



REQUEST FOR INFORMATION (RFI) 19-001
FOR
THE STATE BOARD OF ADMINISTRATION OF FLORIDA
ROBOTIC PROCESS AUTOMATION (RPA)

Responses to be opened by the State Board of Administration of Florida

1801 Hermitage Blvd., Suite 600

Tallahassee, Florida 32308

At 5:00 p.m., 04/26/2019

Request for Information (RFI) 19-001 Robotic Process Automation (RPA)

The State Board of Administration of Florida (SBA) is issuing this Request for Information (RFI) to obtain industry information about the strategic implementation of Robot Process Automation (RPA).

This RFI is for planning purposes only and is not a competitive solicitation for offers. This RFI will not result in the award of a contract with any respondent. Additionally, this RFI does not create any obligation on the part of the SBA. The information gathered from this RFI may be used to develop a future competitive solicitation.

Any document submitted in response to this RFI that contains proprietary information must be marked on the outside as containing proprietary information. Each page upon which proprietary information appears must be marked as containing proprietary information. The proprietary information must be clearly identifiable to the reader wherever it appears.

Background

Organization of the State Board of Administration. The SBA is an agency of Florida state government that provides a variety of investment and trust administration services to various governmental entities. These include managing the assets of the Florida Retirement System (FRS) Pension Plan (*i.e.*, *defined benefit plan*) and Investment Plan (*i.e.*, *defined contribution plan*), the Lawton Chiles Endowment Fund, the Local Government Surplus Funds Trust Fund (Florida PRIME), the Hurricane Catastrophe Fund, the Lottery Fund and a variety of smaller funds. The FRS Pension Plan is the fifth largest public pension fund in the country, with assets of approximately \$163 billion as of July 31, 2018. Total assets under SBA management as of July 31, 2018 were approximately \$203 billion. The SBA currently invests in five (5) asset classes: Global Equity, Fixed Income, Strategic Investments, Private Equity and Real Estate. Approximately half of the investments are directly managed in-house and the other half through oversight of a select group of outside investment managers.

Governing Authority. The SBA has three Trustees (the "Board"). The Board is comprised of the State of Florida's Governor who serves as Chairman, the Chief Financial Officer, and the Attorney General. All three of the Trustees of the Board are elected statewide to their respective positions as Governor, Chief Financial Officer, and Attorney General.

Administrative Structure. The Executive Director & Chief Investment Officer (CIO) of the SBA serves at the pleasure of the Trustees of the Board and manages a staff of approximately 236 professional and administrative support staff. The management of the investments is conducted by the Executive Director & Chief Investment Officer with the assistance of the Deputy Executive Director, the Senior Investment Policy Officer, the Chief Operating Officer, and the General Counsel.

Authority to Contract. Sections 215.44(2)(b) and (7), Florida Statutes, provide authority for the SBA to contract for consultant services related to the management of its investments.

Investment Advisory Council. The Investment Advisory Council of the SBA consists of nine members, appointed by the Board, having specialized knowledge, experience, and familiarity with financial investments and portfolio management. The Council meets quarterly to review and discuss the SBA's policies, strategies and performance.

Investment Management. The Board delegates the day-to-day management of the assets that it manages to the Executive Director & Chief Investment Officer. The powers and duties of the SBA in managing the assets of any fund are set forth in Section 215.44, Florida Statutes. Additional powers and duties of the SBA are included in the Investment Policy Statement with respect to the assets of the FRS and a separate Investment Policy Statement for the assets of the LCEF, both of which are developed by the Executive Director & Chief Investment Officer and approved by the Board. The powers and duties of the SBA in

managing the assets of the various other funds are governed by separate trust agreements with respect to each such fund.

Master Custodian. The SBA presently has a contract with BNY Mellon Bank for master custodial and performance measurement services for the assets of the FRS, LCEF, Florida PRIME and other mandates. Bank of America as the secondary custodian provides custodian services for debt service on bonds for which the SBA serves as trustee, as well as a variety of treasury management services including corporate card and ACH services.

Purpose

The SBA is interested in evaluating opportunities to utilize Robotic Process Automation as a means to enhance back office support functions, simplify and drive a more efficient service delivery platform, and reduce costs in a variety of areas within the SBA's Financial Operations, Accounting, Accounts Payables, Procurement Human Resources, Internal Audit, and IT related functions. The SBA is seeking information on opportunities for implementing RPA software that would integrate with various existing software such as external facing websites, enterprise applications (e.g. SharePoint, PeopleSoft, Eagle Investment Systems), and internal IT non-integrated systems.

Through the issuance of this RFI, the SBA desires to seek market competitive information from authoritative organizations with expertise in RPA applications, strategies, processes and technologies.

The SBA is interested in available offerings, perceived pros and cons, best practices, and implementation experience that result in consistent innovation and improvement services to:

- Develop a RPA strategy, roadmap, and assessment
- Deploy RPA where it is the most effective choice for automation
- Achieve cost savings/Return on Investment (ROI)
- Provide an enhanced user experience
- Increase efficiencies in processing
- Reduce IT asset utilization

The following business units have initially been identified as potential candidates for process automation:

- Accounting and Financial Operations
- Human Resources
- IT and Support Services
- Back Office Administration
- Investment Management and Reporting
- Procurement
- Internal Audit

RFI Questions Overview and Instructions

The SBA's current challenge is that we have not yet developed a point of view on how to tackle RPA from an operating model, process mapping, governance, etc. standpoint. In that vein, we hope to gain a better understanding as to how to approach RPA and automation.

The following questions are being presented to the Service Provider community to solicit feedback on RPA services. For the questions below, include available options, perceived pros and cons and industry best practices.

Questions for Service Providers	
#	Question / Statement
1.	Company Overview Provide a brief company description as it relates to RPA services offered, business size, and point(s) of contact, including name, address, phone, and e-mail address.
2.	What strategies would you recommend to the SBA to begin our RPA journey given we have not previously implemented RPA and have a history of manual paper processes? Explain why you recommend this strategy.
3.	What are the Key Success Factors in terms of approach, assessment, strategy, etc. of implementing RPA?
4.	What are the key business risks associated with implementing a RPA solution within an organization like the SBA? What best practice(s) do you recommend for mitigating and addressing these risks?
5.	Illustrate and explain a typical RPA roadmap for an organization similar in size and complexity to the SBA.
6.	During what stage of the RPA journey should a Center of Excellence be developed?
7.	What is the typical Organization structure and/or operating model when implementing RPA?
8.	How would you describe the organizational changes required to maximize the value from the automation solution?
9.	What organization (function within an organization like the SBA) typically lead a RPA initiative?
10.	What areas within an organization need to be on board with the project to be successful?
11.	How many resources are typically required to implement an initial RPA deployment as well as support it? Please provide client examples.
12.	Can a non-technical person automate a process without the help of an IT person using RPA?
13.	What skill sets are required to utilize and configure RPA?
14.	Who is a typical user of the RPA tool?
15.	How should an organization like the SBA plan RPA use relative to process controls and audit governance?
16.	How is change management handled prior to and once RPA is implemented?
17.	What is your methodology to assess and evaluate processes within the SBA to identify the feasibility for automating processes using robotic software automation?
18.	How do you manage process consistency? How much human effort is required to manage a deployment? Can you provide an indication of the ratio of the number of people needed to manage the robots? How autonomous are the robots in execution?
19.	Considering the size of the SBA, what is your recommendation as to how many processes the SBA should to automate initially as well as over time?
20.	What does the SBA need to be aware of in terms of system availability and network performance that could affect the automations?
21.	How does the SBA determine the optimal technology to use and what are those technologies today?
22.	Describe your methodology to assist clients in the evaluation of software solutions that may be specific to any RPA proposed initiative, where the assistance shall include, but not be limited to, oversight to any resulting RFP process for RPA, including evaluation, selection, contract negotiation and potential implementation;
23.	Does your company provide a Proof of Concept (POC) prior to any contract execution with a client?
24.	Please provide References in the Financial Services or Pension industry that have seen success and business benefit after implementation and would be willing to speak to the SBA.
25.	Provide Case Studies as available, preferably in the Financial Services or Pension industry.
26.	Based on a review of the breadth and scope of requested services, what additional information would be needed to better scope and price the requested services? What are we not asking that we should learn more about?
27.	Cost Methodology - Please do NOT include pricing in response Provide the cost methodology that your company utilizes for these types of services. The SBA is seeking information on costing model only. What are the cost saving measures or industry best practices that the SBA should consider to ensure optimal pricing?

RESPONSE REQUIREMENTS

Interested vendors that believe they have the capability to address the topics described herein are invited to submit a response to this RFI. In your response, please provide your answers to the questions identified. Respondents should be mindful in their responses and should not include generic marketing information or reference to vendor web sites. Please keep in mind that both technical and nontechnical staff at the SBA will be reviewing information submitted in response to this RFI. As such, please construct your responses in a plain, clear, and concise manner.

Comments and Suggestions

Please provide your comments and suggestions or advice regarding the design, implementation, management, technology, etc. of this contemplated project. Detail what additional information or clarifications may be needed to prepare a comprehensive proposal in the future.

Approach

Based on the project information provided, briefly describe the approach you would recommend for this project and why.

CALENDAR OF EVENTS

Listed below are the important actions and dates/times by which the actions must be taken or completed. All listed times are EST in Tallahassee, Florida. Any change or modification to this calendar, modifications to this RFI, or other important notices will be accomplished by the posting of an addendum on the website at www.sbafla.com. It is the company's responsibility to monitor the website for any postings.

Date	Time	Action
March 15, 2019	5:00 PM	Release of RFI
March 29, 2019	5:00PM	Questions Due
April 5, 2019	5:00 PM	Anticipated date for responses to written questions
April 26, 2019	5:00PM	Responses Due

Please direct all questions to:
 Robert Vos
 Director of Enterprise Project Management
 State Board of Administration of Florida
 1801 Hermitage Blvd., Suite 600
 Tallahassee, FL 32308
robert.vos@sbafla.com
 (850) 413-1383

Proposal Response Instructions

Respondents shall adhere to the following guidelines when submitting their response:

- Submit 1 (one) hardcopy RFI response to:
 Jennifer Williams, Manager of Procurement and Contracts
 State Board of Administration of Florida
 1801 Hermitage Blvd., Suite 600
 Tallahassee, FL 32308
- Submit response electronically via email to: Jennifer.Williams@sbafla.com, referencing RFI No. 19-001 in the subject line; preferred RFI response format is a single searchable .pdf document
- Electronic and hard copy responses must be received on or before April 26, 2019