



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Joseph R. Biden  
President of the Senate  
S-212 Capitol Bldg.  
Washington, D.C. 20510

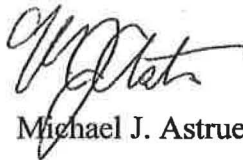
Dear Mr. President:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

We did not analyze any functions for public-private competition or conduct any public-private competitions in FY 2011. We do not plan to analyze any activities for potential competition in FY 2012.

If you have any questions concerning the report, please do not hesitate to contact me or have your staff contact Dennis Wilhite, Director, Office of Budget Execution and Automation, at (410) 966-6988.

Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable John A. Boehner  
Speaker of the House of Representatives  
H-232 Capitol Bldg.  
Washington, D.C. 20515

Dear Mr. Speaker:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

We did not analyze any functions for public-private competition or conduct any public-private competitions in FY 2011. We do not plan to analyze any activities for potential competition in FY 2012.

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Sincerely,

Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Xavier Becerra  
Ranking Member, Subcommittee on Social Security,  
House Committee on Ways and Means  
B-316 Rayburn House Office Bldg.  
Washington, D.C. 20515

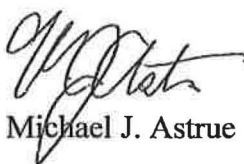
Dear Mr. Becerra:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Max Baucus  
Chairman, Senate Committee on Finance  
219 Dirksen Senate Office Bldg.  
Washington, D.C. 20510

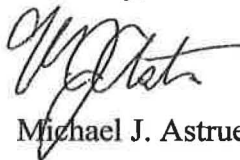
Dear Mr. Chairman:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue



## SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Susan M. Collins  
Ranking Member, Senate Committee on Homeland Security  
and Governmental Affairs  
344 Dirksen Senate Office Bldg.  
Washington, D.C. 20510

Dear Senator Collins:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Elijah Cummings  
Ranking Member, House Committee on Oversight and  
Government Reform  
2471 Rayburn House Office Bldg.  
Washington, D.C. 20515

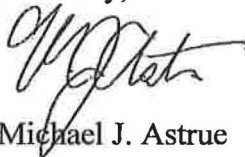
Dear Mr. Cummings:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

We did not analyze any functions for public-private competition or conduct any public-private competitions in FY 2011. We do not plan to analyze any activities for potential competition in FY 2012.

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Sam Johnson  
Chairman, Subcommittee on Social Security,  
House Committee on Ways and Means  
B-317 Rayburn House Office Bldg.  
Washington, D.C. 20515

Dear Mr. Chairman:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Tom Harkin  
Chairman, Subcommittee on Labor, Health and  
Human Services, Education and Related  
Agencies, Senate Committee on Appropriations  
131 Dirksen Senate Office Bldg.  
Washington, D.C. 20510

Dear Mr. Chairman:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue





# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Orrin Hatch  
Ranking Member, Senate Committee on Finance  
219 Dirksen Senate Office Bldg.  
Washington, D.C. 20510

Dear Senator Hatch:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Darrell Issa  
Chairman, House Committee on Oversight and  
Government Reform  
2157 Rayburn House Office Bldg.  
Washington, D.C. 20515

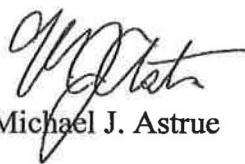
Dear Mr. Chairman:

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Rosa DeLauro  
Ranking Member, Subcommittee on Labor, Health and  
Human Services, Education, and Related  
Agencies, House Committee on Appropriations  
1016 Longworth House Office Bldg.  
Washington, D.C. 20515

Dear Ms. DeLauro:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Joseph I. Lieberman  
Chairman, Senate Committee on Homeland Security  
and Governmental Affairs  
340 Dirksen Senate Office Bldg.  
Washington, D.C. 20510

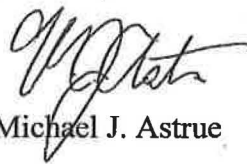
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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Dennis Rehberg  
Chairman, Subcommittee on Labor, Health and  
Human Services, Education, and Related  
Agencies, House Committee on Appropriations  
2358B Rayburn House Office Bldg.  
Washington, D.C. 20515

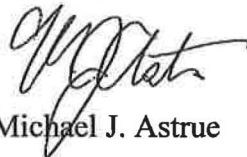
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Sincerely,



Michael J. Astrue



# SOCIAL SECURITY

The Commissioner

December 20, 2011

The Honorable Richard Shelby  
Ranking Member, Subcommittee on Labor, Health and  
Human Services, Education and Related  
Agencies, Senate Committee on Appropriations  
156 Dirksen Senate Office Bldg.  
Washington, D.C. 20510

Dear Senator Shelby:

The purpose of this letter is to report to Congress on our fiscal year (FY) 2011 Competitive Sourcing efforts as required by Section 647(b) of Division F of the Consolidated Appropriations Act, 2004.

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