

Attachment F TECHNICAL RESPONSE WORKSHEET

Offeror Name: Xerox Corporation

PART I

Offeror must provide complete and succinct responses to each item below. **Insert your responses into this worksheet directly below each question or prompt.** While marketing materials are neither requested nor desired, Offeror should provide all information necessary to demonstrate Offeror's ability to meet the requirements of this RFP and the RFP's Scope of Work. In addition, please note that certain documents are required to be submitted with your Proposal (refer to the questions below for further information).

- I. Mandatory Requirements.** Per Attachment C, RFP Evaluation Plan, Offeror must indicate their compliance with the following:

Mandatory Requirements	Indicate compliance with an "x"
Are you a Manufacturer of A3 MFD's, A4 MFD's, Production Equipment, Single-function Printers, Large/Wide Format Equipment, or Scanners, as defined within this RFP?	X
Have you responded to at least one Segment within one Group?	X
Have you submitted your entire line of Newly Manufactured Equipment for each Group you responded to?	X

- II. Scope of Work.** Offeror must indicate their understanding/compliance with the following sections of **Attachment B, Scope of Work** by typing "Yes" in the column indicated. If a section is not applicable to your Proposal, please type "N/A." If you are not able to comply with a section, type "No." For all "N/A" and "No" responses, you must indicate the reason in the Comments column. In addition, if you type "Yes" and would like to expound on that response you may also do so in the Comments column. Sections of the Scope of Work not contained in the table below do NOT alleviate Offeror from complying with the requirements of those sections.

Section	Subsection	Indicate "Yes", "No" or N/A	Comments
Master Agreement Overview			
I.	A. through G.	Yes	
	H.1 through H.9	Yes	
Master Agreement Deliverables			
Primary Product and Service Offerings			

**Request for Proposals for
Multi-Function Devices and Related Software, Services and Cloud Solutions**



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II.A.1 Group Categories	Group A through Group F	Yes	
II.A.2 Device Configurations	2.1 through 2.6	Yes	
&II.A.3 Device Standards	3.1	Yes	
	3.2	Yes	All proposed Xerox Products for Groups A, B and D are EPEAT registered either Silver or Gold
	3.3	Yes	All proposed Xerox Products for Group D are EPEAT registered either Silver or Gold
	3.4	Yes	
	3.5	Yes	
	3.6	Yes	
	3.7	Yes	
	3.8	Yes	Specifications are published on the Xerox.com Website, Product Brochures, and Customer, Expectation Documents
	3.9	Yes	
	3.10	Yes	
	3.11	Yes	
II.A.4 Device Exceptions	4.1	Yes	
	4.2	Yes	
	4.3	Yes	
	4.4	Yes	
II.A.5 Accessories	5.1 through 5.3	Yes	
&II.A.6 Remanufactured and Refurbished Equipment	6.1	Yes	
	6.2	Yes	
	6.3	Yes	
	6.4	Yes	
	6.5	Yes	

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	6.6	Yes	
	6.7	Yes	
	6.8	Yes	
II.A.7 Group G – Software	7.1	Yes	
	7.2	Yes	
	7.3	Yes	
	7.4	Yes	
	7.5	Yes	
	7.6.a through 7.6.g <i>Software Subscriptions</i>	Yes	
II.A.8 Group H – Consumable Supplies	8.1	Yes	
	8.2	Yes	
	8.3	Yes	
	8.4	Yes	
II.A.9 Service Offerings	9.1.a through 9.1.i <i>Group I – Managed Print Services</i>	Yes	Section 9,1 Group 1 - Managed Print Services For purposes of a MPS offering a MPS Statement of Work is not an Order, it is part of an Order.
II.A.9 (9.2) Maintenance Agreements	9.2.a <i>Pricing</i>	Yes	A limited number of Group C products do not have maintenance plans with a zero base due to their highly customizable configurations and individualized end user needs.
	9.2.b <i>Initial Term</i>	Yes	
	9.2.c <i>Renewal Term</i>	Yes	
	9.2.d <i>Blended Rates</i>	Yes	
	9.2.e <i>Manual Meter Reads</i>	Yes	
	9.2.f <i>Customer Owned Devices</i>	Yes	
	9.2.g <i>Lease or Rental Devices</i>	Yes	
	9.2.h <i>Legacy Devices</i>	Yes	
Ancillary Product and Service Offerings			

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II.B.1 Sub-Group Categories	1.1 <i>Sub-Group G1 – Software Related Services</i>	Yes	
	1.2 <i>Sub-Group C1 – Standalone Production Devices</i>	Yes	
	1.3 <i>Sub-Group C2 – Industrial Print Equipment</i>	Yes	
	1.4 <i>Sub-Group D1 – Specialty Printer</i>	Yes	
II.B.2	Sub-Group Category Discounts	Yes	
II.B.3 Open Market Items	3.1	Yes	
	3.2	Yes	
	3.3	Yes	
	3.4	Yes	
	3.5	Yes	
II.B.4 Emerging Technologies	4.1	Yes	
	4.2	Yes	
	4.3	Yes	
	4.4	Yes	
Purchase, Lease and Rental Programs			
III.A	Acquisition Methods	Yes	
III.B	Device Trade-In	Yes	
III.C	Lease and Rental Rates	Yes	
III.D Leasing and Rental Overview	1.	Yes	
	2.	Yes	
	3.	Yes	
	4.	Yes	
	5.	Yes	
	6.	Yes	
	7.	Yes	
	8.	Yes	

	9.	Yes	
	10.	Yes	
	11.	Yes	
	12.	Yes	
III.E Leasing and Rental Options	1.1 and 1.2 <i>FMV Lease</i>	Yes	
	2.1 and 2.2 <i>Capital Lease</i>	Yes	
	3.1 and 3.2 <i>Straight Lease</i>	Yes	
	4.1 through 4.3 <i>Cancellable Rental</i>	Yes	
	5.1 through 5.3 <i>Short-Term Rental</i>	Yes	Short term rental pricing varies significantly based on the requirements such as location, days needed and configuration therefore set pricing and lease factors are not applicable however xerox will work with the end user to provide a solution if a short term requirement exists.
III.F Leasing and Rental Terms and Conditions	1.1 through 1.4 <i>Possession and Return of Lease and Rental Devices</i>	Yes	
	2. <i>Payment</i>	Yes	
	3. <i>Buyout to Keep Option</i>	Yes	
	4. <i>Buyout to Return Option</i>	Yes	
	5. <i>Device Upgrade or Downgrade</i>	Yes	
	6. <i>Non-appropriation of Funds</i>	Yes	Xerox agrees with this provision and respectfully requests to also include local entities within this provision, as follows (added language in bold): "6. Non-appropriation of Funds. The continuation of any lease or rental agreement will be subject to, and contingent upon, sufficient funds being made available by the Participating State Purchasing Entity local source , State Legislature and/or federal sources. The Purchasing Entity may terminate any such lease or rental agreement, and Contractor waives any and all claim(s) for damages, effective immediately upon receipt of written notice (or any date specified

			therein) if for any reason the Purchasing Entity's funding sources are not available."
	7. (including 7.1 and 7.2) <i>Assignment</i>	Yes	Xerox reserves the right to assign this Agreement to a parent, subsidiary, or third party upon written notification to the Lead State and Purchasing Entity for the purpose of securitizing or monetization the transaction. Xerox will remain 100% responsible for all aspects of the contract after assignment.
	8.1 and 8.2 <i>Early Termination Charges</i>	Yes	
	9.1 through 9.5 <i>Default</i>	Yes	
	10. (including 10.1 and 10.2) <i>Remedies</i>	Yes	
Contractor Responsibilities and Tasks			
Service Requirements			
IV.A.1.	Technicians	Yes	
IV.A.2 Standard Service Levels	2.1.a. through 2.1.h <i>End-User Training</i>	Yes	
	2.2 <i>Preventative Maintenance</i>	Yes	
	2.3.a through 2.3.c <i>Device Performance</i>	Yes	Section IV.A. 2.3 Device Performance Actual Equipment Downtime represents the time the equipment is "down" and cannot make prints or copies. It is comprised of Total Service Response Time and Machine-Repair Time.
	2.4.a through 2.4.c <i>Loaner Device</i>	Yes	
	2.5.a through 2.5.d <i>Repair Parts</i>	Yes	
	2.6.a through 2.6.c <i>Service Zones</i>	Yes	Xerox measures Response Time based on the quarterly response time average for the State's entire Xerox-branded equipment population. Failure to achieve the applicable Response Time Targets or the Timeliness of Service requirements will not constitute a breach of the Master Agreement or the applicable Order.
	2.7a. and 2.7.b <i>Service Logs</i>	Yes	
	2.8.a through 2.8.d	Yes	

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	<i>Device Relocation</i>		
IV.A.3 Meter Read Invoicing	3.1 through 3.4	Yes	
IV.A.4 Reporting	4.1.a and 4.1.b <i>Service Level Calculations</i>	Yes	
	4.2.a and 4.2.b <i>Periodic Reporting</i>	Yes	
Customer Service			
IV.B.1 Key Personnel	1.1 through 1.4	Yes	
IV.B.2	Single Point of Contact	Yes	
IV.B.3	Service and Support Hours	Yes	
IV.B.4	Customer Service Team	Yes	
IV.B.5	Additional Coverage	Yes	
IV.B.6	Online Access	Yes	Customers will have 24 hour access to a customer service hotline that can provide them support and access to the appropriate resource depending on their question.
IV.C Authorized Dealers	1.	Yes	
	2.	Yes	
	3.	Yes	
	4.	Yes	
	5.	Yes	
	6.	Yes	
	7.1 and 7.2	Yes	
IV.D Device Demonstration Requirements	1.	Yes	Xerox does have trial and Demo programs. Due to reasonability, not all products are applicable and will be discussed and agreed to at the end user level.
	2.	Yes	
	3. (including 3.1 through 3.4)	Yes	
	4.	Yes	
IV.E Ordering and Invoicing Specifications	1.1 through 1.9	Yes	
	2.	Yes	

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	3.	Yes	
	4.	Yes	
	5.	Yes	
	6.	Yes	
	7.	Yes	
	8.	Yes	
	9.	Yes	
	10.	Yes	Should the Participating Entity dispute an invoice, Xerox requires the Participating Entity to provide Xerox written notice describing the item(s) and reason(s) the Participating Entity is disputing the invoice amount. Xerox agrees to work with the Participating Entity to resolve the dispute, and will issue an adjustment invoice, as required. Pending the resolution of the dispute, the Participating Entity is expected to pay all undisputed amounts, including the Monthly Minimum Charge which is not subject to dispute.
	11.1 through 11.5	Yes	
	12. <i>Substitutions</i>	Yes	
IV.F Delivery Requirements	1.	Yes	
	2.	Yes	Please note for Devices installed by Xerox, Risk of Loss will pass to Purchasing Entity upon acceptance and for Devices designated as "Customer Installable" or "drop-shipped", the Device delivery date. The Purchasing Entity is required to ensure the equipment while installed
	3.	Yes	
	4.	Yes	
	5.	Yes	
	6.	Yes	
	7.	Yes	
	8.	Yes	
	9.	Yes	

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	10.	Yes	
	11.	Yes	
	12.	Yes	
IV.G Device Installation Requirements	1.1 through 1.7	Yes	
	2.	Yes	
	3.	Yes	
	4.	Yes	
	5.	Yes	
	6.	Yes	
	7.	Yes	
IV.H Inspection and Acceptance	1.	Yes	
	2.	Yes	
	3.	Yes	As per current NASPO contract, unless an Order is preceded by a trial order, the equipment will be considered accepted upon the installation of the equipment by Xerox, after the equipment successfully runs all required diagnostic routines, and the equipment is turned over to the State for use. The term for an Order shall commence upon acceptance of the Equipment; provided however, for a customer-installable Equipment, the term for an Order shall commence upon delivery of the Equipment. A Delivery and Acceptance Certificate is for the State's internal use only to confirm that the equipment has been delivered, installed, and accepted.
	4. (including 4.1 through 4.4)	Yes	
IV.I Security Requirements	1.1 through 1.3 <i>Network and Data Security</i>	Yes	
	2. <i>Sensitive Information</i>	Yes	
	3. <i>Data Breach</i>	Yes	
	4.1 through 4.4 <i>Authentication and Access</i>	Yes	
	5.1 through 5.6 Hard Drive Removal and Surrender	Yes	

IV.J Warranty Requirements	1.	Yes	Xerox warrants equipment performance not just for 90 days like many manufacturers, but for the entire term of a lease agreement or 36 months for equipment that is purchased. The only time this is not applicable is for a limited number of Group C products which are special production units that need at least 180 days to implement unique applications. In the case of those Group C products that have an implementation period for unique applications the team will work with the customer to agree upon a Customer Expectations Document (“CED”) that will lay out the performance expectations. As long as the equipment is continuously maintained on a Xerox Full Service Maintenance Agreement during its term or for 36 months from purchase, if the Equipment is not performing substantially consistent with the performance expectations outlined in the Customer Expectations Document (“CED”) or such other documentation provided with the Equipment if a CED does not accompany the Equipment (the “Documentation”), Xerox will, after attempting to repair the device per the Maintenance Services provision hereto and upon the Participating Entity’s request but in Xerox’s sole discretion, replace such Equipment without charge with identical Equipment or with other Equipment with comparable features and capabilities
	2.	Yes	
	3.	Yes	
	4.	Yes	
	5.	Yes	
	6.	Yes	
	7.	Yes	
	8.1 through 8.3	Yes	
	9.	Yes	
	10.	Yes	
	11.1	Yes	
IV.J.11 Lemon Clause	11.2	Yes	

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	11.3	Yes	
	11.4	Yes	
	11.5	Yes	
	11.6	Yes	
IV.K	Contractor Notices	Yes	

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Offeror Name: Xerox Corporation

PART II

Instructions: Offeror must provide a detailed response to each of the questions (and their sub-questions) listed below. Responses will not be limited to a certain number of pages. Samples of reports or other documents requested need to be included in the Proposal packet and must be cross-referenced so that the response and the corresponding document can be easily located.

1) Dealer Engagement:

- a) Describe your process for selecting Dealers to provide Products and Services under a resulting Master Agreement.

Xerox Response:

Xerox has one of the most extensive dealer portfolios in the industry. This portfolio includes the Xerox Direct salesforce, Xerox Business Solutions (XBS, a wholly-owned subsidiary of Xerox Corporation), Xerox Agent network of small businesses who act as agents of Xerox Corporation, large/national resellers & distributors as well as a network of thousands of independently-owned dealers/resellers ("resellers") across the US. This includes a designated focus on of certified small business as well as women, minority and veteran-owned partners. Xerox will enable all sales professionals as authorized to sell under the Master Agreement that can be managed, monitored and controlled to comply to the terms, conditions and pricing of the agreement.

Xerox leads our industry in the US with the largest government market share in the segment. As a result, it has a dedicated Government, Healthcare and Education Center of Excellence (GHE COE) which consists of a team of dedicated professionals who oversee the programs and all Xerox sales professionals, dealers and resellers who sell to the government. The Xerox GHE COE launched the GHE Accreditation program late 2021 to enable select and certify select dealers and resellers to apply and sell using Xerox contract awards.

- b) Describe how your organization will on-board your Dealers.

Xerox Response:

For Xerox direct sales and subsidiaries, announcements will be published through direct email distribution, newsletter announcements, internal company meetings (such as sales meetings and kickoff meetings) web portals, etc. Following announcements, the sales organizations will be required to complete the NASPO training before being eligible to sell using the contracts. This is also curated at a regional level with the sales leadership and sales professional by the regional GHE General Managers.

For resellers, once their application to the GHE Accreditation program is submitted, it is screened by both the Xerox Channel's management team and the GHE COE. If approved, resellers complete mandatory ethics and government contract training as well as mandatory training for each contract they are deemed eligible to sell.

The GHE Accreditation program not only ensures that qualified dealers and resellers are selling on the contracts, but it also provides dealers with the tools needed to ensure business is done in a competitive and compliant manner.

Additionally, both Xerox sales professionals and resellers have dedicated GHE Portals where all program and contract information are published. Announcements and contract details are published in a variety of distribution methods, including in our Government, Healthcare and Education National Portal. Xerox will host a variety of 'live' training, virtual interactive training sessions and e-learning course modules for those sales professionals who sell using the contract. This is in addition to the mandatory ethics training all Xerox Direct employees, subsidiaries, Agents and resellers must complete each year.

To share insight as a result of our successful onboarding and program to the GHE Accreditation program, Xerox experienced growth in the GHE resellers of over 365%+. Additionally, maintained 100% contract compliance and reporting throughout the year. It has been a very successful program.

Historically, our Xerox Direct sales and subsidiaries have focused on the largest government entities in the US. The GHE Accreditation program expands focus further into small and mid-sized government entities across the US and shows our growth in that space. We are excited about the opportunity this creates for the NASPO contract and Xerox to onboard dealers in the future should Xerox be fortunate and re-awarded on the contract.

- c) How will you ensure that your Authorized Dealers will offer the correct contract pricing to Purchasing Entities, and that the contract is being utilized correctly?

Xerox Response:

Xerox has a centralized contract management system and configuration/pricing/quoting system with the correct parameters for all of our contract vehicles. This system is used as a guiderail to ensure compliance with contract requirements. Once awarded Xerox will load all contract data into this system with a unique Xerox contract number for NASPO ValuePoint. All orders can only be placed utilizing this unique contract number. In addition, the centralized GHE National Portal will contain all information pertaining to the Master Agreement such as, Not-To-Exceed price lists, SLA's etc.

Regarding resellers, as previously referenced, Xerox has instituted a disciplined application and onboarding process for our dealers which includes rigorous training and clearly defined contract requirements in their partner agreements. Xerox makes the Not-To-Exceed pricing and contract documentation readily available to our resellers in the Xerox National Partner Portal as well. Since our partners buy through 3rd party distributors, Xerox enables Special Marketing Exceptions (SME) for the contract that ensure a discount for the dealers to be able to sell commiserate with the contract pricing.

In addition to all of the other mechanisms and safeguards put in place, as previously referenced, Xerox has a dedicated Compliance Office within our Government, Healthcare & Education Center of Excellence. Xerox reserves the right to randomly audit any and all transactions to ensure compliance. In addition to random audits, any time a potential compliance issue is raised, a case number is opened, investigated and tracked.

Although Xerox has never had to invoke this relating to the NASPO ValuePoint contract, as a deterrence, the penalties for non-compliance for Xerox employees and agents may include up to termination. The penalties for non-compliance for Xerox resellers may include removal from the GHE Accreditation program, termination of the partner agreement or financial penalties should the partner prove to be in willful violation of the contract.

- d) In the event a Dealer becomes non-compliant with the contract and refuses to provide Products or Services to a customer, describe how your organization will handle this issue and the measures that will be put in place to ensure it doesn't happen again.

Xerox Response:

Whether uncovered by a Xerox self-audit or a customer complaint (as the result of the Lead State or a customer bringing a matter to Xerox's attention), a compliance case will be opened and logged. Compliance cases are managed through the Compliance Office within the Government, Healthcare and Education Center of Excellence.

If the matter relates to reporting, Xerox has a dedicated reporting and fees payment organization that oversees contract reporting for all Xerox sales organizations. For Xerox transactions, the Xerox systems and reports are automated.

For resellers, partners are required to report all sales each month or attest to 'no sales' in the given month. Automated reminders of the pending due date are sent each month ahead of the due date as well as several automated reminders if the due date is missed. Should a partner fail to report, or report properly in a given month, the resellers organization within Xerox will provide a written notification to the partner. After the 2nd month, an escalation letter is sent to the senior executive of the resellers. After the 3rd month, the Xerox Compliance Office will send a notification of non-compliance and provide a mandatory remedy timeline. If the partner fails to comply, an audit may be initiated, and the dealer may not only be terminated as an Authorized Dealer on the contract but may be terminated as a Xerox partner altogether and/or other financial penalties levied.

All other matters relating to compliance are handed on a case-by-case basis and response is commiserate with an alleged infraction.

Regarding resellers refusing to provide products or services to a certain entity, as independent dealers, Xerox will not force a transaction on a reseller. However, should a dealer not wish to commence a transaction with a certain entity, Xerox will either choose another dealer which services the area, utilize our Xerox Digital Sales organization and/or one of our subsidiaries or direct sales organizations. Since we often have multiple coverage options within a given marketplace, the government entity will often have multiple options to choose to ensure not only competitive pricing but competitive service.

- e) What type of training do you provide to your Dealers, and how will you ensure that new staff is properly trained in the nuances of each Participating Addendum? Provide a sample training plan or information sheet that you will give to your Dealers.

Xerox Response:

Xerox hosts all contract documentation, training, etc. in our GHE National Portal for Direct, subsidiary and Agent partners as well as a dedicated GHE Accreditation section in our National Partner Portal.

When a contract is announced, we will distribute the announcement and materials in a variety of manners (email DLs, national portals, internal newsletters, etc.) and host a series of events hosted by the GHE General Manager overseeing that state. In addition, Xerox will publish required trainings for each state that executes a Participating Addenda in the Learning @ Xerox systems for employees who sell using the NASPO contract.

Xerox provides ongoing Community of Practice calls as well as regional State/Local & Education General Managers which are highly trained and tenured personnel which are available to support our dealers and sales personnel and other trainings/tips via live sessions, newsletters and/or publications on our portals.

A sample copy of the NASPO ValuePoint Field Implementation Guide is provided in Section 2.2 Technical Response Exhibits for the Xerox Dealer Training Plan. The Field Implementation Guide is customized for each Participating State based upon the terms of the individual Participating Addendum. The sample attached was customized for the State of Hawaii.

- f) How does your organization plan to provide continuing education for your Dealers to ensure that they are kept up to date on Master Agreement and Participating Addenda modifications and/or amendments?

Xerox Response:

As previously referenced, all information is communicated through Xerox's portals. Both Xerox employees and partners may receive notifications as items are updated via special indications on the portal following an update.

For high-priority updates, Xerox would also publish through email DLs and/or the weekly and/or monthly newsletters that are delivered to both our employees and resellers.

Should a change be material enough to warrant a re-training, this will be flagged in Learning @ Xerox platform and notification sent to employees and resellers to complete the training within a given time period. Failure to do so would result in the suspension of their ability to sell using the contract.

If a retraining is not required but deemed important, we may provide, as an update through regular communications, with our employees and resellers and/or during a Community of Practice call and/or in the ongoing newsletters.

In extenuating circumstances, such as those we experienced with COVID, etc. we may also send an email directly to all impacted parties.

- g) Describe your process for updating your Dealer channel whenever your Price Lists are updated and approved by the Lead State, or when there are Amendments to the Master Agreement.

Xerox Response:

All information is communicated through Xerox's GHE National Portal and Xerox's Partner Portal. Partners receive notifications as items are updated and there are special indicators on the portal when updated. For high-priority updates, Xerox would also publish via email and in the weekly and/or monthly newsletters that are delivered to both our dealer channel managers as well as the Resellers.

2) Useful Life of a Device and Legacy Equipment:

- a) Describe your process for determining Useful Life on a Device, with the understanding that it is not always based on passage of time alone.

- i) Do you factor in down-time, parts replacement, and number of Service Calls etc.?

Xerox Response:

Useful life is determined by several factors such as the age of the device by category and design intention, environment in which the device is located, total volume run through the engine and/or specific SLA (Service Level Agreement) metrics. This may include human evaluation of the device performance levels relative to the condition and wear on the device (i.e., a device in a mayor's office may fare better than a device exposed to elements in a water/sewer plant) Uptime is a key indicator of the reliability of our solution and the level of service we deliver to our customers. Service Delivery

Managers capture and transmit service data for each service event so that monthly reliability information can be calculated which is applied to a reporting and analytics platform which flag devices deemed due for replacement. Continued failures specific to parts replacement are also tracked as metrics to assist with determining Useful Life strategies.

Devices that meet these parameters are flagged and communication with our sales personnel and, for those contracts that apply, Service Delivery Managers working with the customer on a suitable replacement.

b) Describe your ability to perform maintenance on Legacy Equipment.

- i) Are you able to provide service on customer owned Equipment that was acquired from another Manufacturer? If so, how?**

Xerox Response:

Yes. Xerox can service most printers regardless of manufacturer. In fact, we have over 1 million non-Xerox-brand devices globally under our care as part of MPS contracts. Our support model includes both repair (break-fix) and supplies replenishment like the care and experience our customers receive with Xerox-branded equipment. By nature of customer-owned equipment, some may exist in a customer environment beyond the useful life and past the parts availability, yet continue to work fine. Often in those circumstances, we continue to support the device with 'supplies only' until it needs eventual replacement.

In some cases, certain manufacturers will not make parts and/or supplies available in the open market. If we cannot provide the break-fix repairs or supplies, our helpdesk, Service Delivery Manager, and tool set may manage the existing service levels that are under contract between the Participating Entity and the third-party manufacturer until its eventual replacement. This may include items such as dispatching for service, ordering supplies and/or ongoing report of the device metrics.

Xerox may work with Participating Entity to identify legacy devices still under warranty and can create a process to utilize all warranties (e.g., Participating Entity or Xerox to contact warranty provider to provide services) to ensure prudent use of tax dollars for the entity. However, we cannot service another manufacturers product that is leased or owned by the manufacturer.

We offer the most complete coverage of its kind, with our ability to manage various levels of service contracts across multiple types of support models and management of multiple vendor contacts for tracking, fulfillment, and reporting of performance.

- ii) Are your Technicians cross-trained in multiple Manufacturer Devices?**

Xerox Response:

Yes, Xerox can provide repair (break/fix) through our in-house technicians and network of providers for third-party or multi-vendor products at any site. Due to the size and scale of our coverage, customer-contract dependent requirements/SLAs as well as the large variety of manufacturers we support, we provide a broad range of support models all focused on delivering to the contract requirements and customer expectations of the customer's Statement of Work.

In some circumstances, the same Xerox technician who repairs the Xerox device may be the technician who repairs non-Xerox-branded device. In other circumstances, there may need to be a technician who specializes in a particular brand or style of device (i.e., Laser printer vs. Thermal label printer, etc.) For reference, the following list includes, but is not limited to, the product manufacturers for which Xerox support for services within Managed Services agreements:

Xerox, Canon, Dell, Ricoh, Sharp, Konica, Minolta, Samsung, Brother, Unisys, Hewlett Packard, Lexmark, Kyocera, Pitney Bowes, Fujitsu, IBM, Panasonic, Toshiba, Zebra, and many others.

3) Performance Standards:

- a) Describe the methodology used to develop your organization's performance standards and the processes and tools used to monitor and measure performance against those standards.

Xerox Response:

Xerox Technical Services utilizes a sophisticated service performance measuring system called ITSD Global Reporting Engine. This tool can be customized to deliver Field Activity performance reporting at the machine fleet level, VP of Service Team level, Tech Manager Level, Region, model, client device and Technician. These Service analytics can be analyzed and compared to established benchmarks such as calls opened and closed, average carry over calls, active technicians in field, visits per day and travel Hours to name a few. Once analyzed, data can be utilized to identify any needed improvements and opportunities for Xerox's service teams.

Xerox standardizes on three critical Service Level Agreements (SLA)s as part of the agreed-upon Statement of Work (SOW). Specifically, we have found **that equipment uptime, response time arrival, and break-fix (repair) resolution are critical SLAs that have the most impact on client satisfaction.**

These SLA categories are applicable to all in-scope Xerox networked devices. Measuring our performance against the agreed-upon SOW, including SLAs, is supported via real-time data collected by Xerox Software Tools from the devices in your fleet.

Xerox's service delivery systems and helpdesk tracks the SLAs performance in real-time to prioritize and ensure SLAs are met. SLAs are reviewed continuously at a national level.

Monitoring our performance against these standards is enabled by the associated reporting generated from this data collection. Various performance reports are reviewed by Xerox and can be shared with our clients upon request.

- b) Provide a sample report which contains the following data: Uptime percentage (%) per fleet of Devices, number of Service Calls placed, Response Time per Device, dates that Preventative Maintenance was performed, hours of end-user training performed, and estimated end of Useful Life per Device based on current usage.
- i) Can customers obtain this reporting information online? If so, how do they access it? Is a log-in required?
 - ii) Can the information be exported?
 - iii) Can customers obtain their own Ad-hoc reports?

Xerox Response:

Xerox has the capabilities to meet the requirements listed in items b.i, b.ii and b.iii. Xerox can provide reporting that contains the elements requested and is subject to the requests and items defined at the individual end user contract will be developed for them based on their needs and requirements.

iv) What additional tools or features does your reporting system offer?

Xerox Response:

The Xerox Tools and MPS services produce a set of monthly and quarterly reports that include the following:

- Service Performance Report – service performance in relation to SLA target
- Asset Status Report – In-scope Device asset properties
- Service Incident Report – All Services-related aspects of incident management
- Volume Detail Report – Detailed Impression Volume for In-Scope Devices

In addition to the traditional reporting above, designated administrative and support users within the Participating Entity can be granted access to Xerox MPS Advanced Analytics and Fleet Management Portal.

Xerox MPS Advanced Analytics provides an always-on, intuitive analytics dashboard that uses print/scan infrastructure data and AI to help organizations be more efficient, secure, and productive. This web-based tool is organized into logical modules organized to support the decision-making processes of organization leaders focused on site operations, finance, information security, and/or sustainability.

The MPS Advanced Analytics core solution includes:

- Executive Summary – A set of metrics that summarize overall operation and geographic locations
- Fleet Health – Current-state metrics highlighting fleet availability, open tickets, and unconnected devices
- Asset Metrics – View the composition of the fleet and locations to explore opportunities for improvement
- Operational Volume - View the monthly or daily print/fax/scan volume distribution and historical trends
- Service History – View or drill down into historical service tickets at the corporate, location or device level
- Sustainability Metrics – Quickly view key metrics on how current printing practices impact and support corporate sustainability goals using common metrics such as paper, CO2, energy, trees, and water equivalencies.
- Device Search – Export the list of managed and unmanaged devices or use filters to quickly access the available data for a single device or set of devices
- Security Analytics – Use this link for quick access to the Xerox Printer Security Audit Services dashboard
- Help - Access the Getting Started Guide, Frequently Asked Questions, Definitions, and Release Information

Key indicators, detailed analytics, and the ability to drill down into locations, devices and tickets ensures that Privileged Users can identify areas of opportunity and investigate the necessary details to facilitate their business goals. The dashboards are interactive and provide the ability to filter viewable data within the tool or export for external analysis. Drill through capabilities and external links are also available to access related Xerox operations portals, device web pages, and other Xerox analytics capabilities to ensure easy access to supporting tools all within the MPS Advanced Analytics experience. These include:

Drill Throughs:

- Device Details – provides a broad set of details for a device
- Device List – provides a list of devices and important details for review/export
- Device Ticket History – shows ticket history for a device
- Device Usage History – shows the operational volume history for a device
- Find Alternative Devices – identifies devices in the same location so Privileged Users can locate alternate devices when a specific device is unavailable
- Site Snapshot – provides a broad set of details summarized for a site
- Ticket Lists – provides a list of open and/or historical ticket details for review/export

Links to related Xerox Portals/Dashboards/Devices:

- Fleet Management Portal – Access the Fleet Management Portal for real-time details on managed devices and service tickets
- Xerox Print Security Audit Services - Access the Xerox Print Security Audit Services dashboard on Xerox Device Manager
- Device Web Page – Access device web pages using the IP address link for real-time device information when connected to the Customer WAN

For Participating Entities who choose to deploy user job tracking, those analytics are integrated into the MPS Advanced Analytics dashboard to show the who, what, when, and where of print. Data is visualized through trend charts stack rankings, User, Department, Location and Device Rankings to identify document intensive departments, users, and process opportunities for workflow efficiency improvements.

Xerox Fleet Management Portal

Fleet Management Portal provides designated Participating Entity users (typically those with help desk or support responsibilities) with a convenient and simple portal with access to current state Xerox Services information. The Fleet Management Portal (FMP) provides a web portal with access to the following:

- Detailed Device Information
- Device Health Status
- Links to Device Web Pages
- Xerox Help Desk Ticketing Creation and Tracking
- Supplies Ordering and Tracking
- Meter submission
- Xerox digital agent chat

Please see Section 2.2 Technical Response Exhibits for Xerox's Sample Performance Report and Sample MPS Account Quarterly Business Review (QBR) and MPS Reports.

- c) Provide a copy of your organization's standard SLA. This SLA must, at a minimum, adhere to the requirements outlined in the Scope of Work.

Xerox Response:

Xerox agrees. See Section 2.2 Technical Response Exhibits for Xerox's SLA for NASPO ValuePoint Service Requirements.

- d) Describe your organization's ability to meet or exceed the Service Response Times as outlined in the Scope of Work.

Xerox Response:

To meet or exceed the Service Response Times outlined in the scope of work, Xerox utilizes ServiceNow as our national service platform to manage the thousands of Technical Service Representatives across the US.

We combine our domain knowledge and technology expertise to provide prompt response and top support, effortless inquiries and much more. Unique to Xerox, we use our own intellectual property, CareAR Assist, which is an Augmented Reality Solution that provides remote customer service capabilities through desktop, mobile and smart glass devices. This results in a phenomenal and leading customer service experience that is leading in the industry.

Combined with ServiceNow's field service management, service technicians can connect with experienced technicians through live, AR-assisted instruction, helping us to respond to and solve issues faster as technicians can connect with experts who can see the problem live.

The ServiceNow platform assigns call priority levels determined by contract to manage the response and completion of service calls. A daily check point is completed to manage on time arrival performance to meet contracted Service Level Agreements.

- e) How does your organization measure Technician performance?

- i) Are they evaluated based on the number of Service Calls completed, or the amount of time at a Service Call?

Xerox Response:

Xerox Field Technical Service Representatives (TSR's) are measured on the nine (9) standards listed below ensuring the delivery of a highly valued Level of Service to our Customers and differentiating Xerox from the competition.

Technical Performance Measurements:

- Total Visits Per Day
- Direct Hours Per Day
- Device Restore Time
- Device Reliability
- Incomplete for Parts
- Response Time
- Remote Solves Per Month
- First Call Fix
- SLA Achievement (per account specific SLA's – (i.e. uptime, response time, restore time)

Regarding First Call Fix, Xerox can achieve an industry leading First Call Fix due to a mix of our CareAR Augmented Reality solution, remote device diagnostics and advanced analytics which feed to Xerox's ServiceNow and proprietary service analytics platform. This provides leading capabilities such as the ability to proactively and in real-time match a call to a certified technician who has the exact part required in the inventory of the truck or warehouse they work from.

- f) Describe your end-user training process for Equipment. How do you allocate resources to conduct the training?

- i) How long are your training sessions?

Xerox Response:

Xerox provides end-users the training that is commiserate with the product type and complexity purchase. A single-function desktop print may require minimal training, whereas, a large production-color device might need many hours, days or ongoing training/transition support. We realize it is important the entity gets off to a 'good start' and realize full power of their investment.

Therefore, Xerox will work with the user to ensure their strategic training needs and goals are met. As per the bid requirements, Xerox can provide on-site customer training, web-based training or remote training based upon customer requirements.

On-site Customer Training

This method used to be the most commonly used however post COVID many organizations felt that web based training was more beneficial due to the flexibility of end users schedules and employee turnover.

On Site Training is conducted by Xerox Certified Trainers, who are aligned geographically, to a small group of up to four key users including the individual(s) responsible for maintaining the solution. The training is suitable for key operators, walk-up users, client users, and may include System Administrators. The Trainer will call to schedule training at a suitable time and date for both the Customer and the Trainer. The product must be available and the students given uninterrupted/dedicated time for training. Training will be delivered at the device, upon completion of the machine installation, to ensure a smooth and rapid transition to the new product. Training covers features and functions and is usually provided after the equipment has been installed and network services have been configured (including software installation) by a network administrator. The standard training is 60 minutes in length but may vary based on the configuration of the machine and options purchased.

Web Based Customer Training

Xerox offers flexibility to engage in training when and where it is convenient for the user. Internet training sessions are available 24/7 through [Xerox.com](https://www.xerox.com) and will provide our customers with the ability to initiate training when and where they require, using office PC platforms as well as other industry standard devices such as iPads, Smartphones and other mobile devices. Training sessions are arranged into modules which will allow easy access for refresher training on specific product features and functionality. Internet access is required in order to participate in on-line training sessions.

Remote Customer Training

Virtual classroom training can be provided via Webinar. Participants can remain at their desks and participate with up to 20 other students in a classroom style training session. Students will have the ability to ask questions and interact live with the instructor. Students who choose Webinar training will receive a training invitation which will include a link and phone number for participation in the training session. Access to the internet and a telephone are required to participate in the Webinar training options.

- g) Describe how your organization provides proactive Preventative Maintenance to address technical issues before they become operational problems.

- i) What type of Preventative Maintenance is done at the time of a Service Call?

Xerox Response:

Preventive Maintenance

Xerox products are built on platforms that minimize or eliminate the need for incremental preventative maintenance. This starts at the very core engineering of the device which is designed to eliminate 'maintenance parts' by incorporating them into the build of the customer replacing units. As an example, Xerox imaging units incorporate rollers and other components that are replaced when an imaging unit is replaced vs. requiring a separate service call for replacement.

At each Xerox service call, the Technical Service Representative (TSR) follows several steps and processes. Most of these steps and processes relate to providing preventative maintenance on Xerox equipment that is not incorporated in consumable parts to ensure the devices achieve maximum uptime and efficiency. Additionally, Xerox equipment is designed with an onboard, volume-driven diagnostic tool which can be read locally and/or connects to the Xerox diagnostic infrastructure, which is subsequently delivered to the technician. This diagnostic tool tracks maintenance intervals and usage of all high-wear items, while software tracks the number of prints/copies being produced. A threshold level is set, which is based on the number of prints/copies produced since the last time the equipment was serviced.

When a component reaches the threshold level, or indicates premature failure, an indicator flag will appear. While technician is performing maintenance on the device, they will review all the flags and replace parts that have exceeded the recommended threshold level, as well as review any items that are close to threshold level. These standard service processes are all part of the "Perfect Call" that each Xerox Technical Service Representative follows. This proactive approach ensures the continued operation of the equipment that significantly reduces downtime than the prior-generation model of scheduling of stand-alone preventative maintenance activity based on a time schedule.

- ii) How is a Purchasing Entity notified that Preventative Maintenance is needed?

Xerox Response:

As previously referenced, Xerox devices are connected to the Xerox infrastructure. Should an indicator trigger that a device needs repair or maintenance, it will display its status at the user interface. Depending on how the customer has defined the requirements in their contract, alerts can not only be displayed on the user interface, but sent to the customer's IT (Information Technology) helpdesk and/or directly to the user. The Xerox helpdesk and/or technician may also trigger a phone call, email, or integrate with the customer IT helpdesk platform to enter tickets and trigger alerts to the end user. This allows Xerox to tailor a communication model that is best for that customer and/or department and/or user. In our Managed Print Services contracts, Xerox offers the option for native integration to the customer's helpdesk. This allows Xerox to automatically handoff/exchange tickets, etc. customize to their requirements and workflow so printers/mfds are integrated like any other IT asset.

- h) Describe your process for communicating with customers regarding inoperable Equipment, including updates for resolution time, and any parts, Accessories, or Devices that are on back-order.

Xerox Response:

When a service call is placed, Xerox will contact the customer and attempt a repair using Xerox's remote solve tools called CareAR and AI4SD.

CareAR is an augmented reality (AR) visual support platform that helps enhance diagnostic accuracy and boost uptime with live visual guidance. Our Help Desk Agents, TSRs (Technical Service Representatives), and Engineering teams utilize these technologies.

AI4SD (Artificial Intelligence for Service Delivery tool) is a new application that improves device uptime by helping field service to increase remote solves, improve first call resolution, and take a proactive approach to resolve service activities faster.

Technical Service Representatives (TSRs) have access to a customer or device's service history, supplies and consumables status, and fault codes, even without being physically at the machine.

An average of 18% of all service requests are now closed remotely requiring no on-site visit, making our Response time to the client 21.5% faster than before these technologies were available.

With CareAR Assist, TSRs receive real-time graphical guidance on their mobile devices from off-site experts. This rapid access to knowledgeable resources helps diagnose, resolve, or accurately identify parts for problem resolution, increasing critical uptime. If the issue cannot be fixed over the phone, the technician provides an ETA (Estimated Time of Arrival) (Estimated Time of Arrival) for an onsite call etc.

When it becomes necessary for a Xerox Technical Service Representative (TSR) to escalate an unresolved machine issue, we employ an integrated service call escalation process that utilizes local field specialists, 24-hour available 2nd-level technical support, and development engineers to support on-site service TSR's for in-process service calls. In addition, the TSR's Manager is made aware of the service-related issue and follows the open case until it is resolved. The TSR and or the Technical Service Manager will work with and recurrently communicate resolution time to the NASPO Participating Entity until the device is returned to working order.

In the case of device backorders, delivery expectations are properly communicated to the customer upon order submission and in the case of any unexpected delays the sales professional will maintain ongoing conversations with the customer to address any concerns and meet their requirements.

4) How do you ensure that software patches and updates are communicated to the customer?

Xerox Response:

Many patches are created for a specific issue, and it is recommended that those patches only get installed to correct that specific issue. However, customers should always evaluate patches that are created for security purposes. Xerox maintains a security website with the latest information on security matters. In order to receive real-time updates, customers may subscribe to the security feed that provides the latest information on security issue remediation and security patches. Xerox will coordinate with the client IT Staff for approval to install any update patches as required.

Additionally, if customers prefer, Xerox can provide network management tools to the customer, as a services, implement and manage all aspects of patches, updates, firmware, standardized images (configurations) as well as security settings as part of a Managed Print Services Statement of Work.

Lastly, all patches and updates are reviewed by the Service Technician during maintenance calls to ensure the device is up to date where needed.

The security website URL is <https://www.xerox.com/security>

5) Customer Service:

- a) Describe how your organization responds to customer complaints. Identify your escalation process and the personnel that will handle these issues.

Xerox Response:

Xerox understands that our customer experience is the key to our success. For the past 10 years of promoting and working with NASPO ValuePoint and Participating States, Xerox has always allocated Key Personnel to ensure compliance with the resulting Master Agreement and subsequent Participating State or Entity requirements. We have had less than a handful of escalations over the life of the 3091 and 140606 contracts, however, always handled them in an expediated manner to the satisfaction of the end user and sponsoring State.

To ensure there is never a miss, Xerox has also appointed contact persons for each Participating State to oversee the contract for all issues including customer concerns. These are generally the GHE General Manager for that region. This ensures there is one name of a real person with the knowledge and authority to resolve concerns.

Should a situation occur in which a customer does not receive a response in a timely manner, or cannot navigate how and where to go to resolve a problem the customer may contact the Xerox Master Agreement Contract Administrator. The Xerox Master Agreement Contract Administrator can quickly escalate to senior officials inside of Xerox, as needed, to bring quick resolution to issues.

Through normal course of business, customer concerns can arise from areas such as billing, equipment orders, invoice accuracy, service supplies and personnel. The first level of support comes from the local sales organization and/or service delivery manager. If the customer does not receive resolution, they may escalate to management at a local level or through a variety of methods, including simply sending an email to our global customer support team at customer.service@xerox.com.

Depending on the nature of the customer complaint, the issue may be escalated to our Compliance organization. This organization's core responsibility is to manage the escalation and facilitate corrective actions to fix the immediate issue. Additionally, provide proactive guidance for contract issues and processes to prevent future occurrences, escalations and infractions.

Simply stated, options available are:

1. Local management availability for support and escalation
2. Global customer support team: customer.service@xerox.com
3. Dedicated GHE General Manager identified in the State's Participating Addenda and/or
4. Xerox Master Agreement Contract Administrator

- b) Describe how you assess customer satisfaction. Do you send out user surveys, call customers directly, or schedule routine on-site visits?

Xerox Response:

Xerox is committed to providing you with superior customer service. One way Xerox can achieve this is by not waiting for problems to come to our or the participating entity's attention. We want to proactively find and solve any and all problems quickly and efficiently at the source. Xerox can do this by establishing a consistent and direct link between the end user and the Xerox problem solvers dedicated to your account. Xerox will use the Xerox® Sentinel Customer Satisfaction Assurance System (Sentinel), which is a Web-based tool that enables real-time, direct interaction between participating entity and Xerox problem solvers. Sentinel sends email check-ins on a regular basis (usually monthly) to

you're the participating entity asking one simple question: "Do you have any problems with Xerox that have not been solved to your satisfaction? If yes, tell us. If no, please share any comments or suggestions or just ignore or delete this email to indicate all is well."

After receiving feedback from the end users, the Sentinel system responds with the following actions:

- Records the end user's responses.
- Notifies the account manager immediately if there is a problem.
- Creates an effective problem ticket.
- Prompts immediate e-mail or telephone call to respondents.
- Activates a persistent look that keeps the issue current until the respondent confirms that the problem has been resolved.

The Sentinel "sense and respond" system is a proactive way for Xerox to receive and quickly respond to end user feedback. We believe the system sets us apart from other companies by creating a unique opportunity for our customers to share their thoughts – promoting interactions and collaboration that will strengthen our bottom line relationships.

The Sentinel Net Experience Score (NES) is simple the Number Reporting No Problems divided by Total Number of Check-Ins minus Number Reporting Problems divided by Total Number of Check-Ins. Our average score over the past three years is 98.8

c) What are your quality assurance measures and how are they handled in your organization?

Xerox Response:

Xerox has a standardized Global Delivery Model to provide consistent quality assurance and customer experience worldwide, with a consultative approach using comprehensive assessments, advanced technology platforms, and analytics throughout the process, adopting sustainable and cloud-based practices. Xerox Technical Service recommends three critical Service Level Agreements (SLA)s as part of the agreed-upon Statement of Work (SOW). Specifically, we have found that device uptime, break fix response, and break fix resolution are critical SLAs that have the most impact on client satisfaction. These SLA categories would be applicable to all in-scope networked devices. Measuring our performance against the agreed-upon SOW, including SLAs, is supported via real-time data collected by Xerox Software Tools from the devices in the fleet. Monitoring our performance against these standards is enabled by the associated reporting generated from this historic data collection.

Xerox tests, validates, and ensures that we are meeting our customers' expectations based on honest feedback. To obtain this feedback, we use a combination of tools and processes such as relationship- and event-based surveys, social media platforms, and direct voice-of-the-customer feedback from Corporate Focus Executive Relationships and Xerox Quarterly Business Reviews. We ask for customer satisfaction feedback so that we can continue to measure client satisfaction and make incremental process improvements that support our client's business needs. By listening to clients and enhancing our performance based on their input, we can develop both meaningful, long-term relationships and quantifiable analytics to continuously improve our service programs and help our clients succeed.

In addition, Xerox has a formal continuous quality improvement process known as Xerox Lean Six Sigma, a combination of two methodologies—Lean (speed) and Six Sigma (quality)—that provide both Xerox and our customers with a structure to continuously improve our business results. It is a disciplined, data-driven method of reducing waste and variation in processes, which consistently deliver products and services at the quality levels, speeds and prices that customers value.

Lean means speed, but not just getting from point A to B in the fastest way possible. The Lean methodology means looking at each step in a process and evaluate the value it brings to the overall result.

The goal is to eliminate non-value add activities and find ways to increase the efficiency of each value-add step.

Xerox integrates Lean Six Sigma into all of our business processes, including product design and development, integrated supply chain, marketing and sales, customer service, infrastructure, governance and strategy deployment.

6) Ordering Process:

- a) Describe the ordering process, including steps to expedite Orders.

Xerox Response:

The Xerox Sales Representative is responsible for contacting a customer and obtaining an order.

Standard Order Process for POs issued to Xerox Corporation:

1. After the Xerox agreement is finalized and signed, the Xerox Sales Representative submits the order electronically to the Xerox Order Entry Team.
2. Orders are entered into a centralized ordering system using a unique contract identifier for each contract vehicle, which is accessible to only authorized Sales Representatives and the Order Processing Representatives. This controlled system ensures that pricing and terms and conditions of the order are compliant to the Master Agreement and the state Participating Addendum.
3. The Xerox Order team reviews and edits the order and works with the Xerox Sales Representative to resolve any deficiencies. The review of the order submitted includes validation of the contract pricing and contract terms, invoice addresses, delivery addresses and overall configuration of the device prior to releasing the order.
4. The request for an equipment order or service is passed to distribution in the equipment procurement system to establish a delivery date and time.
5. The Xerox Warehouse will fulfill the order by ensuring that the equipment ordered is shipped to Logistics. Logistics will contact the customer to schedule the equipment delivery (and/or removal) if necessary.
6. After the equipment has been delivered and/or removed, the Carrier will test the equipment to ensure it is in working order and complete a recap of a successful delivery and install to Xerox Order Entry. Automatic notification of delivery will be sent to Xerox Service and Training to schedule a Service and/or training, if required.
7. Xerox Order Entry completes the administrative requirements of the order and the installation is logged as accepted in our system. The initial invoice will be generated and sent to the Customer.

Several options can be taken to expedite delivery of a product in advance of the order signature.

1. The product can be shipped to Logistics, before a PO is provided, in what is known as Pre-staging and be available for delivery promptly after signature.
2. Product can be sourced locally from existing non-expedited orders and assigned to the order requiring expedited delivery, removing the step of shipping from the centralized warehouse.
3. Short-term rental of similar or substitute product can be arranged if the required product is in a constrained status and the end user need is time sensitive.

Standard Order Process for POs issued to Xerox resellers:

These may vary significantly based on the resellers, systems they use locally and size/scale and capability of the dealer. However, we hold our resellers to delivering the highest quality customer service. Local dealers often have inventory on-hand locally and/or can selected expedited delivery from the Xerox

distributors. Following delivery and invoice, dealers report the transactions through the Xerox Partner Portal digitally.

- b) Describe your organization's process for resolving disputed invoices, including escalation procedures.

Xerox Response:

Xerox has implemented a successful escalation process to address disputed invoices. The customer should engage the Customer Care Center of Excellence and provide the details of the disputed invoice. A service request number will be assigned to the dispute and communicated back to the customer in the same manner they contacted the Customer Care Center of Excellence and a resolution date will be provided. The Customer Care Representative will complete the research necessary to determine the validity of the customer's dispute and will provide the customer with recommended actions. During this period, the invoice will be flagged as disputed and will not be collected upon until resolution of the dispute. Pending the resolution of the dispute, the Participating Entity is expected to pay all undisputed amounts including the monthly minimum charge which is not subject to dispute.

If further escalation is required, the customer should ask for the Customer Care Representative's immediate manager or are generally found directly in the signature of the Customer Care Representative's correspondence

- c) Describe your organization's process for issuing refunds or credits to customers due to invoicing errors, over-payments and Product returns.

Xerox Response:

Unpaid invoices will be reversed and rebilled at the proper amount. Corrections resulting in a credit to the customer's account and/or over-payments will be applied at the direction of the customer and in most cases can be returned via a check, if desired.

- d) Describe the steps your organization takes to mitigate supply-chain issues and how you ensure that Products are available to Purchasing Entities with minimal delays.

Xerox Response:

Global supply chain issues have been unprecedented in the past few years and Xerox is not immune from the issues Suppliers are experiencing around the world. During the recent years, there have been a number of global supply chain constraints impacting hardware shipments including worldwide container shortages, US port delays, US logistical and warehouse shortages, component shortages and chip shortages. As a result, we have experienced delayed delivery times for equipment placements and extended delivery times on MFD consumables. Xerox has made a number of investments to increase our vendor warehouse capacity to clear the backlog including having a surge of employees brought in to help clear the backlog at the warehouse, hiring new drivers, air shipping products when necessary, and seeking new suppliers for components. The countermeasures we have put in place have helped to minimize equipment deliveries significantly.

Fortunately, many Xerox toner and supplies, and some products, are manufactured in the Webster, NY area as well as other sites globally which allows for redundancy and consistency in ensuring our devices have the supplies needed to stay operational.

7) Organizational Security:

- a) Provide a copy of your organization's Data Breach plan.

Xerox Response:

Xerox's Global Security Services - Cyber Security Incident Response Team (CSIRT) supports Corporate Security by managing all cyber related anomalies or suspicious activity. Xerox's CSIRT provides 24x7x365 coverage through the Global Incident Response Team who are responsible for implementing the Incident Response Plan upon notification of reported anomalous activity. Incident reporting and coordination occurs to system owners and with guidance from cross functional teams. Significant cyber security incidents will be reported in accordance with regulatory, compliance, and contractual obligations.

The Xerox Incident Response Plan is aligned to the National Institute of Standards and Technology Computer Security Incident Handling Guide (Special Publication NIST.800.61.Revision 2) and validated annually by an independent 3rd Party through reviews and/or incident response tabletop exercises.

See Section 2.2 Technical Response Exhibits for the Xerox Data Breach plan (Security Incident Response - Program Summary)

- b) Describe, in detail, how it adheres to NIST standards. Your response must include your policies regarding breach detection, notification, and response time.

Xerox Response:

Xerox has established security policies, procedures, and an organization under Global Security Services (GSS) which serves as a focal point for identifying, managing, and communicating incidents which occur in the framework of systems and solutions which Xerox manages. The Incident Response policy is defined within the corporate information security policy and has defined management commitment, scope, as well as definition of incidents and related terms. The GSS team has an established Incident Response policy, plan, and team which governs incident response. GSS is responsible for the following activities:

- Creating and updating an incident response policy and plan which covers:
 - Purpose, Scope, Intended Audience - Determining what scope and services the incident response team is accountable for
 - High level process and Plan - Developing and updating procedures for performing incident handling and reporting
 - Process Execution
 - Incident Classification – Based on defined incident classifications such as Sev1-Sev3
- Identification of a team structure, related matrixed staffing model and identifying responsibilities for roles such as:
 - Incident Response Lead
 - Incident Response Analyst
 - Corporate Security
 - Technical Systems Owner
 - Business Systems Owner
- Establishing relationships and lines of communication between the incident response team and other teams such as:
 - Product Security Team
 - Engineering Team(s)
 - Office of General Counsel
 - Privacy Team
 - Senior/Executive Leadership

- Human Resources
 - Setting guidelines for communicating with internal and external constituents regarding incidents
 - Recommending training for the teams on the incident response process as required and specifically training new members and at least annual training for others.

The NIST SP 800-61 recommendation defines phases of the incident response life cycle as: Preparation, Detection and Analysis, Containment, Eradication and recovery and post- incident activity. The Xerox Security and Incident plan follows the NIST recommendations.

Xerox responds to security events and incidents that could result in loss of confidentiality, integrity, and availability, in accordance with the Xerox Incident Response Policy, Procedures, and Xerox Incident Response Plan. The incident response documentation provides general guidance in responding to security events as directed by the Incident Response Team.

Xerox policy and adherence to NIST 800-61 R2 is supported by a detailed Incident Response plan that constitutes the organization's approach to a Xerox confidential incident response process. The phases are supported as follows:

Preparation:

Xerox Security Policy serves as the basis of the incident response lifecycle. The Xerox Incident plan includes:

- Required processes, training and tools required to fulfill this phase of the life cycle
- A detailed list of activities that need to be performed in each of the phases.
- Contact guidelines for Xerox staff and the methods for reporting, identifying and handling an incident

The Xerox Incident Response process contains different phases namely Intake, Triage, Analyzes, Contain, Remediate, Recover and report & close. Xerox's incident management policy is reviewed with all employees on an annual basis.

Xerox Corporate Security will determine if this event is an electronic or paper event. If the event is electronic the Security Operations organization will contract the on-call incident team member. The Incident Response Team will classify the event within the incident response tool. The tool will then give the Incident Response Team instructions based on the type of event that occurred. Members of the Incident Response Team have access to all files and systems to investigate the event. In support of NIST 800-61 R2 Xerox has defined six stages invoked when responding to an incident:

1. Preparation
2. Analysis
3. Containment
4. Eradication
5. Recover
6. Lessons Learned

Detection and Analysis:

- Xerox employs monitoring of physical entry points, networking appliances, and the multifunction print devices themselves
- Both the Incident response policy and plan are supported by a list of standard operating procedures in the form of run books to standardize the responses by incident response team members

- Detected suspicious activity and incidents are reported to Xerox Global Security team. All Xerox personnel who suspect an incident or event are required to report it to the 24/7 crisis number found in the Incident Response Plan
- Incidents are analyzed against classification guidelines and severity ratings based on business impact and exposure

Notification and response time

- Notification and response time depends on several factors including but not limited to the type of incident, criticality/severity of the incident, scope/extent of the impact, compliance, regulatory and contractual reporting obligations, and service level agreement for the services.
- Communication protocol within and outside the organization and the management escalation path based on the severity/impact of the incident

Containment, Eradication, and Recovery:

As outlined in Incident Management plan, Information security is well managed within the Xerox organization. Xerox's ability to conduct and remediate incidents is enhanced with the use of incident response tool which categorizes events and provides Incident Response Team members direction when investigating events. The Incident Response Team has configured this tool to allow for seven incident categories:

1. Illicit Email
2. Unauthorized Disclosure
3. Malicious Code or Malware
4. Unauthorized Access
5. Denial of Service (DoS)
6. Reconnaissance
7. Other

Once a category is selected, the incident tool will provide the Incident Response Team with further investigation instruction.

Post Incident Activity:

Xerox will follow NASPO entities policies and will provide appropriate support from Xerox corporate security as required.

- Xerox continually captures lessons learned which is incorporated into the Xerox IR policy, plan, and procedures
- Proactive annual IR tabletop drills are driven by Xerox Cybersecurity with an independent third party

Incident response testing is conducted at least one a year typically in the form of a tabletop test. Annual tabletop tests are performed in accordance with NIST SP 800-61. Each year the incident response lead will supply the team with a scenario from NIST SP 800-61 and the team will discuss their actions to be performed. At the end of the exercise there will be formal lessons learned documented to capture the results and potential areas of improvement. Any improvements will be incorporated into the incident response training, incident response plan, and incident response process.

- c) Has there been a data breach that has affected a Purchasing Entity within the last three (3) years? If so, how did you resolve the issue?

Xerox Response:

There have been no known data breaches (security incidents) that has affected a Purchasing Entity within the last three (3) years.

8) Hard Drive Protocols:

- a) Describe, in detail, the protocols that are followed for hard drive sanitation and removal.

Xerox Response:

Given Xerox's dominance in the US Government sector, including the US Federal Government, we have a comprehensive strategy for data security, including for data-in-motion, data-in-use and data-at-rest for all aspects of our devices, extending beyond hard drives.

Specifically regarding Xerox equipment hard drives, Xerox makes available, at a fee, the ability for the surrender and return of hard drives to a customer for destruction.

Should a device not handle sensitive data requiring destruction, all Xerox equipment and Non-Xerox (Competitive) equipment trade-in, the Xerox supply chain procedures include a tightly controlled shipping process. That process begins when the Xerox bonded shipping agent arrives to pick up the returned device. The device is packaged and marked with a unique bar code that enables tracking through each step of its journey, to its final destination.

Upon arrival at an equipment center, the device is directed to one of three processes. A device may be refurbished / remanufactured; it may be used for specific parts; or, if not needed, destroyed. Devices that are to be remanufactured or refurbished (depending on age and condition) move to a rework facility. During rework, any hard drives present are either overwritten in place or removed from the device, placed on a test station, and overwritten using an overwrite algorithm described in U.S. Government publications. Use of this algorithm, currently found in both the Department of Defense publication DoD 5220.22M, the National Industrial Security Program Operating Manual (NISPOM), and the

National Institute of Standards and Technology (NIST) Special Publication SP800-88r1, ensures that no discoverable customer data remains on the hard drive.

Overwrite consists of a three-pass clearing process followed by testing to validate success. Hard drives removed for overwrite are then reformatted and reimaged for return to the device. Any hard drives that do not successfully overwrite, format, or reimage are crushed and shredded as per the destruction process described below.

All configurable settings stored in all non-volatile memory on rework/refurbish devices are restored to default values, effectively clearing any customer-specific settings that may have been made during the device's life.

Devices that are used for spare parts, after delivery to the rework area, are stripped for parts required per materials availability lists. If hard drives are removed, they are handled identically to the drive process described above for remanufacture prior to being returned to the spare parts system. The remainder of the device is processed through the destruction process described below.

Devices for destruction are moved to the destruction staging area, where they are first checked for controlled materials. If any of these materials (mercury switches, for example) are present, they are disposed of in accordance with EPA guidelines, and in conformance with the Xerox Environmental Management Plan, and the Xerox ISO 14001 certification.

The device is then placed intact – including any hard drives - into an industrial crusher, which compacts the device under high pressure. The crushed device is moved from the Xerox Equipment Center to a bonded reclamation facility, where it is mechanically shredded, a process which produces small 'chips' of the various materials it contains, such as steel, plastic, aluminum, etc. Recyclable materials are recovered for reuse, averaging over 99% avoidance of waste.

Xerox does not at any time remove, recycle, resell, or otherwise reuse hard drives without employing the overwrite process as described.

- b) How will your organization ensure that your Authorized Dealers conform to these requirements?

Xerox Response:

As described in Question 8a, the Xerox bonded shipping agent is responsible for directing the device to one of three hard drive sanitation and removal processes. For resellers, these requirements will be captured in their Xerox Partner Agreement and will be required/liable to implement similar procedures.

- c) What is your process for ensuring that other Manufacturers don't remove hard drives in your Equipment?

Xerox Response:

Other Manufacturers are unable to access the hard drives in the Xerox devices. The Hard Disk Drive/Solid State Drive is kept secure inside a disk caddy which is locked inside an enclosure attached to the machine frame. For KIP Wide Format products, we eliminate the risk of unauthorized access with the optional Removable Hard Disk Drive kit. The removable hard drive can be disconnected by Xerox when the device is unattended.

9) Warranties:

- a) Describe any additional warranties you offer on your Products.

Xerox Response:

Xerox warrants equipment performance not just for 90 days like many manufacturers, but for the entire term of a lease agreement or 36 months for equipment that is purchased. The only time this is not applicable is for a limited number of Group C products which are special production units that need at least 180 days to implement unique applications.

In the case of those Group C products that have an implementation period for unique applications the team will work with the customer to agree upon a Customer Expectations Document ("CED") that will lay out the performance expectations. As long as the equipment is continuously maintained on a Xerox Full Service Maintenance Agreement during its term or for 36 months from purchase, if the Equipment is not performing substantially consistent with the performance expectations outlined in the Customer Expectations Document ("CED") or such other documentation provided with the Equipment if a CED does not accompany the Equipment (the "Documentation"), Xerox will, after attempting to repair the device per the Maintenance Services provision hereto and upon the Participating Entity's request but in Xerox's sole discretion, replace such Equipment without charge with identical Equipment or with other Equipment with comparable features and capabilities

- b) Have you ever encountered a situation in which a customer exercised the Lemon Clause? If so, please describe the situation in detail, and include the type(s) of Devices this affected and your resolution in ensuring customer satisfaction.

Xerox Response:

Per the provision stated in the response to question 9 a) above, all leased equipment proposed, in our solution to NASPO, will be covered under a Xerox Full-Service Maintenance Agreement (FSMA) for the initial full term of the lease. FSMA offers a worry-free investment with Xerox, as any device that Xerox cannot maintain in good working order (and thus is deemed defective by Xerox) will be replaced with a

like model of similar features and functionality. This is also applicable for all equipment that has been purchased for up to 36 months as long as it is continuously maintained under a FSMA.

We occasionally have customers that have exercised the need to return the equipment based on performance expectations and have it replaced with a “like” model leading to client satisfaction. If the equipment cannot be repaired, the technician will trigger the replacement device to be ordered, it is prioritized in our supply chain and the appropriate end-user will be contacted to schedule installation. Of course, if possible, the technician will make their best effort to keep the in-place device running while the replacement is requisitioned.

10) Recycling and Trade-In Programs:

- a) Do you offer a pickup program for end-of-life Devices? If so, please provide detail regarding the program and how customers can utilize it.

Xerox Response:

Xerox pioneered the practice of remanufacturing, reusing and the recycling of office equipment. We offer a number of options for end users to recycle and responsibly dispose of Xerox equipment based on state regulations, contract status, and/or the machine model.

Please review the **Xerox Equipment Take-Back Options** for state-specific electronic waste management requirements Connecticut, the District of Columbia, Hawaii, Illinois, Maine, Michigan, New Jersey, New York, North Carolina, Oregon, South Carolina, Utah, Vermont and Wisconsin.

Consumers from all other states may still ship their end of life printers or “all-in-one” devices to Xerox for reuse or recycling.

If the Xerox product was introduced in 1979 or before, it may contain PCBs. To this day, Xerox will remove the device at no charge. Contact Xerox Customer Support at 1-800-ASK-XEROX (800.275.9376) and have the model and serial number available.

To donate equipment instead of returning it to Xerox, we have partnered with the National Cristina Fund to provide an outlet to do so. The equipment must be in working condition to qualify for donation. The foundation can also accept donations of used working computers, monitors, and other peripheral equipment such as scanners and fax machines.

Equipment removal by Xerox is only triggered by a replacement delivery or a unit that has reached the end of its lease term and is no longer needed.

- b) Do you offer a used-cartridge trade-in allowance? If so, how does your program work?

Xerox Response:

Xerox does not offer trade-in allowance for used cartridges.

- c) Describe your toner cartridge recycling program.

Xerox Response:

Starting more than 20 years ago, Xerox has kept toner cartridges out of landfills thanks to our remanufacturing process, which recovers toner cartridges and waste toner for reuse. In 2021, more than 1.9 million Xerox® Toner Cartridges were manufactured using recovered cartridges, representing as much as 50% of toner cartridge production, depending on the cartridge family.

Central to this effort is the Xerox Green World Alliance® (GWA), a collection and reuse/recycling program for spent consumables. GWA efficiently manages supplies at end-of-life and recovers materials for reuse in our supplies and products. As a result, this program reduces the demand for raw materials and diverts them from landfills.

After changing out a toner cartridge, clients can return spent cartridges to Xerox via single returns, ECO boxes, or pallets. We continue to enhance the cartridge take-back program enabling easier returns for toner cartridges and expanding country participation.

Returned toner cartridges are collected by our partners — Close the Loop in the U.S., Greiner Associates in Europe, and SCI in Canada — and managed using a specially designed manual and robotic process that scans and identifies products based on their codes. Spent toner cartridges are unboxed, assessed for damage, disassembled, cleaned, inspected, and packaged for shipment to our offices. Toner collected from spent cartridges is used for color additives or returned to us for reprocessing.

If items are not suitable for remanufacturing, they are recycled or recovered through energy from waste. Recycled waste toner and toner reclaimed from manufacturing that qualifies for reuse may account for 25% of the new toner's weight without compromising toner functionality. Reusing waste/reclaimed toner saves several million dollars in raw material costs each year. Of the toner that cannot be reclaimed, 75% is recycled by our consumables recycling partner, while the remaining volume is sent to a third party that processes it for generating steam and electricity.

More than 35 countries currently participate in the Xerox GWA. In 2021, our clients from around the world returned over 4.58 million cartridges, toner containers, and other used supply items, equaling 2,000 metric tons, 1,600 metric tons less than in 2020. This decrease was driven by the continued global impact on the office environment in response to the COVID-19 pandemic. As people continue returning to the office, we expect to see an increase in the total number of returns.

11) Supply Management

- a) Does your toner (or any other supplies) contain “smart chips,” any computer code, or any other design element that would disable the equipment or impair it in any way (i.e. exceeding an authorized number of copies, advancing the Device to a particular date or other numeral, etc.)?

Xerox Response:

The Xerox toner cartridges do have chips on them, but it is for tracking purposes and quality assurance purposes. They are not used to impede printing based on thresholds.

- b) Can your Supplies be remanufactured by third-parties? What is your position on remanufactured ink cartridges?

Xerox Response:

Our printers and multi-function devices will not restrict 3rd party cartridges. The quality and reliability of 3rd party cartridges is variable and we can't comment on whether a 3rd party is capable of remanufacturing a Xerox cartridge.

We remanufacture a large and growing number of Xerox toner cartridges. This is an important area for continued development in line with our sustainability objectives.

12) Managed Print Services:

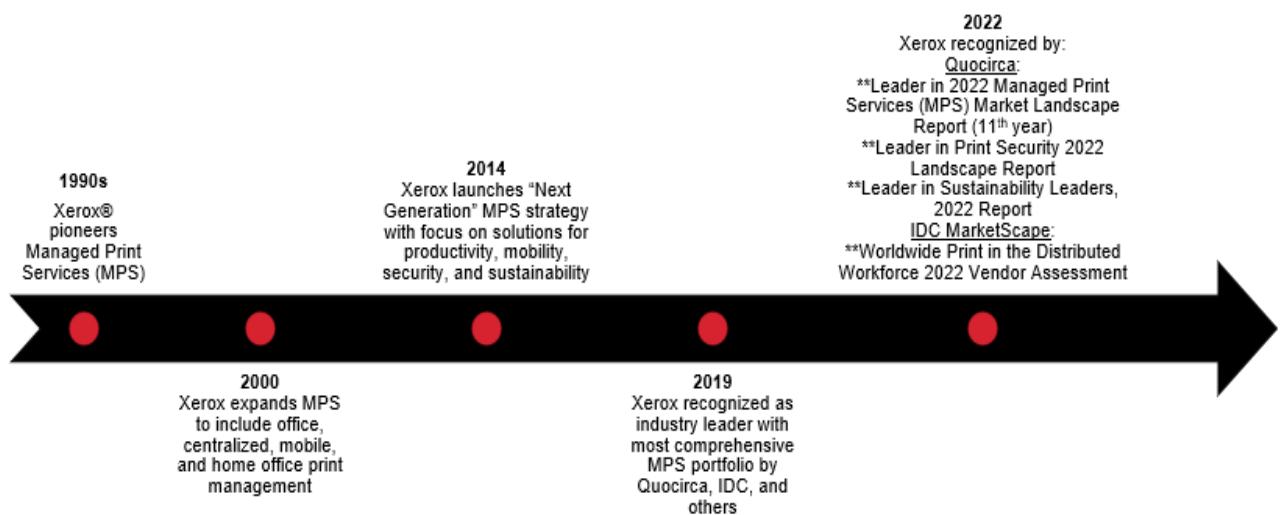
- a) How long has your organization been providing Managed Print Service solutions? Include any specialized training or experience that your organization or Key Personnel within your organization possess in your response.

Xerox Response:

Xerox Managed Print Services History

Xerox pioneered the Managed Print Services (MPS) marketplace over 30 years ago and continue as the industry leader today with #1 overall market share. With over 30 years of experience and the largest MPS provider, Xerox remains unmatched in global experience, robust service, and solutions portfolio, completeness of vision, and ability to execute on that vision have resulted in Xerox being named the top MPS provider by all major industry analysts. IDC and Quocirca praised Xerox in their reports for our differentiated MPS offering.

Innovation in areas of Artificial Intelligence, Robotic Process Automation and Augmented Reality are bringing new and exciting innovation to a matured marketplace.



Specialized training and experience include, but are not limited to:

- **Xerox Service Delivery Management:** is aligned to industry best practices including, Lean Six Sigma, ITIL, COBIT, PMI and others
- **Implementation:** A Project Management Professional (PMP) accredited team will utilize Xerox's patented Transition & Transformation Management Process (TTMP) methodology to effectively implement the solution
- **Technical Service:** Xerox utilizes certified service engineers for technical service delivery
- **Process optimization:** Xerox employs Lean Six Sigma certified resources to improve the efficiency of our service processes
- **Security:** Role-based security training/certifications for personnel assigned security roles and responsibilities
- **All Xerox employees:** are trained on Workplace Safety, Global Privacy and Information Security, Workplace Diversity, Xerox Code of Conduct, Harassment Prevention, and Antibribery Compliance

- b) Describe in detail, what your organization's free initial assessment consists of. How do you identify what the needs of the customer are so that you can provide a preliminary estimated cost savings and make recommendations on how to improve fleet efficiency?

Xerox Response:

Xerox Initial Free Initial Assessment Summary:

- Deployment of a device monitoring tool and electronic discovery/inventory of connected devices, with the ability to import data provided by a Participating Entity
- A Current State Fleet Analysis presentation with key metrics such as fleet composition, volume analysis, and age of technology.
- Comprehensive analytics and insights
- Future state recommendations
- A Total Cost of Ownership (TCO) analysis that provides:
 - An estimation of current state costs leveraging industry averages, if current state financial data is not available from the Participating Entity
 - A summary of actual current state costs, based on operating/cost data provided by the Participating Entity
 - Future state costs based on Xerox recommendations
- "Green" Sustainability analysis

Participating Entities have the option to extend beyond the free assessment to include:

- Onsite inventory and mapping of all devices for a fully tailored Future State design
- Voice of the customer and Process workshops
- Document Workflow assessment

Xerox Assessment Methodology (Current State)

Our analytics-based approach will help Participating Entities understand the full scope of their print environment across both Xerox and non-Xerox devices.

The process starts with the implementation of our Xerox Device Agent or Xerox Device Manager software. These tools allow us to monitor the printing devices and gather important printer information from the environment. Additional data will be collected from the Participating Entity to identify device locations, user requirements, print policy requirements, and current financial/lease information which is then compiled with the electronic data to establish the current state baseline.

Accurate savings analytics start with a detailed print assessment of your current operation environment and a thorough assessment of your document workflow. We get this by:

- Helping you understand current total cost of ownership (TCO) and current costs. TCO cost components typically include:
 - Leased device information
 - Purchased device information
 - Consumable costs
 - Service & Support agreements
 - Power cost (required for green analysis)
 - Help Desk costs
 - IT infrastructure costs
 - Any additional costs provided by the Participating Entity that are relative to the output environment

- Assessing your current operations in terms of overall power and carbon consumption, including paper and trees.
- Providing an intelligent and dynamic solution design enabled through our Xerox MPS tools platform.
- Providing solution modeling and real-time, what-if scenarios that extend your insight past current TCO comprehension and into future TCO savings associated with the modeled scenario.
- Reviewing the benefits of a proposed solution design with future state designs that capture, incorporate, and validate against your print policy.
- Providing analytics that enable fact-based discussions and designs across the organization.
- Tailoring data collection to your business using our powerful tools and proven processes.

Right sizing the Document Output Infrastructure (Future State Recommendation)

By taking a more holistic view of the output environment, Xerox can identify many opportunities for improved efficiency.

Once your office environment baseline is established, we work together to develop a future state plan which maximizes savings through right sizing while delivering optimal operational efficiencies. To achieve balanced deployment, it is important to choose the right technology to fit each specific situation regardless of manufacturer and vendor. In a world of analog technology, speed, image quality and price were the primary criteria for decision-making. However, in a networked environment, the performance criteria are very different.

Another area considered when right sizing your document output infrastructure is the type of work being done. For example, some groups may require high-volume scanning; HR and Finance may need secure printing, and Marketing may want graphic arts quality color output. Running costs and speed are important, but network performance and user productivity are far more important when trying to optimize the document infrastructure.

Future state designs are tailored to the requirements of the Participating Entity and their workspace. Optimization efforts focus on where the print volume, color usage, and finishing options exist in the current state and consolidating that volume into the new devices. When designing a future state our consultants can include any additional considerations such as average walking distance, and doors passed through, when such site information is available. Xerox leverages fact-based knowledge of the current state, a broad portfolio of devices and solutions, and a clear vision of an optimal office environment to ensure Participating Entities take advantage of increased savings and productivity.

Ongoing Assessment and Utilization

Once that “optimal state” is in place it is important to regularly monitor the fleet to ensure it is efficiently utilized. As Participating Entities’ business needs and processes change over time, the demands on the printer fleet will change as well. Xerox will continue to track trends on both performance and volume to provide utilization proposals. We will offer our insights at our regular operational review meetings as we currently do for you within our managed locations.

Xerox has developed a robust governance model, which encompasses monthly reporting, regular meetings, and Quarterly Business Reviews (QBR), to discuss and review the operational efficiency of the MPS program. Topics include performance scorecard, observations and trends, accomplishments, status of new services, solutions to improve performance, and project status on innovation.

To ensure the original goals/objectives are realized, ongoing Fleet Improvements and Cost Savings Tracking include:

Monthly Operational Reviews

Xerox will schedule joint communication and status reviews with Participating Entity designated focal points.

Quarterly Business Review (QBR)

Our MPS technology embedded in your business accumulates a body of data and analysis that reveals gaps and opportunities. This information facilitates a quarterly business review (QBR) system that allows us to present insights and data from the process and infrastructure level.

Annual Strategic Review (ASR)

Xerox and Participating Entity executives will hold annual strategic review meetings to discuss mutual objectives, business improvement opportunities & strategies.

- c) Describe how you calculate realistic cost savings for implementation of MPS.

Xerox Response:

Xerox leverages our industry analyst award-winning Managed Print Services assessment processes and tools. This tool gathers and analyzes the 'actual costs' provided from the customer and/or available through their public pricing on their existing contract.

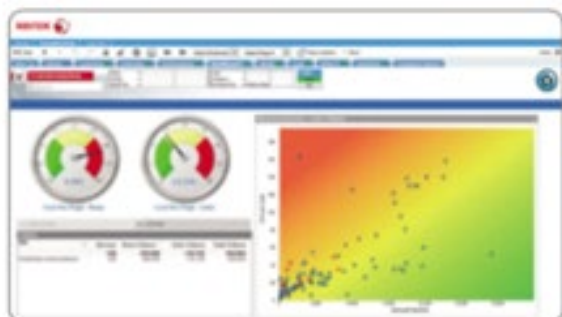
The Xerox tools differ from the industry standardized Excel reports and turns information into actionable data, dashboards and analytics to further control and drive down costs, while reducing your environmental impact. Xerox can work with the entity to model real-time 'What-if' scenarios both up-front upon award and throughout the life of the agreement. This also allows for the customer to get a macro-level overview as well as tests down to the actual cost at a per device level.

Should the entity not be provided actual costs for whatever reason, since Xerox manages millions of non-Xerox-devices globally as well as subscribes to third-party research databases, we can substitute missing information with Xerox-known costs and/or those provided through our databases.

Us these data sources and through analysis of print usage and costs, Xerox will calibrate the ongoing efficiency of the print environment and will co-author objectives with the customer such as:

- Utilization Analysis— targeted user to device ratios and usage/utilization
- Print Comparative Analysis—compare costs of devices to others in fleet or potential replacements for replacement justification
- Environmental Analysis—the environmental impact of your print devices
- What-If Scenarios—making changes to key assumptions resulting in immediate calculations and real-time results to review important financial metrics and support decision making processes
- A diagram of what your optimized print environment will look like if implemented
- Develop a realistic and accurate transition timeline based on the quantitative as well as qualitative metrics of the environment

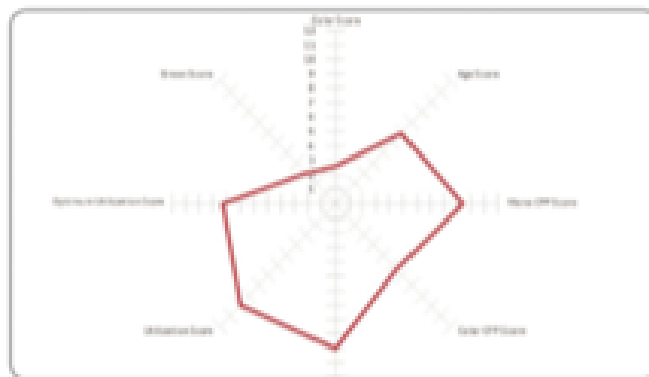
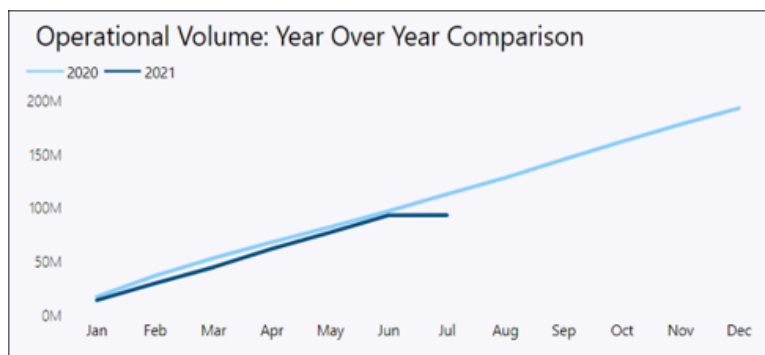
Below is a small sampling of dashboards from the Xerox analytics tool that can be viewed from the fleet level down to the individual device.



Target improvements in areas with the most opportunity with view of "hot spots" in device cost, use and age.



Optimize print environment for the future through "what if" scenarios and cost comparisons.



See where to prioritize actions for the largest payback with a scoring index that identifies opportunities.

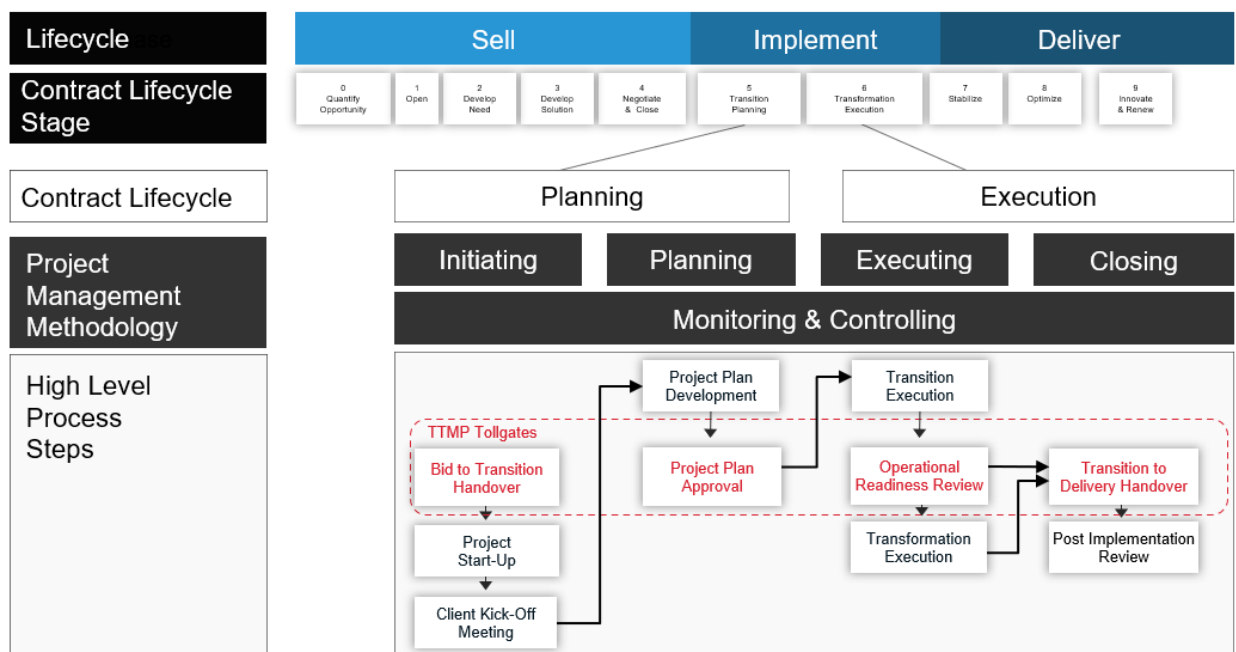
- d) Describe your organization's implementation strategy. The strategy should contain your approach to training, communication plans, and how continuous improvement and program management are collaboratively addressed.

Xerox Response:

Xerox Transition Plan

Our goal is to ensure your satisfaction throughout each phase of the transition lifecycle. Xerox implements a benchmark Global Service Delivery framework that include critical standards and best practices that enable us to deliver on our promise and provide a best-in-class experience.

One of the key pillars of this framework is the Transition and Transformation Management Process (TTMP), which governs how we manage the implementation of the new solution.



Transition and Transformation Management Process

The TTMP covers the standard activities involved in planning, startup, and transformation of your environment from its current state of operations to a Xerox managed print services operation. Xerox TTMP was developed based upon Lean Six Sigma principles and best practices from delivering thousands of project implementations in this solution offering.

Our standardized and repeatable methodology ensures a seamless integration of Xerox Managed Print Services (MPS) into your environment. During the TTMP process, a collaborative approach is used to develop a work breakdown structure (WBS) with the milestones required to implement the solution rapidly and efficiently. Our standardized approach includes workshops and checkpoints to verify the progress against the baseline milestones. We also develop standard collaterals to support the process; these include:

- Documented and defined Roles and Responsibilities (both Xerox and client).
- A detailed Procedures Manual.
- A detailed Schedule for Site-by-Site Implementations.
- Specific Project Management Tools to control and govern the process.

The first step towards achieving the project goals is for the Xerox team to create a comprehensive implementation plan, which includes using the following powerful set of tools:

- Professional Project Management.
- Lean Six Sigma Continuous Improvement.
- Principles of Business Process Management.

Xerox Transition Executive

To further guarantee an efficient and satisfying experience, a Xerox Transition Executive will be assigned to oversee execution of the Project Plan. This individual will work hand in hand with other transition resources, the account management team and with Participating Entity representatives to ensure a smooth implementation of the solution through planning, project execution and handover to steady state team. Xerox Transition Executives are highly trained in Project Management Institute (PMI) principles that will be used throughout the transition and transformation phase.

Throughout the process, risks are measured and mitigated using a services risk management tool. Also, a communication plan is established to disseminate information to the Xerox and Participating Entity's project teams on a routine and timely basis. Overall, TTMP puts processes, standards and controls around the project implementation which allows for a more efficient, seamless, and faster startup and into the steady state program environment.

Draft Implementation Plan

We have provided an example Draft Project Implementation Plan with associated WBS. For this plan to be successful, it must align to organizational objectives, policies and procedures and be well-planned and structured. Xerox will work closely with each Participating Entity to jointly refine the plan as required to provide a smooth transition. See refer to draft project implementation plan on pages 42–50.

Implementation Team

The most important aspect of this implementation will be the cooperative effort between the Xerox team and the Participating Entity's team. The expertise of these combined groups will help ensure the successful implementation of the Xerox solution. This team of professionals, led by the Xerox Transition Executive and the Transition Project Manager (TPM), will be working with the Participating Entity throughout the implementation. The Xerox Team is responsible to ensure a smooth installation process by engaging internal Xerox partners to gain consensus and make everyone aware of activity and requirements for this project.



The TPM will evaluate, monitor, and inspect the implementation process to ensure we meet the requirements. The lead TPM will also keep focus on the project plan schedule by communicating clearly with the Xerox and Participating Entity's teams.

Key Implementation Tasks

The implementation effort will involve several processes and tasks that may be incorporated into the final Project Plan:

- Contract Signing.
- Initiating and Planning.
- Developing 3rd Party and/or Xerox Advanced Solutions Processes.
- Xerox Tools Integration.
- Project Management Tools, Deliverables and Collaterals.
- Kickoff Workshop.
- Site Assessment Data Collection.
- Communication and Change Management.
- Site Implementation.
- Handover to Steady State.

Status and Progress Reports

Xerox conducts status meetings to assess progress toward assigned action items and implementation process completion. After implementation, as part of the ongoing operation, Xerox also conducts regularly scheduled Account Reviews that will provide a forum for Xerox to present contract status, areas of opportunity, statistical results, and performance feedback.

Our Quality Plan

To ensure that we are meeting equipment and service level objectives as outlined in the Statement of Work (SOW), Xerox has developed a Global Service Delivery Model (GSDM) to enable total service delivery excellence. The GSDM provides standardization; measures quality performance and determines issues of non-conformance as related to the Participating Entity's contractual Service Level Agreement. The GSDM is aligned to industry best practices including, Lean Six Sigma, ITIL, COBIT, PMI and others.

The model is made up of seven (7) core practices including:

- | | |
|--------------------------------|--|
| 1. People Management. | 5. Relationship Management. |
| 2. Technology Management. | 6. Financial Management. |
| 3. Service Operations. | 7. Innovation and Continuous Service Improvement |
| 4. Governance and Performance. | |

Within these seven practices are over 40 processes to ensure consistent and controlled delivery. Every Xerox Service Delivery Team conducts a maturity assessment and develops an improvement plan based on identified gaps. This framework ensures consistent, reliable, and predictable service.

Draft Project Implementation Plan

The Implementation Plan developed for each Participating Entity incorporates best practices learned from thousands of implementations across other organizations. Our approach to MPS implementations is leveraged by our global service delivery model and has allowed us to develop a standard Xerox TTMP, which is designed to support implementations for sites both large and small.

The following detailed WBS is used as the baseline for developing a more comprehensive Implementation Plan, specific to the needs of each site location. The WBS below shows the task deliverables that Xerox will provide, as well as the tasks required by the Participating Entity.

We work together to get agreement from both Participating Entity and Xerox Stakeholders on the final Plan details and timeline.

Work Breakdown Structure	Tasks/Deliverables	Resource (Xerox and/or Participating Entity (PE))
1.	Contract Signed	Xerox & PE

2.	Initiation/Planning	
2.1	Device Certification	
2.1.1	Equipment/Applications	
2.1.1.1	– Identify business critical applications	PE

2.1.1.2	– Develop Client test cases – print jobs/fax/scans	PE
2.1.1.3	– Order/Deliver test equipment	Xerox
2.1.1.4	– Install test equipment	Xerox & PE
2.1.1.5	– Execute Test Plan (devices, print drivers, applications) *	PE
2.1.1.6	– Team/Client /Field signoff/approval	Xerox & PE
2.1.2	Configuration of Equipment	
2.1.2.1	– Document device settings in configuration guide (include Security)	Xerox
2.1.2.2	– Create Clone Files	Xerox

2.2	Develop 3rd Party and Xerox Advanced Solutions Process	
2.2.1	EPG–integrate detailed EPG WBS	Xerox
2.3	Xerox Software Tools Integration	
2.3.1	Xerox Device Manager (XDM) – Set up	Xerox
2.3.1.1	– Provide HW/SW requirements to Client	Xerox
2.3.1.2	– Obtain required subnets	Xerox & PE
2.3.1.3	– Provide HW/SW infrastructure/VPN access per requirements	PE
2.3.1.4	– Install and configure XDM	Xerox
2.3.1.5	– Validate XDM discovery against asset database	Xerox
2.3.1.5.1	○ Confirm functionality	Xerox
2.3.1.5.2	○ Remove firewalls/obstacle to discover confirmed items that are not seen by XDM	Xerox & PE
2.3.1.5.3	○ Adjust IP subnet ranges as needed	Xerox & PE
2.3.1.5.4	○ Complete XDM Certification	Xerox & PE
2.3.1.6	– XDM Readiness Go/No Go	Xerox & PE
2.4	TPM Deliverables	
2.4.1	Create Document Repositories	Xerox
2.4.1.1	– Xerox/Client Shared – Create/Post Docs	Xerox
2.4.2	Establish communication cadence	Xerox & PE
2.4.2.1	– POCs/distribution lists/preferred methods (email/phone)	Xerox
2.4.2.2	– Escalation Process - end to end/all systems to be integrated	Xerox
2.4.3	Establish meeting cadence	Xerox & PE

2.4.3.1	– External - Team/Stakeholder-Daily/Weekly/Monthly	Xerox
2.4.4	Create/Maintain Project Tracking/Monitoring and Control Documents	Xerox
2.4.4.1	– Status Report - External/Internal	Xerox
2.4.4.2	– RACI	Xerox
2.4.4.3	– Project Log: Actions, Risks, Assumptions, Constraints, Decisions, Risks, CR	Xerox
2.5	Client MPS Kickoff Workshop	
2.5.1	Preparation for Workshop	Xerox
2.5.1.1	– Schedule Project Kickoff / Workshops	Xerox & PE
2.5.1.2	– Conduct Kickoff Planning Session- agenda and update template	Xerox
2.5.1.3	– Finalize agenda/attendees/logistics with Client	Xerox & PE
2.5.1.4	– Send email w/workshop logistics to workshop attendees	Xerox & PE
2.5.1.5	– Ensure conference room for dry run avail w/ laptop projector	Client
2.5.1.6	– Complete Security/Visitor Badging for On-Site Access	Xerox & PE
2.5.1.7	– Print agenda/presentation handouts	Xerox
2.5.2	Conduct Kickoff/Planning Workshop	Xerox
2.5.2.1	– Kickoff Workshop Held	Xerox & PE
2.5.2.2	– Project Governance - RACI, Escalation, PCRs, etc.	Xerox & PE
2.5.2.3	– CM/Communications Planning Workshop	Xerox & PE
2.5.2.4	– Site Assessment & Design Workshop	Xerox & PE
2.5.2.5	– Implementation Workshop	Xerox & PE
2.5.2.5.1	○ IT-Change Requests - MACD (how does Client handle)	Xerox & PE
2.5.2.5.2	○ Facility requirements	Xerox & PE
2.5.2.5.3	○ End user training review; determine delivery method for each model	Xerox & PE
2.5.2.5.4	○ Immediate need MACD Process	Xerox & PE
2.5.2.6	– Services Startup (Help Desk) Workshop	Xerox & PE
2.5.2.6.1	○ Define processes for Consumables, Break fix, MACD	Xerox
2.5.2.6.2	○ Schedule Breakout sessions	Xerox
2.5.2.6.3	○ XSP (Xerox Services Portal) Requirements	Xerox
2.6	Project Plans/Schedules	
2.6.1	Develop Master Project Plan	Xerox & PE

2.6.2	Develop Transition Schedule	Xerox & PE
2.7	Project Plan Approval / Signoff	Xerox & PE

3.	Assessment/Data Collection	
3.1	Inventory Readiness - Prep for On-Site assessment	
3.1.1	Obtain Site Contact	Xerox & PE
3.1.2	Obtain Site Maps	Xerox & PE
3.1.3	Xerox Device Manager (XDM) on Client's network Min 30 Days	Xerox
3.1.4	Format and load floor maps into XSM	Xerox
3.2	Site Assessment Final Prep	
3.2.1	Schedule/Conduct Site kickoff	Xerox
3.2.2	Communications to end users on data collection	PE
3.2.3	Complete Client Assessment Training (Self assess Sites)	Xerox
3.2.4	Communications to end users of On-Site arrival	PE
3.3	Inventory Data Collection (On-Site work -initial Site)	Xerox
3.4	Inventory Data Collection (On-Site work - remaining Sites)	Xerox

4.	Operational & Business Readiness	
4.1	Communication/Change Management	
4.1.1	Project/Initial communications: Executive Sponsor message	Xerox & PE
4.1.2	Create/Distribute Client Print Policy	Xerox & PE
4.1.3	Develop CM Strategy and Plan	Xerox & PE
4.1.4	Develop Change Management Templates (emails, posters, handouts, etc.)	Xerox
4.1.4.1	Project Start Up Communications	Xerox & PE
4.1.4.2	– Transition of Services Communications	Xerox & PE
4.1.4.3	– Post optimization Communications	Xerox & PE
4.1.5	Integrate Change Management into Transition Schedule Template and Project Plan	Xerox
4.2	Services Integration	
4.2.1	MPS Software Tools (XSM, XSP, XRM)	
4.2.1.1	– Configure XSM (Xerox Service Manager)	Xerox

4.2.1.2	– Configure XSP (Xerox Services Portal)	Xerox
4.2.1.2.1	○ Configure XSP messaging look and feel per SOW	Xerox
4.2.1.2.2	○ Review Web Port with Client	Xerox & PE
4.2.1.2.3	○ Determine authentication method	Xerox
4.2.1.2.4	○ Configure authentication (XCAS) in test environment	Xerox & PE
4.2.1.2.5	○ Deploy authentication (XCAS) production environment	Xerox & PE
4.2.1.3	– Xerox Report Manager (XRM)	Xerox
4.2.1.3.1	○ Configure XRM Reports	Xerox
4.2.1.3.2	○ Configure Report Distribution	Xerox
4.2.2	Help Desk	Xerox
4.2.2.1	– Process Definition	Xerox
4.2.2.1.1	○ Schedule Process workshop to determine Helpdesk Processes for account	Xerox
4.2.2.1.2	○ Develop and Document Helpdesk Processes	Xerox
4.2.2.1.2.1	▪ Help Desk Process Flow (Reactive call)	Xerox & PE
4.2.2.1.2.2	▪ Help Desk Process Flow (Proactive call)	Xerox & PE
4.2.2.1.2.3	▪ MACD Process Flow	Xerox & PE
4.2.2.1.2.4	▪ Consumables Process Flow (Proactive call)	Xerox & PE
4.2.2.1.2.5	▪ Consumables Process Flow (Reactive call)	Xerox & PE
4.2.2.1.2.6	▪ Misrouted Calls Process Flows	Xerox & PE
4.2.2.1.3	○ Client Approval on Helpdesk Processes	PE
4.2.2.2	– Integration	Xerox
4.2.2.2.1	○ Communicate 800 number to Client and Xerox Account Team	Xerox
4.2.2.2.2	○ Integration with Client HD (if required)	Xerox
4.2.2.3	– Schedule Go Live Toll Gate	Xerox
4.2.2.3.1	○ Client System Access / Connectivity Complete (if required)	Xerox
4.2.2.3.2	○ Implement Help Desk Processes	Xerox
4.2.2.3.3	○ Help Desk Systems Integration/Bridge	Xerox
4.2.2.4	– Integrated Test/Dry Run	Xerox & PE
4.2.2.5	– Client /Team/Help Desk/Field Review and Sign off -- Toll Gate	Xerox & PE
4.2.2.6	– Help Desk Go Live	Xerox & PE
4.2.3	Additional Services	Xerox
4.2.3.1	– EPG	Xerox

4.2.3.1.1	○ Client strategy session for deployment	Xerox
4.2.3.1.1.1	▪ Deployment timeline defined	Xerox & PE
4.2.3.1.1.2	▪ Communication strategy understood	Xerox & PE
4.2.3.1.2	○ Training and Change Management	Xerox
4.2.3.1.2.1	▪ Define Training and/or Change Management requirements	Xerox & PE
4.2.3.1.2.2	▪ Create training materials/leave behinds	Xerox & PE
4.2.3.1.2.3	▪ End User Training	Xerox & PE
4.2.3.1.3	○ Client identifies and builds server	Xerox & PE
4.2.3.1.4	○ Define EPG Policies	Xerox & PE
4.2.3.1.5	○ Configure XDM to meet policies	Xerox
4.2.3.1.6	○ Define EPG Reporting	Xerox & PE
4.2.3.1.7	○ Test Reporting	Xerox & PE
4.2.3.1.8	○ Signoff by Team/Customer	Xerox & PE
4.3	Invoicing	
4.3.1	Billing team and Delivery team review initial invoice with Client	
4.3.1.1	– Process for capturing any back up detail defined and approved	Xerox & PE
4.3.1.2	– Confirm invoice presentation date understood and meets IPSOW	Xerox & PE
4.3.1.3	– Confirm meter collection schedule	Xerox & PE
4.3.1.4	– If pre-bill is required, confirm approval process is documented	Xerox & PE
4.3.1.5	– Client Review and approval of invoice format and details	Xerox & PE
4.3.2	Confirm first invoice received	Xerox & PE
4.3.3	Confirm first invoice payment received	Xerox
4.3.4	Confirm steady state invoice process defined and approved	Xerox & PE
4.4	Develop and Conduct End User Product Training Plan	
4.4.1	Ensure training plan per SOWs defined and understood	Xerox & PE
4.4.2	Classroom	Xerox & PE
4.4.3	At the Device	Xerox & PE
4.4.4	On-Line	Xerox & PE
4.4.5	Client Help Desk	Xerox & PE
4.5	Operational Readiness for initial transformation Go/No Go	Xerox & PE

5.	Design	
5.1	Future State Design Per Location	
5.1.1	Total Cost of Ownership (TCO - XSM)	
5.1.1.1	– TCO Client /Team/Field Review and Sign off	Xerox & PE
5.1.2	Create Initial Future state recommendations	Xerox
5.1.2.1	– Create initial Future State Design	Xerox
5.1.2.2	– Review Post Recommendations for Client	Xerox
5.1.2.3	– Review Meetings with Client Approvers	Xerox & PE
5.1.2.4	– Perform VOC with Site approver or use online toolset	Xerox & PE
5.1.2.5	– Exceptions Submissions	PE
5.1.2.6	– Update future state on online toolset if needed	Xerox
5.1.2.7	– Client /Team/Field Design Validation Review/Approval	Xerox & PE
5.1.3	Create Remaining Future State Recommendations	Xerox

6.	Site Pre-Implementation	
6.1	Transformation	
6.1.1	Preparation	
6.1.1.3	– Plan and schedule deployments	Xerox
6.1.2	Site Readiness - Preparation/Validation	Xerox
6.1.2.1	– Site - Facilities Walkthrough	Xerox
6.1.2.1.1	○ Complete physical Walkthrough	Xerox
6.1.2.1.1.1	▪ Validate Network, LAN Drops, Power, Fax Phone Lines	Xerox
6.1.2.1.2	○ Fax Redirection Report (after walkthrough)	PE
6.1.2.1.3	○ Provide completed Facilities requirements to Client	Xerox
6.1.2.1.4	○ Client to remediate facilities readiness gaps	PE
6.1.2.1.5	○ Client /Team/Field Review and Sign off	Xerox
6.1.3	Obtain IP Address and Print Queue	Xerox
6.1.3.1	– Implementation Plan Review Meeting with Client Planned	Xerox
6.1.4	Conduct Pre-install Call/cover procedures (14-day call)	Xerox & PE
6.1.5	Site Readiness - Go/No Go Call	Xerox & PE
6.1.6	Send Optimization Communication	PE

7.	Implementation – (Per Site)	
7.1	Site – Execute Work order – Complete Dispositions	
7.1.1	Deliver Equipment, Unbox, assemble device, Test copy functionality	Xerox
7.1.2	Device configured per device configuration guide	Xerox
7.1.3	Connect network	Xerox
7.1.4	Follow Client customized IT process	Xerox
7.1.5	Test all functionality	Xerox
7.1.6	Complete device checklist and gain customer sign off	Xerox
7.1.7	Complete data cleansing as required (IO, HD Removal)	Xerox
7.1.8	Conduct Device Removal	Xerox
7.1.9	Update XSM using XTM	Xerox
7.2	Site – Training – Device (Client)	
7.2.1	Send Implementation /Training Communications	PE
7.2.2	Identify devices to be trained	Xerox
7.2.3	Conduct Training	Xerox
7.3	Complete Installation for Remaining Sites	Xerox
7.4	Steady State Transition Complete	
7.5	Post Optimization Communication	Xerox & PE

8.	Transition From Implementation to Ongoing Account Support Team	
8.1	Steady state handoff by Site	
8.1.1	Equipment installed	Xerox
8.1.1.1	Device checklist completed	Xerox
8.1.1.2	Confirm Spare toner - Supplies	Xerox
8.1.2	Training complete	Xerox & PE
8.1.3	Confirm Removals Complete (removed from floor)	Xerox
8.1.4	Device Disposal Complete (removed from Client Site)	Xerox
8.1.5	Hard drive clean-up (override or removal) and signoff by Client	Xerox & PE
8.1.6	Client Site close out sign off received	Xerox & PE
8.1.7	Site transitioned to SS team	Xerox

8.2	Transition to Steady State Tollgate (after approx. 80% of Sites complete)	
8.2.1	Installs Completed	Xerox
8.2.2	Removals Completed	Xerox
8.2.3	Project Transitioned to Steady State Team	Xerox

- e) Describe your training approach to ensure that customers are well versed in how to maximize your Managed Print Services approach. You should include the types of training available (targeted, web-based, on-site, one-on-one etc.) in your response.

Xerox Response:

Training

Xerox will provide and support many comprehensive on-site training, and other options to meet users and Departments requirements. When you place your order with Xerox, delivery and installation of equipment are just the beginning of our commitment to ensuring your total satisfaction.

Our professional instructors are dedicated to teaching your employees how to maximize your Xerox solution. Training programs will be designed specifically to focus on the requirements of your people, and how they can become more productive through enhanced skills and more effective work processes. For example, our training sessions will address:

New Processes - How processes can be changed, updated or replaced with more effective processes to ensure you are achieving maximum productivity with each Xerox solution.

Your Environment - Working within your current technical and workflow environment, how you can realize maximum value from your Xerox solutions.

Device Uptime - Learning how to achieve optimal equipment uptime with Xerox solutions.

We will provide training programs for all Xerox solutions including those involving:

- Faxing;
- Copier/duplicators;
- Digital Office products;
- Office and Production color products; and
- Production printers and publishers.

Xerox provides end-users the training they need to realize the full power of their investment and Xerox will work with the user to ensure their strategic training needs and goals are met. Xerox can provide a variety of customer training options based upon the needs of the Participating Entities.

On-site Customer Training

Training is conducted by Xerox Certified Trainers, who are aligned geographically, to a small group of up to four key users including the individual(s) responsible for maintaining the solution. The training is suitable for key operators, walk-up users, client users, and may include System Administrators. The Trainer will call to schedule training at a suitable time and date for both the Customer and the Trainer. The product must be available and the students given uninterrupted/dedicated time for training. Training will be delivered at the device, upon completion of the machine installation, to ensure a smooth and rapid transition to the new product. Training covers features and functions and is usually provided after the equipment has been installed and network services have been configured (including software installation)

by a network administrator. The standard training is 60 minutes length but may vary based on the configuration of the machine and options purchased.

Webinar Customer Training

For our customers who enjoy technology-based training, but also prefer training to be instructor-led, Xerox offers the best of both worlds. Virtual classroom training can be provided via Webinar. Participants can remain at their desks and participate with up to 20 other students in a classroom-style training session. Students will have the ability to ask questions and interact live with the instructor.

Users who choose Webinar training will receive a training invitation which will include a link and phone number for participation in the training session. Participants will require access to the internet and a telephone in order to participate in Webinar training.

On-line Customer Training

For our customers who prefer on-demand training, Xerox offers flexibility to engage in training when and where it is convenient for the user. Internet training sessions are available 24/7 through www.xerox.com and will provide our customers with the ability to initiate training when and where they require, using office PC platforms as well as other industry standard devices such as iPads, Smartphones and other mobile devices. Once the equipment is delivered, the end user will receive easy instructions, allowing them to access the online training.

Training sessions are arranged into modules which will allow for easy access for refresher training on specific product features and functionality. Users will require internet access in order to participate in online training.

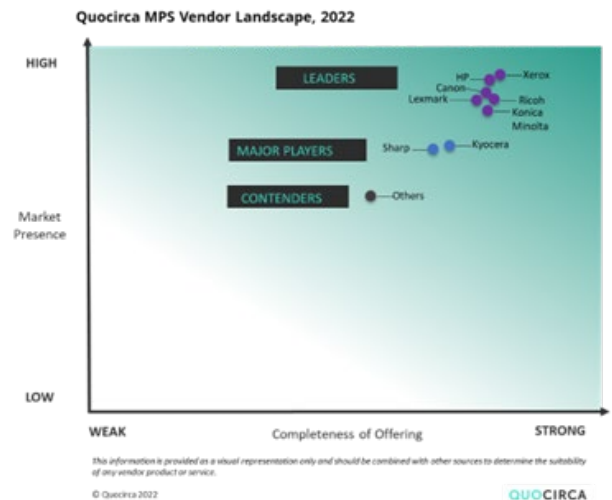
- f) How does your organization remain competitive in the managed print industry to improve efficiencies? How do those efficiencies transfer to your customers?

Xerox Response:

When Participating Entities partner with Xerox, they partner with the MPS industry leader whose unmatched global experience, robust service and solutions portfolio, completeness of vision, and ability to execute on that vision have resulted in Xerox being named the top MPS provider by all major industry analysts. IDC and Quocirca praised Xerox in their reports for our differentiated MPS offering.

Xerox is named as a leader in Quocirca Managed Print Services Landscape 2022.

*“Xerox is one of the most established MPS vendors in the market, with the **broadest capabilities across the cloud, digital workflow, security, and analytics**. Although it particularly stands out for its multivendor approach, a strong differentiator is its ConnectKey technology platform, which enables businesses to drive productivity and efficiencies across their document processes. Notably, Xerox was the **first print vendor to achieve FedRAMP (Federal Risk and Authorization Management Program) accreditation**, which standardises security assessment, authorisation and monitoring for cloud products and services.”*

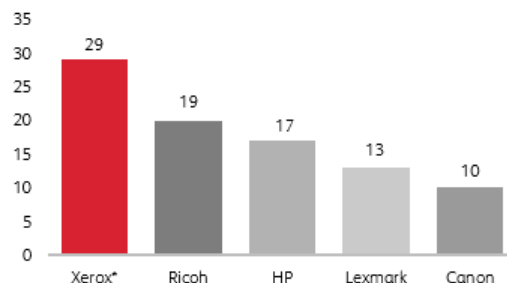


Quocirca's 2022 Managed Print Services (MPS) Market Landscape Report.

Xerox Position of Leadership in Managed Print and Document Services Worldwide.

For U.S. and worldwide managed print and document services, **Xerox remained number #1**. This share is calculated annually. Therefore, the full year 2021 is the most recent report available, which was released in July 2022.

Worldwide 2021 Share Summary, Managed Print and Document Services (without indirect channel)



Our top 5 differentiators are corroborated by Industry Analysts, in supporting the reason why Xerox Managed Print Services offering is a worldwide leader.

#1: Worldwide Leadership position in MPS space	Xerox is a worldwide leader in MPS; recognized by major industry analysts, such as IDC and Quocirca. In the recent; <u>Quocirca Managed Print Services Landscape</u> . According to the report, <i>“Xerox retains its leadership position in Quocirca’s assessment of the global MPS market. It excels in its broad and comprehensive service portfolio which is supported by a mature global service delivery platform.”</i>
#2: Broad and scalable services portfolio	Xerox has a mature, proven and globally consistent offering. We have a broad set of assessment, security and workflow tools and services, which are key to differentiation. As part of Xerox’s MPS Suite of Core tools, Xerox provides Xerox Device Manager which automates routine device level management such as firmware updates, patch management, and overall fleet utilization. Xerox particularly excels in large complex MPS engagements and is also an established leader in channel led MPS services. Xerox’s MPS offerings are modular, affordable, and include specific models for the Healthcare industry that integrate PHI information. Overall, Xerox has developed specific governance and implementation methodologies within our Solution Design Process, Transition Management Process and Service Delivery Management Process, which are maintained on behalf of all regions by our Global Service Delivery organization. This governance is in line with industry standards including PMI. In steady state (on-site, near-site or off-shore), our delivery is governed by our ITIL based Global Service Delivery Model (GSDM). Xerox Global Service Delivery Centers are part of a worldwide contact center infrastructure able to support the needs of customers regardless of location or time zone and ensure that we can provide 24x7 ‘follow-the sun’ support.
#3: Robust ConnectKey® technology platform	Xerox also has developed proprietary ConnectKey technology which are on device Apps to bring automation to the workplace such as scan to Microsoft OneDrive, automated translation, redaction, as well as integration with vertical specific applications such as Moodle, Blackboard, and accounting software. Xerox also focuses on customizable connector apps to cut down on process steps for systems like Concur, Salesforce, and customer-created apps saving time and improving efficiencies for organizations. Xerox complements this with Capture and Content solutions, Robotic Process Automation (RPA) /AI, and Electronic Document Management solutions to provide end-to-end workflow optimization and efficiency. ConnectKey is a strong differentiator, providing Xerox with a platform to help organizations accelerate their paper-to-digital workflows. Xerox ConnectKey is part of a

	mature digital workflow portfolio that is complemented by DocuShare and discrete workflow automation offerings. By leveraging ConnectKey-enabled MFPs, businesses can automate paper-based processes, either through packaged or customized apps.
#4: Proactive business intelligence	Analytics & Reporting is a key strength, with Xerox offering more than 50 standard Key Performance Indicators /Service Level Agreement reports. Xerox's sophisticated Business Intelligence Platform provides interactive and globally consistent reporting across all areas of enterprise print for multiple sites and countries. Reporting supports Xerox's analytics-driven Global Service Delivery Model, which reviews operational performance and identifies areas for innovation and continuous improvement. Xerox innovation now brings Microsoft's Power-BI to transform real-time data into actionable data through MPS Advanced Analytics. MPS Advanced Analytics enables users to monitor print volumes, SLA's and inspect user information for usage irregularities — who, what, when and where for printing, faxing, and scanning. Results can be measured against security policies such as after-hours printing. In addition to Xerox Workplace Suite, User Analytics integrates with all major 3rd party Print Management tools such as LRS and Equitrac.
#5: Continued investment in security	Xerox has a long history of innovation and security focus. Xerox invented the reprographic process and has innovated over the years to bring security enhancements and automation to the workplace continuously positions Xerox as an industry leader. Xerox has an ongoing investment in R&D and as evidenced by the cumulative 600+ security-related patents filed by Xerox, including a recently granted one on securing documents using blockchain technology (USPTO #10,129,032). Xerox is the only manufacturer offering both Trellix and Cisco device level integrations and ensures complete assessment of customer environments taking a multilayered approach to security from content, device, people, and process. Xerox Print Security Audit Service (XPSAS) adds an additional layer of automated management by providing securing printers and multifunction devices across the organization. Xerox can remotely configure device settings against the client's security standards baseline, such as scan to USB, job/image overwrite, FIPS 140-2, and over 2,000 more settings. XPSAS will inspect and monitor against security policies and auto-remediate non-compliant devices, provide ongoing reporting to show compliance or highlight gaps that can then be addressed, and provide SIEM reporting with audit logs. Xerox Secure Print Manager Suite provides flexible document and content management capabilities like secure document release, chargeback, and accounting, and follow-you printing. High-value processes like authentication and job tracking provide additional document and user security to the organization. IT teams gain more insight on usage and the capability to let users print what they need, when and where they need it, without adding costs or complexities to existing print infrastructure. Xerox was the first vendor to obtain a FedRAMP ATO for MPS in 2018 which aligns to 325 NIST controls and creates a significant halo effect across all its infrastructure, applications and delivery capabilities.

g) What is your experience with driving and communicating Change Management?

Xerox Response:

Change Management has been a component of Xerox MPS since its inception. Embracing the change that comes with an optimized output environment requires that everyone play a part to ensure its success, and we've helped thousands of organizations facilitate these changes through Change Management initiatives.

Now, when we engage with our customers, we don't think about the components of "change management" as separate and distinct activities. These are embedded in the process of moving through a project and are treated as essential components of the project just as important as installing, implementing, or testing. These components often utilize themes that resonate with end-users and provide for internal marketing campaigns for the new program with consistent support and reinforcement from leadership.

For changes to be managed effectively, organizations need to know that they are achieving the desired results. We establish a current state baseline defining specific metrics around which the change will be focused. The "future state" is then set with definitive goals for improvement of these key metrics. Measurement against these is then tracked and communicated so that it is clear how the changes are affecting the desired outcomes.

We perform assessments with our customers that provide a "business case" for the change. In other words, the justification for making specific changes focused on the future benefits identified. All activities around the new project are focused on and relate back to attainment of these benefits with everyone provided with understanding of how they fit into the over-all picture. This gains adoption more quickly as individuals understand how what they do affects the goals of the project.

We have found that the biggest single factor in making change successful is clear, unwavering support from leadership. The higher in the organization from which this support is provided, the more successful it is in the long run. Large-scale changes cannot be executed effectively at the middle management level. These kinds of changes must be driven (and led) by leaders.

All change in organizations requires a few common elements:

- A clear determination of what the future will be – a vision, direction, and strategy.
- Understanding of boundaries associated with print policy and/or guidelines.
- Messaging with emotional and compelling elements to increase user adoption.
- Continual, consistent, and focused communication and action from leadership.
- Tools and knowledge to enable the change – Xerox has many communication templates using various media that can be leveraged
- Leader-driven requirement for the change.

h) Describe your ability to provide and support asset lifecycle management.

Xerox Response:

Under the Xerox Managed Print Services (MPS) offering, Participating Entities would contract for our services, not just our products. Our Services includes product rotations and end-of-life replacements. To fulfill this service, we have a well-developed set of resources and tools to support asset lifecycle management.

This includes ongoing review of our analytics dashboard which define key parameters (such as age of device, total usage, etc.) but, available options for integration to the customer helpdesk/lifecycle management strategies for asset management.

Asset Management Services – Xerox provides Asset Lifecycle Management via the asset management service component of MPS. Asset management enables Xerox to monitor and manage the print output device population to enable improved device utilization, device availability, asset reporting, asset control and lease expiration management through a centralized asset database and our Move-Add-Change-Dispose (MACD) processes.

Xerox will work with Participating Entities to identify, quantify, and prioritize fleet utilization. We balance productivity and develop a reduction plan based on the company's goals and we work with the agencies to develop their end-of-life and Print Policies for the hardware components. Based on the established Print Policies we will use tools to define and analyze the current condition in the work environment or facility being analyzed and develop a Lifecycle plan to attain (Add), retain, move, change, or remove fleet components. The fleet will then be managed by our Xerox Tools and MPS processes, which provide device monitoring and asset management. Each piece of equipment will be tracked by serial number and Asset Tag, as appropriate.

At the end-of-life for specific devices, Xerox will work with the Participating Entity to utilize the "Dispose" component of our MACD process. This will create the necessary documentation and properly dispose of equipment. Xerox will manage the disposal of assets and will work with to ensure that disposals are conducted in a secure and sustainable manner.

- i) Describe your ability to support cloud technology for print job management.

Xerox Response:

Xerox provides cloud-based print job management through a combination of complimentary tools including Xerox MPS Suite and Xerox Workplace Solutions and augmented by Xerox App Gallery and Xerox ConnectKey Apps.

Xerox MPS Suite is a standard cloud-based solution for office printing and provides a set of tools which manage the office printer and MFD supplies, service, and print workflows. MPS Suite leverages an onsite installation of Xerox Device Manager to manage the print jobs. Print devices are tracked and monitored through the deployment of Xerox Device Manager (XDM). Xerox Device Manager. XDM provides a customer facing dashboard to allow consistent viewing of compliance status for a fleet of devices. All dashboards are downloadable into editable formats to enable formatting. XDM can provide an even higher level of security by enabling setting lockdown where certain security settings are locked down from any manual change on the device.

Solution capabilities include:

- **Deployment** – On-premises Xerox Device Manager and Xerox hosted cloud tools
- **Authentication** – Supports Sign-On (SSO) through Xerox Device Manager integration with LDAP
- **Security** – TLS 1.2 or above and RSA 2048 key for public encryption in transit. AES256 bit encryption for data at rest
- **Fleet Management** - Provides remote printer device discovery, monitoring and troubleshooting as well as device configuration starting with security settings.
- **Print Management** – provides for user authentication and job tracking. Allows limits to be set to restrict the total number of jobs by type that a user can produce.
- **Analytics/Cost Control** – Xerox Standard Accounting (XSA): tracks the numbers of copy, print, scan, and fax jobs for each user. Generates reports for usage data for individual users and groups. Xerox Network Accounting provides details which includes print, scan, Internet fax, server fax, and copy job tracking at the printer and stored in a job log.
- **Hybrid Work** – When used with Print Tracker the solution provides seamless printing processes between the office and home while maintaining control through home usage analytics, print recharge, and content security which monitors sensitive data being printed

Xerox Workplace Solutions is comprised of 2 solutions; Xerox Workplace Suite is a complete print management and mobility platform that installs on the client's server for a private, secure, on-site deployment, while the Xerox Workplace Cloud is the hosted version of the same feature set but designed as a true cloud offering, i.e., not simply a hosted version of Xerox Workplace Suite. It is both a mobility or print management solution separately or in combination. Both solutions drive the reduction of print servers in the office environment.

Solution capabilities include:

- **Deployment** – On-premises Xerox Workplace Suite or cloud-based Xerox Workplace Cloud
- **Authentication** – Enables Sign-On (SSO) capability on any SSO-enabled app on the printer or MFD allows can authentication at the device a card badge or mobile device via (NFC) Authentication using industry-standard card reader with direct USB or QR code. Integrates with Azure AD, and OKTA* identify management solutions leveraging network credentials, email, password, express code, and PIN
- **Fleet Management** - Provides remote device configuration starting with security settings. Allows management of access to corporate printers or to other devices outside the corporate network
- **Print Management** - provides user authentication and and job tracking
- **Analytics/Cost Control** – provides deeper insight into fleet status and print utilization. Features such as Enhanced print accounting to deliver user, departmental, and printer tracking with graphical reports, tracking for all services in the office (copy, fax, scan, etc.) and job tracking and reporting with project codes (Account ID). Supports Print Rules – time of day, color/mono, print quotas.
- **Hybrid Work** – When used with Print Tracker the solution provides seamless printing processes between the office and home while maintaining control through home usage analytics, print recharge, and content security which monitors sensitive data being printed
- **Mobile print** – combines mobile printing, secure printing and pull printing. It enables printing from anywhere supporting most file formats. Supports Direct Print to the printer via email address or Xerox® Workplace Mobile App and Pull print submission via email or Xerox® Workplace Mobile App upload. Also supports Apple® AirPrint®

Xerox App gallery introduces features which can route data from print jobs through specific workflows. The App Gallery - (aka App Studio) is a collection of downloadable apps designed to transform the way documents and data are handled. Xerox ConnectKey Apps simplify repetitive or complex processes and extend capabilities of Xerox® ConnectKey® Technology-enabled printers or MFPs (multifunction printer).

ConnectKey apps are workflow based and include industry specific solutions such as:

- Integration with Moodle, Blackboard
- Scan to Microsoft OneDrive and Office 365
- Scan to Google drive, Box, and Dropbox
- Auto redaction and translation

A selection or combination of Xerox MPS Suite, Xerox Workplace Solutions, and Xerox ConnectKey apps uniquely position Xerox to bring cloud-based printing to clients to securely optimize workflows and drive down infrastructure and print costs in their environments.

- j) Describe your remote device monitoring services.
- i) Do you obtain meter reads automatically?
 - ii) Do you have an automated toner replenishment program?

Xerox Response:

The **Xerox MPS Suite** is the front-end application of our MPS offering that discovers, installs, configures, manages, monitors, and reports on any type of SNMP-based printing device attached to an IP network, regardless of manufacturer.

Xerox Tools communicate all of this information via a secure link to the Xerox hosted facility. Xerox MPS Suite is Xerox proprietary software and part of the infrastructure that facilitates the delivery of managed print services by Xerox personnel, which only Xerox personnel can access.

Xerox MPS Suite discovers network-connected printers within designated areas of an enterprise (via IP subnets).

Specifically, Xerox achieves remote monitoring for devices through deployment and utilization of Xerox Device Manager (XDM) at the NASPO Participating Entity's site. XDM is a remote web-based tool used for proactive monitoring, configuration management, and security management across the office fleet. XDM can manage Xerox and non-Xerox devices and monitors devices for device health, send proactive alerts on service and supplies needs, manage device configuration and security settings, and automate meter reads. XDM conducts status and meter polling as well as collects device and status history information. Xerox Tools provide clear and concise status for all networked printers, with the ability to group printers as required for reporting. In summary, it performs the following:

- Gathers and reports on printer status and health
- Discovers and manages network-connected printers and print servers
- Collects meter and device history information
- Monitors printers and print servers for status and alert conditions with auto ticket creation
- Initiates troubleshooting tests on single printers (or multiples in a group) and display the results
- Creates and manages configuration sets used to set up printers and multi- function devices
- Upgrades printer firmware
- Communicates required information to the secure hosted site

XDM provides better device utilization, time savings through automated supplies ordering, higher device uptime, streamlined device management, and enhanced security for the entire office printer and multi-function device fleet.

All contract reporting comes from the hosted facility application, Xerox Report Manager. Xerox Device Manager also has built in reporting, which may be used for archive or validation purposes, such as reports on device alert history tables and a security audit report.

Xerox can obtain automated meter reads from Xerox and non-Xerox devices through the use of Xerox Device Manager. Xerox Device Manager is an on-premise tool which constantly polls devices for meter reads and supports SNMP v1-v3. Alternatively, Xerox branded devices can be set to "phone home" and communicate directly to the Xerox back-office systems through a device direct interface.

Xerox has an automated toner replenishment program. Xerox collects supply levels directly from devices through the use of Xerox Device Manager. Alternatively, Xerox branded devices can be set to "phone home" and communicate directly to the Xerox back-office systems through a device direct interface. Xerox uses device level information and propriety supply replenishment algorithms to calculate when

devices need toner or service. This approach ensures devices receive toner just in time and optimize uptime.

- k) Describe how your proposed technology will guarantee security solutions such as: intrusion detection, user authentication, protecting content integrity, and pull printing.

Xerox Response:

Xerox has a comprehensive multi-layered approach to workplace security with a set of offerings to proactively protect the device fleet and the data associated with it.

As depicted below, starting on the left, Xerox secures devices and solutions protect those devices on the End User's network.



Xerox Secure Devices include multifunction and print devices provide multiple features, protocols, and functions to secure data, including AES256 bit disk encryption, HTTPS/TLS 1.2, sFTP as well as device certificate management including CRL/OCSP support to manage and ensure certificates in use for these communications are current and valid. Communications and storage functions may be encrypted and protected for all services including print, scan, and device management, logging and diagnostic information, job logs, and customer and personal data.

Xerox Multifunction Device Level Security: Powerful user and group authentication and authorization solutions are built into Xerox printers and MFPs as standard. User authentication, including single sign on capability, can be achieved by integrating our hardware devices with Xerox or 3rd Party authentication solutions. The user experience is further enhanced when utilizing the embedded EIP architecture to offer a seamless and interactive on device touchscreen experience. Device security highlights include:

Device Level Security

- Encrypted HDD with random encryption key, AES 256-bit encryption standard, Trusted Platform Module

Device Malware Protection

- Trellix Whitelisting Embedded Control and Integrity Control

-
- Encrypted SSD and eMMC cards (if present)
 - HTTPS, sFTP, SSL / TLS 1.2/1.3
 - IPP basic and digest
 - IPSec Encryption
 - Secure Print and scan to Email Encryption
 - Encrypted PDF/Password-Protected PDF
 - Encrypted transport (RSA, SHA 256 hashing)
 - Trellix ePolicy Orchestrator (ePO) integration
 - Trusted Boot to ensure clean bootup and unaltered firmware is installed
 - Firmware Verification ensures only Xerox digitally signed and encrypted firmware is installed
 - Integration with Trellix DXL / Cisco pxGrid for automated threat response across the fleet and network
 - Digitally signed and encrypted firmware and ConnectKey Apps
 - Plug In/App Validation and verification
 - Security Updates Via RSS Feeds

Xerox devices restrict executables to Xerox digitally signed, encrypted firmware upgrade, and no off-box executables are allowed. The Xerox hosted Managed Print Services solution uses Trellix ePO to detect and prevent malware. Our devices integrate directly, and natively with LogRhythm, Splunk, and McAfee ESM SIEM tools (Standard feature).

Secure Fleet Management - as the next component in the framework is for any devices on an end user's network. Security configurations can easily be set and monitored, any non-compliant devices can be remediated automatically, without additional manual effort with Xerox MPS Tool Suite and Xerox Print Security Audit Service.

MPS Suite Tools - Xerox Services Manager, Services Portal, and Report Manager: Provide security through account types and user levels (ACLs), password protection, and access permissions. Remote access requires two factor authentication through an encrypted tunnel from designated addresses only. Xerox can further support the ability to integrate with a client's standard authentication provider (MSAD, SAML, CA eTrust, Tivoli and others) allowing single credential access control to enterprise content management systems.

Xerox Device Manager (XDM)/Xerox Print Security Audit Service (XPSAS) - XPSAS uses the Xerox Device Manager (XDM) security dashboard to provide service delivery personnel with functionality to manage and administer critical device settings to ensure consistent and correct implementation of security policies and procedures. In the case that a critical device setting has changed from the baseline, administrators can be pro-actively notified, while XDM can pro-actively re-configure the device settings to be consistent with the baseline. In addition, intrusions can be tracked for every printer in the fleet.

XPSAS provides security audit reports to show many of the specific device configuration settings and ensure that device settings comply with our client's specifications. The Xerox Service Delivery team regularly inspects the MPS fleet to ensure devices are at a uniform firmware level and that approved security patches have been installed. This service also provides audit history logs from devices that are identified. XPSAS will monitor device settings and if a change is detected it can remediate changes and/or notify users via e-mail and a Dashboard.

All data received via XDM sent to Xerox Services Manager (XSM) utilizes TLS 1.2/1.3 and RSA 2048 key for public encryption in transit. AES256 bit encryption is utilized for all sensitive data at rest.

Secure Print Management - focuses on controlling access to and safeguarding communication to/from the device by limiting it to only those that are authorized. This is accomplished in a number of ways – such as simple username/password or more convenient card swipe – but ultimately controlling access to prevent malicious use of the device. Highlights include:

Xerox Workplace Cloud and Workplace Suite (Pull Printing) - Integrates with server-based Active Directory implementations, Agentless authentication, Azure AD, and OKTA and Ping identity management solutions. Xerox Workplace Suite and Xerox Workplace Cloud add mobile device and NFC authentication and device unlock capabilities to the standard capabilities offered by Xerox Secure Print Management offering. Content stored in the Xerox Workplace Cloud is always encrypted at rest in the cloud. Data can be encrypted using either our default encryption keys or encryption using customers' very own certificates as part our Bring Your Own Key (BYOK) technology. Our clients can be assured that their data held in the cloud is locked using encryption that even Xerox cannot access. Xerox Workplace Suite is a complete print management and mobility platform that installs on the end user's server for a private, secure, on-site deployment, while the Xerox Workplace Cloud is the hosted version of the same feature set but designed as a true cloud offering, i.e., not simply a hosted version of Xerox Workplace Suite. Content stored in the Xerox Workplace Suite is encrypted at rest as desired by local admin policy.

Both Workplace Suite and Workplace Cloud utilize industry standard HTTPS/TLS 1.2 to ensure all network communication is encrypted. This includes connections between any external email servers, Workplace mobile app and any other connections.

Authentication capabilities within Secure Print Management - (which can include Xerox partner developed technology) provides more visibility and control over document security at every device. Secure cloud IdP integration with Okta, Ping Identity, and Microsoft Azure is standard, as well as provides two-factor authentication. For optional card readers, Xerox partners with Elatec and RFIdeas to supply numerous types to support individual customer needs. For highly secure environments, we've partnered with Idemia for biometric security cards, using an embedded fingerprint sensor. When used with the card for verification, an algorithm matches the user's fingerprints to the template stored in the card. Edatalia partners with Xerox to provide the rapid workflow capability of digital signature, combined with biometric recognition of the user's signature through a signature pad terminal or on a mobile device.

Secure Data and Content Management - protects and secures documents and manages users who have access to them. Xerox can manage what each user can print, copy, and scan and also what network resources they have access to. Any administrator can view confidential documents that were printed, copied, or scanned that were not approved and receive notification with job details. An image of the exact job that was run can be sent along with the notification, or it can be turned off if not required. Administrators gain more insight on usage and the capability to let users print what they need, when and where they need it, without adding costs or complexities to existing print infrastructure. We also provide content management capabilities and security with DocuShare as our EDM solution. DocuShare makes it easy to manage content either on site or in the cloud and provides a layered security approach to any content managed by the solution.

In addition, Xerox compliments our clients' Zero Trust security initiatives with the following recommendations that are backed by several of the security features.

- **Authenticate and Control Access** – Xerox Printers ship from the factory with secure and unique passwords for the Admin account. Role Based Access Controls can be implemented with local usernames, PIN code access, card-based, and CAC/PIV secure authentication
- **Monitor and Detect** - Xerox printers are equipped with digitally signed and encrypted firmware, and with firmware verification, they are designed to protect against attempts to tamper with the system software. Trellix whitelisting monitors for malware in real-time, rejecting and notifying users of malicious activity.
- **Contain and Remediate** - In the event of a potential compromise, contain the threat and provide swift remediation to eliminate it, such as with the use of the Configuration Watchdog (AltaLink) feature.
- **Protect data and documents** – ConnectKey enabled printers also allows users to lock down 'to/cc/bcc' email fields, which limits the scan destinations to designated domains only such as to internal ones. Stored information is protected with the highest levels of encryption, and Xerox deletes any processed or stored data that is no longer required using National Institute of Standards and Technology (NIST), and U.S. Department of Defense approved data clearing and sanitization algorithms.
- **Automate** - Automation leads to simplicity and allows security teams to focus on important issues. The Fleet Orchestrator feature of Xerox Printers automates device configuration and applies firmware updates to a network of printers. This ensures compliance while reducing the burden on IT staff.

When utilized in a cohesive security strategy, these recommendations and capabilities represent critical features of a successful Zero Trust security program.

Wide Format/Scanner Security Capabilities

KIP Secure Devices include print and multifunction devices that provide secure solutions with many standard and optional security features such as Image Overwrite, Removable Hard Disk Drive Accessory Kit, KIP System K Controller with Microsoft® IoT Enterprise Embedded Operating System, Standard Security Updates, Data Encryption and Virus Scanning Applications, KIP Secure Print, KIP Accounting Center Integration, KIP Cost Center Integration

Based on Department of Defense NISPOM specifications, the Image Overwrite security feature electronically shreds information stored on the hard disk as part of routine job processing.

Job Accounting and Data Tracking ensures that only properly authorized users are permitted to use a KIP device. Two additional fields, displayed in each KIP application can enforce tracking by Project or Department Number. These standard features feed the KIP Cost Center to generate production reports based on User, Project or Department usage.

Eliminate the risk of unauthorized access with the optional Removable Hard Disk Drive kit. The removable hard drive can be disconnected when the device is unattended. Multiple disk drives can be implemented allowing secure device sharing between different workgroups or departments. This option is frequently required by the US Government for management of classified information and highly recommended for commercial customers who print data that is subject to legal regulations including HIPAA, SOX and PCI.

The System K controller is designed and constructed to utilize standard open architecture PC components. KIP printing speeds and unique image processes are supported by the KIP System K Controller with Microsoft® IoT Enterprise embedded operating system. The Microsoft® partnership with KIP ensures an industry standard that provides excellent reliability.



Image Overwrite

Electronically Shreds Copy, Print and Scan Data | Standard Feature | Automatic Deletion | 3 – Pass Erasure Algorithm | Configured via Printpro.net | Based on NISPOM 5220.22-M Requirements



Removable Hard Disk Drive Kit

Share KIP Device between Secure Workgroups and Departments | Remove External Hard Disk Drive as Required | Additional Disk Drives Available | Management of Classified or Legally Restricted Data | Separate Usage for Confidential and Non-Confidential Work



Job Accounting and Data Tracking

Access Control | User Authentication | Project Number Authentication | Scan/Print Authentication at Touchscreen | Scan/Print Authentication in KIP Software Apps | KIP Accounting Center Integration | KIP Cost Center Integration



Windows® Operating System

Microsoft® Windows Embedded Partner | Accepted by IT Managers | Start Up and Shut Down Quickly | Improved Memory Utilization | Accepts Automatic Updates | Configure Microsoft® Management Console to Update via WSUS



Data Encryption and Virus Scanning

Data Encryption via SSL and IP Security (IPSec) | Major Brands Tested | Accepts Virus Definition Updates



KIP Secure Print

Confidential Printing | Unique 4 Digit Security PIN | Jobs Print when Released by User | Reduce Waste – No Uncollected Jobs | Standard Feature in all KIP Software Apps | Secure PIN from Smart Print via Email

- I) How do you handle network and data security issues? What measures do you take to protect sensitive customer information?

Xerox Response:

Xerox protects the network and customer information by focusing on the major areas of Infrastructure, Application, and Delivery through the application of key controls and related processes.

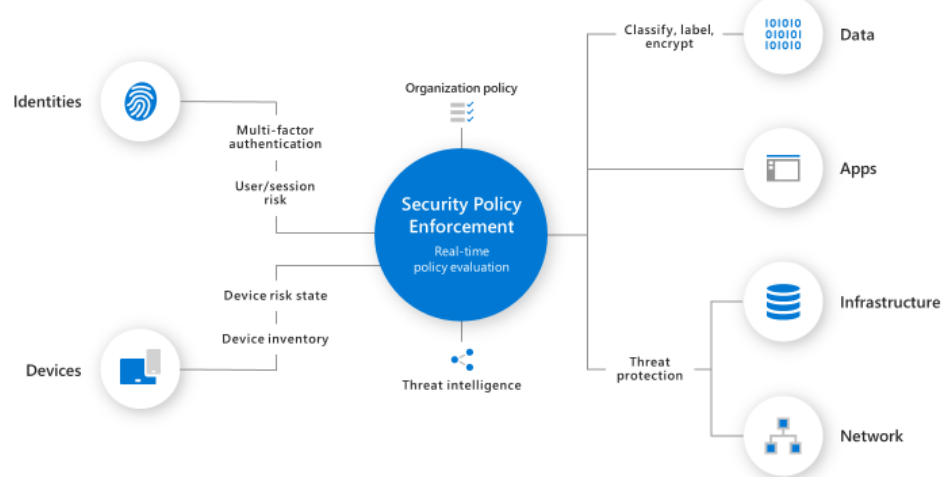
Xerox was first vendor to achieve a Federal Risk and Authorization Management Program (FedRAMP) Authority To Operate (ATO) for its MPS solution. Xerox leverages this framework across both its government and commercial MPS offerings. FedRAMP combined with a Zero Trust approach ensures a solid framework for the protection of customer data.

MPS for US Federal Government is a FedRAMP Authorized MPS solution for U.S. Federal Government, Civilian agencies, and the U.S. Department of Defense (DoD). FedRAMP is not just a one-time authorization, it is a continuous monitoring activity consisting of bi-weekly compliance meetings, monthly code scan logs to identify any vulnerabilities found in the code, and annual formal assessment activities. FedRAMP authorization covers 325 NIST 800-53 controls comprehending Operations, Management, Technology, and more. Highlights include:

- **Application** – Xerox's MPS Suite Tools undergo ongoing static code analysis, PEN testing and auditing. Xerox devices also go through the independent common criteria certification assessment and meet FIPS 140-2/3 encryption controls
- **Infrastructure** - Government only cloud
- **Delivery** - Employees are continually trained on security, incident management, and compliance standards

Xerox also adheres to Continuous Monitoring which includes bi-weekly engagements with the Joint Authorization Board (JAB). Ongoing Assessment is provided through an independent Third-Party Assessment Organization. The Xerox complimentary zero trust framework is depicted below:

Zero Trust architecture



The Zero Trust framework consists of various processes and solutions. Identities are controlled through strong authentication and NIST policy-based access controls. Devices are controlled through automation and intelligence for real time alerting for location changes. Data is encrypted at rest and in transit. Apps are only deployed through our well-established change control process. Infrastructure and network are governed by threat protection such as CrowdStrike Falcon protection, along with policies, automation, and intelligence. The Zero trust framework highlights:

- **Strong authentication** – Azure Active Directory (Azure AD) is utilized as the identity and secure access management (IAM) solution. Multi-factor authentication is enabled for access to the administrative functions in the hosted environment.
- **Policy-based adaptive access** – Group Policy Objects define acceptable access policies and enforce them consistently, providing both governance and insight into variances.
- **Network segmentation** – Firewall access control and Network Security Groups protecting network access.
- **Automation** – Automated alerting aimed at reducing mean time to respond (MTTR) to any attack.
- **Intelligence** – Utilizing cloud intelligence and available signals to detect and respond to access anomalies in real time. As an example, session risk detection alerts in real time when a new user authenticates to access resources, or a user authenticates to access resources from a new location.
- **Data classification and protection** – Data is protected by encryption and administrative access is monitored and tracked to minimize exposure from malicious attacks.

Xerox Corporate Cyber Security teams also work with our internal and external partners to evaluate and continuously improve cyber security posture of corporate infrastructure and hosted solutions through:

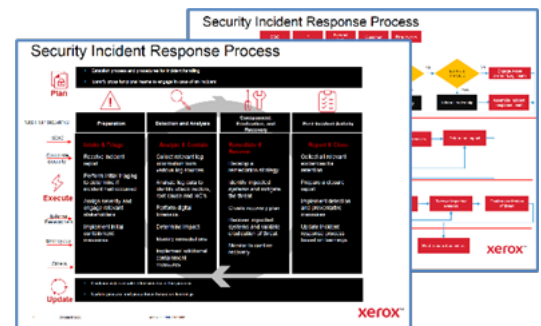
- **External Penetration Testing** – Xerox engages external specialist cyber security consulting firms every year to perform penetration testing of high-risk enterprise infrastructure and customer-facing services and solutions

- **Internal Penetration Testing** – Xerox Corporate Cyber security has built a team of specialist offensive security professionals who perform security penetration testing on applications/solutions for every major release as part of the secure software development process. The team also consists of offensive security professionals that perform red team exercises against corporate infrastructure and solutions to emulate adversary attacks and simulations against the enterprise security posture
- **Security Assessments and Audits** – Xerox performs comprehensive assessment and audits of our Cyber Security program through reputable external consulting firms. Additionally, internal audits are performed in areas deemed to be high security/risk. The results of external and internal audits are reported to the Audit Committee and fed into the continuous improvement cycle to continue to mature our Cyber Security program

Xerox has a robust incident response process (See Section 2.2 Technical Response Exhibits for the Xerox Data Breach plan (Security Incident Response – Program Summary)).

The Incident response process specifies that suspected and/or confirmed information security incidents must be reported within one hour of being identified by Computer Security Incident Response Team (CSIRT). Reports are submitted via the portal at: Incident Reporting System | CISA and include the following information:

1. Identify the current level of impact on agency functions or services (Functional Impact).
2. Identify the type of information lost, compromised, or corrupted (Information Impact).
3. Estimate the scope of time and resources needed to recover from the incident (Recoverability).
4. Identify when the activity was first detected.
5. Identify the number of systems, records, and users impacted.
6. Identify the network location of the observed activity. Identify the point of contact information for additional follow up.



Appropriate remedial actions are taken as necessary.

- m) Please describe how you will monitor and manage print devices to include:
Network access.

Fleet configuration and utilization.

- i) Management of customer owned or legacy equipment, including parts, labor, supplies, and moves.
- ii) On-going assessments, which shall include, but not be limited to: continuous process improvement, device utilization, fleet performance, cost saving opportunities, green spend, consumables spend, break/fix, and service level standards.

Xerox Response:

Monitoring and Management of Print Devices

The **Xerox Tool Suite** is the front-end application of our MPS offering that discovers, installs, configures, manages, monitors, and reports on any type of SNMP-based printing device attached to an IP network, regardless of manufacturer.

Xerox Tools communicate all this information via a secure link to the Xerox hosted facility. Xerox Tool Suite is Xerox proprietary software and part of the infrastructure that facilitates the delivery of managed print services by Xerox personnel, which only Xerox personnel can access.

Network-connected printers are discovered within designated areas of an enterprise (via IP subnets). It conducts status and meter polling as well as collects device and status history information. Xerox Tools provide clear and concise status for all networked printers, with the ability to group printers as required for reporting. In summary, it performs the following:

- gathers and reports on printer status
- discovers and manages network-connected printers and print servers
- collects meter and device history information
- monitors printers and print servers for status and alert conditions with auto ticket creation
- initiates troubleshooting tests on single printers (or multiples in a group) and display the results
- creates and manages configuration sets used to set up printers and multi- function devices
- upgrades printer firmware
- auditing and remediation of device security configuration
- device certificate management
- communicates required information to the secure hosted site

The secure hosted site provides Xerox services personnel the ability to manage assets, service, and reporting for the Managed Print Services program. Additionally, the hosted Xerox Tools provide the infrastructure to support Analytics, User Engagement Portals, Artificial Intelligence (AI) and Robotic Process Automation (RPA) for proactive incident management, and customer service desk integration.

Network access

Xerox Device Manager or Xerox Device Agent will require access to the Internet via SSL for integration with the secure hosted site. For successful management, all SNMP-based printer devices should support the mandatory MIB elements and groups as defined by the following standards:

- RFC 1157 SNMP Version 1
- RFC 1213 MIB II-for TCP/IP-based Internet
- RFC 1514/2790 Host Resources MIB v1/v2
- RFC 1759 Printer MIB v1
- RFC 3805 Printer MIB v2
- RFC 3806 Printer Finishing MIB
- Optional: RFC 2271-2275 SNMP V3 Architecture

Management of Customer Owned/Legacy Equipment

The Xerox Tools can effectively monitor any network connected printer that support the SNMP and MIB elements previously indicated. Proactive initiation of service and supply replenishment, and moves can be supported. The availability of parts and supplies may vary depending on the age of the device and parts availability for a given model, but any service capability gaps can be identified as part of the free initial assessment.

Non-networked devices can also be incorporated into our services processes, but they will be limited to reactive services, which require the customer to provide manual meter reads and inform Xerox when there is an issue.

Ongoing Assessment and Utilization

Once that “optimal state” is in place it is important to regularly monitor the fleet to ensure it is efficiently utilized. As Participating Entities’ business needs and processes change over time, the demands on the printer fleet will change as well. Xerox will continue to track trends on both performance and volume to provide utilization proposals. We will offer our insights at our regular operational review meetings as we currently do for you within our managed locations.

Xerox has developed a robust governance model, which encompasses monthly reporting, regular meetings, and Quarterly Business Reviews (QBR), to discuss and review the operational efficiency of the MPS program. Topics include performance scorecard, observations and trends, accomplishments, status of new services, solutions to improve performance, and project status on innovation.

Ongoing Fleet Improvements and Cost Savings Tracking

Monthly Operational Reviews – Xerox will schedule joint communication and status reviews with Participating Entity designated focal points.

Quarterly Business Review (QBR) – Our MPS technology accumulates a body of data and analysis that reveals gaps and opportunities. This information facilitates a quarterly business review (QBR) system that allows us to present insights and data from the process and infrastructure level. This meeting is a 50:50 mix of operational and strategic innovation content and the primary purpose of the QBR is to:

- Review of the service level reports, trends, and overall services performance.
- Review of fleet and sustainability metrics/trends
- Review of the progress of customer’s strategic goals.

Annual Strategic Review (ASR) – Xerox and Participating Entity executives will hold annual strategic review meetings to discuss mutual objectives, business improvement opportunities & strategies.

In summary, measurement is the key to success. This is why Xerox has invested heavily in a remote vendor/product-neutral asset management and support system for tracking every device in the customer’s environment. Our help desk, asset coordinators and remote data collection tools ensure that Xerox can measure costs and productivity at all times. Our governance process ensures that this data is continually reviewed by the Xerox Account Management Team for opportunities to further drive down cost by delivering innovation and continuous service improvements. Our analytics provide designated users 24/7 access to a wealth of data and insights that can reveal opportunities to improve the output environment, enhance user productivity, and reduce costs throughout the term of the services engagement.

13) Promotion of the NASPO ValuePoint Master Agreement

- a) Describe your company’s experience working with contracting cooperatives.

Xerox Response:

Xerox has decades of experience and a long-standing reputation in the state, local and education markets for providing products and services using cooperative procurement vehicles. Today, we have partnerships with the largest national cooperatives in the industry including NASPO ValuePoint, OMNIA Partners, Sourcewell, E&I, PEPPM and MHEC, Premier, Vizient and HPG.

We recognize the uniqueness of the public sector marketplace and the key personnel positions with adequate experience and knowledge required to ensure successful implementations and ongoing management of these type of contracts. In 2014, Xerox invested in establishing a Government, Healthcare

& Education Center of Excellence (COE), our national infrastructure solely responsible for all aspects of contracting within the Public Sector marketplace, including contract enablement and support, education, pricing, reporting, compliance and marketing. The team of subject matter experts have over 200 years of combined experience.

- The Director SLED Cooperative Contracts has the overall responsibility of contract enablement, education, marketing and contract support throughout the term of the contract. This resources is the Lead State's primary contact in regards to Contract negotiations, amendments, Product and Price List updates and any other information or documentation relating to the Master Agreement.
- The Billing Rebate Manager has the responsibility for submitting quarterly reports and the quarterly Administrative Fee to NASPO ValuePoint and the Participating State, if applicable.
- The National Service Manager is responsible for ensuring contractual obligations are met by our Service Delivery organization.
- The Head of Negotiated Contracting and Pricing oversees the pricing and terms and conditions of the Master Agreement and Participating Addendums.
- The Director of Compliance ensures business operations are performed in compliance with the terms of the Master Agreement.
- The Director of Diverse Alliance supports our customers business and supplier diversity objective with Tier I and Tier II direct partners.
- The Director, Government Healthcare Education Channels whose primarily focus is building our tools, systems, and resources to grow our government sales in the SMB space. This includes the GHE Accreditation program that specifically identifies, recruits and promotes our contracts to the channels with a focus on revenue performance and compliance.

b) Describe how you intend to market your Master Agreement.

Xerox Response:

As a proud NASPO ValuePoint partner, Xerox actively embraces and promotes the partnership to our clients and prospects. To drive awareness of the NASPO agreement, we have strategically integrated our partnership into our corporate marketing strategy in several ways, including the following:

Quick Start Communication Plan

Internal News Release within first 30 days

Xerox will issue a news release announcing the Master Agreement award, including the contract overview, the Participating Addendum process, the Authorized Dealer compliance requirements and contract benefits of customers participating under the Master Agreement

Contract Collaterals

Xerox will support the development of sales collaterals for use by our field sales representatives as well as our channel partners.

Web Support

- a. Marketing the NASPO ValuePoint Master Agreement on Xerox.com and other places that Xerox markets to government entities for both awareness and direct call to action.
- b. Link to Xerox's dedicated NASPO ValuePoint Master Agreement webpage.
- c. Post contract documentation, pricing, the Dealer List, and Xerox sales contact information.

Quick Start Sales and Partner Launch

To ensure the success of the NASPO ValuePoint Master Agreement, Xerox will employ our proven approach to drive maximum utilization across Participating Entities and promote the value and benefits of the contract vehicle.

Contract Implementation – establish document database, issue contract launch memo, and conduct contract training for pricing and contracting, reporting, billing, and technical support resources supporting the contract.

Sales Management and Field Sales Training – Improve the skills and abilities of our sales channels and partners through our e-Learning @ Xerox trainings on selling to Government and Cooperative contract.

Supplier Diversity

- Expand participation of Historically Underutilized Business (HUB) through a national strategy with our Diverse Alliances organization.

Sales Support Tools

- Enable all Xerox Sales Channels to use the contract, including our Partners.
- Featured contract within GHE National and Xerox Partner Portals.
- Contract use reference guide.
- Comprehensive Xerox Sales Training on services offered through live Teams and e-Learning @ Xerox.
- Marketing Support Tools: prepared communications, collaterals, talk-tracks.
- Publish best practices and key wins.
- Monitor and Measure for success.
- Announcements in our internal and partner newsletters
- Agenda item during schedule sales training, staff meeting, etc.

Sales Specialist Support

In addition to general line sales, Xerox has Product and Services Specialists with deep industry knowledge and experience in advanced solutions supporting every territory to ensure we deliver innovation and thought leadership in every account. Specialist population training will be held for:

- Manage Print Services Specialist
- Production Print Specialist
- Workflow Automation Specialist
- Digital Press Specialist

- c) Describe how you intend to encourage usage of your Master Agreement by Purchasing Entities.

Xerox Response:

With a leading governmental purchasing entity, NASPO, and sponsored by the State of Colorado, each Participating State has the unique benefit to streamline their procurement by entering into a State level Participating Addendum. A State Participating Addendum carries a unique benefit to the Purchasing Entities in both speed of contracting as well as cost effectiveness. Xerox Corporation has a group of subject matter experts on the NASPO agreement and that team will work with the local sales channels within each state to proactively replace and supplement our current installs as well as offer the NASPO PA as a productive method to avoid a formalized bid process. All will begin with education. The national Xerox team will conduct localized training and provide an online database of resources and information regarding the master agreement.

- d)** Describe your approach to negotiation of Participating Addenda. Describe the extent to which you provide Participating Entities flexibility in incorporating entity-specific language into their Participating Addenda (e.g., do you require entities to provide statutory citations for their entity-specific language? Are you able to devote resources to simultaneous negotiation of multiple Participating Addenda?)

Xerox Response:

Xerox provides dedicated resources who are subject matter experts on the master NASPO ValuePoint Master Agreement who will negotiate multiple Participating Addenda (PA). Once the master agreement is complete Xerox will start with any existing PA and reconcile with the terms of the new contract. At that point we will approach the states that have existing PA's, provide them with an updated version of their Participating Addendum and request to add any required new provisions they may have to integrate appropriately. For states that do not have existing PA's we will start with a clean template based on the new master and request the State provide any unique provisions -or state statutes they would like to add to their PA.