



**SERS Retirement Board Technology Committee Agenda
Special Meeting
February 17, 2022
12:30 P.M.
or Immediately Following the SERS Regular Board Meeting
(If the board meeting extends beyond 12:30 p.m.)**

Join Zoom Meeting

<https://ohsers.zoom.us/j/95088694949?pwd=SC95RHBMTkRreDd0MU9va3E4OEttZz09>

Meeting ID: 950 8869 4949

Password: 162419

To join by phone, dial: (929) 205-6099 and enter the Meeting ID: **950 8869 4949** and Password: **162419** when prompted.

1. Roll call (R)
2. Approval of **December 16, 2021**, Committee Minutes (R)
3. Overview of 5-Year Technology Investment Planning
 - The Process and Assumptions
 - Rationale for Investment
 - Desired Outcome
 - Investment Components and Budget
 - Funding Strategy
4. Executive Session pursuant to R.C. 121.22(G)(6) to discuss security matters-
5. Upcoming Technology Committee Meetings
 - Future Topics
 - Next Meeting Date(s) – *Matt King*
6. Adjournment

**SERS Technology
Committee Meeting
February 17, 2022**

_____ P.M.

Roll Call:

Matthew King _____

James Rossler _____

Frank Weglarz _____

Daniel Wilson _____

School Employees Retirement System		TECHNOLOGY COMMITTEE MINUTES	
Preparer	Gina Scarver	Meeting Date:	December 16, 2021
Committee Chair	Matthew King	Committee roll call was as follows: Matthew King, James Rossler, Frank Weglarz, and Daniel Wilson Also in Attendance: Board Chair Barbra Phillips, Lisa Reid from the Ohio Attorney General's Office, SERS Staff: Richard Stensrud, Joe Marotta, Joe Bell, Jay Patel, Karen Roggenkamp, Jeff Davis, Vatina Gray, and Gina Scarver	
Agenda	<ol style="list-style-type: none"> 1. Roll Call 2. Approval of October 21, 2021 Technology Committee meeting minutes (R) 3. Executive Session pursuant to R.C. 121.22(G)(6) to discuss security matters (R) 4. Upcoming Technology Committee Meetings <ul style="list-style-type: none"> • Future Topics – • Next Meeting Dates – <i>Matthew King</i> 5. Adjournment (R) 		
Discussion	The SERS Technology Committee meeting began in open session at 1:02 pm. ROLL CALL The regular SERS Technology Committee meeting began with the roll call as follows: Present – Matthew King, James Rossler, Frank Weglarz, and Daniel Wilson. Others present included Lisa Reid from the Ohio Attorney General's Office and several SERS Staff members. <u>APPROVAL OF October 21, 2021, SPECIAL TECHNOLOGY COMMITTEE MINUTES</u> James Rossler moved and Frank Weglarz seconded the motion to approve the October 21, 2021 SERS Technology Committee meeting minutes. Upon roll call, the vote was as follows: Yea: Matthew King, James Rossler, Frank Weglarz, and Daniel Wilson. The motion carried. <u>Executive Session</u> Frank Weglarz moved and James Rossler seconded the motion that the Technology Committee convene into Executive Session pursuant to R.C. 121.22(G)(6) to discuss security matters. Upon roll call, the vote was as follows: Yea: Matthew King, James Rossler, Frank Weglarz, and Daniel Wilson. The motion carried.		
Executive Session	The Technology Committee convened into Executive Session at 1:03 p.m. The Technology Committee reconvened to Open Session at 1:53 p.m.		
Next Meeting	<u>Upcoming Tech Committee Meetings</u> The next meeting will be a special meeting scheduled for Thursday, February 17, 2022, starting at 12:30 p.m. or immediately following the regularly scheduled Board Meeting.		
Adjournment	<u>Adjournment</u> Matthew King adjourned the meeting at 1:55 p.m.		
	Action Items	Assigned Person	Due Date
Action Items	Budget numbers regarding contingency plan.	Joe, Jay, Karen	Feb 2022 meeting
Agenda for Next Meeting			



Technology Committee

February 17, 2022

Agenda



5 Year Technology Investment Plan (Work In-Progress)

- SERS Mission
- Charting the Course - the Process
- Rationale for Investment (technology proactive)
- Desired Outcome (to-be state)
- Roadmap, Investment Components and Budget
 - SMART
 - Infrastructure
 - Talent
- Financial Model
- Appendix



SERS Mission / Vision / Values



Mission
To provide our membership with valuable lifetime pension benefit programs and services



Vision
Through the continuous pursuit of excellence and innovative solutions, we will partner with our stakeholders so that our membership will understand and achieve security in retirement



Values

- Focus
- Accountability
- Communication
- Collaboration
- Innovation



Mission Delivery: Keeping Member Connections with Enhancements



Current Service Delivery Model

- Member On-Site Counseling (Face to Face)
- Call Center – Voice
- In Person Employer & Member Outreach
- Annual Statements, HC Enrollments, Newsletters – paper based

Pandemic Forced Digital Options & Increased Expectations for Both High Touch + Digital Tools

- Virtual (Board meetings, Employer Training, Retirement Planning, Counseling, Call Center)
- Mobile Friendly Devices/Email & Text/Electronic Delivery
- Connect Anywhere Continuity with any Device

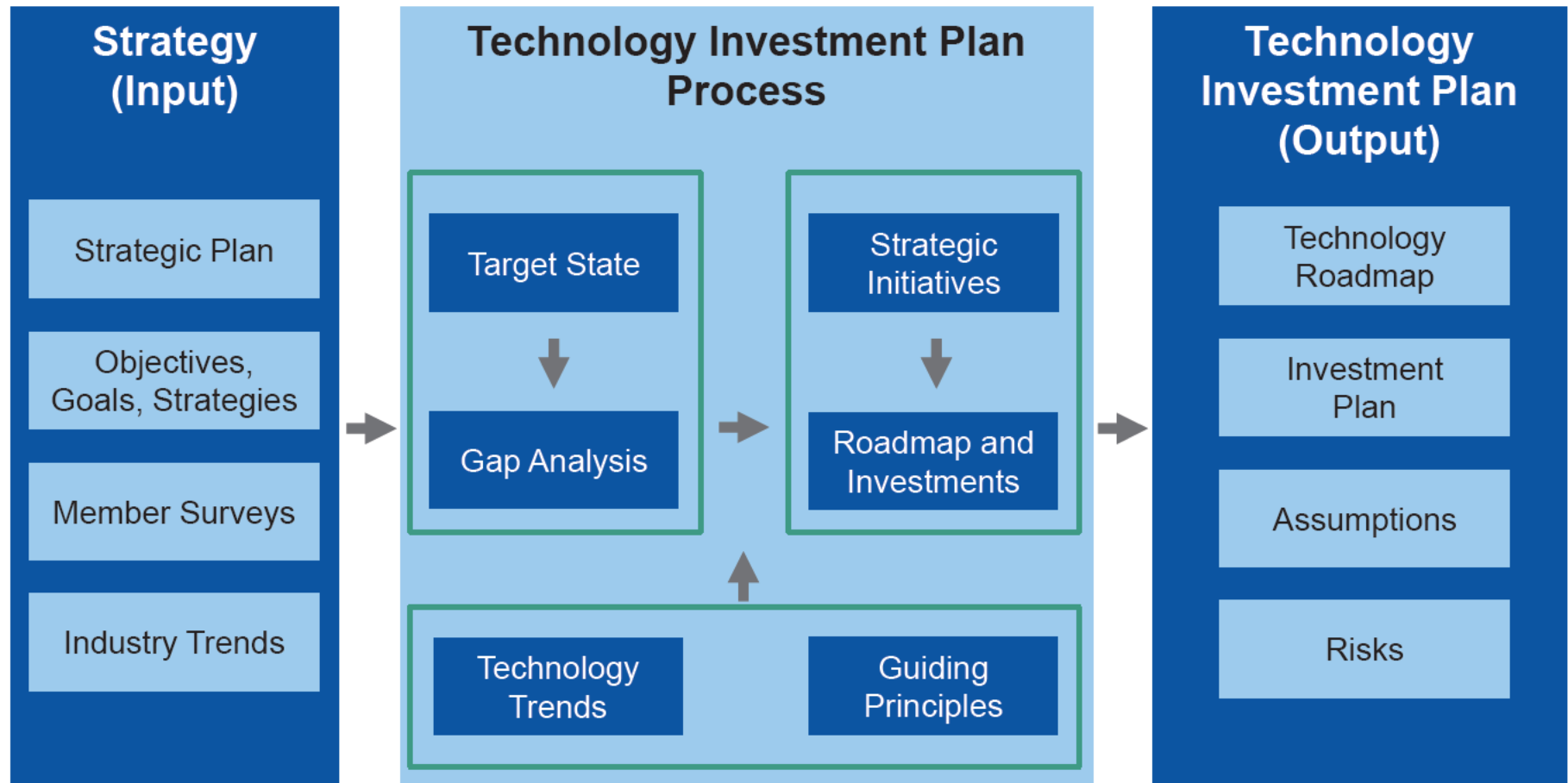
Results in a 3-5 Year Higher Service Delivery Cost Structure & Needed Investment – Benefits Realized over Time

Secret of 5 Year Technology Investment Plan



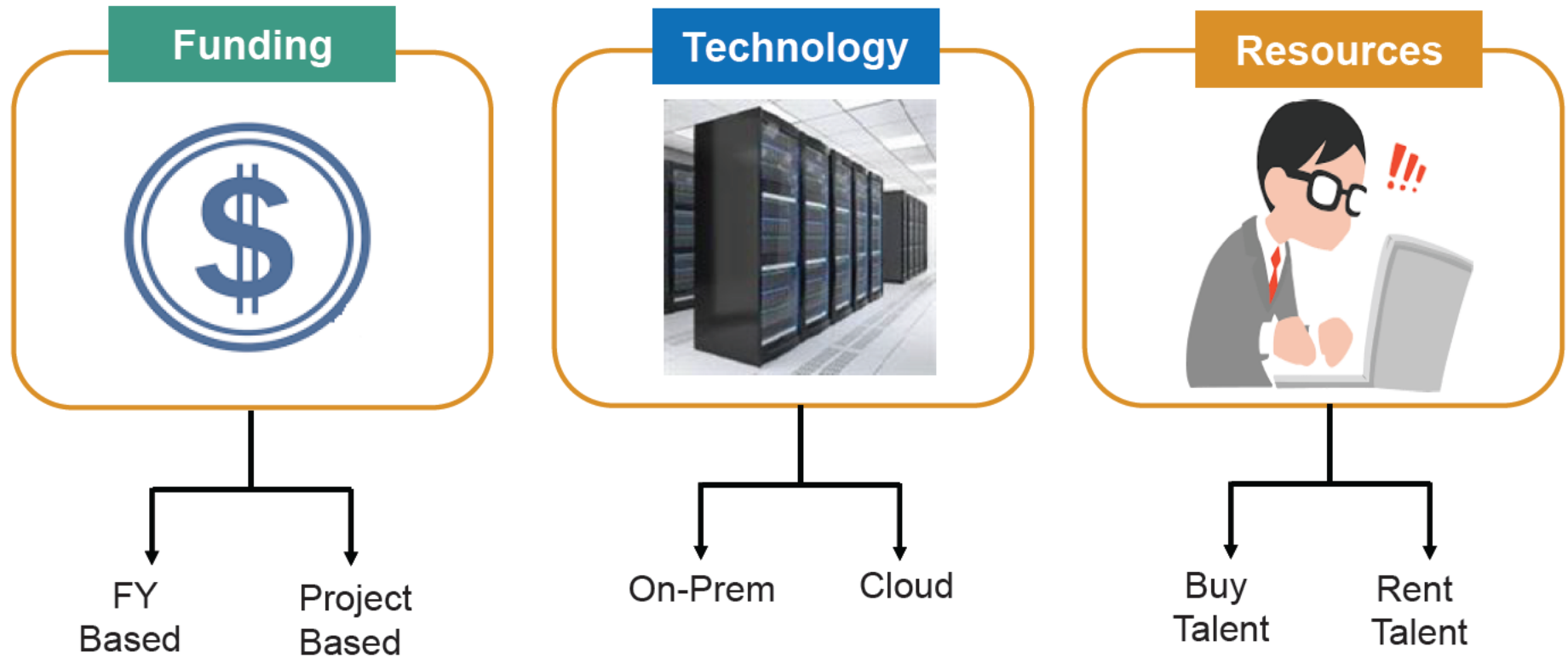


The Process: Technology with a Purpose



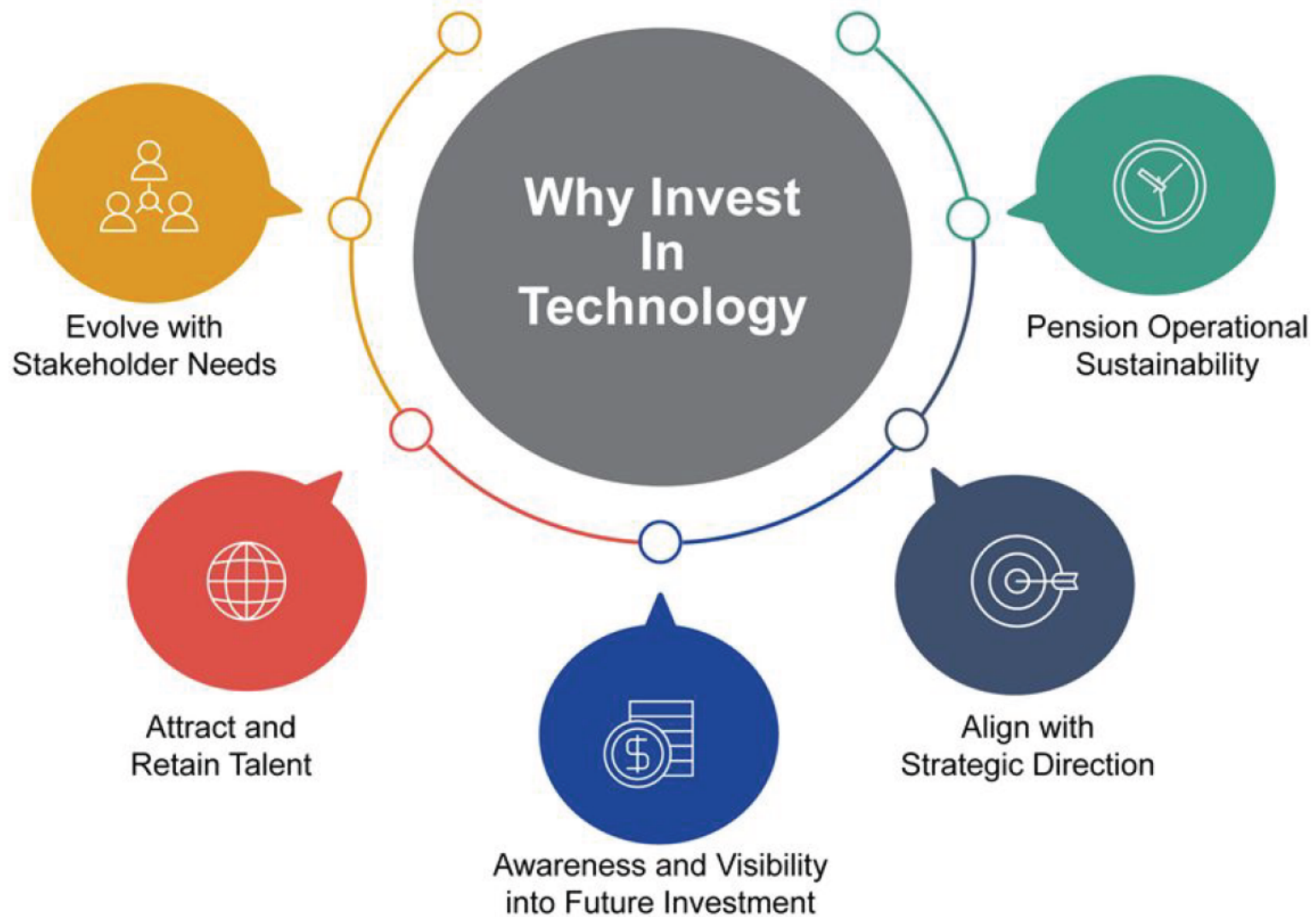


Ingredients to Power-Up Technology Investment Plan





Rationale for Technology Investment



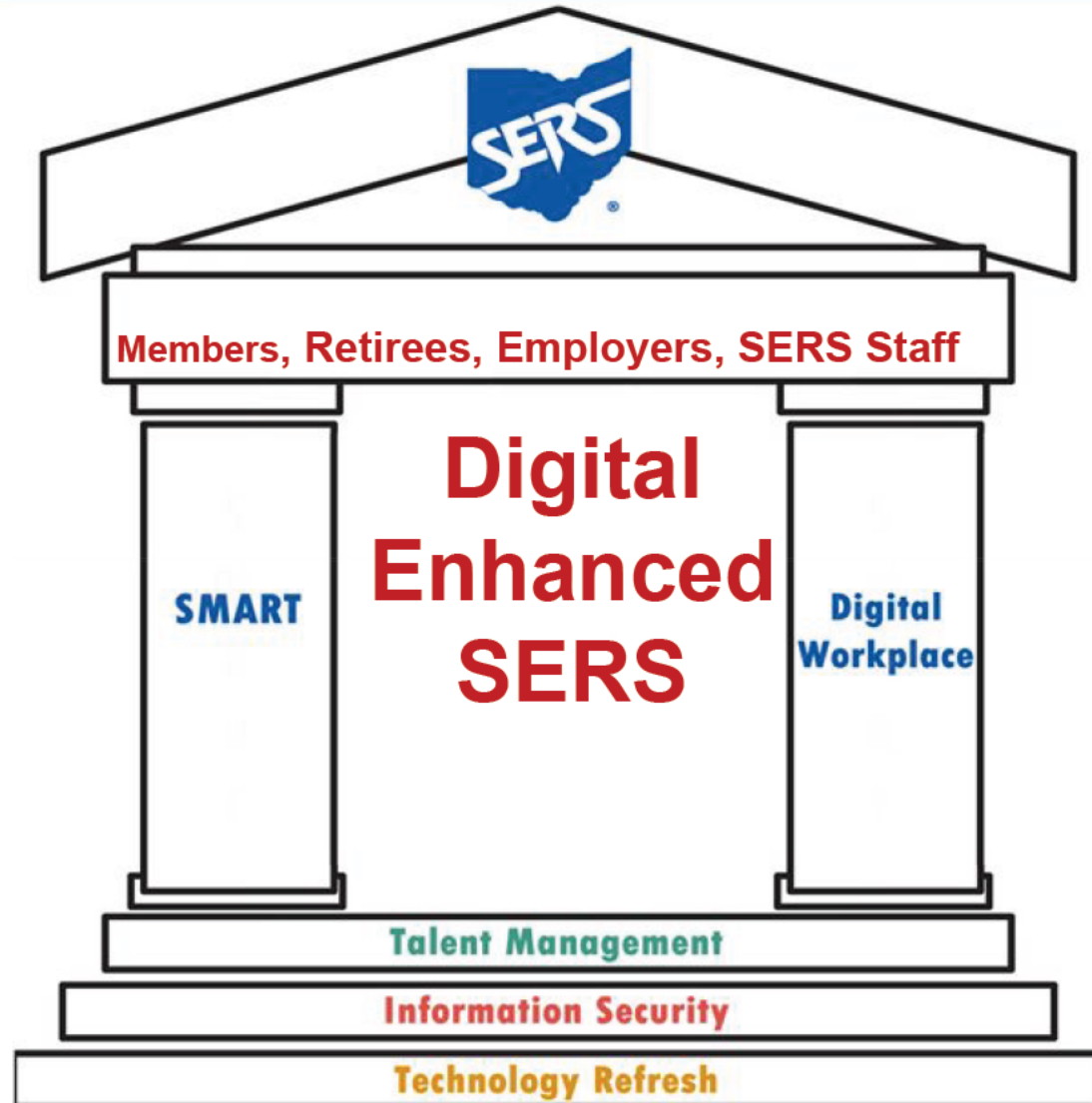
Desired Outcome



Being Digital means SERS as an organization has accepted the norms of constant change and to re-imagine and re-engineer member, employer, and staff journeys with SERS by deploying digital technologies to preserve and enrich high touch engagement and outcomes they seek.



Technology Investment Pillars



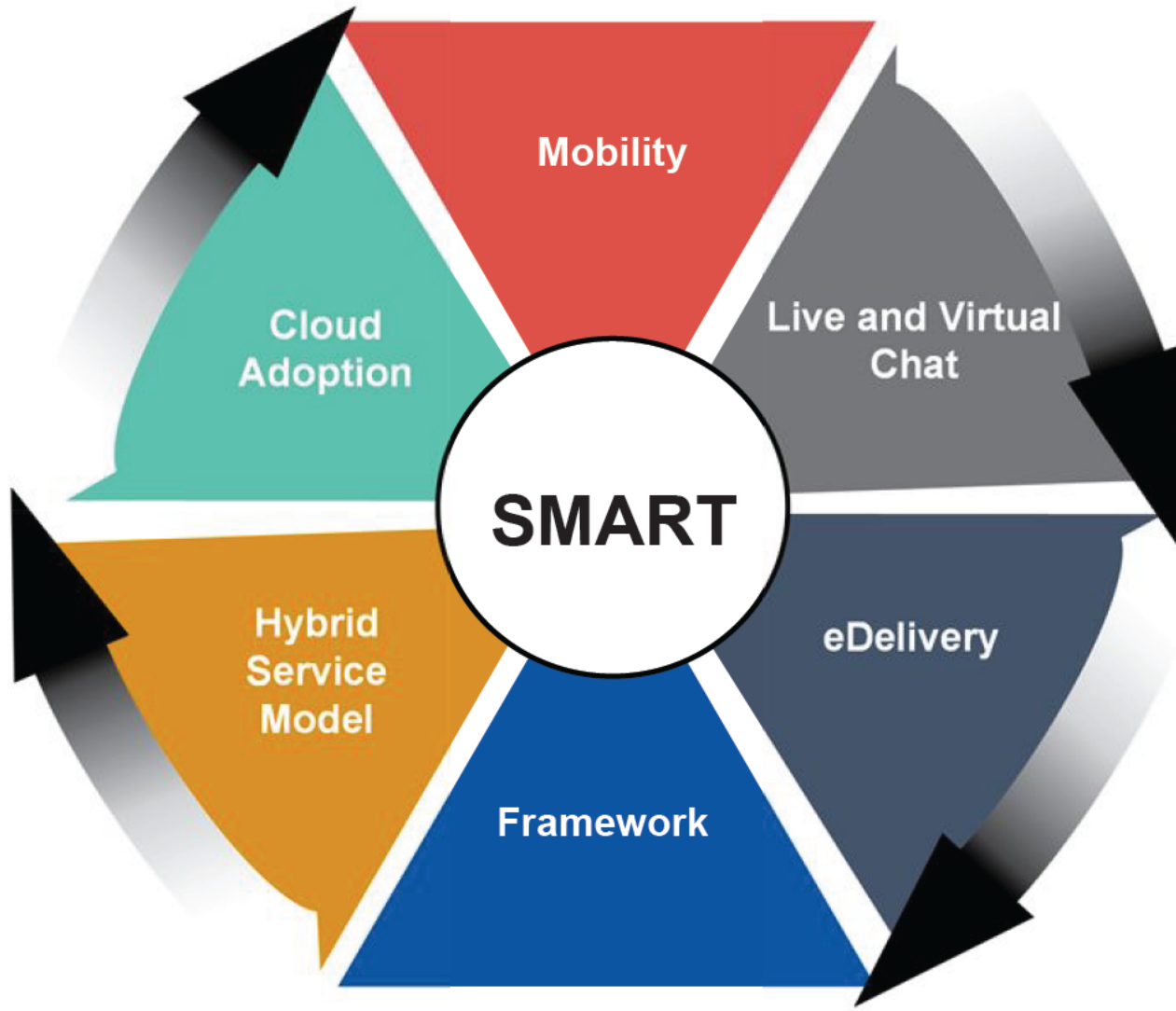


SMART – Overview

- An enterprise-wide Pension Administration System
- Implemented in production in February of 2017
- Single-source of truth for all stakeholders (members, employers, etc.)
- Fully-integrated with products such as:
 - Single-Sign-On (Security)
 - Workflow and Imaging
 - Centralized Printing
 - General Ledger
- Depends on Sagitec’s NeoSpin Framework and Integrated Software Development (IDE) tool
- While SERS continues to support, maintain, and utilize SMART, SMART’s road map explores next phase of SMART’s evolution



SMART – Technology Road Map



5 Year – Technology Investment - SMART



Investment Category	Description	Example
SMART	SERS member and retiree tracking enterprise wide integrated system that enables SERS staff to service all customers.	Enrollment, Benefit Estimates, Refunds, Employer Reporting, Member and Employer Self-Service, Workflow and Imaging
Live and Virtual Chat	Live chat is an enhanced customer service capability through Self-Service portals that allows customer to interact with SERS real-time during the business hours. Virtual chat is an automated chat through Self-Service portals which can provide customer service during non business hours of SERS operations.	Member has a visual of Member Service Team (MST) during live chat. MST manages multiple service channels (i.e., voice, chat) which can reduce wait times.
eDelivery	eDelivery (Electronic delivery) enables customers to receive documents on-line (either portal or eMail) instead of by mail.	Text Messaging, Annual Member Statement, 1099, General Communication,
Framework	Sagitec's propriety software (secret sauce) that powers SMART by encapsulating and providing low level system services.	Authentication, Authorization, Transaction Management, Workflow, Reporting, MVVM, Correspondence Engine
Hybrid Service Model	SERS prides itself in providing high touch premier customer service. COVID challenged SERS to pivot it's service model and quicky adapt Hybrid Service Model which includes on-prem and virtual.	On-Prem Service Delivery Virtual Server Delivery On-Demand Service Delivery
Cloud Adoption	Cloud computing is the on-demand availability of computer resources, especially data storage and computing power.	SMART - Infrastructure-as-a-Service, SMART - Platform-as-a-Service
Mobility	SMART mobile application, most commonly referred to as an, app, is designed to run on a mobile device such as smartphone or tablet which provides rich user experience.	eSMART on iOS and Android O/S

SMART Investment Outcome



		FY22	FY26
Technology	Framework	V6.0	V7.0
	Workflow Architecture Correspondence	Internal Workflow Model-View-View (MVM) Internally Built-In	Business Process Manager (BPM) Model-View-ViewModel (MVVM) Correspondence Engine
Customer Focused	Self-Service Capabilities	Service and Disability App Sign-up for Events / Counseling View Member Account View Member Statements Communicate with SERS Update Person Information Create Estimates	eSignatures On-Line Refunds eDocuments HC Self-Service Application Progress Bar
	Vendor Self-Service	None	Disability File Transfer Medical Examiner Reports
	Employer Self-Service	Member Enrollment Contribution Reporting Account Maintenance	Status/Progress Bar Live Chat Virtual Chat
	Correspondence	US Mail Limited eMail	US Mail eDelivery - eMail eDelivery - Self-Service Portal eDelivery - Text Message
	Service Delivery	On-site Video Conferencing	On-Site Video Conferencing Live Chat Virtual Chat
	SERS On-line Anytime / Anywhere	Self-Service Portals	Self-Service Portals Mobile Friendly Portals Mobile App
	Security / Protection	Single-Factor-Authentication	Multi-Factor Authentication (MFA)

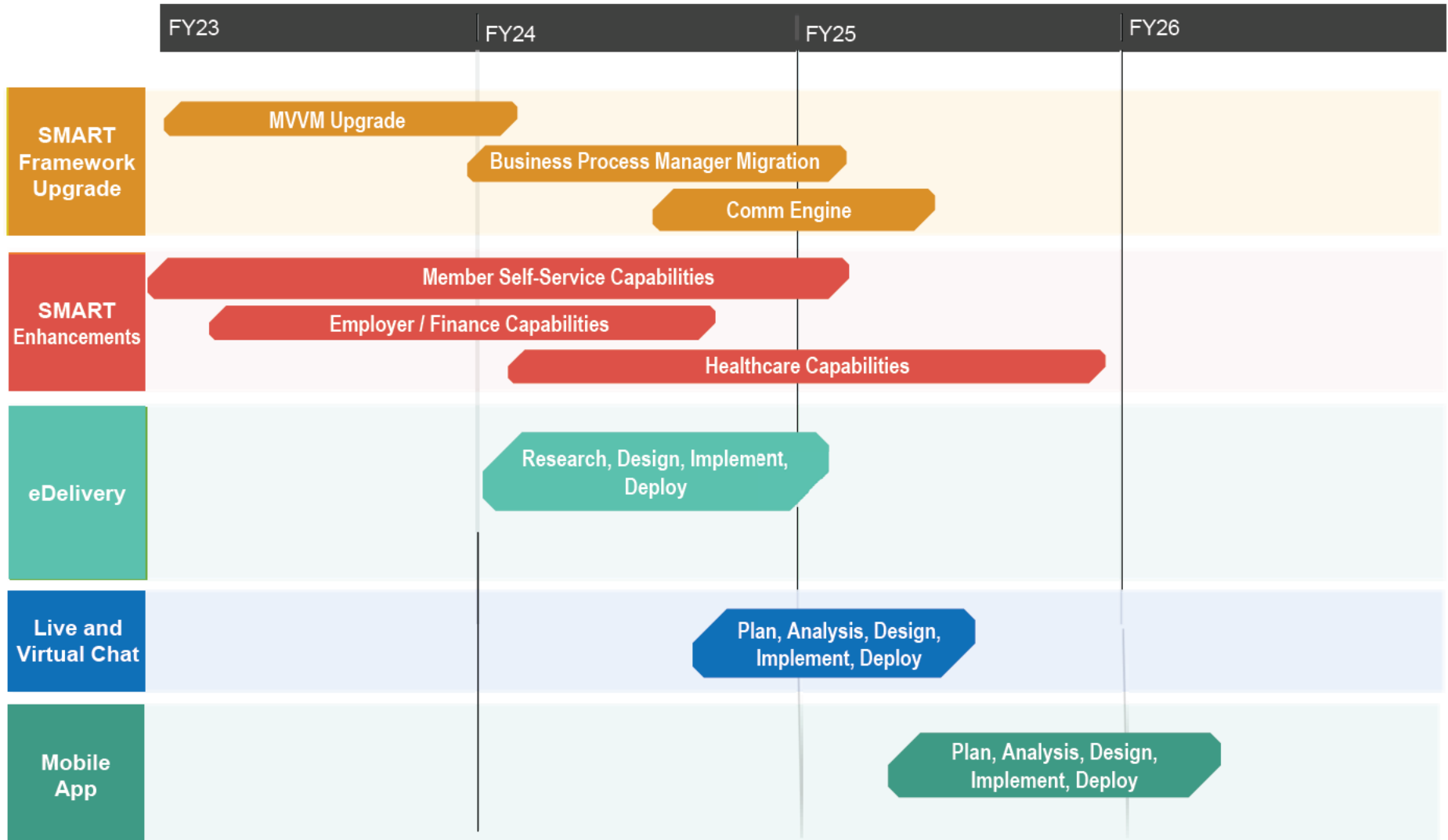
5 Year – Technology Investment - SMART



SMART Road Map																
FY2023 - FY2027																
SMART Capabilities	FY					Business Value				Technology Components			Investment Estimate			
	FY23	FY24	FY25	FY26	FY27	Mandatory to Sustain	Improved Service	Staying Relevant	Improved Security	Software	Hardware	Services	Software \$	Hardware \$	Services \$	
Framework 7.0 Upgrade	X	X				X			X	X		X	\$0	\$0	\$0	
- MVVM Upgrade	X												\$0	\$0	\$360,000	
- Business Process Manager (BMP) Upgrade		X											\$0	\$0	\$270,000	
- Communication Engine		X											\$0	\$0	\$100,000	
eDelivery		X					X			X	X		\$191,000		\$275,000	
SMART Evolution																
- Additional Capabilities (Portals, Direct-Pay etc.)	X	X			X	X	X			X	X	X	\$125,000	\$195,000	\$720,000	
- Dual Factor Authentication	X								X	X		X	\$100,000	\$0	\$96,000	
- Finance Technology Roadmap / Automation	X	X					X					X	\$0	\$0	\$375,000	
- Healthcare Technology Roadmap / Automation		X					X					X	\$0	\$0	\$250,000	
- Mobile Application				X				X		X		X	\$150,000	\$0	\$192,000	
- Live / Virtual Chat			X					X		X		X	\$50,000	\$0	\$100,000	
													\$616,000	\$195,000	\$2,738,000	
													\$3,549,000			

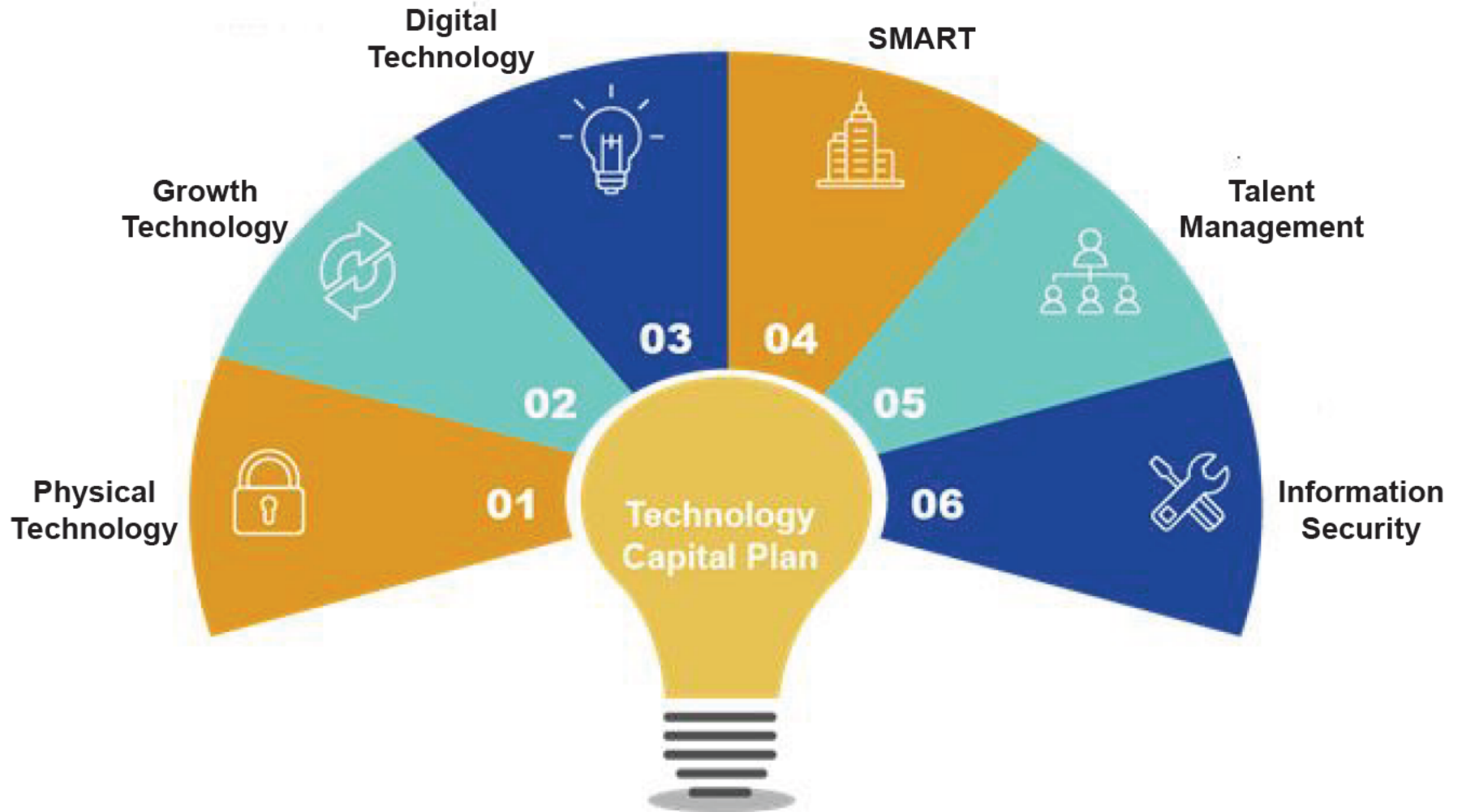


SMART Roadmap Planning Timeline





IT Infrastructure Components



5 Year – Technology Investment - Infrastructure Components



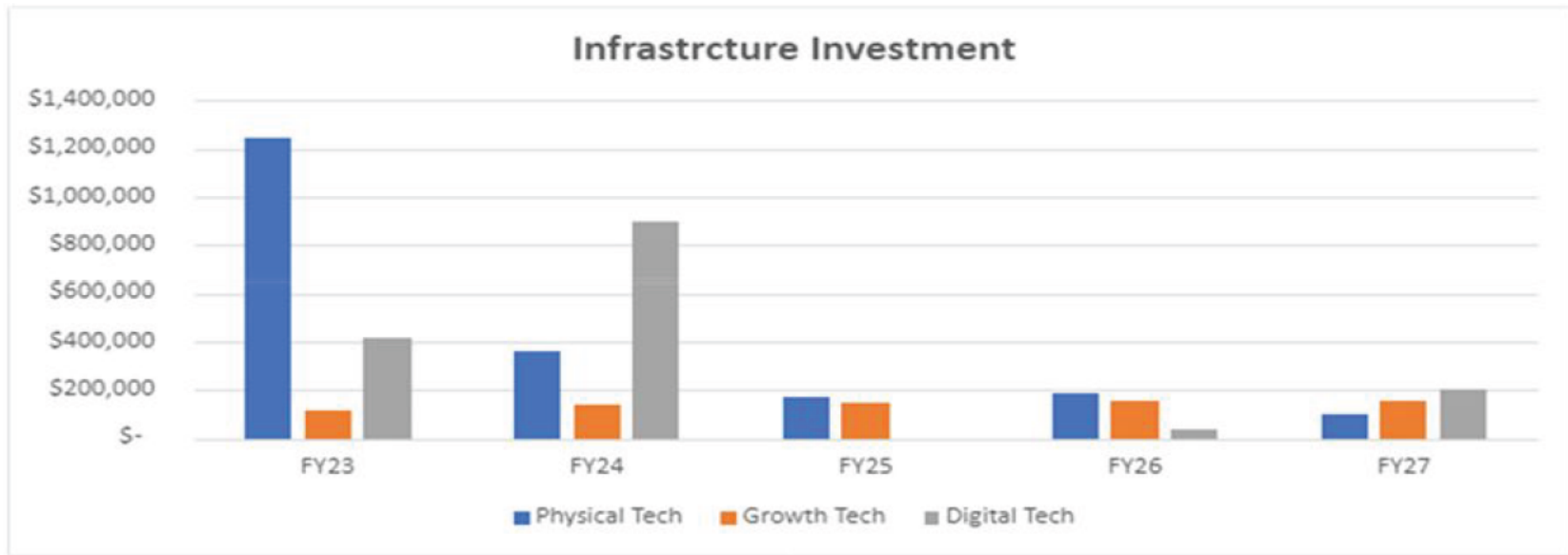
Investment Category	Description	Example
Physical Technology	Hardware that's part of the SERS infrastructure located in the data center.	VxRail, firewall appliance, network switches and routers
Growth	Expands the footprint of physical and digital technology, may be the result of SERS strategic goals, technology road-map, new initiatives, and technology refresh	New server host for VxRail, replacement of telecom system
Digital Technology	Software or virtual appliances purchased under a term contract, schedule for review to renew/replace/retire	F5 load-balancing appliances, information security technology - Splunk, Tenable, CrowdStrike
Caring and Feeding	Annual subscription, SAS and/or maintenance on software or virtual appliances	M365, Commvault data backup, ImageNow

Note – Caring and Feeding will be included in annual IT Operating Budget.

5 Year – Technology Investment – Infrastructure



	Physical Tech	Growth Tech	Digital Tech	Total
FY23	\$1,247,100	\$115,000	\$416,000	\$1,778,100
FY24	\$357,600	\$139,500	\$897,200	\$1,394,300
FY25	\$171,000	\$145,250	\$-	\$316,250
FY26	\$183,000	\$151,063	\$33,000	\$367,063
FY27	\$102,000	\$156,941	\$202,400	\$461,341
	\$2,060,700	\$707,753	\$1,548,600	\$4,317,053



5 Year – Infrastructure Investment Detail Plan



Category	FY23 [7.1.22 - 6.30.23]	~ Cost	FY24 [7.1.23 - 6.30.24]	~ Cost2	FY25 [7.1.24 - 6.30.25]	~ Cost3	FY26 [7.1.25 - 6.30.26]	~ Cost4	FY27 [7.1.26 - 6.30.27]	~ Cost5	Total	
Physical Tech	Network Assessment/Evaluate: Floor Core Tor Switches UPS Backbone		\$606 000 VDI Hosts Evaluate		\$186 500 Hybrid Technology Deployment (38)		\$108 000		Hybrid Technology Deployment (30)	\$90 000	\$990 300	
	Wireless Network Access Evaluate		\$120 000 Dell server Evaluate		\$161 100 MS Surface Evaluate (43)		\$52 000 Palo Alto Perimeter Firewall Evaluate (2)	\$172 000			\$505 100	
	Unified Communication As-A-Service (UCaaS)		\$230 000								\$230 000	
	Hybrid Technology Deployment (35)		\$70 000								\$70 000	
	HP Server		\$41 100								\$41 100	
	Conference Room AV Equipment		\$10 000 Conference Room AV Equipment		\$10 000 Conference Room AV Equipment		\$11 000 Conference Room AV Equipment		\$11 000 Conference Room AV Equipment Evaluate	\$12 000	\$54 000	
	Palo Alto Internal Firewa l Evaluate (4)	Included									\$-	
	Commvault Hyperscale 3 year lease		\$130 000								\$130 000	
	Growth	VMWare: VxRail hosts (hardware)		\$63 000 VMWare: VxRa l hosts (hardware)		\$62 000 VMWare: VxRail hosts (hardware)		\$64 000 VMWare: VxRail hosts (hardware)		\$66 000 VMWare: VxRail hosts (hardware)	\$66 000	\$325 000
		Backup Storage Capacity		\$30 000 Backup Storage Capacity		\$32 300 Backup Storage Capacity		\$33 000 Backup Storage Capacity		\$37 300 Backup Storage Capacity	\$60 000	\$275 000
			DRaaS Storage Capacity		\$25 000 DRaaS Storage Capacity		\$26 250 DRaaS Storage Capacity		\$27 363 DRaaS Storage Capacity	\$28 941	\$107 753	
Digital SAS	Redundant ISP for Cloud Services		\$60 000				Manage Engine Evaluate		Palo Alto 3250 (2) Global Protect Wildfire \$33 000 Threat Evaluate or Renew	\$202 400	\$295 400	
	Network Monitoring		\$25 000 FS Virtual Appliances (5) & License Evaluate		\$75 000						\$100 000	
	DR As-A Service (DRaaS)		Palo Alto 3250 (2) Global Protect Wildfire Threat \$138 000 Evaluate		\$184 000						\$342 000	
	Manage Engine Evaluate		\$30 000 AWS VMWare IaaS VPC Evaluate		\$400 000						\$430 000	
	Splunk Evaluate		\$47 000 Palo Alto Panorama Evaluate		\$12 000						\$59 000	
	Veracode Evaluate		\$16 000 Crowdstrike Evaluate due 1/1/24		\$107 000						\$123 000	
	Entrust Evaluate due 4/22 - now offered as a service evaluating change to the product		\$80 000 Qualys WAF Evaluate due 6/27/24		\$2 200						\$82 200	
			Tenable Evaluate due 5/1/24		\$77 000						\$77 000	
			Veeam Evaluate 11/23/23		\$40 000						\$40 000	
	Total Cost		\$1,778,100		\$1,394,300		\$316,250		\$967,063		\$461,341	\$4,317,053

5 Year – Technology Investment Big Rocks



Physical Technology - Big Rocks



Physical Tech	Growth Tech	Digital Tech
\$2,060,700	\$707,753	\$1,548,600

Digital Technology - Big Rocks

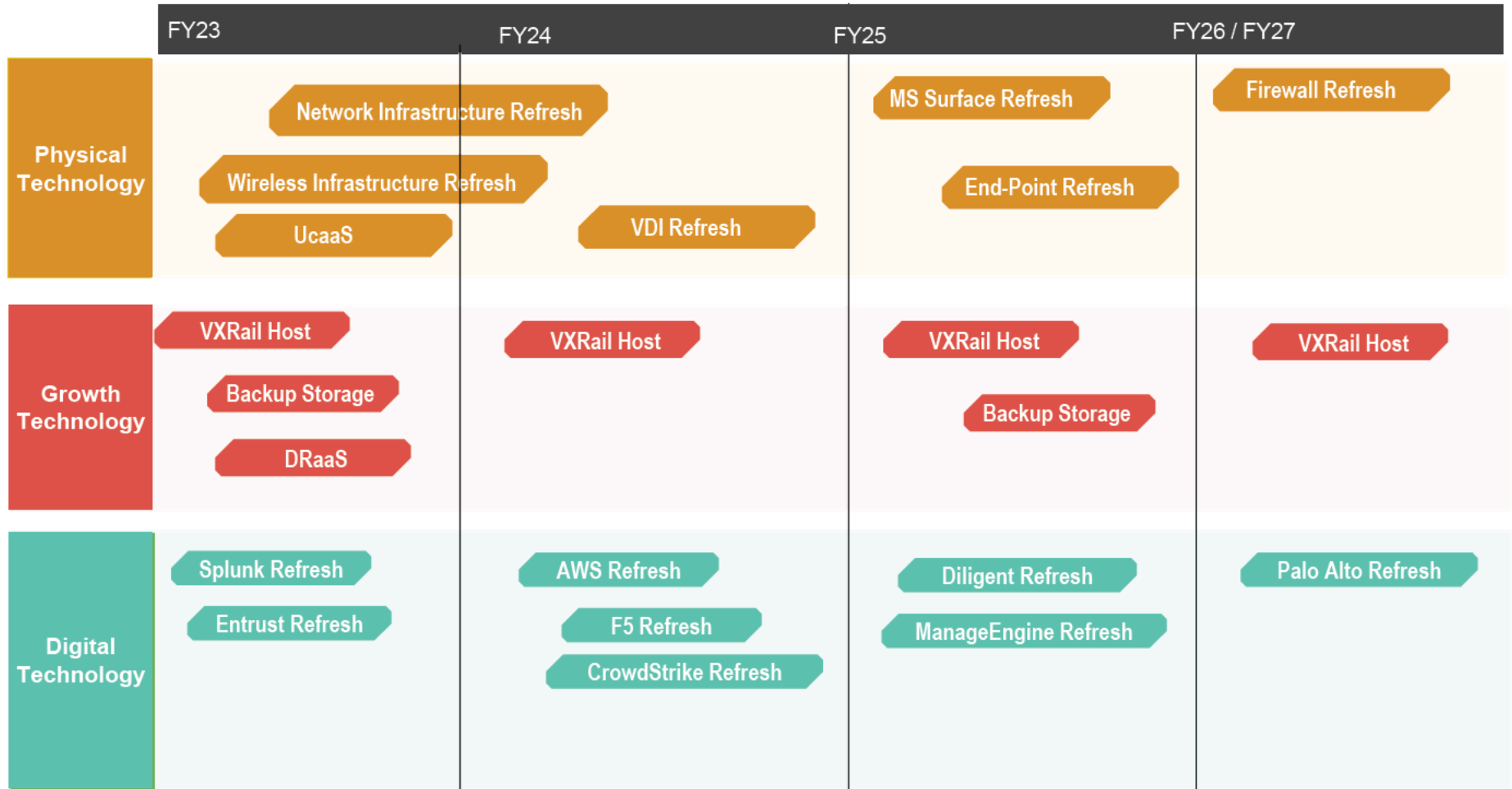


Growth Technology - Big Rocks





Technology Infrastructure Timeline



Technology Building Blocks – FY23 Budget



Physical Tech	Network Assessment/Refresh: Floor, Core, Tor Switches, UPS, Backbone	\$606,000
	Wireless Network Access Refresh	\$120,000
	Unified Communication As-A-Service (UCaaS)	\$250,000
	Hybrid Technology Deployment (35)	\$70,000
	HP Server	\$41,100
	Conference Room AV Equipment	\$10,000
	Palo Alto Internal Firewall Refresh (4)	Included
	Commvault Hyperscale 3 year lease	\$150,000

Growth	VMWare: VxRail hosts (hardware)	\$65,000
	Backup Storage Capacity	\$50,000

Digital SAS	Redundant ISP for Cloud Services	\$60,000
	Network Monitoring	\$25,000
	DR As-A Service (DRaaS)	\$158,000
	Manage Engine Refresh	\$30,000
	Splunk Refresh	\$47,000
	Veracode Refresh	\$16,000
	Entrust Refresh due 4/22 - now offered as a service, evaluating change to the product	\$80,000

SMART Building Blocks – FY23 Budget



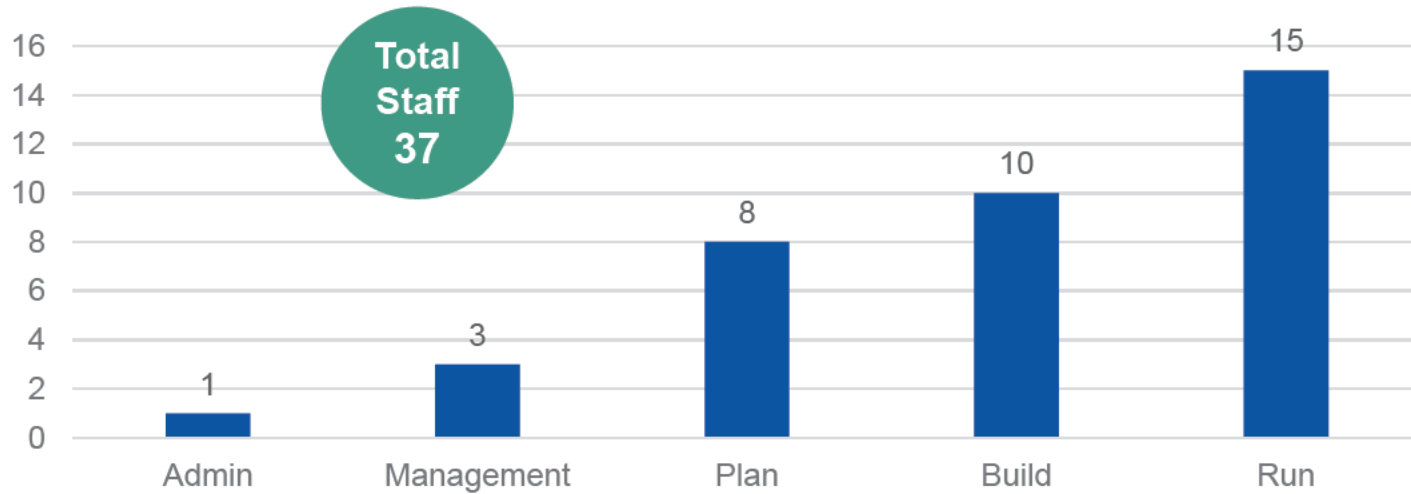
SMART FY23 Big Rocks



Investment Category	Description	Benefits
Model-View-ViewModel (MVVM) Architecture	MVVM is an emerging architecture pattern for evolving web applications that take advantage of the user's device capabilities and browser memory to improve performance and usability.	<ul style="list-style-type: none"> * Avoid technology obsolescence * Better user experience on different devices * Pop-up navigation * Powerful dashboards * Improved performance
Member Self-Service (MSS) Enhancements	Member Self-Service (MSS) is an on-line web portal for members to securely access their pension information as well as perform some basic services (i.e., view member statement, create estimates, sign-up for events etc.)	<ul style="list-style-type: none"> * Application progress bar * eDocuments * On-line refunds



IT Talent Breakdown

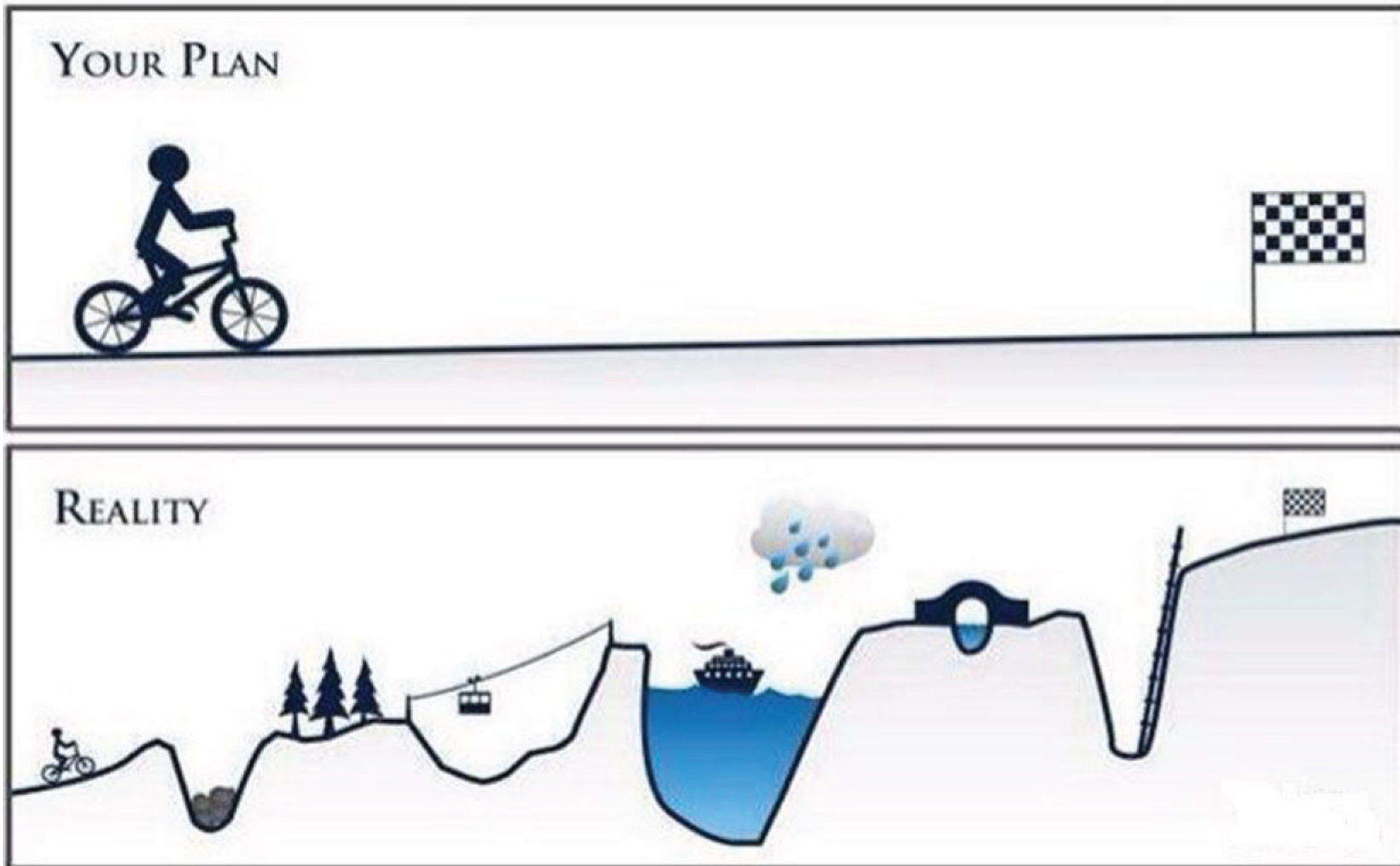


- Approximately 20% of SERS total staff is IT
- ~400 total service years at SERS
- Average ~10 years @ SERS (*deep tribal knowledge*)



- Buy vs. Rent talent
- Buy talent – Recruit, on-board, invest and retain
- Rent talent – Project/skills/technology-based consultants (i.e., mobile app etc.)

Implementation Expectation and Reality





5-Year Technology Investment Plan - Risk of Doing Nothing?





Investment Plan Assumptions

- Technology investment plan & timing is an estimate as of today. Although there is “no crystal ball” to forecast all future technology changes (i.e., Hybrid Work, Crypto, etc.), we must stay in step as pension administration and technologies evolve.
- Future IT’s FY operating budget and technology investment plan provides a framework of needed investments to support benefit delivery, changing expectations, and staff support. The annual budget then reflects the changes as the technology investment plan is implemented and incorporated in the annual run rate (i.e., SW/HW support and renewal, staff training, telecommunication etc.).
- As technology investment plan gets executed, future OpEX is likely to increase in the FY budget to accommodate annual maintenance, and support expenses. Over time other benefits are realized (ex: lower mail costs as checks, statements, outreach becomes electronic; electronic messaging/chat reduces in-coming call volumes).
- As our pension system evolves, technology investment plan will evolve/reset and remain fluid within the guardrails of SERS’ strategic direction and goals along with associated funding to optimize project delivery, cost, and achieve the desired outcome.

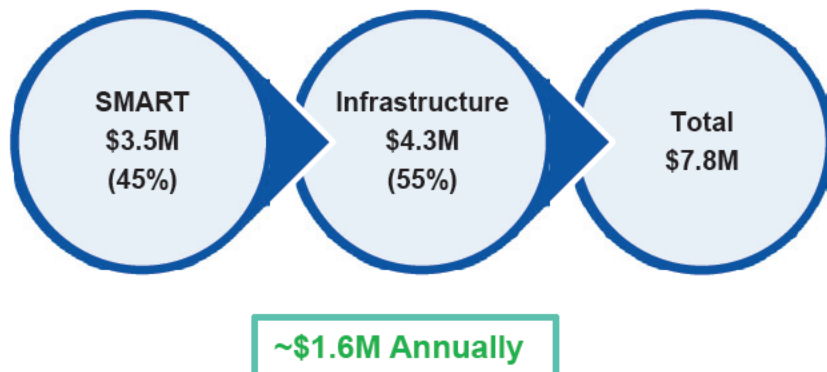


Financial Model

Guiding Principles

- IT leads SERS in establishing an investment plan based on our service mission, expectations, and industry direction.
- Technology Committee and IT have joint ownership. Committee provides oversight, guidance, direction and monitoring of plan execution.
- Flexibility and agility *“to skate to where the puck is going”* is required from all.

5 Year Investment



Budget Framework

- Similar to SMART implementation, establish 5-year stand-alone technology capital budget (i.e., investment pool).
- Oversight, review, and monitoring are provided by Technology Committee and Executive Staff.
- Projects are earmarked and vetted within the annual budget guardrails but flexibility to pivot based on the priorities and needs.
- Once the projects are implemented, on-going support and maintenance cost will transition to an annual budget.



SUMMARY

- SERS' mission is powered by continuous, prudent and economical investment in technology and talent.
- Hybrid Service Delivery Model requires preserving current high-touch service delivery while expanding digital service capabilities.
- While Technology Committee and Executive staff provides oversight and guidance on the over-all technology strategy and investment plan, pace of technology changes enables SERS / IT to be nimble with the strategy and investment.
- 5 Year capital budget framework sets the financial guardrails to realize the benefits of technology investment plan.



QUESTIONS



EXECUTIVE SESSION

_____ moved and _____ seconded the motion that the Technology Committee convene in Executive Session pursuant to R.C. 121.22(G)(6) to discuss security matters.

Upon roll call, the vote was as follows:

<u>ROLL CALL:</u>	<u>YEA</u>	<u>NAY</u>	<u>ABSTAIN</u>
Matthew King	_____	_____	_____
James Rossler	_____	_____	_____
Frank Weglarz	_____	_____	_____
Daniel Wilson	_____	_____	_____

IN EXECUTIVE SESSION AT _____ A.M./P.M.

RETURN TO OPEN SESSION AT _____ A.M. / P.M.

Technology Committee

Meetings & Action Items



Upcoming Committee Meetings

- **Topics**
- **Next Meeting Date(s)**

Meeting Action Items

ADJOURNMENT(R)

_____ moved that the Technology Committee adjourn to meet on _____
for the next scheduled meeting.

The meeting adjourned at _____ p.m.

Matthew King, Chair