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Source of document:	Social Security Advisory Board ATTN: Chief FOIA Officer 400 Virginia Avenue, SW Suite 625 Washington, D.C. 20024 Fax: (202)-475-7715 Email: <a href="mailto:ssab@ssab.gov">ssab@ssab.gov</a>

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From: "SSAB Mailbox (shared calendar)"  
Date: Jan 18, 2017 12:23:28 PM  
Subject: RE: Freedom of Information Act request

This is in response to your Freedom of Information Act (FOIA) request on January 16, 2017 for Board meeting minutes. Please find Board meeting minutes from January 2014 to the present attached. A copy of Board meeting minutes going back to 2011 can also be found on the Board's website at: <http://ssab.gov/About-the-Board/Meeting-Archive>.

Please let me know if you seek additional information.

Best,

Sterling Laudon  
Policy Attorney  
Social Security Advisory Board  
400 Virginia Ave. Ste. 625  
Washington DC 20024  
[www.ssab.gov](http://www.ssab.gov)

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**January 15, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 3:45 p.m.

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Sylvester Schieber**, Economist and former Social Security  
Advisory Board Chair  
**Stephen Goss**, Chief Actuary, Social Security Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Jeremy Elder  
Joel Feinleib  
Alec Moore  
David Warner  
Sarah Weaver  
Lynn Fisher, Detailee  
David Gamble, Detailee  
Randy Yiadom, Staff Intern  
Mohammad Humza, Staff Intern

During its January meeting, the Board held two fact-finding sessions. The first one featured Economist and former Advisory Board Chairman Sylvester Schieber. Dr. Schieber provided a brief history of retirement and pension policy in the U.S. and shared some of his views and observations on retirement income security, including what workers need to save in order to prepare for an adequate retirement.

The Board held a second fact-finding session in the afternoon, featuring Stephen Goss, Chief Actuary of the Social Security Administration (SSA) who was invited in light of the upcoming 2015 Technical Panel on Assumptions and Methods. Mr. Goss provided a historical perspective of past Technical Panels and offered the Board some insight on issues that he believes the next Panel should focus on, as well as suggestions on the types of panelists the Board may want to consider inviting.

There was time set aside at the end of the day to discuss logistics and plans for a Symposium on the topic of Continuing Disability Reviews (CDRs), which was held at SSA headquarters in Baltimore, Maryland the following day.

The Board also met in executive session throughout the day to discuss current Board and Staff projects as well as planned future projects.

I certify that the minutes written for the January 15, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
February 12, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 3:30 p.m.

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Glenn Sklar**, Deputy Commissioner, Office of Disability  
Adjudication and Review  
**Patricia A. Jonas**, Executive Director, Office of Appellate  
Operations  
**Gerald Ray**, Deputy Executive Director, Office of Appellate  
Operations  
**Jae Song**, Economist, Office of Electronic Services and  
Strategic Information

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Jeremy Elder  
Joel Feinleib  
Alec Moore  
David Warner  
Sarah Weaver  
Lynn Fisher, Detailee  
David Gamble, Detailee  
Emery MacFarlane, Detailee  
Randy Yiadom, Staff Intern  
Mohammad Humza, Staff Intern

During its February meeting, the Board met with Social Security Administration (SSA) executives Glenn Sklar, Patricia Jonas, and Gerald Ray from the Office of Disability Adjudication and Review (ODAR) and Jae Song, from the Office of Electronic Services and Strategic Information. These individuals were invited to the meeting for a follow-up to an earlier discussion held in September 2013 on the topic of recent data analysis efforts being developed by ODAR. Specifically, this data analysis has been used to help maintain and improve policy compliance at the hearing & appeals level of adjudication.

The Board also met in executive session throughout the day to discuss current and planned projects as well as potential Board trips for 2014.

I certify that the minutes written for the February 12, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
March 5, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 3:45 p.m.

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Jeffrey R. Brown**, Karnes Professor of Finance, University of Illinois at Urbana-Champaign, and former Social Security Advisory Board member  
**Scott Frey**, Deputy Commissioner, Office of Legislative and Congressional Affairs, Social Security Administration  
**Stephen Goss**, Chief Actuary, Social Security Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Jeremy Elder  
Joel Feinleib  
Alec Moore  
David Warner  
Sarah Weaver  
Lynn Fisher, Detailee  
David Gamble, Detailee  
Emery MacFarlane, Detailee  
Randy Yiadom, Staff Intern  
Mohammad Humza, Staff Intern

The March Board meeting featured three fact-finding sessions – one in the morning, and two in the afternoon. In the morning, Jeff Brown, former Board member and professor of finance at University of Illinois, joined the meeting by video teleconference. Mr. Brown discussed his views on various retirement security issues and proposals including lump sum delayed retirement credits, default provisions, universal pensions, and benefit restructuring.

In the afternoon, the Board met with Scott Frey, the Social Security Administration's (SSA) Deputy Commissioner for Legislative and Congressional Affairs. Mr. Frey provided an update to the

Board on SSA's current legislative agenda and other issues that SSA has been working on closely with members of Congress.

Later in the afternoon, the Board met with SSA's Chief Actuary Stephen Goss. Mr. Goss was invited to share some updates relating to recent Advisory Board data requests on the topic of Continuing Disability Reviews (CDRs).

The Board also met in executive session throughout the day to discuss current and planned projects as well as potential Board trips for 2014.

I certify that the minutes written for the March 5, 2014 meeting of the Social Security Advisory Board are correct.



---

Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board



**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**April 1, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:30 p.m.

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Charles O. Rossotti**, Former Commissioner, Internal Revenue Service  
**Sara Rix**, Senior Strategic Policy Advisor, AARP Public Policy Institute  
Economics Team  
**Ruby Burrell**, Chief Strategic Officer, Social Security Administration  
**Roger Kodat**, Senior Project Coordinator, National Academy of Public  
Administration  
**Jonathan Tucker**, Senior Research Analyst, National Academy of  
Public Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Jeremy Elder  
Joel Feinleib  
Alec Moore  
David Warner  
Sarah Weaver  
Lynn Fisher, Detailee  
Emery MacFarlane, Detailee  
Mohammad Humza, Staff Intern

At its April meeting, the Board held three fact-finding sessions – one in the morning, and two in the afternoon. In the morning, the Board met with Charles Rossotti, former commissioner of the IRS from 1997 to 2002. Mr. Rossotti was invited to discuss his experiences in overseeing a complete refocusing and reorganization of one of the largest agencies in the federal government. He also spoke about the “nine principles of effective leadership,” as written about in his book, *Many Unhappy Returns*.

In the afternoon, the Board met with Sara Rix, Senior Policy Advisor on AARP's Public Policy Institute Economics Team. Ms. Rix was invited to discuss retirement security issues. Specifically, she presented her findings that involved concerns for the older worker.

During the final session the Board was joined by Ruby Burrell, Chief Strategic Officer at SSA, and staff, for a discussion on strategic planning at SSA. Specifically, Ms. Burrell provided an overview of SSA's 4-year Agency Strategic Plan in addition to the long-term "2025 Vision" plan. Roger Kodat and Jon Tucker, from the National Academy of Public Administration (NAPA), also attended this session, as NAPA has partnered with SSA to assist in preparation of the 2025 Vision plan. Mr. Kodat and Mr. Tucker provided background information on NAPA and its mission, its review process, and a current status update on SSA's vision plan.

I certify that the minutes written for the April 1, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
May 7-8, 2014**

**Location:** Boston, Massachusetts

**Time:** 8:45 a.m. – 4:30 p.m. (May 7)  
8:00 a.m. – 4:30 p.m. (May 8)

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Joel Feinleib  
Lynn Fisher  
Emery MacFarlane  
Sarah Weaver  
Sterling Laudon

**Participants**

**Center for Retirement Research:**

**Alicia H. Munnell**, Director, Center for Retirement Research, Boston College  
**Rick Miller**, Founder, Sensible Financial Planning  
**Anek Belbase**, Research Project Manager, Center for Retirement Research, Boston College  
**Matthew Rutledge**, Research Economist, Center for Retirement Research, Boston College  
**Andrew Eschtruth**, Associate Director for External Relations, Center for Retirement Research, Boston College  
**Jean-Pierre Aubry**, Assistant Director of State and Local Research, Center for Retirement Research, Boston College  
**Anthony Webb**, Senior Research Economist, Center for Retirement Research, Boston College

**National Bureau of Economic Research:**

**Jim Poterba**, President, National Bureau of Economic Research  
**Raj Chetty**, Co-director, Public Economics Program, Faculty Research Fellow and Research Associate, National Bureau of Economic Research  
**Jeff Liebman**, Malcolm Wiener Professor of Public Policy, Kennedy School of Government, Harvard University  
**Amy Finkelstein**, Co-director, Public Economics Program and Research Associate, National Bureau of Economic Research  
**Brigitte Madrian**, Co-director of the Household Finance Working Group and Research Associate, National Bureau of Economic Research

**Congressional Staff:**

**Natalie Kaufman**, Congresswoman Katherine Clark  
**Jose Vaquerano**, Congressman Michael Capuano  
**Nick Zaferakis**, Congressman Stephen Lynch  
**Helen Rush-Lloyd**, Congressman John Tierney

**SSA:**

**Anatoly Schaidler**, Assistant Regional Commissioner, Boston Region Executive Office  
**Laura Cocozzella**, Executive Analyst, Boston Region Executive Office  
**Linda Tuttle**, Executive Officer, Boston Region Executive Office  
**Alison Seto**, Deputy Assistant Regional Commissioner, Boston Region Executive Office  
**Roberto Medina**, Regional Communications Director, Office of the Regional Commissioner  
**Carol Sax**, Regional Chief Administrative Law Judge, Office of Disability Adjudication and Review  
**John Allen**, Deputy Chief Administrative Law Judge, Office of Disability Adjudication and Review  
**Fred Gilbert**, Center Director, Center for Disability  
**Michelle SooHoo**, District Manager, Boston SSA Field Office  
**Scott Antolik**, Special Agent-in-Charge, Office of the Inspector General Office of Investigations  
**Reggie Hammonds**, Special Agent, Office of the Inspector General Office of Investigations  
**Carolyn Tedino**, Regional Management Officer, SSA ODAR, Boston RO

**ALJ Union:**

**Peter Martinelli**, Administrative Law Judge, ALJ Union  
**Marilyn Zahm**, Administrative Law Judge, ALJ Union

In May, the Board visited Boston, Massachusetts for a series of meetings over a two-day period. On the first day, the Board met with scholars at the Center for Retirement Research at Boston College to discuss retirement policy. The Board spoke with economists about the financial security of retirees and discussed options for reducing retirement risk. Afterward, scholars briefed the Board about the status of state and local pensions and how reform could impact employees.

In the afternoon, the Board travelled to the National Bureau of Economic Research for another series of discussions. The Board questioned economists about retirement savings and incentives to increase savings for retirement. The Board discussed the state of the Social Security Disability Insurance program and the causes of increased costs. Then the Board conversed with scholars about the impact of Medicaid expansion on health and the budget.

On the second day, the Board met with Congressional staff responsible for constituent service related to Social Security. The Board received feedback about Social Security programs and offered advice about interaction with SSA staff. Next, the Board traveled to the Boston Regional Office for meeting with executives and management. The Board solicited ideas from the regional office about ways to improve service to the public, reduce fraud, and manage the disability adjudication process. Representatives from the Office of Disability Adjudication and Review discussed initiatives to improve the quality of decisions made by administrative law judges and processes used to monitor progress.

Afterward, the Board traveled to a SSA field office to observe interaction with the public and to speak with employees about ground-level concerns. Field office staff discussed their accomplishments and suggested methods for improving service to the public. The Board then met with a Cooperative Disability Investigations unit and learned about efforts to catch individuals fraudulently obtaining Social Security benefits. Finally, the Board met with union representatives for SSA administrative law judges (ALJs). The Board listened to concerns from the representatives about SSA policies impacting ALJs and suggested reforms that could be taken to improve conditions.

I certify that the minutes written for the May 7-8, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
June 24-25, 2014**

**Location:** Seattle, Washington

**Time:** 8:30 a.m. – 4:45 p.m. (June 24)  
8:00 a.m. – 4:30 p.m. (June 25)

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**SSAB Staff:** Claire Green, Staff Director  
David Warner  
Jackie Chapin  
Joel Feinleib  
Sarah Weaver  
Sterling Laudon

**Participants**

**Center for Disability:** **Barbara Wong**, Director  
**Liz Permann**, Deputy Director  
**Natalie Quist**, Social Insurance Specialist  
**Karla Schwarz**, Social Insurance Specialist  
**John Denney**, Social Insurance Specialist  
**Laura White**, Disability Program Administrator Idaho and Oregon  
**Alan Heim**, Assistant Regional Commissioner Management and Operations (ARCMOS)  
**Jim Burkett**, Deputy Assistant Regional Commissioner Management and Operations (DARCMOS)

**Office of Inspector General:** **Joseph Veiling**, Special Agent-in-Charge, OIG OI  
**Joe Rogers**, Criminal Investigator, Team Leader, CDI  
**Kent Zwicker**, Criminal Investigator, Team Leader, CDI

**DCPS Steering Committee:** **Duane French**, WA DDS administrator  
**Nancy Vasquez**, ID DDS administrator

**Center for Human Resources:** **Kelly Wittman**, Director of the Center for Human Resources  
**Darla Anderson**, Supervisory Team Lead for Benefits and Employee Development Team  
**Mark Knepper**, Regional Training Officer in the Employee Development Team

**Sharon Cheadle**, Project Manager in the Employee Development Team

**Simon Ravona**, Project Manager in the Labor and Employee Relations Team

**ODAR:** **Cynthia Rosa**, Acting Regional Chief Administrative Law Judge  
**Sue Brown**, Regional Management Officer  
**Jim Borland**, Assistant Deputy Commissioner

**Auburn Teleservice:** **Nathan Cox**, Deputy Director ATSC  
**Kim Phillips**, 800# Coordinator  
**Betty Malloy**, Section Manager  
**Manny Hernandez**, Section Manager  
**Al Blackman**, Administrative Officer  
**Mike Hallum**, Section Manager  
**Barry Ellingson**, Section Manager  
**Brett Eckelburg**, Section Manager, Office of General Counsel, Leadership Management Development Program Associate  
**Lisa Black**, Section Manager, Workload Support Unit

**Seattle Field Office Management:** **Chris Kuhel**, Seattle Metro District Manager  
**Tracey Kincaid**, Seattle Metro Assistant District Manager  
**Joanie Thomas**, Seattle Metro Operations Supervisor  
**Marsha Jollenston**, Seattle North District Manager  
**Paul Flores**, Seattle North Operations Supervisor

**ALJ Union:** **Randy Frye**, President, ALJ Union  
**Cheri Fillion**, ALJ Union

**AFGE:** **Steve Kofhal**, AFGE representative for employees from the FO, TSC, ODAR, and OQP in the Seattle region

**OGC, DOJ, and fraud prosecutors with US Attorney's Office:** **David Morado**, Regional Chief Counsel  
**Vikash Chhagan**, Deputy Regional Chief Counsel  
**Helen Cooper**, Special Assistant US Attorney

**Seattle Region:** **Stanley Friendship**, Regional Commissioner  
**Gail Leon**, Deputy Regional Commissioner  
**Liana Mezo**, Executive Officer for the Office of the Regional Commissioner  
**Steve Hughes**, Area Director for Area 2  
**Terry Temple**, Area Director for Area 1  
**Barbara Wong**, Director for the Center for Programs Support  
**Nancy Dunham**, Deputy for the Center for Programs Support  
**Bill Shie**, Region's Civil Rights and EEO Manager  
**Kevin Rack**, Program Manager for the Center for Material Resources

**Ann Mohageri**, Director of the Regional Public Affairs Office  
**Michael Webb**, Senior Public Affairs Specialist  
**Bill Laudon**, Team Leader in the Seattle Center for Automation.  
**Bao Phung**, Project Manager for Office of the Regional  
Commissioner

In June, the Board travelled to Seattle, Washington, for a series of meetings over a two-day period. On the first day, the Board visited the Seattle Regional Office for the first day of discussions with SSA staff. The Board met with staff of the Center for Disability components—including the Disability Processing Unit, the Disability Programs and Systems team, and a Cooperative Disability Investigation team. Each component discussed their operations, accomplishments, challenges, and answered questions from the Board about ways to improve the program. The Board then met with the Office of General Counsel and SSA fraud prosecutors working with the U.S. Attorney’s office. Prosecutors discussed efforts taken to collaborate with other government offices to prevent Social Security fraud.

During a working lunch, the Board met with regional office executives and management to learn about the region and gather ideas for improving Social Security nationwide. Executives spoke about a variety of activities the region is involved in and efforts to maximize service with limited resources. The Board heard from SSA public affairs and their efforts to publicize SSA online resources and provide service in rural areas. Next, the Board held an open session with cross-component staff members who provided comments and questions directly to the Board.

The Board met with the SSA’s human resources department to discuss hiring and training challenges in the agency. Employees discussed retaining employees during a period of low morale, pay freezes, a government shutdown, and sequestration. The Board learned about new methods being used by SSA to train employees, allowing new hires to learn at a self-directed pace using software and live video feeds being broadcast from SSA studios. The Board met Office of Disability Adjudication and Review management to discuss the disability appeals process. The Board conversed about challenges facing this component, including a backlog of disability cases due to the inability to hire enough judges and a steep increase in appeals during the economic downturn.

On the second day of the trip, the Board visited a SSA field office. The Board held separate meetings with front line employees and management, and listened to the concerns of each. The Board toured the facility and observed field office employees taking claims and interacting with the public. Afterward, the Board met with representatives of the administrative law judge union who suggested reforms for the disability hearing process. During the Board’s working lunch, they spoke to a representative of the American Federation of Federal Employees, representing SSA employees from the Seattle region.

In the afternoon, the Board traveled to Auburn, Washington, to visit the co-located interactive video technology (IVT) studio and teleservice center. The Board observed the studio and learned about how the studio is used to train SSA employees live via satellite. The Board then toured the teleservice center – one of four “mega” teleservice centers in the country. SSA staff explained how the teleservice center can be directed to expand service to callers across the country.



I certify that the minutes written for the June 24 - 25, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
July 14, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 3:45 p.m.

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Linda Stagno**, International Federation of Professional and Technical Employees (IFPTE) Vice President, New York Region Administrative Law Judge, Brooklyn Hearing Office, Social Security Administration (SSA)  
**Dale Glendenning**, Union Secretary, Atlanta Region Administrative Law Judge, Atlanta Hearing Office, SSA  
**Stephen C. Goss**, Chief Actuary, SSA  
**Alice H. Wade**, Deputy Chief Actuary, SSA  
**Karen Glenn**, Executive Officer and Supervisory Actuary, SSA  
**Mark Sarney**, Director, Office of Policy Analysis, Office of Retirement Policy, SSA  
**Kevin Whitman**, Director, Office of Policy Research, Office of Retirement Policy, SSA  
**Dr. Jane L. Snowdon**, Chief Innovation Officer, International Business Machines Corporation (IBM)  
**David K. Barnes**, Consultant, IBM  
**Dr. Christopher F. Codella**, Engineer, IBM  
**Townley Cozad**, SSA Lead – Global Business Services, IBM

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Executive Assistant  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Sarah Weaver, Research Assistant  
Bethel Dejene, Summer Associate  
Connor Dowd, Summer Associate  
Ismael Martinez, NASI Fellow  
Morgan McKenna, Summer Associate

The July Board meeting consisted of four fact-finding sessions – two in the morning and two in the afternoon. The first session hosted Social Security Administrative Law Judges (ALJ) Linda Stagno and Dale Glendenning. Judge Stagno and Judge Glendenning are officers in the International Federation of Professional and Technical Employees (IFPTE), the union that represents SSA ALJs. The primary topic discussed was concern over the relationship between SSA management and ALJs and the union's suggestions as to how the disability hearings process can be improved.

Later that morning, the Board met with SSA Chief Actuary Steve Goss, Deputy Actuary Alice Wade, and Supervisory Actuary Karen Glenn. Mr. Goss and staff provided an update on the publication of the upcoming *2014 Trustees Report*, and discussed some recent analysis of calculating retirement benefit replacement rates.

In the early afternoon, the Board was joined by Mark Sarney and Kevin Whitman from SSA's Office of Retirement Policy (ORP). Mr. Sarney and Mr. Whitman provided a brief overview of the background and mission of ORP and the type of research and policy analysis their office is responsible for. They also spent time discussing Modeling Income in the Near Term, or "MINT," ORP's primary micro-simulation model that is used to make future projections about retirement income, marital trends, Social Security benefits, income, and poverty. Such projections allow researchers and policy analysts to study retirement conditions in the future as well as the effects of various policy changes and proposals.

In the final session, the Board met with IBM executives Dr. Jane Snowdon, Dr. Chris Codella, Townley Cozad, and consultant David Barnes. IBM representatives were invited to discuss *IBM Watson*, a cognitive computer system that learns and interacts naturally with people to extend what either humans or computer could do on their own. The presenters provided some history both on Watson and IBM's seventy-nine year relationship working with SSA. IBM discussed its work with large medical facilities and insurance companies and how the Watson technology might assist SSA in its disability determination process.

I certify that the minutes written for the July 14, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
September 16, 2014**

**Location:** 6401 Security Blvd, 700 Altmeyer Building  
Baltimore, MD 21235

**Time:** 9:00 a.m. – 3:00 p.m.

**SSAB Members:** Henry Aaron, Chairman  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Carolyn Colvin**, Acting Commissioner, Social Security Administration  
**Stephen C. Goss**, Chief Actuary, Social Security Administration  
**Eli N. Donkar**, Deputy Chief Actuary – Short-run Estimates, Social Security Administration  
**Alice H. Wade**, Deputy Chief Actuary – Long-run Estimates, Social Security Administration  
**Ruby Burrell**, Chief Strategic Officer and Performance Improvement Officer, Social Security Administration  
**Roger Kodat**, Project Director, National Academy of Public Administration

**SSAB Staff:** Claire Green, Staff Director  
Jeremy Elder, Executive Assistant  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Sarah Weaver, Research Assistant  
Hong Han, Associate  
Ellen Skirvin, Associate

During its September Meeting, the Board welcomed three new Board members: Henry Aaron of the Brookings Institution who will now serve as Chairman of the Board, Lanhee Chen of the Hoover Institution and Stanford University, and Alan Cohen of the Center for American Progress.

In the morning, the Board met with SSA's Acting Commissioner Carolyn Colvin, who welcomed the three newest Board members. After introductions and opening remarks, the Commissioner discussed

topics that included the issues and challenges currently facing the agency and the public it serves. Later that morning, the Board met with Stephen Goss, Eli Donkar, and Alice Wade from the Office of the Chief Actuary. The Actuaries presented on the financial status of the Social Security Trust Funds based on key results under intermediate assumptions as reported in the *2014 Annual Trustees Report*.

In the afternoon, the Board met with Ruby Burrell, Chief Strategic Officer at SSA and Roger Kodat, Project Director at the National Academy of Public Administration (NAPA). Mr. Kodat gave an overview of a report commissioned by SSA which requested that NAPA make suggestions regarding SSA's long-term strategic planning. Ms. Burrell provided an update on the agency's *Vision 2025* report, which will draw from many of the insights that are in NAPA's report, but which will also include suggestions and input from SSA staff. Board members expressed particular interest in plans for upgrading access by computer and stressed the need to maintain high quality in-person service.

I certify that the minutes written for the September 16, 2014 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron", written in a cursive style.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
October 20, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Alec Moore, Policy Analyst  
David Warner, Management Chief  
Hong Han, Associate  
Kathleen Romig, Detailee  
Ellen Skirvin, Associate

**The Board met in Executive Session**

I certify that the minutes written for the October 20, 2014 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with a long horizontal stroke at the end.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
November 17, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Marianna LaCanfora**, Deputy Commissioner for Retirement and Disability Policy, Social Security Administration  
**Glenn Sklar**, Deputy Commissioner for Disability Adjudication and Review, Social Security Administration  
**Jack Allen**, Deputy Chief Administrative Law Judge, Office of Disability Adjudication and Review, Social Security Administration  
**Bill Zielinski**, Deputy Commissioner for Systems, and Chief Information Officer, Social Security Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Alec Moore, Policy Analyst  
Sarah Weaver, Management Analyst  
David Warner, Management Chief  
Bethel Dejene, Associate  
Hong Han, Associate  
Kathleen Romig, Detailee  
Ellen Skirvin, Associate

During its September meeting, the Board held three fact-finding sessions – one in the morning, and two in the afternoon. It also met in executive session at various points throughout the day.



In the morning, the Board met with Marianna LaCanfora, Deputy Commissioner for the Office of Retirement and Disability Policy (ORDP) at the Social Security Administration (SSA). Ms. LaCanfora described her role as Deputy Commissioner as well as the current organizational structure of ORDP, an office that encompasses a broad spectrum of responsibilities relating to policy, research, and data exchange agreements. She also discussed current ORDP projects as well as their respective challenges. Projects focused on areas such as improving payment accuracy, representative payees, disability and work, online applications and automation, and disability and retirement research.

In the afternoon, the Board met with Glenn Sklar, Deputy Commissioner for the Office of Disability Adjudication and Review (ODAR) and Deputy Chief Administrative Law Judge (ALJ) Jack Allen. Mr. Sklar and Judge Allen were invited primarily to discuss the growing backlog at the hearing level of disability adjudication, and to address potential solutions to that backlog. For example, it currently takes over 300 days, on average, for a disability claimant to receive an ALJ decision. Also discussed was the strained relationship between SSA and OPM over the hiring of ALJs, and ways that this process could be improved or at least streamlined for SSA.

Lastly, the Board met with Bill Zielinski, Deputy Commissioner for Systems and Chief Information Officer at SSA. Mr. Zielinski discussed the agency's Disability Case Processing System (DCPS) initiative, which aims at making disability case processing more seamless by integrating over 50 state disability systems into one, centralized federal system. Currently, the project is being reviewed based on several challenges that were recently encountered during beta testing. Mr. Zielinski also shared insights on the broader efforts to modernize SSA's technology infrastructure, and how SSA is prioritizing certain projects based on limited resources and budget.

I certify that the minutes written for the November 17, 2014 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
December 16, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Terrie Gruber**, Chief Program Officer, Disability Case Processing System, Social Security Administration  
**Ken Nibali**, Former Associate Commissioner for Disability, Social Security Administration  
**Andrew Biggs**, Resident Scholar, American Enterprise Institute  
**Jack VanDerhei**, Research Director, Employee Benefit Research Institute  
**Virginia Reno**, Vice President for Income Security, National Academy of Social Insurance

**SSAB Staff:** Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Alec Moore, Policy Analyst  
Sarah Weaver, Management Analyst  
David Warner, Management Chief  
Bethel Dejene, Associate  
Hong Han, Associate  
Anita Kelly, Detailee  
Kathleen Romig, Detailee  
Ellen Skirvin, Associate

During its December meeting, the Board met with a representative of SSA about the Disability Case Processing System (DCPS), a member of the Board's Disability Policy Panel (DPP) about its upcoming report, and a panel of economists about retirement security. It also met in Executive Session throughout the day.

In the morning, the Board met with Terrie Gruber, chief program officer for the Disability Case Processing System at SSA. Ms. Gruber briefed the Board on the history of DCPS and SSA's oversight efforts to improve oversight and development. Ms. Gruber detailed inadequacies of the DCPS and the missteps that led SSA to initiate a reboot. Ms. Gruber explained that SSA had hired an outside group to evaluate the entire program and was using recommendations from that report to improve oversight. Ms. Gruber explained that SSA has taken steps to improve oversight and implement the DCPS while minimizing expected cost overruns.

Later, the Board met with Ken Nibali, former SSA associate commissioner for disability, and current member of the Board's DPP. Mr. Nibali shared the DPP's findings from its upcoming report. Mr. Nibali described five recommendations included in the report: 1) sustained funding for continuing disability reviews; 2) retention of the medical improvement review standard and improving implementation; 3) strengthening payment integrity tools; 4) expanding return-to-work programs for those removed from Social Security disability; and 5) adapting the report's recommendations for SSI children and youth.

Finally, the Board met with Andrew Biggs from the American Enterprise Institute, Jack VanDerhei from the Employee Benefit Research Institute, and Virginia Reno from the National Academy of Social Insurance to discuss retirement security. Panelists discussed Social Security retirement benefits and the impact of potential changes on retirement security. Mr. Biggs discussed replacement rates, their relationship to income security, and gaps in retirement security. Mr. VanDerhei discussed the threat of income insecurity, the impact of defined pension plans, and leakage. Ms. Reno discussed the benefits of Social Security and the importance of the benefits to retired Americans.

I certify that the minutes written for the December 16, 2014 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**January 8, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:45 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Andrew LaMont Eanes**, Senior Advisor to the Acting Commissioner and nominee for Principal Deputy Commissioner, Social Security Administration  
**Nancy Berryhill**, Deputy Commissioner for Operations, Social Security Administration  
**Van Roland**, Assistant Deputy Commissioner, Operations  
**Mike Kramer**, Assistant Deputy Commissioner, Operations (Acting)  
**Erik Jones**, Associate Commissioner, Office of Public Service and Operations Support  
**Rosemary Stricks**, Deputy Associate Commissioner, Office of Public Service and Operations Support  
**Cynthia Bennett**, Associate Commissioner, Office of Telephone Services (Acting)  
**Ann Robert**, Associate Commissioner, Office of Disability Determinations  
**Robin Sabatino**, Associate Commissioner, Office of Electronic Services and Technology  
**Daniel L. Hatcher**, Professor of Law, University of Baltimore  
**Manasi Deshpande**, Ph.D. Candidate in Economics at Massachusetts Institute of Technology (MIT) and Pre-doctoral Fellow at the National Bureau of Economic Research (NBER)  
**David Wittenburg**, Associate Director of Health Research, Mathematica Policy Research

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist

Sterling Laudon, Policy Attorney  
Alec Moore, Policy Analyst  
Sarah Weaver, Management Analyst  
Hong Han, Associate  
Anita Kelly, Detailee  
Ellen Skirvin, Associate

During its January meeting, the Board held several fact-finding sessions in the morning and afternoon, and met in executive session throughout the day.

In the morning, the Board first met with Andrew LaMont Eanes, who was nominated by President Obama in July 2014 to serve as the Social Security Administration's (SSA) Principal Deputy Commissioner. Pending confirmation, Mr. Eanes is currently working as a Senior Advisor to Acting Commissioner Carolyn Colvin. Mr. Eanes introduced himself to the Board and provided some background on his experience working in the telecommunications industry. He also described the work he is doing in his current role as Senior Advisor; most notably developing a succession management plan at SSA. Currently about 50% of the agency is eligible for retirement, and SSA has no formal succession plan in place.

Later in the morning the Board met with Nancy Berryhill, who serves as the Deputy Commissioner for Operations – the largest component at SSA. Ms. Berryhill was invited to provide an overview of the workloads of that office as well as the challenges it currently faces. These challenges, brought about primarily by budget cuts in recent years, have caused the agency to consider other service delivery options in addition to face-to-face contact. These include self-help "kiosks," additional communication features on the SSA website, and more flexible video options for handling claims.

In the afternoon, the Board met with Daniel L. Hatcher, a Professor of Law at the University of Baltimore. Mr. Hatcher primarily discussed children who receive SSI benefits and the state's role as representative payee for those children. Specifically, his discussion pointed out potential problems with this arrangement, such as the state's use of foster children's Social Security benefits to fund foster care agencies and the private companies that help them develop revenue maximization strategies for this purpose.

Lastly, the Board met by internet connection with Manasi Deshpande and David Wittenburg to discuss SSI research and reform options. Manasi Deshpande is a Ph.D. Candidate at MIT and Post-Doctoral Fellow at NBER, and David Wittenburg is an Associate Director of Health Research at Mathematica Policy Research. Ms. Deshpande gave a presentation on her doctoral research, which focused on the effects of removing children from SSI on the earnings and income of those children in adulthood as well as their parents in the long-term. David Wittenburg's presentation emphasized how access to better administrative data, work incentives, and transition planning could more adequately prepare SSI children for adulthood.

I certify that the minutes written for the January 8, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
February 23, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Barbara Kennelly  
Dorcas Hardy

**Presenters:** **Patrick O’Carroll**, Inspector General, Social Security Administration  
**Ken Nibali**, Associate Commissioner for Disability, Social Security Administration, Retired  
**Arthur Spencer**, Associate Commissioner for Disability Policy, Social Security Administration, Retired  
**Teresa Pfender**, Appeals Officer, Office of Disability Adjudication and Review, Social Security Administration  
**Sam Bagenstos**, Professor of Law, University of Michigan

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
David Warner, Management Chief  
Bethel Dejene, Associate  
Hong Han, Associate  
Anita Kelly, Detailee  
Ellen Skirvin, Associate

The February Board meeting began with a discussion with Social Security Administration (SSA) Inspector General Patrick O’Carroll. Mr. O’Carroll was invited to discuss recent audits and investigations that the Office of Inspector General (OIG) focused on in 2014, including the high profile fraud cases in New York and Puerto Rico. Audit topics included Administrative Law Judge (ALJ) allowance rates and SSA’s Disability Case Processing System (DCPS) project. In addition to these topics, Mr. O’Carroll

discussed Cooperative Disability Investigations (CDI) units and the OIG's plans to establish more of these units in 2015.

Next, the Board met with Arthur Spencer and Ken Nibali, both retired SSA executives who had worked on and lead projects related to disability. One of those projects was the Disability Redesign Prototype Model, which began in 1997 and tested various combinations of modifications to the disability determination process for select States. These States became known as "Prototype States." One of the most common features of Prototype States is the elimination of step 2 (the Reconsideration step) in the adjudication process. Mr. Nibali and Mr. Spencer were invited to provide some background and historical context of the Reconsideration step, as well as the rationale for and against eliminating it.

During lunch, the Board met with Teresa Pfender, an Appeals Officer at SSA's Office of Disability Adjudication and Review (ODAR). Ms. Pfender provided some background on the disability claims evaluation process. This included an overview of the court system and how the courts can influence the disability process differently depending on which judicial district the appeal is filed in.

Lastly, the Board met with Sam Bagenstos, professor of law at the University of Michigan. Mr. Bagenstos was invited specifically to discuss a recent article he had written entitled *The Disability Cliff*, which was published in the journal *Democracy*. The article featured an overview and legislative history of the disability rights movement in the U.S., including a discussion of the disability "cliff" that young adults with developmental disabilities face when federal special education expires at age 22. Mr. Bagenstos presented initiatives that he believes could provide a smoother transition from education into employment for these individuals.

I certify that the minutes written for the February 23, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board



**Social Security Advisory Board  
Minutes  
Board Meeting  
March 23-24, 2015**

**Location:** New York, New York

**Time:** 10:00 a.m. – 5:00 p.m. (March 23)  
9:40 a.m. – 12:30 p.m. (March 24)

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Anita Kelly  
Sterling Laudon

**Participants**

**New York Region:** **Fred Maurin**, Regional Commissioner  
**Julio Infiesta**, Acting Deputy Regional Commissioner  
**Bryant Wilder**, Acting Assistant Regional Commissioner –  
Management and Operations Support  
**Ray Egan**, Acting Deputy Assistant Regional Commissioner –  
Management and Operations Support  
**Bernie Bowles**, Executive Officer  
**Jeremiah Schofield**, Acting Assistant Regional Commissioner –  
Processing Center Operations  
**Frank Barry**, Deputy Acting Assistant Regional Commissioner  
– Processing Center Operations  
**John Shallman**, Communications Director  
**Caren Unger**, Chief, Operations Support Branch, Northeastern  
Program Service Center  
**Rick Bailey**, Area Director Manhattan, Bronx, Staten Island and lower Hudson  
Valley  
**Dean Frenkian**, Area Director, New Jersey  
**Andrea Wilder**, Area Director, Brooklyn, Queens and Long Island  
**Dan Karp**, Center Director, Automation  
**Victoria Shteyman**, Deputy Center Director, Automation  
**Joe Cafaro**, Acting Center Director, Disability  
**Melissa Bruckner**, Deputy Center Director, Disability  
**Stephanie Francis**, Center Director, Material Resources  
**Greg Narowski**, Deputy Center Director, Material Resources  
**Mary Groot**, Center Director, Programs Support  
**Tracey Saverino**, Deputy Center Director, Programs Support  
**Diana Valdes**, Center Director, Human Resources

**Jonathan Addy**, Deputy Center Director, Human Resources  
**Denise Hachicho**, Teleservice Center Operations Director  
**Althea Phipps**, Civil Rights and Equal Opportunity Director

**Office of Disability**

**Adjudication and Review:**

**Monica LaPolt**, Regional Chief ALJ (Acting)  
**Thomas Harper**, Regional Management Officer

**Office of the Regional  
Counsel:**

**Steven P. Conte**, Regional Chief Counsel  
**Som Ramrup**, Deputy Regional Chief Counsel

**Office of the Inspector  
General:**

**Edward J. Ryan**, Special Agent In Charge  
**John Grasso**, Assistant Special Agent In Charge

**Brooklyn Field Office  
Management:**

**Melvina Douse**, District Director

**Brooklyn Card Center  
Management:**

**Valerie McNeil**, Manager

**Legal Services NYC:**

**Ann Biddle**, Deputy Director  
**LaTanya White**, Staff Attorney

**Disability Determination  
Services:**

**David W. Ramsay**, Director, NJ Division of Disability Determination Services  
**Gloria Toal**, Deputy Commissioner, NY Office of Temporary and Disability Assistance  
**Joseph Cafaro**, Director, NY Regional Center for Disability  
**Melissa Bruckner**, Deputy Center Director, NY Regional Center for Disability

In March, the Board traveled to New York for two days of meetings on program administration and disability programs. The Board had several meetings with SSA executives, management and staff, as well as outside groups. The Board also visited SSA's enumeration center and district office.

While visiting the New York Regional Office, the Board met with executives, management, and then staff to learn about day-to-day operations, hear about issues faced in the region, and gather suggestions for improving administration of the Social Security programs.

During the visit, the Board also met with management from New York and New Jersey DDSs to learn about disability evaluation in each state. Managers discussed the ongoing prototype model being used in New York and offered insights into impact of reconsideration and the single decisionmaker on the evaluation process. Next, the Board met with management judges from the Office of Disability Adjudication and Review. The Board discussed the backlog of disability cases waiting to be heard, hiring challenges, ideas for streamlining the hearings process, and ensuring consistency of decisions. The Board then met with the Office of General Counsel to discuss the component's workload in federal court and

potential reforms to improve the process. Lastly, the Board met with agents from the Office of the Inspector General to learn about efforts to combat fraud in the disability system. Agents showcased recent investigations in New York and Puerto Rico and discussed ways to increase their fraud-fighting capabilities.

In addition to visiting the Regional office, the Board travelled to a field office and card center located in Brooklyn. The Board met with field office staff to discuss their interactions with the public, learn about challenges of working in a diverse urban office, and gather input for improving administration of the Social Security programs. The Board also met with staff in the card center to learn about the operations and interaction with other SSA components. Finally, the Board met with representatives of New York Legal Services who described their experiences representing claimants to SSA. Representatives explained their major interactions with the agency and the issues that cause the most difficulty for their clients. The Board discussed ways that legislation might be able to simplify administration of the program that would reduce the administrative burden for the agency and compliance challenges for the public.

I certify that the minutes written for the March 23-24, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with a long horizontal stroke at the end.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
April 24, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Barbara Kennelly  
Dorcas Hardy

**Presenters:** **Stephen C. Goss**, Chief Actuary, Social Security Administration  
**Carolyn Colvin**, Acting Commissioner, Social Security Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
David Warner, Management Chief  
Bethel Dejene, Associate  
Hong Han, Associate  
Anita Kelly, Detailee  
Teresa Pfender, Detailee

The April Board meeting began and ended with the Board meeting in Executive Session. In between, the Board met with Social Security Administration (SSA) Chief Actuary Steve Goss and the Acting Commissioner of Social Security, Carolyn Colvin.

In its meeting with Mr. Goss, the Board discussed collaborative efforts between SSA's actuaries and the Board's technical panel to forecast long-term solvency projections. Mr. Goss discussed the Windfall Elimination Provision in the context of a current Board project on the subject. The Board also spoke with Mr. Goss about cost projections and other considerations regarding the SDM and reconsideration pilots that are currently underway.

In its meeting with Ms. Colvin, the Board asked about SSA's vision for the future. Ms. Colvin updated the Board on new services that will be coming online and discussed efforts to improve agency

performance. Ms. Colvin described her recruiting efforts for top executives. The Board spoke with the Ms. Colvin about the backlogs in the disability evaluation process. Ms. Colvin discussed efforts to combat fraud. The Board heard the Ms. Colvin's views on the Treasury Offset Program. Finally, Ms. Colvin discussed the role of representative payees.

I certify that the minutes written for the April 24, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink that reads "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**May 29, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 5:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Joe Lytle**, Acting Associate Deputy Commissioner for Income Security Programs, Social Security Administration  
**Shirleeta Stanton**, Associate Commissioner for Income Security Programs, Social Security Administration  
**Eric Ice**, Director, Office of Payment and Claimant Representation Policy, Social Security Administration  
**John Jankowski**, Senior Researcher, Office of Research, Evaluation, and Statistics, Social Security Administration  
**Richard Chard**, Senior Researcher, Office of Research, Evaluation, and Statistics, Social Security Administration  
**Patricia Potrzebowski**, Executive Director of the National Association of Public Health Statistics and Information Systems (NAPHSIS)

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Caitlyn Tateishi, Policy Analyst  
David Warner, Management Chief  
Bethel Dejene, Research Analyst  
Teron Gorham, Detailee  
Anita Kelly, Detailee

Teresa Pfender, Detailee  
Jenn Rigger, Detailee

The May Board meeting began with a presentation from members of the Office of Retirement and Disability Policy (ORDP) about representative payees. Board members questioned ORDP staff about SSA's procedures for monitoring representative payees and detecting misuse cases. ORDP staff also briefly discussed the predictive model used to detect cases of misuse, and how to improve the model going forward.

The Board also met with Patricia Potrzebowski, Executive Director of the National Association of Public Health Statistics and Information Systems (NAPHSIS). NAPHSIS began in 1933 and its membership includes 57 vital records agencies in the United States. These vital records are used to create and protect individual identities. Ms. Potrzebowski discussed issues with the Death Master File and answered questions about information collection methods that states use to record deaths.

The Board finished the day in Executive Session.

I certify that the minutes written for the May 29, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**June 23, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Patrick O’Carroll**, Inspector General, Social Security Administration  
**Gale Stallworth Stone**, Deputy Inspector General, Social Security Administration  
**Marianna LaCanfora**, Assistant Deputy Commissioner Office of Retirement and Disability Policy, Social Security Administration  
**Dan Zabronsky**, Division Director, Office of Budget, Finance, Quality, and Management, Office of Quality Improvement, Office of Modeling, Social Security Administration  
**Mike Murphy**, Chief of Staff, Director of Strategic Initiatives, Committee for a Responsible Federal Budget  
**Marc Goldwein**, Senior Vice President, Senior Policy Director, Committee for a Responsible Federal Budget  
**Edward Lorenzen**, Senior Advisor, Committee for a Responsible Federal Budget  
**Alexandra De Filippo**, Policy Analyst, Committee for a Responsible Federal Budget

**SSAB Staff:** Claire Green, Staff Director  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
David Warner, Management Chief  
Carlie Augustin, Policy Analyst



Amber Davis, NASI Fellow  
Bethel Dejene, Research Analyst  
Teron Gorham, Detailee  
Hong Han, Research Analyst  
Claire Jensen, NASI Fellow  
Anita Kelly, Detailee  
Teresa Pfender, Detailee  
Jenn Rigger, Detailee

The June Board meeting began with an Executive Session.

The Board then met with Social Security Administration (SSA) Inspector General Patrick O'Carroll and Deputy Inspector General Gale Stallworth Stone. Mr. O'Carroll described the current issues related to the Death Master File (DMF), such as the effect of inaccurate reporting on improper payments. Ms. Stone then explained challenges in the SSA representative payee program addressing misuse as well as elderly abuse. Mr. O'Carroll also briefly spoke about the work being done in regards to expanding Cooperative Disability Investigation (CDI) units.

The Board next met in Executive Session with SSA Acting Commissioner Carolyn Colvin. Ms. Colvin discussed various topics of interest to the Board, including representative payee issues. She also discussed the Treasury Offset Program, which has allowed old debt to be collected for past overpayments. In conclusion, Ms. Colvin explained her top priorities within the vision report.

In the afternoon, the Board met with Marianna LaCanfora, Assistant Deputy Commissioner of Retirement and Disability Policy and Dan Zabronsky, Division Director of the Office of Modeling, Office of Budget, Finance, Quality, and Management. Mr. Zabronsky began by discussing the integrity of the representative payee program and the two types of reviews conducted by SSA – mandatory and discretionary reviews. He discussed the predictive models built by his component which are intended to detect payee misuse and determine who receives a discretionary review. Ms. LaCanfora then followed with a discussion on SSA's Death Master File (DMF). She provided a background on the DMF and noted the limitations and shortcomings of this database. Lastly, Ms. LaCanfora noted improvements in death reporting for states that use the Electronic Death Registration (EDR) system, and also discussed recent SSA data analysis efforts to improve the DMF.

The Board also met with Mike Murphy, Marc Goldwein, and David Barnes, members of the Committee for a Responsible Federal Budget (CRFB). CRFB staff discussed the different papers that they are sponsoring for their *SSDI Solutions Initiative*. These papers aim at reforming different aspects of the Social Security Disability Insurance (SSDI) program.

I certify that the minutes written for the June 23, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**July 28, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Dr. Ephraim Feig**, CEO of Topwhats, Inc., Former Associate CIO  
(2010 – 2012), SSA  
**Robert Klopp**, Deputy Commissioner of Systems and Chief Information  
Officer, SSA  
**Steve Goss**, Chief Actuary, SSA

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
David Warner, Management Chief  
Sarah Weaver, Management Analyst  
Amber Davis, NASI Fellow  
Bethel Dejene, Research Analyst  
Hong Han, Research Analyst  
Claire Jensen, NASI Fellow  
Caitlyn Tateishi, Policy Analyst  
Anita Kelly, Detailee  
Teresa Pfender, Detailee  
Jenn Rigger, Detailee

At its July meeting, the Board met with Dr. Ephraim Feig, former Associate Chief Information Officer at SSA. Dr. Feig spoke with the Board about his vision for systems modernization during his tenure with SSA. Dr. Feig recommended that SSA systems be designed by developing a plan that follows what is required by law rather than adopting current procedures and specifications. Dr. Feig suggested the system be rebuilt from scratch using a small, dedicated team of individuals. He maintained that a new system could be rolled out without disrupting the current system of delivering benefits, although the transition period would be extremely challenging.

The Board also met with Robert Klopp, SSA's Deputy Commissioner of Systems and Chief Information Officer, for a briefing on current projects and efforts to modernize SSA's systems. Mr. Klopp's team at SSA currently includes members from the US Digital Service and staff from SSA who are tasked with looking at SSA's legacy systems and creating a plan for migrating to new platforms. These teams will also look into integrating COBOL into modern programming language. Mr. Klopp suggested that smaller groups could improve the quality of work that the agency receives from contractors and SSA staff. Using agile software development methods, these small groups could run in parallel, and be given shorter-term goal oriented tasks to complete. Mr. Klopp noted that sustained funding for these endeavors continues to be challenging considering financial constraints.

In the afternoon, Chief Actuary Steve Goss briefed the Board on the 2015 Report of the OASDI Trustees and explained the report's content. According to the 2015 Trustees Report, combined OASDI trust fund reserve depletion is projected to occur in 2034 – one year later than the 2014 Trustees Report had estimated. The 75-year difference between revenues and outlays is projected to be -2.68 percent of payroll, 0.20 percent lower than projected in the 2014 Trustees Report. Mr. Goss explained that the DI trust fund is projected to be depleted at the end of 2016, and described how a reallocation of payroll tax revenues could align the depletion dates of the OASI trust fund and the DI trust fund.

I certify that the minutes written for the July 28, 2015 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
September 25, 2015**

**Location:** National Press Club  
529 14th Street NW,  
13<sup>th</sup> Floor – First Amendment Lounge  
Washington, DC 20045

**Time:** 9:30 a.m. – 4:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Alicia H. Munnell**, Chair  
Technical Panel on Assumptions and Methods  
**Katharine G. Abraham**, Member  
Technical Panel on Assumptions and Methods  
**David Autor**, Member  
Technical Panel on Assumptions and Methods  
**Jeffrey R. Brown**, Member  
Technical Panel on Assumptions and Methods  
**Peter Diamond**, Member  
Technical Panel on Assumptions and Methods  
**Sam Gutterman**, Member  
Technical Panel on Assumptions and Methods  
**Michael S. Teitelbaum**, Member  
Technical Panel on Assumptions and Methods  
**Joseph J. Silvestri**, Member  
Technical Panel on Assumptions and Methods

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Anita Kelly, Communications Director  
Sterling Laudon, Policy Attorney  
Jenn Rigger, Senior Advisor  
Caitlyn Tateishi, Policy Analyst  
David Warner, Management Chief  
Sarah Weaver, Management Analyst  
Hong Han, Research Analyst

During its September meeting, the Board held a special session at the National Press Club to meet with members of the 2014-2015 Technical Panel on Assumptions and Methods. The Board and Panel met in executive session in the morning followed by a public presentation of the Panel's findings and recommendations. The independent Panel of expert actuaries, economists and demographers is appointed by the Social Security Advisory Board every four years and is charged with reviewing the assumptions specified by the Board of Trustees of the Old-Age and Survivors Insurance (OASI) Trust Fund and the Disability Insurance (DI) Trust Fund and the methods used by the Social Security actuaries to project the future financial status of the Social Security programs.

Specifically the Panel is asked to:

- Review the key economic and demographic assumptions.
- Review and assess current projection methodologies.
- Review ways to improve the presentation of key concepts in the Trustees report so as to make them more accessible and informative to the public.
- Review in particular:
  - The impact of the enactment of the Affordable Care Act on factors affecting OASDI financing such as labor force participation, retirement and disability claiming, and the earnings to compensation ratio.
  - Recent developments in labor force growth, participation rates, labor productivity, and dispersion in earnings.
  - The implications of trends in family formation on benefit projections and labor force trends.
- Review and assess the status of the recommendations of previous Technical Panels appointed by the Advisory Board.

The Technical Panel's final report can be found at the Advisory Board's website at [www.ssab.gov](http://www.ssab.gov).

I certify that the minutes written for the September 25, 2015 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**October 23, 2015**

**Location:** 6401 Security Blvd, Systems Media & Communications Room 2222  
Baltimore, MD 21235

**Time:** 10:00 a.m. – 3:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Kleo Debelius**, Acting Deputy Associate Commissioner, Office of Income Security Programs  
**Erik Hansen**, Associate Commissioner, Office of Legislation and Congressional Affairs  
**Dana Vander Veen**, Social Insurance Specialist, Office of Legislation and Congressional Affairs  
**John Jankowski**, Researcher, Office of Research, Evaluation, and Statistics,  
**Ann-Maria Beard**, Deputy Director, Office of Income Security Programs  
**Angela Hood**, Team Leader, Office of Income Security Programs  
**Paul Sapia**, Social Insurance Specialist, Office of Income Security Programs  
**Lisa Rayo**, Attorney, Office of General Counsel  
**Shirleeta Stanton**, Associate Commissioner, Office of Income Security Programs  
**Dan Zabronsky**, Deputy Associate Commissioner, Office of Quality Improvement  
**Rosemary Stricks**, Acting Associate Commissioner, Office of Public Service and Operations Support  
**Christopher McDermott**, Deputy Director, Office of Public Service and Operations Support  
**Crystal Lamb**, Team Leader, Office of Public Service and Operations Support, Division of Program Policy and Operations

**Rafael Moya**, Acting Deputy Associate Commissioner, Office of Applications and Supplemental Security Income Systems

**Frank Elliott**, Division Director, Office of Applications and Supplemental Security Income Systems

**Pam Van Der Meulen**, Branch Chief, Office of Applications and Supplemental Security Income Systems

**Padma Nibhanupudy**, Branch Chief, Office of Applications and Supplemental Security Income Systems

**SSAB Staff:**

Claire Green, Staff Director

Jackie Chapin, Policy Chief

Jeremy Elder, Policy Analyst

Joel Feinleib, Staff Economist

Hong Han, Research Analyst

Anita Kelly, Communications Director

Sterling Laudon, Policy Attorney

For the October meeting, the Board held a Representative Payee Symposium at Social Security Administration (SSA) Headquarters. SSA leadership from several components participated in the symposium, presenting on the history of the program, current operations, and systems modernization.

Starting the day, Kleo Debelius from the Office of Income Security Policy (OISP) gave opening remarks, and introduced the representative payee program. Erik Hansen and Dana Vander Veen from the Office of Legislation and Congressional Affairs explained the legislative history of the representative payee program, which launched shortly after the inception of Social Security. John Jankowski from the Office of Research, Evaluation, and Statistics briefed the Board on the demographics of people with representative payees, breaking down the number of beneficiaries by program, age, and type of representative payee. Afterward, Ann-Maria Beard and Angela Hood from OISP explained SSA's process for determining whether a representative payee is needed and how the agency chooses someone for that role. Paul Sapia from OISP and Lisa Rayo from the Office of General Counsel spoke about SSA's process for monitoring representative payees to ensure that funds are accounted for and not misused. Shirleeta Stanton from OISP explained SSA's policies for monitoring representative payees through site visits.

In the afternoon, Rosemary Stricks, Christopher McDermott, and Crystall Lamb, from the Office of Public Service and Operations Support gave an overview of the workload created by the representative payee program. They explained the mechanics of overseeing the representative payee program and discussed the challenges of obtaining and monitoring enough qualified people and organizations to fill these roles.

Rafael Moya, Frank Elliot, Pam Van Der Meulen and Padma Nibhanupduy from Office of Applications and Supplemental Security Income Systems walked through the computer systems used by SSA to oversee the representative payee program. These systems help SSA choose representative payees



and monitor their activities. SSA staff demonstrated the new Representative Payee System they are implementing to replace the older computer program they had in place.

I certify that the minutes written for the October 23, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with a long horizontal stroke at the end.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**November 20, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Judy Chesser**, Deputy Commissioner, Legislation and Congressional Affairs, Social Security Administration  
**Bonnie Kind**, Associate Commissioner, Office of Budget, Social Security Administration  
**Dan Bertoni**, Director, Education, Workforce, and Income Security Team, U.S. Government Accountability Office

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
David Warner, Management Chief  
Anita Kelly, Communications Director  
Jenn Rigger, Senior Advisor  
Joel Feinleib, Staff Economist  
Jeremy Elder, Policy Analyst  
Bethel Dejene, Research Analyst  
Hong Han, Research Analyst  
Caitlyn Tateishi, Policy Analyst  
Matthew Graves, Research Consultant

At its November meeting, the Board met with Judy Chesser, Deputy Commissioner for the Office of Legislation and Congressional Affairs (OLCA) at the Social Security Administration (SSA). Ms. Chesser began by discussing the provisions in the recently passed Bipartisan Budget Act of 2015, specifically the ones relevant to SSA. She noted that OLCA is still working through the logistics of how SSA will implement several of the provisions. Next, SSA Associate Commissioner for Budget, Bonnie Kind, discussed the Bipartisan Budget Act's implications for the agency's administrative budget for FY 2016. Ms. Kind noted that with full funding SSA would be better equipped to absorb fixed cost increases such as inflationary and pay-related increases. In addition, full funding would allow SSA to address several "critical" needs. For example, it would allow the agency to modernize its IT infrastructure and to address the rising post-entitlement backlogs at the agency.

Later, the Board met with Dan Bertoni, Director of Education, Workforce, and Income Security at the U.S. Government Accountability Office (GAO). Mr. Bertoni discussed GAO's 2013 report on SSA's Representative Payee Program with the Board. He also discussed the current and long-term challenges of the Representative Payee Program as well as the steps SSA has taken, or could take, to address these challenges.

I certify that the minutes written for the November 20, 2015 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
December 10, 2015**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Jim Klein**, Director, San Francisco Audit Division, SSA Office of the Inspector General  
**Rona Lawson**, Deputy Assistant Inspector General for Audit, SSA  
**Kathleen McManaman**, Assistant Director, Pension and Fiduciary Service, Veterans Benefits Administration, U.S. Department of Veterans Affairs  
**Nancy Berryhill**, Deputy Commissioner, Operations, SSA  
**Ann Robert**, Associate Commissioner, Office of Disability Determinations, SSA  
**Rosemary Stricks**, Associate Commissioner, Office of Public Service and Operations Support, SSA  
**Elaine Garrison-Daniels**, Acting Deputy Associate Commissioner, Office of Public Service and Operations Support, SSA  
**Cynthia Bennett**, Acting Associate Commissioner, Office of Telephone Services, SSA  
**Erik Jones**, Assistant Deputy Commissioner, Operations, SSA  
**Robin Sabatino**, Associate Commissioner, Office of Electronic Services and Technology, SSA

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Jeremy Elder, Policy Analyst  
Joel Feinleib, Staff Economist  
Anita Kelly, Communications Director  
Sterling Laudon, Policy Attorney  
Jenn Rigger, Senior Advisor  
Caitlyn Tateishi, Policy Analyst

David Warner, Management Chief  
Sarah Weaver, Management Analyst  
Hong Han, Research Analyst  
Matthew Graves, Research Consultant

In December, the Board held a series of meetings, focusing on representative payees and operations at the Social Security Administration (SSA). In the morning, the Board met with Rona Lawson, Deputy Assistant Inspector General for Audit, and Jim Klein, Director for the San Francisco Audit Division. Ms. Lawson and Mr. Klein reviewed SSA's techniques for reviewing representative payees and spoke to some of the challenges of overseeing these individuals and organizations. Both suggested steps SSA could take to improve its oversight capabilities.

The Board next met with Kathleen McManaman, Assistant Director for the Pension and Fiduciary Service at the Veterans Benefits Administration (VBA). Ms. McManaman spoke about the VBA's Fiduciary Program, explaining the similarities and differences between it and SSA's representative payee program. Ms. McManaman described challenges of overseeing the Fiduciary Program and steps the VBA has taken to confront them. The Board discussed ways that SSA could collaborate with the VBA to prevent misuse of funds.

In the afternoon, the Board met with Nancy Berryhill, Deputy Commissioner for Operations, and other SSA Operations staff. The Operations team provided an overview of accomplishments for fiscal year 2015, with updates on SSA's public service performance. Initiatives included new online services and plans to handle agency workloads. The Board and Operations team discussed recent legislative changes and plans for implementation.

I certify that the minutes written for the December 10, 2015 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
January 15, 2016**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:30 a.m. – 4:00 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Stephen C. Goss**, Chief Actuary, Social Security Administration  
**Michael Wiseman**, Research Professor of Public Policy, Public Administration, and Economics, George Washington University Institute of Public Policy  
**Robert Klopp**, Deputy Commissioner of Systems, Social Security Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Joel Feinleib, Staff Economist  
Anita Kelly, Communications Director  
Jenn Rigger, Senior Advisor  
Sterling Laudon, Policy Attorney  
Caitlyn Tateishi, Policy Analyst  
David Warner, Management Chief  
Sarah Weaver, Management Analyst  
Bethel Dejene, Research Analyst  
Hong Han, Research Analyst  
Matthew Graves, Research Analyst

The January Board meeting began with an Executive Session.

In the morning, the Board met with Social Security Administration (SSA) Chief Actuary Steve Goss. Mr. Goss talked about the recently completed 2015 Technical Panel on Assumptions and Methods, recounted previous technical panels, and offered his opinion about building on previous efforts. He also

offered advice about how technical panels could benefit the Office of Actuary when it produces the Trustees Report. Mr. Goss answered questions about replacement rates produced by SSA, legislative proposals affecting the Government Pension Offset, and the newly authorized Benefit Offset National Demonstration (BOND) program.

The Board next met with Michael Wiseman, Research Professor of Public Policy, Public Administration, and Economics, George Washington University. Mr. Wiseman highlighted the work he will be doing with the Social Security Advisory Board (SSAB). He explained that he will be developing recommendations for post-BOND SSA policy experimentation.

The Board met in another Executive Session after lunch.

In the afternoon, the Board spoke via video conference with Robert Klopp, SSA's Deputy Commissioner of Systems. Mr. Klopp updated the Board on SSA's Disability Case Processing System (DCPS). Mr. Klopp stated that the frequently delayed project was coming to completion more quickly because of new software simplification. The new system will be built for each state and DCPS will be fully rolled out to at least two DDS by the end of 2016.

The Board ended the day with a meeting in Executive Session.

I certify that the minutes written for the January 15, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
February 19, 2016**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Dorcas Hardy  
Barbara Kennelly

**Presenters:** **Molly Burgdorf**, Senior Advisor, Center for Policy and Evaluation, Administration for Community Living (ACL), Department of Health and Human Services (HHS)  
**Jonathan Martinis**, Project Director, National Resource Center for Supported Decision-Making (NRC-SDM) (grantee of the ACL)  
**Steve Kofahl**, President of Local 3937, American Federation of Government Employees (AFGE)  
**Stacy Rodgers**, Chief of Staff, Office of the Commissioner, SSA  
**Ruby Burrell**, Chief Strategic Officer, Office of the Chief Strategic Officer, SSA  
**Andy Liu**, General Counsel, Office of General Counsel, SSA  
**Mary Ann Zimmerman**, Acting Deputy Executive Director, Office of General Counsel, Office of Privacy and Disclosure, SSA

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Joel Feinleib, Staff Economist  
Anita Grant, Communications Director  
Sterling Laudon, Policy Attorney  
Jenn Rigger, Senior Advisor  
Caitlyn Tateishi, Management Analyst  
David Warner, Management Chief  
Bethel Dejene, Research Analyst  
Hong Han, Research Analyst  
Matthew Graves, Research Analyst

The Board met with Molly Burgdorf, Senior Advisor at the Administration for Community Living (ACL) and Jonathan Martinis, Project Director of the National Resource Center for Supported Decision-Making. Ms. Burgdorf gave an overview of Supported Decision-



Making and the role that ACL plays in this program. Mr. Martinis explained how Supported Decision-Making positively affects individuals in the program. Ms. Burgdorf and Mr. Martinis drew parallels between supported decision-making and SSA's representative payee program, suggesting methods that could be adopted by SSA.

The Board met with Steve Kofahl, AFGE Local 3937 President. Mr. Kofahl addressed several SSA issues, including SSA's budget, renovation of the Altmeyer Building, and benefit fraud. He also spoke about SSA's Strategic Plan and the Critical Eight Priorities, and the implications of the Executive Order regarding gun control for SSA claims representatives.

The Board met with Stacy Rodgers, the acting commissioner's Chief of Staff, and Ruby Burrell, SSA's Chief Strategic Officer. Ms. Rodgers and Ms. Burrell led an overview and answered questions about SSA's Vision 2025 Strategic Plan and Critical Eight Priorities. They described the process used by SSA to develop these plans and the "roadmap" that SSA is using to achieve their goals by year 2025.

The Board met with Andy Liu, SSA's General Counsel, and Mary Ann Zimmerman, Acting Deputy Executive Director of the Office of Privacy and Disclosure. Mr. Liu described the Office of the General Counsel's workloads, and briefed the Board about work in the Office of General Law, Office of Program Law, and the Office of Regional Chief Counsels. Ms. Zimmerman spoke about work in the Office of Privacy and Disclosure and data exchange agreements.

The Board met in Executive Session throughout the day between public presentations.

I certify that the minutes written for the February 19, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
March 22, 2016**

**Location:** 6401 Security Blvd WHR Room GD-7  
Baltimore MD, 21235

7455-L New Ridge Road BTW  
Hanover, MD 21076

**Time:** 8 a.m. – 4 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Andrew LaMont Eanes**, Senior Advisor, Acting Commissioner of Social Security (ACOSS)  
**Kim Baldwin Sparks, Jeff Caplan, Scott Pedersen, Gabe Hill, Rob Kenamond, and Matt Bortz** Office of Electronic Services and Technology (Operations) Internet Social Security Number Replacement Card (iSSNRC) Demo and Customer Engagement Tools Demo  
**Terrie Gruber**, Deputy Commissioner, Office of Disability Adjudication and Review (ODAR)  
**Gerald Ray**, Deputy Executive Director, Office of Appellate Operations, Office of Disability Adjudication and Review (ODAR)  
**Donna Calvert**, Assistant Deputy Commissioner, Office of Disability Adjudication and Review (ODAR)  
**Linda Kerr-Davis**, Acting Chief Program Officer, Disability Case Processing System (DCPS)  
**John Garrigues**, Deputy Chief Program Officer, Disability Case Processing System (DCPS)  
**Connie Miller**, Certified Disability Management Specialist (CDMS), Certified Case Manager (CCM), Certified Professional Ergonomist (CPE), Vice President Business Development  
**Angela Berwick**, Registered Occupational Therapist (OTR), Clinical Manager of Onsite Programs

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Joel Feinleib, Staff Economist

Anita Grant, Communications Director  
Caitlyn Tateishi, Management Analyst  
Hong Han, Research Analyst  
Matthew Graves, Research Analyst

The Board met with Andrew LaMont Eanes, Senior Advisor to Acting Commissioner of Social Security (ACOSS). Mr. Eanes gave a presentation on the Online Applications project's success. Mr. Eanes then talked about how the Information Technology Infrastructure Program (ITIP) was created. Mr. Eanes ended with the improvements in the accuracy of payments by the SSA.

The Board met with the Office of Electronic Services and Technology (Operations) team. Scott Pederson demonstrated the Internet Social Security Number Replacement Card (iSSNRC) application. Rob Kenamond demonstrated the internet 1099 and 1042S replacement application. Matt Bortz gave a live demonstration of new customer engagement tools Help button that searches FAQ's based on keywords and a call back feature from the SSA help desk.

The Board met with Terrie Gruber, Deputy Commissioner, Office of Disability Adjudication and Review (ODAR). Ms. Gruber gave an update to the Administrative Law Judge (ALJ) hiring situation. Ms. Gruber described ODAR's plan to improve the hearing process. Ms. Gruber described ODAR's work with OPM to increase the number of ALJ's hired.

The Board met with Linda Kerr-Davis, Acting Chief Program Officer and John Garrigues, Deputy Chief Program Officer, Disability Case Processing System (DCPS). Ms. Kerr-Davis and Mr. Garrigues updated the Board on their current actions on the Office of the Inspector General (OIG) recommendations, the current state of development and the roll out plan.

The Board traveled to Baltimore Therapeutic Equipment known as BTE's corporate headquarters. The Board met with Connie Miller, Certified Disability Management Specialist (CDMS), Certified Case Manager (CCM), Certified Professional Ergonomist (CPE), Vice President Business Development, and Angela Berwick, Registered Occupational Therapist (OTR), Clinical Manager of Onsite Programs. Ms. Miller gave an overview of BTE's program services to assess an individual's residual functional capacity. Ms. Berwick gave an interactive demonstration of BTE's EvalTech system.

I certify that the minutes written for the March 22, 2016 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, appearing to read "Henry Aaron", written in a cursive style.

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Henry J. Aaron

Chairman  
Social Security Advisory Board

**Social Security Advisory Board  
Minutes  
Board Meeting  
April 21, 2016**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 8:45 a.m. – 4:30 p.m.

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly Jagadeesh Gokhale

**Presenters:** **Dr. Paul Appelbaum**, Chair of Committee to Evaluate the Social Security Administration's Capability Determination Process for Adult Beneficiaries, Institute of Medicine  
**Frederick Erdtmann**, Board Director, Board on the Health of Select Populations, Institute of Medicine  
**Carol Spicer**, staff member, Board on the Health of Select Populations, Institute of Medicine  
**Frank Valliere**, staff member, Board on the Health of Select Populations, Institute of Medicine  
**Stephen Evangelista**, Associate Commissioner, Office of Data Exchange and Policy Publications (ODEPP), Office of the Associate Commissioner (OAC), SSA  
**Patrick O'Carroll**, Inspector General, SSA  
**Marilyn Zahm**, President, Administrative Law Judge Union  
**Linda Stagno**, Vice President for New York Region, Administrative Law Judge Union

**SSAB Staff:** Claire Green, Staff Director  
David Warner, Management Chief  
Jackie Chapin, Policy Chief  
Anita Kelly, Communications Director  
Joel Feinleib, Staff Economist  
Jenn Rigger, Senior Advisor  
Sterling Laudon, Policy Attorney  
Sarah Weaver, Policy Analyst

Caitlyn Tateishi, Management Analyst  
Bethel Dejene, Research Analyst  
Hong Han, Research Analyst  
Matthew Graves, Research Analyst  
Obie Blackmon, Detailee  
Fran Huber, Detailee  
Laura King, Detailee

The April Board meeting began with a short meeting in Executive Session.

In the morning, the Board met with Dr. Paul Appelbaum, Chair of Committee to Evaluate the Social Security Administration's (SSA) Capability Determination Process for Adult Beneficiaries, Institute of Medicine and his team. Mr. Appelbaum gave a presentation on the Committee's recently published report on Financial Capability, "Informing Social Security's Process for Financial Capability Determination." This report was commissioned by SSA.

The Board next met with the Stephen Evangelista, Associate Commissioner, Office of Data Exchange and Policy Publications (ODEPP), Office of the Associate Commissioner (OAC), SSA and his team. Mr. Evangelista discussed efforts to improve the Data Exchange process. SSA has created an inter-agency workgroup to streamline the process of data sharing and build understanding between agencies that have sensitive data.

The Board then met in Executive Session. The Board continued to meet in Executive Session through lunch as Acting Commissioner Carolyn Colvin was not able to meet for lunch.

In the afternoon, the Board met with SSA Inspector General Pat O'Carroll who will be retiring at the end of May 2016. The Board heard Mr. O'Carroll's perspective on major challenges facing the agency, current investigations, and audits.

The Board ended the day with a meeting with Marilyn Zahm, President, Administrative Law Judge (ALJ) Union Linda Stagno, Vice President for New York Region, Administrative Law Judge Union. The ALJ Union commissioned a report on the processing time of disability claims at the hearings level. Judge Zahm and Judge Stagno discussed ALJ workloads, challenges, and suggestions to improve the disability application process.

I certify that the minutes written for the April 21, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron

Chairman  
Social Security Advisory Board



# Social Security Advisory Board

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Henry J. Aaron, Chair  
Lanhee J. Chen  
Alan L. Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas R. Hardy  
Barbara B. Kennelly

400 Virginia Avenue, SW  
Suite 625  
Washington, DC 20024  
202-475-7700

Claire Green, Staff Director

## Board Trip Meeting Minutes May 2-4, 2016

### Location

Oakland, CA

### Time:

8:00 a.m. – 3:00 p.m. (May 2)  
8:00 a.m. – 7:00 p.m. (May 3)  
8:20 a.m. – 12:30 p.m. (May 4)

### SSAB Members:

Henry Aaron, Chair  
Lanhee Chen (May 2-3)  
Alan Cohen  
Jagadeesh Gokhale  
Barbara Kennelly (May 2-3)

### SSAB Staff:

Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Anita Grant, Communications Director

### Participants:

[at various times]

### Social Security Administration (SSA) San Francisco Regional Operations Executives:

Grace Kim, Regional Commissioner  
Steve Breen, Deputy Regional Commissioner  
Hy Hinojosa, Assistant Regional Commissioners  
for Management and Operations Support  
Patricia Raymond, Regional Communications Director  
Sue Olsen, Deputy Regional Communications  
Director  
Sarah Kim Lee, Regional Public Affairs Specialist  
Rob Pepper, Bay Area Public Affairs Specialist  
Angelica Castillo, Regional Public Affairs  
Specialist  
Tayo Ajose, Employee Training and Development  
Team  
Rosa M. Rodriguez, Employee Training and  
Development Team  
Kham Soukhamthat, Employee Services Team  
Bill Lazell, Executive Officer  
Amy Allen, Deputy Executive Officer

**Oakland District Office:**

Adam Terry, Deputy Area Director, Bay Area  
Christina Marin, District Manager, Oakland  
District Office  
Christine Womack, Assistant District Manager,  
Oakland District Office  
Jolaunne Dempsey, District Manager, East Oakland  
District Office  
Sean Tarnas, Operations Supervisor, Oakland  
District Office  
Pablo Pelayo, Operations Supervisor, Oakland  
District Office  
Linda Zamfino, District Office Supervisor, Bay  
Area  
Christopher Shum, Operations Supervisor,  
Richmond, District Office

**Center for Disability and Programs Support:**

Bill Zuroff, Program Director  
Natalie Bechtold, Team Leader  
Stewart Cruz, Team Leader  
Rebekah Alvarez, Management Analyst  
Maria Schlosser, Management Analyst

**Office of Disability Adjudication and Review:**

Jennifer Horne, Regional Chief Administrative  
Law Judge  
Evangeline Hernandez, Hearing Office Chief  
Administrative Judge  
Prabhdyal Mundian, Hearing Office Director  
Robert Barth, Acting Regional Management  
Officer  
Marie Avelar Simas, Special Projects Officer

**Western Program Service Center:**

Debby Ellis, Assistant Regional Commissioner for  
Processing Center Operations  
Ed Chin, Deputy Assistant Regional Commissioner  
for Processing Center Operations  
Bridget Creaven, Operations Support Branch Chief  
Rosa Serrano, Deputy Operations Support Branch  
Chief  
Marcus Smith, Executive Officer  
Leslie Kern, Operations Manager  
Stanley Joe, Operations Manager  
James Dokko, Operations Manager  
Kim Johnson, Disability Processing Branch Chief

**AFGE Council 147:**

Cynthia Patrick, Council Designee

**AFGE Council 1122:**

Annett Brooks-Norman, Executive Vice President  
Yvette Wilson, 1<sup>st</sup> Vice President  
Bennie Bridges, 2<sup>nd</sup> Vice President  
Renee Washington, Secretary



**Local Union Leadership:**

Judith Dickman, NTEU Representative

**Office of General Counsel:**

Geralyn Gulseth, Supervisory Attorney Counsel

**Office of the Inspector General:**

Jim Klein, Director, San Francisco Audit Division  
Robb Stickley, Special Agent in Charge, San Francisco Field Division

**Office of Quality Review:**

Darryl Moore, Director

**Swords to Plowshares:**

John Beem, Chief Financial Officer  
David Lopez, Associate Director of Client Services  
Tim Karo, Senior Case Manager  
Michelle Lewis, Representative Payee Case Manager

On May 2-4, the Board met in Oakland, California for a series of meetings with Regional Executives, management, and front-line employees. During this trip, the Board focused on systems modernization concerns, workload challenges, and representative payee issues.

The Board met with representatives from several components in Operations, Office of Disability Adjudication and Review, Office of the General Counsel, Office of Quality Review, and the Office of the Inspector General. During these meetings, the Board gathered valuable insight about local and national issues and SSA staff provided insights and ideas for improving the administration of Social Security programs.

In addition to meetings with SSA staff, the Board attended a public forum at the San Pablo Community Center sponsored by West County, the West County Senior Coalition, and the League of Women Voters. At the forum, Board members heard directly from members of the public and local stakeholders about their experiences with SSA and ideas to improve the Social Security system. The Board also heard from Swords to Plowshares, an organizational payee for homeless veterans, about their methods to secure housing for their clients.

I certify that the minutes written for the May 2-4, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron



# Social Security Advisory Board

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Henry J. Aaron, Chair  
Lanhee J. Chen  
Alan L. Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas R. Hardy  
Barbara B. Kennelly

400 Virginia Avenue, SW  
Suite 625  
Washington, DC 20024  
202-475-7700

Claire Green, Staff Director

## Board Meeting Minutes June 23, 2016

### Location

400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

### Time:

9:00 a.m. – 4:00 p.m.

### SSAB Members:

Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

### SSAB Staff:

Claire Green, Staff Director  
David Warner, Management Chief  
Jackie Chapin, Policy Chief  
Anita Grant, Communications Director  
Joel Feinleib, Staff Economist  
Jenn Rigger, Senior Advisor  
Sterling Laudon, Policy Attorney  
Sarah Weaver, Policy Analyst  
Caitlyn Tateishi, Management Analyst  
Bethel Dejene, Research Analyst  
Matthew Graves, Research Analyst  
Obie Blackmon, Detailee  
Fran Huber, Detailee  
Laura King, Detailee  
Jeannette Mandycz, Detailee

### Presenters:

#### Social Security Administration, Office of Data Exchange and Policy Publications (ODEPP):

Stephen Evangelista, Associate Commissioner  
Paul Davies, Senior Advisor  
Laura Haltzel, Deputy Associate Commissioner

**Social Security Administration, Office of Disability Adjudication and Review (ODAR):**

Terrie Gruber, Deputy Commissioner  
Gerald Ray, Deputy Executive Director, Office of Appellate Operations (OAO)

**Social Security Administration, Office of the Chief Actuary:**

Steve Goss, Chief Actuary  
Karen Glenn, Deputy Chief Actuary

**Social Security Administration, Office of Systems:**

Rob Klopp, Deputy Commissioner

The Board met with Stephen Evangelista, Paul Davies, and Laura Haltzel from the Office of Data Exchange and Policy Publications (ODEPP). The overall presentation was concentrated on data exchange issues such as requests and agreements, current workload of the office and an overview of the process.

The Board met with Terrie Gruber and Gerald Ray from the Office of Disability Adjudication and Review (ODAR). Ms. Gruber provided an update on CARES (A Plan for Compassionate and Responsive Service). Judge Ray gave a demonstration of the Natural Language Processing Software, a program that can take unstructured decision text and convert it to structured data to aid in the disability decision making process

The Board met with Steve Goss and Karen Glenn from the Office of the Chief Actuary. Mr. Goss spoke to the Board about the recently released 2016 Trustees Report. He focused on the status of the OASDI trust funds, falling disability applications, the projected shortfall and the workforce participation and projections.

The Board met with Rob Klopp from the Office of Systems for an update to the SSA Systems overhaul. Mr. Klopp explained the three step modernization plan SSA is undertaking; creating a new database, changing the SSA business process, and integrating to a cloud system.

I certify that the minutes written for the June 23, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron



# Social Security Advisory Board

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Henry J. Aaron, Chair  
Lanhee J. Chen  
Alan L. Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas R. Hardy  
Barbara B. Kennelly

400 Virginia Avenue, SW  
Suite 625  
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202-475-7700

Claire Green, Staff Director

## Board Meeting Minutes September 16, 2016

**Location:** 400 Virginia Avenue SW, Suite 625  
Washington, D.C. 20024

**Time:** 9:00 am – 4:00 pm

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Alan Cohen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy  
Barbara Kennelly

**SSAB Staff:** Claire Green, Staff Director  
David Warner, Management Chief  
Jackie Chapin, Policy Chief  
Anita Grant, Communications Director  
Joel Feinleib, Staff Economist  
Sterling Laudon, Policy Attorney  
Matthew Comey, Policy Analyst  
Jeremy Elder, Policy Analyst  
Sarah Weaver, Management Analyst  
Bethel Dejene, Management Analyst  
Matthew Graves, Research Analyst  
Obie Blackmon, SSA Detailee  
Fran Huber, SSA Detailee  
Jeannette Mandycz, SSA Detailee  
Joyce Nicholas, SSA Detailee

### Presenters:

**Social Security Administration (SSA), Office of Systems:** Rob Klopp, Deputy Commissioner/Chief Information Officer, Office of Systems

**IBM:** Barbara Hoover, SSA Watson Project Representative and other representatives from IBM

**National Institutes of Health (NIH) and SSA's  
Office of Retirement and Disability Policy  
(ORDP)**

Dr. Leighton Chan, Chief, Rehabilitation  
Medicine Department, Clinical Center, NIH

Dr. Beth Rasch, Staff Scientist and Chief,  
Epidemiology and Biostatistics, NIH

Dr. Diane Brandt, Protocol Manager,  
Epidemiology and Biostatistics, NIH

Representatives from ORDP:

Virginia Reno, Deputy Commissioner, ORDP

Susan Wilschke, Deputy Associate  
Commissioner, Office of Research,  
Demonstration, and Employment Support  
(ORDES)

Reafel Rigg, Acting Director, Office of Data  
Analysis, ORDES

Tony Notaro, NIH Project Manager, ORDES

Tamar Khafi, Social Science Research Analyst,  
ORDES

Gina Clemons, Associate Commissioner, Office  
of Disability Policy (ODP)

Dan O'Brien, Director, Office of Vocational,  
Evaluation, and Process Policy, ODP

Deborah Harkin, Senior Advisor, ODP

In the morning, the Board met with Rob Klopp, SSA's Chief Information Officer. Mr. Klopp provided an update on the status of the Disability Case Processing System (DCPS). The Office of Systems will be rolling out DCPS functionality to Disability Determination Services (DDSs) in increments.

Next, the Board met with Barbara Hoover and a team from IBM to hear about *Watson* technology and possible uses at SSA. The team led an interactive demonstration with a robot using *Watson* technology. Representatives demonstrated *Watson's* ability to process and interpret natural language and respond to commands and questions. The Board and IBM staff discussed ways that *Watson* technology could be used by SSA to assist the public and reduce agency workloads.

In the afternoon, the Board met with representatives from NIH and SSA on the Work Disability Functional Assessment Battery Tests (WD-FAB). WD-FAB is a statistical tool that SSA hopes will allow it to improve the disability determination process and target work supports to disability beneficiaries with a high probability of returning to work. The team presented their findings and explained next steps in their research.

I certify that the minutes written for the September  
16, 2016 meeting of the Social Security Advisory  
Board are correct.



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Henry J. Aaron



# Social Security Advisory Board

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Henry J. Aaron, Chair  
Lanhee J. Chen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Kim Hildred  
Barbara B. Kennelly

400 Virginia Avenue, SW  
Suite 625  
Washington, DC 20024  
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Claire Green, Staff Director

## Board Meeting Minutes October 28, 2016

**Location:** 400 Virginia Avenue SW, Suite 625  
Washington, D.C. 20024

**Time:** 9:45 am – 3:45 pm

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Kim Hildred  
Barbara Kennelly

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin, Policy Chief  
Anita Grant, Communications Director  
Jenn Rigger, Senior Advisor  
Joel Feinleib, Staff Economist  
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Bethel Dejene, Management Analyst  
Matthew Graves, Research Analyst  
Fran Huber, SSA Detailee  
Jeannette Mandycz, SSA Detailee  
Joyce Nicholas, SSA Detailee

### Presenters:

**University of Chicago:** Manasi Deshpande, Assistant Professor of Economics

**Social Security Administration (SSA), Office of the Chief Strategic Officer:** Stacy Rodgers, Chief of Staff  
Ruby Burrell, Chief Strategic Officer

**SSA, Office of the Chief Actuary:** Steve Goss, Chief Actuary  
Karen Glenn, Deputy Chief Actuary

**National Organization of Social Security  
Claimant Representatives (NOSSCR):**

Lisa Ekman, Director of Government Affairs

The Board met with Manasi Deshpande about her research on initial disability claims processed in SSA's field offices. She updated the Board on new developments in her work since her previous presentation at SSAB's SSI Forum in July. She spoke about her findings and the effect of field office closings on applications and allowances by different subgroups. In her presentation, she stated that SSA may want to consider the socioeconomic level of an area in which a field office closure takes place. She also emphasized the importance of having substitution for service and other forms of assistance for those affected by field office closures.

The Board then met with Stacy Rodgers and Ruby Burrell of SSA who updated the Board on the implementation of Vision 2025 and accomplishments thus far. They highlighted the improvement in online customer service, reduction in wait times for a hearing decision, and establishment of the IT Investment Review Board, Enterprise Program Management Office and the Analytics Center of Excellence (ACE). Ms. Rodgers and Ms. Burrell then shared SSA's next steps and planned initiatives. They also provided more detailed information about SSA's newly formed ACE. ACE uses advanced data analytics to determine strategic objectives for SSA, and improve organizational and operational performance.

Steve Goss and Karen Glenn spoke to the Board about the differences between the Trustees' and CBO's estimates and mortality projections. They highlighted different assumptions used by CBO and the Trustees, such as lower death rates, birth rates and employment rates, which lead to different projections. CBO also projects higher earning concentration above the payroll tax cap and lower interest rates.

Lisa Ekman of NOSSCR spoke to the Board about SSA's recent regulatory actions on disability claims, such as closing the record, submission of duplicate records, and the proposed uniformity rule through all regions. She explained the positives of the proposed program uniformity rule and changes to acceptable medical sources from NOSSCR's perspective. She also explained the negative effects of SSA's acceptance of duplicate records before a hearing and the closing of the record.

I certify that the minutes written for the October 28, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron



# Social Security Advisory Board

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Henry J. Aaron, Chair  
Lanhee J. Chen  
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Kim Hildred  
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400 Virginia Avenue, SW  
Suite 625  
Washington, DC 20024  
202-475-7700

Claire Green, Staff Director

## Board Meeting Minutes November 18, 2016

**Location:** 400 Virginia Avenue SW, Suite 625  
Washington, D.C. 20024

**Time:** 8:30 am – 4:30 pm

**SSAB Members:** Henry Aaron, Chair  
Lanhee Chen  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Kim Hildred  
Barbara Kennelly

**SSAB Staff:** Claire Green, Staff Director  
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Bethel Dejene, Management Analyst  
Matthew Graves, Research Analyst  
Fran Huber, SSA Detailee  
Jeannette Mandycz, SSA Detailee  
Joyce Nicholas, SSA Detailee

### Presenters:

**Social Security Administration (SSA), Office of the Inspector General:** Gale Stone, Acting Inspector General  
Rona Lawson, Assistant Inspector General for Audit

**Congressional Budget Office (CBO) Social Security Projections:** Julie Topoleski, Chief, CBO Long-term Analysis Unit

**Social Security Administration, Office of Research, Evaluation and Statistics (ORES):** John Phillips, Associate Commissioner



The Board met with Gale Stone and Rona Lawson from OIG for a statement on SSA's major management and performance challenges. Mrs. Stone updated the board on the current investigations being undertaken by the OIG and their importance. Then Mrs. Lawson reported on the changes in the process for checking a representative payee's criminal history. The OIG did a sampling of current rep payees and found that 52 individuals did not meet the requirement to be a rep payee. The OIG also sampled 85+ beneficiaries and found that more than half had a defacto rep payee. Mrs. Stone made recommendations on possible ways to improve the current rep payee system. She went on to lay out the major problems the new administration will face. Currently SSA is not on a path to sustainability.

Julie Topoleski from CBO was asked to explain the process of how it creates its projections and differences between the CBO's and the Trustees' projections. Ms. Topoleski explained how their projections are based and the key variable differences. The four major input differences are income subject to payroll tax, GDP growth, demographics, and interest rates. Ms. Topoleski then explained how each input effects the projection. However, these input differences did not fully explain the divide between the trustees and CBO projections. Ms. Topoleski stated that CBO is aggressive about adjusting its model, which can lead to larger swings in projections.

John Phillips from ORES spoke to the Board about the workings in his office and how he envisions research will be conducted through ORES in the future. He laid out the role of ORES and noted that dissemination was of particular importance. Mr. Philips plans to have a five-year grant cycle, where a set of institutions would be selected every five years and projects from within those institutions compete for grants on an annual basis. Five-year grant cycles would be needed to allow ideas to build on one another. Mr. Philips then laid out the importance of building a data infrastructure to improve ORES research.

I certify that the minutes written for the November 18, 2016 meeting of the Social Security Advisory Board are correct.

A handwritten signature in black ink, reading "Henry Aaron". The signature is fluid and cursive, with the first name "Henry" and last name "Aaron" clearly distinguishable.

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Henry J. Aaron



# Social Security Advisory Board

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Henry J. Aaron, Chair  
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Jagadeesh Gokhale  
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Barbara B. Kennelly

400 Virginia Avenue, SW  
Suite 625  
Washington, DC 20024  
202-475-7700

Claire Green, Staff Director

## Board Meeting Minutes December 9, 2016

<b>Location:</b>	400 Virginia Avenue SW, Suite 625 Washington, D.C. 20024
<b>Time:</b>	8:30 am – 4:00 pm
<b>SSAB Members:</b>	Henry Aaron, Chair Lanhee Chen Bernadette Franks-Ongoy Jagadeesh Gokhale Kim Hildred Barbara Kennelly
<b>SSAB Staff:</b>	Claire Green, Staff Director Anita Grant, Senior Advisor Jenn Rigger, Senior Advisor David Warner, Management Chief Joel Feinleib, Staff Economist Sterling Laudon, Policy Attorney Matthew Comey, Policy Analyst Sarah Weaver, Management Analyst Caitlyn Tateishi, Management Analyst Bethel Dejene, Management Analyst Matthew Graves, Research Analyst Fran Huber, Senior Policy Analyst, SSA Detailee Joyce Nicholas, Senior Policy Analyst, SSA Detailee
<b>Presenters:</b>	
<b>Social Security Administration (SSA), Office of Systems:</b>	Robert Klopp, Deputy Commissioner/Chief Information Officer, Systems, Social Security Administration John Garrigues, DCPS Chief Programs Officer, Systems, Social Security Administration
<b>MicroPact:</b>	Tom Sechler, Chief Executive Officer, MicroPact

In the morning session, the Board met with Robert Klopp, the Chief Information Officer and Deputy Commissioner for Systems at SSA, and John Garrigues, Chief Programs Officer for the SSA Disability Case Processing System (DCPS) development team. Mr. Klopp updated the Board on SSA's in-house efforts to develop a second-generation disability case processing system (the DCPS2 project). The project was launched in fall 2015 after DCPS's earlier efforts failed to produce a usable system. This effort, DCPS1, included a contract with Lockheed Martin. Mr. Klopp said that his office has conducted some early testing of DCPS2 with several state Disability Determination Services offices (DDSs). He reported that users found the system useful and intuitive. He acknowledged that, as yet, the system can support only quick disability determinations and compassionate allowance cases. Mr. Klopp said he expects the system to be able to handle about 50% of all cases by May 2017. Mr. Klopp also discussed a disability case processing and management system in development by MicroPact, a private company. MicroPact recently merged with Iron Data Solutions, a sub-contractor under Lockheed Martin on DCPS1.

MicroPact has informed SSA that it is building a system for the DDSs and believes that its system will meet the needs of the individual DDSs better than the system being developed internally. Mr. Klopp said the MicroPact project was in its early stages of development. He also expressed the opinion that the MicroPact system does not yet have and may never have as broad a range of functionalities as he claims that DCPS2 will have. He expressed the view that MicroPact is selling its product to Congress before it is built through an intense lobbying effort. Mr. Klopp said that he is looking for a fair and independent evaluation of the two systems before one was chosen over the other. He also said that he believes that such an evaluation will be impossible until MicroPact has completed the first phase of development of its software, which Mr. Klopp said MicroPact projects to be complete in spring, 2017.

In its afternoon session, the Board met with Tom Sechler, the Chief Executive Officer of MicroPact. Mr. Sechler explained to the Board that the current corporate structure of MicroPact was established in 2015, when the company merged with Iron Data Solutions, of which Mr. Sechler was CEO. Although Iron Data worked with Lockheed Martin on DCPS1, Mr. Sechler stated that Iron Data should not be held responsible for the failure of DCPS1, as the language in that contract limited Iron Data's role in the project and precluded it from raising with SSA concerns Sechler said that Iron Data had with Lockheed's management of the project. Iron Data is also the developer of the legacy disability case processing systems currently in use by 47 DDSs. Mr. Sechler said this experience gives his company an advantage over competitors, as staff at Iron Data understand DDS processes. Mr. Sechler said that MicroPact is currently investing in developing that system with its own funding. If SSA chooses to use their system, Mr. Sechler said that MicroPact would charge SSA only for installation and upkeep, which Mr. Sechler said would be less than SSA currently pays. Mr. Sechler hopes to prove to Congress that he has a system worth investing in and that a version of the software would be ready for use by April 2017. Mr. Sechler was asked directly whether he would support Mr. Klopp's call for an independent evaluation of the two systems in the Spring of 2017 but did not say whether he does so.

I certify that the minutes written for the December 9, 2016 meeting of the Social Security Advisory Board are correct.



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Henry J. Aaron