	0	\$7.317000
Sub-Total DME (including Internal Labor (Govt. FTE)):	0	\$21.358000	\$31.926000	\$34.022000
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	\$21.358000	\$31.926000	\$34.022000
Total Cost Internal Labor (Govt. FTE) costs:	0	0	0	\$7.317000
# of FTE rep by costs:		0	57	42
Total change from prior year final President's Budget (\$)		\$21.358000	\$41.500000	
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 - CROSS CUTTING
2. **Unique Investment Identifier (UII):** 016-000009340

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?
9344	IT Mod - Infrastructure	Modernize our traditional infrastructure to augment with on and off-premise cloud services. Modernize to enable alternative platform solutions. Modernize to transition major elements of our back office to the vendor-supported facilities in the cloud.	10/01/2020	09/30/2022	\$31.6	No
9336	IT Mod - Communications Domain / CCM Product Parent (Notices Scope)	Engage in continuous, two-way communications with customers through their preferred channel (i.e. email, chat), with the potential to substantively reduce the amount of paper notices mailed.	10/01/2020	09/30/2022	\$17.9	Yes
9333	IT Mod - CPO	Will facilitate communication across all domains and report progress to internal and external stakeholders. Will hold end-to-end accountability and decision for modernization investments and provide portfolio oversight and synchronization.	10/01/2020	09/30/2022	\$3.0	No
9343	IT Mod - Data	Consolidate data, utilizing state-of-the-art approaches to simplify, organize and provide data and services to support how modernized systems are able to more effectively utilize data.	10/01/2020	09/30/2022	\$11.5	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
9333	FY21 IT Mod-CPO	The CPO will facilitate regular communication across all domains, and will report progress on IT Modernization efforts to internal and external stakeholders. The CPO will hold end-to-end accountability and decision	9333.1	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		0.252133	0.252133	
9344	FY21 IT Mod Infrastructure - Mainframe Enterprise Architecture Effort (MEAE)	The project's scope provides for an Enterprise level analysis, planning, and architecture design recommendations for SSA Data Center Mainframe footprint Project encompasses Mainframe Usage Assessment, PCIeSlot Analysis, and BPMS proof of concept.	9344.2	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		5.414561	5.414561	

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
9344	FY21 IT Mod - DevOps	Modernization of current way we do business in creating and deployment of applications. Merger of SSA application development community, sponsor process design, and operational testing (validation/integration/performance) into a single team. Te...	9344.3	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		1.750520	1.750520	
9344	FY21 IT Mod - Back Office Modernization	Implement Office 365 – modern collaboration capabilities in the Cloud. This include SharePoint cloud with better services and access for our users. Migrate our MS Exchange e-mail to the cloud for improved capabilities and to meet Federal manda...	9344.4	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		7.830473	7.830473	
9336	FY21 IT Mod - Communications CCM	FY 21: Implement Benefits	9336.2	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		7.788758	7.788758	

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
	Product Project	Domain Print Apps and CCE Medicare Notices, Implement new Debt Management Notices, Begin TNA Batch notice migration, PIRS migration into CCM, begin building a manual Notice Solution to replace DPS.										
9336	FY21 IT Mod - Communications CCM Product Management	Create a better way to connect with the public and respond to their needs. This will involve transforming our communications systems, infrastructure and business processes to provide clear, concise communication to serve the public better.	9336.3	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		0.344582	0.344582	
9343	FY21 IT Mod - Master File Data Access (MFDA)	This data modernization initiative will simplify access to Master File data and provide the	9343.2	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		0.204309	0.204309	

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
		capability to build relationships amongst the agency's data to better support our modernized business processes. It will also provide a much more intuitive ga										
9343	FY21 IT Mod - Enterprise Data Warehouse (EDW) Modernization	The EDW provides an integrated source of data to service Management Information (MI), Business Intelligence (BI), and predictive analytics initiatives across SSA. Specifically, the EDW Modernization will ultimately replace SSA's existing legacy ma...	9343.3	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		5.539808	5.539808	
9343	IT Mod - Person Information Services	Person Information is responsible for managing the data SSA collects and maintains about a person	9343.4	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		3.037139	3.037139	

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
		and will become an integral part of a customer-centric view and business process. Person information is defined here as any data element pertaining t...										
9343	FY21 IT MOD – Modern Database Infrastructure	To provide development, support, and enhancements to the modern cloud database infrastructure.	9343.5	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		2.585429	2.585429	
9343	FY21 IT Mod-Product Management - Data	Support PID for the IT Mod Data Domain Products and Project Management activities.	9343.6	2020-10-01	2020-10-01	2020-10-01	2021-09-30	2021-09-30		0.168089	0.168089	

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