Request for Information
Proposal for City of Indianapolis

November 24, 2009
# Table of Contents

Executive Summary .........................................................1

IKON Strategy .............................................................2

IKON Resource Service Center .................................3

IKON Scope .................................................................4

IKON Approach ...........................................................11

IKON Methodology .......................................................16

IKON Structure ..........................................................18

IKON Financial Revenue ................................................23

IKON Document Analysis Process ........................25

RFI Question Form .......................................................26
Executive Summary

The Indianapolis Office of Enterprise Development is examining operational management opportunities and alternatives for the CIB and its Facilities. IKON Office Solutions currently provides on-site support services for the ICC and could expand the offering to meet the Office of Enterprise Development’s specific goals:

- Identify operational efficiencies and cost savings for the Facilities
- Build relationships with strategic partners
- Maximize usage of the ICC and LOS
- Evaluate potential economies of scale in facilities operations management
- Enter into a multi-year agreement with one (1) or more Respondents for the operation and management of the Facilities.

IKON Office Solutions, Inc., a Ricoh Company (IKON), has carefully reviewed the requirements of the RFI and appreciates the opportunity to respond. This proposal presents the city an overview of our scope, approach and methodology to the requested services. We are confident that the IKON advantage will be clearly evident.
IKON Strategy

IKON understands that the City is taking this RFI to an RFP and has existing financial commitments as well as the tenants at Conseco Field House. IKON’s preliminary strategy takes this into consideration and believes the benefits and finances of a consistent enterprise wide expansion is advantageous to the CIB at this time. IKON’s offering is simple and can be done through your current contract:

- Extend the current ICC contract to the LOS, Conseco Field House and it’s tenants
- Extend and track IKON Production Center Services offerings to all CIB Facilities
- Extend and track IKON’s UPS National Account Overnight Mailing discounts
- Utilize and track IKON’s local 501C Pre-sort House partner for maximum outgoing mail discounts
- Utilize and track savings from our current facility back up staff for on-site support service requirements that are currently being out-sourced off site.
- Expand our “TRAC” software to the other facilities to enable electronic job submissions of IKON services that also tracks ongoing savings.
- Expand current copy to incorporate the workgroup and desktop printers in each facility forcing an optimization for each current MFP and the elimination of several printers.
- Provide document workflow consulting services to assist in automating manual paper intensive processes resulting in scanning solutions and the decrease in the need to print.
- Provide “pro-active” marketing to incoming clients to further keep services here in Indianapolis rather than have print and marketing materials shipped in before scheduled events.
- Work with our clients, Indiana Black Expo, NCAA and events related to these IKON clients and utilize the expanded services of the ICC during scheduled events here in the City.

IKON recognizes that the Office Of Enterprise Development intends to send out an RFP and select it’s supplier as a Facilities Management Contractor. Our Facilities management contract is already in place with regards to document output. The success of our consultative approach is based on our detailed analysis and executing on our “Summary of Finding and Proposal”. Therefore, we look forward to the opportunity to present our solution and address any questions the Office of Enterprise Development may have in order to move forward.
The Right Resource Service Center

IKON routinely services multiple sites using multiple manufacturers’ equipment. Now being acquired by Ricoh, the equipment manufacture, we not only focus on service and process improvement but can further reduce the costs of acquiring the equipment eliminating the need of the distributor. This proposal is IKON’s first step in creating a unique resource center and print management strategy that is tailored to the Office of Enterprise Development’s specific needs. Our tentative plan is a three-tier approach:

- **Reduce the overall costs** of print by tracking all copies and prints in the facilities. Enabling the current facility equipment to print and scan will lower costs by as much as 50% taking volume from the expensive workgroup printers. A typical government facility statistically prints more volume than it copies. In a 30 day study of print, IKON would be able to not only inform the Office of Enterprise Development on how much they spend on print, but whom and what they are printing. Additionally, with new tracking software, print can be routed to the most cost effective devise allowing IKON to be the “Printer Police” and the city focuses on their core business initiatives.

- **Decrease turnaround time in the copy center** through electronic job submission, automated finishing capabilities and providing several overflow centers, two of which are downtown Indianapolis. Submitting jobs electronically allows for multiple locations to send jobs, proof jobs and track where they are in the system. One overflow center will also allow for litigation copy and scan jobs to be done at a more competitive price to the Office of Enterprise Development and accommodate “after hour” work by providing second shift availability.

- **Track and expand our current services.** Meeting monthly with our clients allows for full transparency of executing on our proposed solutions and also for the current “silo” business units.

IKON understands that The Indianapolis Office of Enterprise Development has many undiscovered service requirements. If IKON is selected as the vendor, a detailed analysis of cost savings and business efficiencies will be provided. An overview of this “Summary of Findings” is attached. This deliverable is also accompanied by a detailed proposal.

The key to the success of this project is the IKON team that will execute this strategy. The Indianapolis Office of Enterprise Development will continue to see that we have the experience and the reference list to back it up. The following describes the depth of services IKON can provide to the Office of Enterprise Development and the methodology that is the framework to our success.
The following is IKON’s proposed initial scope that is the expansion of our current services.

- **Extend the current ICC contract to the LOS, Conseco Field House and it’s tenants**
  A detailed on site analysis of each location would be required to provide an extension to the current contract. Please review the attached IKON Analysis and Summary of Findings document. The tenants at Conseco would also have access to IKON’s Resource Services and billed back accordingly. Currently there is “revenue sharing” in place for incoming clients and events. IKON’s goal is to grow this revenue.

- **Extend and track IKON Production Center Services offerings to all CIB Facilities**
  IKON provides pickup and delivery of our printing, copying, scanning, document finishing services from our off site Overflow Production Center. A sample of our services is as follows:

<table>
<thead>
<tr>
<th>Print and Copy Services:</th>
<th>Digital files/Hard Copy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B/W and Color</td>
</tr>
<tr>
<td></td>
<td>Tabs- Paper or Mylar</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
</tr>
</tbody>
</table>

- **Large Format Printing**
  Posters
  Banners
  Plots of engineering drawings
  Scanned Large Format

- **Mounting Services**
  Prints up to 4 foot x 8 foot
  Foam Core
  Gator Board
  PVC Board
  Corrugated Sign Board
  AccuTrim Framing

- **Lamination Services**
  1.7 Mil – 10 Mil lamination
  Dry Erase lamination

- **Finishing Services**
  Binding – Tape, Coil, Wire, GBC
  Drilling
  Padding
Stapling/Collating
Shrink Wrapping
IKON’s Production Center also provides Business Cards and many more Printing services that could eliminate the number of vendors being utilized through electronic job ordering and digital proofing for continued increase in customer service and cost savings.

- **Extend and track IKON’s UPS National Account Overnight Mailing discounts**
  IKON is able to share its UPS discounts with its IMS customers. Below is a common discount structure passed on to our clients:

<table>
<thead>
<tr>
<th>Commercial Shipments Only</th>
<th>% off of UPS Published Rates at time of shipping 48 – 48 states</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Discount</td>
<td>Next Day Reg</td>
</tr>
<tr>
<td></td>
<td>40</td>
</tr>
</tbody>
</table>

IKON’s discounts are subject to change in the event of a new contract negotiation. Any changes will be communicated to the field.

- **Utilize and track IKON’s local 501C Partner that is a Pre-sort House for maximum outgoing mail discounts**
  This Presort Partner processes 200,000 - 400,000 pieces of mail each and every day. All first class mail is processed through an Optical Character Reader, bar coded, sorted and delivered to the post office every night. The result is faster delivery of your mail and a discounted cost of up to 8.2 cents per piece. IKON’s on site team manages and tracks the mail and provides monthly postal savings. Some of our clients have had issues with “returned mail”. Address corrections are done during the processing and reported back electronically to client to update data base and eliminates USPS charges. With regards to mail, IKON also has a national partnership with Neopost, a global mail manufacture of postal equipment, postal software and postal consulting. This relationship offers an average of 15% additional discount rather than buying direct or from other distributors.
• Utilize and track savings from our current facility staff for on-site support service requirements that are currently being out-sourced off site.

IKON has a team of Field Support Representatives (FSR) responsible for supporting operational objectives at all existing customer sites within a geographic territory. These Field Services Representatives are considered to be on call and can be assigned to a customer location on very short notice. Field Support Representatives substitute for personnel who are out of the firm due to illness, vacation, jury duty, etc. and are trained on the functions and methods specific to the individual site operations. To maintain consistency and service levels, Field Support Representatives spend time in their assigned sites regularly to familiarize themselves with the operation and the client with them. IKON Management Services has aligned our Field Support Representatives in Indianapolis under one Integrated Account Manager assigned to our downtown accounts. As a result, all primary Field Support Representatives that would service the CIB are experienced in the convention center’s vertical market.

The Site Manager at each location is responsible for ensuring that all staffing levels are being met, and that Field Support Representatives are assigned to cover for any absences. If at any time staffing levels fall below the contracted amount, the Site Manager will inform the appropriate account personnel. These un-staffed hours can also be included in the Monthly Management Report.

• Implement our “TRAC” software to the other facilities to enable electronic job submissions of IKON services and bill back to departments that also tracks ongoing savings.

Standard IKON management reports include summaries of activity, performance and costs. IKON creates, views, and shares reports via its Web-based TRAC Solution tool. TRAC manages the complete service lifecycle from request through billing. It also allows IKON to perform job-time data entry, which means that as the job is received and processed, critical data for reporting and billing is entered into TRAC. Information is not recorded on a paper log and then later summarized in a Microsoft Excel spreadsheet. As a result of this process, the frequency of reporting is ongoing and perpetual. At any time during the course of business, the customer can log in and determine the activity level, performance level and actual service cost.

○ In addition, the billing process begins with job-time data entry. After the job is completed and archived, it is summarized in a
Billing Report. IKON has the ability to send the billing statement in traditional hard copy or submit it directly to the customer's employee resource planning (ERP) system for electronic billing and payment.

- A sample billing statement follows: IKON can work with the CIB to customize a billing.
Note the multiple TRAC modules available. Desktop printers, Business Directory, Mail Volumes and Discounts, Copy Volumes, Service Reports.

Asset Tracking, Visitor Tracking, Space Planning for moves, Events that include meeting room set up. This software now is becoming extremely useful for our clients that have many locations and moving parts.

- Implement Managed Print Services Program for all facilities to include workgroup and desktop printers in each facility forcing an optimization for each current MFP (Managed Print Services).

Managed Print Services Methodology

Define-Measure-Analyze-Improve-Control

- Develop Print Strategy
- Establish baseline
- Printer asset lifecycle
- Reduction
- Automate
- Govern Vendors
- Monitor, Measure, Manage
### COMPONENTS OF MANAGED PRINT SERVICES

<table>
<thead>
<tr>
<th>IMPLEMENTATION</th>
<th>SERVICES</th>
<th>ON GOING SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical On Site Analysis</td>
<td>Reman supply ordering</td>
<td>On site labor support</td>
</tr>
<tr>
<td>Monitor Software Installation</td>
<td>Preventative Maintenance</td>
<td>Additional training</td>
</tr>
<tr>
<td>Identify MFP Optimization</td>
<td>On site Break/Fix support</td>
<td>Asset transfer</td>
</tr>
<tr>
<td>Support Transition</td>
<td>Warranty tracking</td>
<td>Manage trade-ins</td>
</tr>
<tr>
<td>Post Implementation</td>
<td>IT Asset Tracking</td>
<td>Manage disposal</td>
</tr>
<tr>
<td></td>
<td>Print/Copy/Fax Tracking Monitoring</td>
<td>Manage Toner Recycle</td>
</tr>
</tbody>
</table>

- Provide document workflow consulting services to assist in automating manual paper intensive processes resulting in scanning solutions and the need to print documents.

  - Establish baseline usage and document department requirements
  - Analyze data for patterns and behaviors that will be used to configure the business rules and device placement
  - Define rules, determine asset reallocation, determine forced routings
  - Develop departmental reporting, evaluate results based on reports and review with department management.
  - Recommend changes based on usage and trends
• Provide “pro-active” marketing to incoming clients to further keep services here in Indianapolis rather than have print and marketing shipped in before scheduled events.

Services to them for preliminary services done on site at the ICC where revenue sharing takes place. This service can also be expanded to the following IKON accounts: Indiana Black Expo, NCAA, Indianapolis Motor Speedway.
IKON APPROACH

Why IKON: Our Analysis Methodology

- Well-defined methodology
- Field tested and refined over time
- Built-in method to mitigate risks
- Project Management Professional (PMP) certified by the Project Management Institute provides a central point of contact for the reporting and resolution of all project issues

Why IKON: Analytic Skill Set

- Assets reported
  - Number and types of devices/ Employee to Asset Ratio
  - Output on each device/ Output per FTE
  - Utilization rates
  - Print production applications
  - Service and supply costs
  - Floor plans/asset maps
  - End-user satisfaction
- Current Mode of Operations (CMO) benchmarked against other government organizations
- Bottlenecks and inefficiencies highlighted and verified
- Cost calculation methodologies explained
- Environmental impact of printing shown
- Guiding Principles for Future Mode of Operation (FMO) will be presented and validated
Why IKON: Experienced Advice

Blueprint for Document Efficiency
Identify & prioritize plans for future growth
Help end-users choose cost-efficient methods for document production
Guidelines to manage equipment, maintenance and supplies
Key monitoring metrics for ongoing review and enterprise planning
Vendor-independent, open architecture technology that can cut costs, boost productivity and efficiency, integrate smoothly
Why IKON: Identified Success Factors

- Executive-level sponsorship
  - Need access to information across the enterprise
  - Communication with each Department Manager

- Internal Project Manager/Sponsor
  - Expectation setting
  - Knows how to “navigate” the organization

- Involvement of IT staff
  - Existing infrastructure, standards, and skill sets

- Access to all pertinent information
  - Ensure that all departments understand the intent of the data collection process

Why IKON: Reference Overview

Midwest state department of motor vehicles: central office with 136 branch locations; client estimates savings at $2 million a year with 8.2 months ROI. Thirty day paper process taken to one day electronic.

Midwest educational facility, staff of 90 with 910 students; directs prints to most available and most cost-effective devices. 50% of one FTE spent distributing unclaimed prints by hand. Print and copy costs reduced by 45% in first year.

Western state department of public safety; data entry staff re-engineered to validate automated capture process with Handprint Recognition module; FTE reduced from 17 to 8; current staff of 4.
### Local IKON Clients and Service

**Hospitals Services** – Copy center, data center printing, mailroom management, printer and MFD fleet management, forms management, medical records management, scanning medical records
- Clarian Hospital-Indianapolis
- University of Louisville Hospital
- St. Vincent Hospital
- Columbus Regional Hospital
- Johnson Memorial Hospital
- St. Joe Hospital
- Health and Hospital
- Wishard Hospital
- Owensboro Medical Group
- Good Samaritan Hospital

**Law Firm Services** - Bill back recovery, copy center, mailroom management, MFD fleet management, scanning to application
- Locke Reynolds/Frost Brown Todd
- Rubin Levin
- Indiana Attorney General
- Scopelitis, Garvin, Light Hanson & Feary

**Education Services** - Copy center management, fleet and printer management, Student lab print, mailroom management, scanning student transcripts
- Indiana State University
- Saint Mary of the Woods College
- IUPUI
- Carmel Clay Schools k-12
- Indianapolis Public Schools k-12
- Center Grove Schools k-12
- NCAA

**Banking-Insurance Services** - Copy center management, data center management, mailroom management,
- One America

**Manufacturing Services** - Copy center management, mailroom management, printer fleet management, MFD management and scanning into any type of document management software
- Toyota
- Thomson Multimedia
- Dorel Juvenile Group
- Eli Lilly
- Roche Diagnostics
Full Description of IKON Services

Document Strategy Assessment
- Document Lifecycle Strategy Assessment
- Document Output Strategy Assessment
- Customer Needs Analysis

Document Production Management
- Centralized duplicating and on-demand printing
- Offset printing
- Bindery and finishing services
- Graphic services
- Forms management
- Copier/printer fleet management

Mail Services Management
- Centralized mail management
- Document fulfillment
- Internal/external courier services/Pre-Sort/NeoPost Equipment

Print Management Services
- Printer fleet management
- Help desk services
- Supply management

Imaging and Records Management
- Image Capture – Manage – Output – Store Software
- Mobile On Site Document conversion
- Doc. Prep & Indexing into Document Management Software
- File room management
- File automation and tracking
- Off-site storage coordination

General Office Support Services
- Supply and inventory management
- Expense recovery/allocation

Management
- Switchboard
- Reception
- Conference room management
- Asset tracking

The IKON TRAC Solution is a unique web-based application that manages your resources, assets and services in an on-site environment, to maximize operational efficiency.
IKON Managed Services Methodology

The methodology is unique in how we:

- Translate customer needs into cost-justified solutions using innovative technology and measurable service levels
- Design and manage the implementation process
- Build on nationally validated standards and best practices
- Consistently develop and motivate employees to deliver world-class service
- Consult to ensure alignment with evolving customer business strategies

Our quality management program comes out of operational best practices. This section details policies and procedures for inspecting work, tracking the success, and reporting quality back to the customer. Every site has a specific Site Procedure Guide which details the services performed on a daily basis.

From the signing of the contract, our Customer Strategy & Communication process insists that we maintain frequent and ongoing communication with the CIB to review both performance and strategy and together create action plans to remain innovative. This enables us to fulfill our promise—to add value today and for years to come.

The customer strategy review process will include the following communication phases:

**Phase 1—Executive Review**

We sit down “executive to executive” each year and revisit CIB’s strategic priorities for the upcoming fiscal year. IKON senior area management and key CIB executives review organizational priorities.

**Phase 2—Customer Satisfaction Survey**
After the executive-level meeting, we conduct a customer satisfaction survey and reanalyze the operation to see if new processes or technologies could generate an increased return on investment. After we have this data, we conduct an internal meeting (an Integrated Account Review) to discuss potential solutions and prepare a proposal for an improved and updated document strategy.

**Phase 3—Document Strategy Review**

We then form a document strategy review team, consisting of CIB’s management personnel and local IKON management. This team reviews the customer satisfaction survey, IKON analysis/study findings and the proposed document strategy. After it is approved, the revised document strategy includes a draft implementation plan for consideration.

**Phase 4—Quarterly Strategy Update Meetings**

Together, we schedule Quarterly Strategy Update Meetings. During these meetings key CIB management and local IKON management teams review progress, remove obstacles and address trends. We also use these meetings to share any relevant news or information that will help make the document strategy a reality.

**Phase 5—Monthly Review**

On a monthly basis, our local account and operations management teams meet to review our Monthly Management Report and Commitment Action Document, which include actions to support quantitative goals and objectives.

To ensure that all of the phases mentioned above are continuously met IKON utilizes Executive Site Audits to provide a quality checkpoint ensuring that each site is installed and operating following the prescribed processes and practices to a standard level of compliance. The executive site audit includes a face-to-face conversation with the customer to assess the level of customer satisfaction with our services. The objectives of the executive site audit are to:

- Drive consistency and define how each site can achieve the highest level of performance possible.
- Recognize outstanding performance.
- Ensure executive team involvement with new accounts.
- Measure the effectiveness of a site installation.
Understand and communicate any other customer needs or needs that have not been met.

IKON’s Managed Services Structure

Each IKON area is structured similarly with managed services, operations, sales, customer service, professional services and finance support. All areas are held to the same service and delivery standards. Each area is certified by specialized vendors to sell and service equipment. Areas are measured by performance standards, and all areas are compared on a quarterly basis. The following organization chart illustrates the structure of each IKON area.
Local Managed Service Escalation Procedure

Key Account IKON Team

Key Account Team Roles and Responsibilities

A summary of key account team roles and responsibilities along with the requested summary background of experience:

- Strategic Account Executive—Tamara O’Malley
  Tamara joined the IKON Indianapolis team in September of 2008 after returning from Florida IKON. She has worked mainly with government and healthcare accounts selling equipment, managing and selling outsourcing for the last 7 years. Main clients that were managed in Florida were Hillsborough County, H. Lee Moffitt Cancer Center, Bay Care Health Systems. Tamara will serve as the local point of contact between IKON and the CIB. To ensure customer satisfaction, Tamara will work closely with the local CIB contact to
develop tailored solutions that align with their specific business objectives and communicate these back to the IKON team. Tamara will continually assess local city’s increased efficiencies. Tamara will coordinate all IKON resources needed to design and implement additional solutions. In addition, Tamara is responsible for participating in formal quarterly account reviews and maintaining communication between IKON and City of Indianapolis’s Enterprise Development Office.

- Strategic Account Manager—Michael Hartzel
  Michael joined the IKON team in July of 1997 in the Wisconsin office where he worked as a sales manager and Outsourcing executive for 6 years. His Managed Print Services experience includes Johnson Controls, S.C. Johnson and Harley Davidson.

- Strategic Account Manager – Jason Justice has been employed with IKON for the past 15 years and has managed the budgeted $32,000,000 per year outsourcing quota and his accounts are all of the ones listed in the Client list in this RFI.

- Integrated Account Manager – Scott Wedell
  IKON designates an Integrated Account Manager (IAM) for each customer project. This individual is ultimately responsible for ensuring compliance with agreed service levels, intra-site communication and customer satisfaction. The Integrated Account Manager coordinates operational functions between on-site customer representative(s) and other IKON support personnel. The Integrated Account Manager will also function as a liaison among IKON management, the Firm and the IKON customer service team. If situations arise that the Firm deems are beyond the on-site manager’s or supervisor’s scope, the City has direct access to the Integrated Account Manager, who can provide additional assistance or engage other IKON resources, as required. The Integrated Account Manager will also coordinate support from the management operations support group for the IKON on-site manager or supervisor.

Major Responsibilities:
- Ensure total customer satisfaction
- Act as primary liaison for the CIB/IKON relationship
- Communicate with IKON Human Resources for site staffing requirements
• Resolve problems and develop appropriate action plans
• Provide ongoing employee development and site-specific training
• Manage employees through goal setting, feedback and training
• Evaluate all equipment and technology on a regular basis to ensure that the Firm requirements are fulfilled by the current configuration
• Provide appropriate reporting on volume, service levels, user satisfaction, issue resolution and proposed procedural changes
• Initiate and coordinate all customer account review programs including the monthly operational performance report, a quarterly review and the annual review
• Communicate with IKON management operations support resources to gain information on new technology, obtain analysis support and draw from IKON’s best practices with the IKON Service ExcellenceSM methodology

• Site Managers – To Be Determined
The on-site leader is responsible for day-to-day operations at each location. The leader is the primary point of contact for all routine site operations and has complete authority over project resources. The leader also has direct access to the management operations support organization and the Integrated Account Manager.

Major Responsibilities
• Schedule and monitor activities of the customer support representatives and other on-site staff
• Ensure day-to-day fulfillment of all customer requirements
• Manage operations using a proactive approach that focuses on delivering professional and courteous customer service
• Communicate with users regarding requirements and any concerns that arise
• Create and maintain an environment that fosters customer focus, employee motivation, independent thinking and creative problem resolution
• Ensure that quality and productivity standards are met by measuring key indicators and analyzing and revising procedures (as necessary)
• Facilitate initiatives that maximize the value of outsourcing
• Prioritize and schedule all work, including overflow production at backup facilities (as necessary)
• Verify proper maintenance is performed on all equipment, and monitor equipment and supply usage
• Ensure that daily, weekly and monthly site targets are met
• Resolve customer concerns and implement appropriate action items
• Provide all IKON Service ExcellenceSM and site-specific training for the on-site staff

• On-Site Service Specialists
IKON on-site service specialists deliver contracted outsourcing services related to the operations of on-site locations.

Major Responsibilities
• Function as the contact for customer work requests
• Fulfill work requests, as defined by the contract and directed by the customer
• Operate and maintain on-site equipment, as necessary to fulfill job functions
• Schedule work and route jobs to the appropriate on-site personnel
• Provide industry-best customer service and responsiveness
• Communicate progress of work to customers
• Maintain an open line of communication with customers, peers and management
• Initiate communication and problem-solving regarding customer requirements and concerns
• Resolve any issues or discrepancies professionally and diplomatically
• Proactively complete all IKON Service ExcellenceSM training for the position

Field Support Representatives (FSRs)
Field Support Representatives are responsible for supporting operational objectives at all existing customer sites within a geographic territory. They are considered to be on call and can be assigned to a customer location on very short notice. Field Support Representatives substitute for personnel who are out of the office because of events such as illness or vacation and are trained on the functions and methods specific to individual site operations. To maintain consistency and service levels, Field
Support Representatives are rotated into site operations regularly to ensure familiarity with the personnel, equipment and operating environment. Field Support Representatives are routinely recertified on-site-specific procedures and operations.

Financial Revenues

On October 31, 2008, IKON became a wholly owned subsidiary of Ricoh Americas Corporation. Both IKON and all other Ricoh subsidiaries report revenue through Ricoh Company, Ltd. Ricoh’s revenue information for the past 10 years follows.

2009 21.1 billion
2008 22.2 billion
2007 17.5 billion
2006 16.4 billion
2005 17 billion
2004 17.1 billion
2003 14.7 billion
2002 12.6 billion
2001 12.2 billion
2000 14 billion

*Based on the conversion rate at the time of release.*
Document Solutions Analysis Process

I. Develop Scope of Analysis:
1. Determine locations/departments/labor/equipment to be included in the analysis
2. Identify key contacts to support the analysis
3. Agree upon a timeline

II. Collect Supportive Data:
1. Identify all part time employees and job responsibilities
2. Identify all or selected support FTE’s and job responsibilities
3. Mailing costs and freight auditing
4. Current Storage fees
5. Copies of supply invoices
6. Equipment Costs:
   • Lease Information
   • Service/Labor rate
   • Parts expenses
   • Maintenance kits
7. Copies of floor plans (if pertinent to analysis)
8. Pull on line print assessment of connected workgroup output devices

III. Analysis Procedures:
1. Complete a physical inventory of the equipment fleet
   • Record meter readings
   • Plot locations on floor plans
   • Document installed functions
2. Schedule a second walk-thru (within 15 days):
   • Record second meter readings on all equipment
   • Use the difference between the first and second readings to determine an estimated monthly volume

IV. Determine Current Operating Costs:
1. Compare estimated volume against toner costs (and expected yield per ink cartridge) to determine the cost on each type of equipment
2. Add paper, labor, service and supply costs
3. For each piece of equipment, determine the cost-per-page (CPP)
4. Compare each CPP to how the equipment is utilized
5. Identify opportunities or better practices to reduce costs i.e.:
   • Better placement of equipment
   • Improved equipment types
   • Enhanced labor efficiencies
   • Other IKON best practices

V. Prepare a Findings Document for your review:
1. Includes results with supporting documentation and sources
2. Identifies true operating costs per department
3. Recommendations
4. Identifies potential cost savings for each recommendation

VI. Implementation:
1. Partner with you to determine which initiatives would best serve your needs
2. Re-evaluate the scope of each initiative (i.e. determine areas in which each initiative will be most effective for you)
3. Determine implementation timeline and next steps

Summary
The objective of the Solutions Analysis is to provide insight and detail to assist both our client and IKON in making informed decisions on cost saving matters.

IKON provides this analysis at no charge to our customers—we value the insight and information gained from this process as much as you. If selected as your provider, IKON uses this information to determine the best and most cost effective solution for your needs.

If you have further questions regarding this analysis and/or IKON services, please contact:

Angie Miller  
Management Services Analyst  
IKON Office Solutions  
317-329-6208

Tamara O’Malley  
Facilities Specialist  
IKON Office Solutions  
317-329-6100
### RFI QUESTIONS

#### QUESTION/ANSWER FORM TO THE RFI

**Company Profile**

<table>
<thead>
<tr>
<th>Company name</th>
<th>IKON Office Solutions, a Ricoh Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company address</td>
<td>7330 Woodland Drive Indianapolis, IN 46278</td>
</tr>
<tr>
<td>Company web page</td>
<td><a href="http://www.ikon.com">www.ikon.com</a></td>
</tr>
</tbody>
</table>

| Location(s) of facilities operated and/or managed (including number of years operator and/or managed), previous and/or existing | Nationally: 1,500 plus Facilities Management Accounts Regionally: 70 plus Indiana’s Top 10: Listed in response |
|-------------------------------------------------------------------------------------------------------------------------------|
| Number of years in the market                                                                                                    | IKON has been providing outsourcing services since 1988 |
| Main services                                                                                                                  | Document Output Equipment Sales-Service-Management |

**Main markets/customers**


In 1975, Ricoh became the first company in the office automation industry to win the Deming Prize, which is given to outstanding companies that establish strict quality control systems. Ricoh also obtained ISO 9000-series certifications. In 1985 Ricoh won the Okochi Memorial Production award.

**Awards earned by company**

None

**Litigation currently pending or threatened against company**

None

**Ownership structure with ownership status in percentage**

http://www.ricoh.com/about/who/history/index.html

**Structure of parent corporation, joint ventures, subsidiaries, partnerships of other relevant relationships**

http://www.ricoh.com/about/who/history/index.html

**Number of Employees in:**

| Total company                                                                 | 24,000 - 20,184 in the US |
| Facilities management                                                         | N/A |
| Facilities operations                                                          | N/A |
| Accounting                                                                    | N/A |
| Marketing, sales and promotion                                                 | N/A |
| External relations, (e.g., government relations)                               | N/A |

**Financial Information:**

<p>| Last year gross revenue (per facility)                                         | 21.1 Billion in 2009- $32,000,000 annually in Indiana/Kentucky Region |
| Last year gross expenses (per facility)                                        | N/A |
| Last year gross margin(average across facilities)                             | 10% |
| Last year gross revenue of company                                             | 21.1 Billion in 2009 |</p>
<table>
<thead>
<tr>
<th>Last year gross expenses of company</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last year gross margin of company</td>
<td>N/A</td>
</tr>
<tr>
<td>Last year gross profit of company</td>
<td>N/A</td>
</tr>
<tr>
<td>Stock markets where your company is listed</td>
<td>NECO - Japan</td>
</tr>
</tbody>
</table>

**Contact person responsible for answering this RFI:**

- **Name:** Tamara O'Malley
- **Telephone:** 317.329.6100
- **Email:** tomalley@ikon.com
- **Street Address:** 7330 Woodland Drive Indianapolis, IN 46278

**Other Questions**

- **Conditions that are listed in the RFI that cannot be met:** IKON is restricted to Outsourcing Support Services - which is only a portion the city is looking for in a Facility Outsourcing Provider.
- **Reference information for past current customers:** References are listed in Response
IKON Service Excellence®

It’s The Way We Do Business
Our Focus: Total Customer Satisfaction

“IKON took the time to understand our processes so they could bring us solutions that make sense. Combine that with the incredible resources behind IKON, and they provide value that others simply can’t offer.”

John Sample, CFO, Atlantic American
Our Methodology: IKON Service Excellence℠

- IKON Service Excellence is our award-winning service methodology
- It drives the quality, performance and delivery of each and every one of our on-site engagements
- It is designed to improve the total customer experience
A Measurable Experience

Implementation Process

Operations & Best Practices

All-Star Employee Systems

Customer Analysis & Solutions

Customer Strategy & Communication

IKON SERVICE EXCELLENCE
Building a customized blueprint for success

- We capture your needs and translate them into innovative solutions using industry-leading technology and measurable service levels
  - **Measuring Success:** Service Level Agreements contractually link your priorities and that of IKON
Implementation Process

Making the blueprint a reality

- We design and manage the implementation process
  - *Measuring Success*: Our Executive Site Audit process ensures that our regional executives pre-certify and approve the site before it is allowed to go live.
Operations & Best Practices

Delivering excellence every day

- We leverage nationally validated operations and best practices
  - **Measuring Success:** Each site is certified every quarter. This score lets us quickly know which site is performing well and which site needs extra support and resources.
All-Star Employee Systems℠

Empowering employees to excel

- We consistently develop and motivate employees to deliver world-class service
  - Measuring Success: Our training continuum offers certifications for a variety of skill sets; surrounding an application or by customer industry.
Customer Strategy & Communication

Maintaining a current and effective document strategy

- We regularly update your document strategy to maintain alignment with your objectives
  - **Measuring Success:** Our web-based enterprise management solution, the **IKON TRAC Solution** SM, provides real-time measurement of key performance indicators of IKON Service Excellence.
The IKON TRAC Solution℠

Real-time measurement of key performance indicators of IKON Service Excellence

- One of the most complete enterprise management solutions available today
- Manages your resources, assets and services in an on-site environment, such as copy and mail production
- Provides real-time visibility of on-site performance against SLA’s
- Optimizes efficiency by reducing cost, redundancy and compliance risk
Key Benefits To You

- **Customized Solution**
  - We build a document management strategy customized to your industry, needs and requirements

- **Easily Measurable Results**
  - We give you full visibility to our real-time metrics to drive peak performance

- **World-Class Customer Service**
  - We recruit customer-centric and dedicated site professionals

- **Strategic Partnership**
  - We are focused on adapting to your changing business objectives, industry practices and new technologies