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February 7, 2018

Annette Morfin
Purchasing Officer
State of Nevada
Purchasing Division
515 E. Musser Street, Suite 300
Carson City, NV 89701

Subject: Workforce Scheduling Solution RFP: 3516

Dear Annette Morfin,

Enclosed with this letter is Kronos' response to the State of Nevada Workforce Scheduling Solution RFP.

At Kronos, our goal for customer engagements is twofold. First is our commitment to establish a long term trusted advisor relationship with our customers. Secondly and equally as important is ensuring your near-term success and the success of any project which falls under the Kronos umbrella. We offer a reliable product suite and experienced resources backed by a strong foundation ready to help your organization achieve its goals outlined in the RFP.

In support of our proposal, Kronos has committed a team of industry experts to work with the evaluation team during the procurement process. Please note that this offer to State of Nevada is valid for 90 days from the date on the cover page of this proposal.

We look forward to working with the staff at State of Nevada. If you have any questions, please do not hesitate to contact Murtz Kizilbash at 408-497-5374 or by email at murtz.kizilbash@kronos.com.

Sincerely,

John O'Brien
Sr. VP, Global Sales
Kronos Incorporated

State of Nevada

Section I – Title Page

Part IA – Technical Proposal

RFP Title: **Workforce Scheduling Solution**
RFP: **3516**
Opening Date: **February 7, 2018**
Opening Time: **2:00 PM**
Vendor Name:
Kronos Incorporated
www.kronos.com
Address:
900 Chelmsford St.
Lowell, MA 01851

Murtz Kizilbash
Regional Sales Executive

Email: murtz.kizilbash@kronos.com
Phone: 408-497-5374

Contract Proposal

Kronos is submitting its proposal subject to the terms and conditions of the Kronos Sales, Software License and Services Agreement (SSLSA) attached to this proposal and hereby incorporated by reference (referred to as the "Kronos Agreement"). Kronos recognizes that some of the terms and conditions in the Kronos Agreements vary from those contained in this RFP, and understands that Nevada Department of Corrections may have certain statutory mandates that could affect the terms of the Kronos Agreements. If awarded business by Nevada Department of Corrections, Kronos is willing to negotiate necessary and reasonable changes to its standard terms and conditions to address such statutory mandates that would be acceptable to both parties. Kronos expects that neither the RFP nor Kronos' proposal will be incorporated into any definitive agreement, but such agreement will address the topics in the RFP and Kronos' proposal and supersede both. The implementation scope and time frame is an estimate only and will be subject to a final Statement of Work to be mutually agreed upon by Nevada Department of Corrections and Kronos prior to finalizing the contract.

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EXCEPTIONS

ATTACHMENT B FORM OF CONRACT:

Kronos' proposal is submitted with the terms and conditions of the Kronos Sales Software and Services Agreement if the State select the on-premise perpetual software (the "Kronos Agreement"), included with Kronos' response to the RFP and incorporated herein by this reference. Please note that if the State prefers to select the Software as a services option, Kronos' proposal is made with the intention of using the Workforce Central Software as a Services Terms and Conditions which are available upon request. If awarded business by the State of Nevada, Kronos is willing to negotiate necessary and reasonable changes and addition to the applicable Kronos Agreement that would be acceptable to both parties as well as include certain provision of the Form of Contract including other attachments, but Kronos will not be bound by any term or condition unless expressly accepted by Kronos in writing in such final contract.

More specifically with respect to the Form of Contract included as Attachment B of the RFP, Kronos estimates that some terms: (i) may be incorporated in the final agreement (such as the conflict of interest), (ii) are either addressed in the Kronos Agreement (ex: confidentiality); or (iii) are not applicable to the type of Products that Kronos proposes (ex: any type of transfer of ownership or general warranty). Kronos provides standard Software under license terms and different configuration professional services associated with that Software; consequently, Kronos do not expect to transfer any intellectual property rights to the State. Should the State select Kronos as the Vendor of choice, Kronos expects that both parties will negotiate terms the will be acceptable for the parties.

ATTACHMENT D INSURANCE REQUIREMENT

Kronos is prepared to add the state as Additional Insured and hereby attached the current insurance coverage. Any additional insurance requirement could be discussed during the contract negotiations.

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Section III – Vendor Information Sheet

See Kronos completed and signed Vendor Information Sheet link attached. signed Vendor Information Sheet.pdf

Section IV – State Documents

The State documents section shall include the following:

A. The signature page from all amendments signed by an individual authorized to bind the organization.

See signed Amendment 1 and Amendment 2 links attached. signed 3516 - Amendment 1.docx; signed 3516 - Amendment 2.docx

B. Attachment A – Confidentiality and Certification of Indemnification signed by an individual authorized to bind the organization.

See Kronos completed and signed Attachment A link attached. completed-signed Att A Confidentiality-Certification of Indemnification.pdf

C. Attachment B – Vendor Certifications signed by an individual authorized to bind the organization.

See Kronos completed and signed Vendor Certifications link attached. signed 3516_Attachment B Vendor Certifications.pdf

D. Copies of any vendor licensing agreements and/or hardware and software maintenance agreements.

See Kronos agreement link attached. SSLSARev022811.1Standard.pdf

E. Copies of applicable certifications and/or licenses.

See business license for State of Nevada link attached. State of Nevada Business License.pdf

Section V – System Requirements

Vendors must place their written response(s) in bold/italics immediately following the applicable RFP question, statement and/or section.

3.2 COMPUTING PLATFORM

3.2.1 Vendors shall explain in sufficient detail how they will satisfy NDOC's project requirements described below. If subcontractors shall be used for any of the tasks, vendors shall indicate what tasks and the percentage of time subcontractor's shall spend on those tasks.

No subcontractors.

3.2.2 NDOC's preference for an application will be a web-based interface supporting either Internet Explorer or FireFox, as well as, all mobile device web browsers. An installable client (i.e. fat client) is not desired but can be supported.

Kronos Workforce TeleStaff is a 100 percent web-based solution that works in any HTML5-enabled web browser. No browser plug-ins or add-ons are required to use the application, which simplifies deployment and support complexities.

3.2.3 NDOC's standard for end-user workstations is the Windows 7 operating system with Internet Explorer as the primary supported web browser, FireFox being the alternative. NDOC workstations also support Java and .NET web-based applications.

Browsers (HTML5) 3

- ***Safari 8+***
- ***Chrome 47+***
- ***Firefox 27+***
- ***Internet Explorer 11+***
- ***Microsoft Edge***

Mobile/Tablet 3

- ***Safari for iOS***
- ***Chrome for Android***

3 Supported browsers and mobile devices listed exclude any versions that are no longer being sported by their respective vendors.

3.2.4 NDOC currently provides limited support for both Android (ChromeOS) and IOS (Apple) mobile devices.

Chrome for Android and IOS for Apple are both supported operating systems with HTML5 browsers.

3.2.5 NDOC's server standard is SUSE Linux Enterprise server 11. Additionally, NDOC supports CentOS7, Ubuntu 14.04 and 16.04. All Linux servers are kept at current patch levels. NDOC supports Windows servers 2008 and 2016 only, with a preference for server 2016.

Kronos Workforce TeleStaff Supported Application Server O/S

- ***Windows Server 2008 R2 SP1 64-Bit (Standard, Enterprise, or Data Center)***
- ***Windows Server 2012 R2***

Kronos Workforce TeleStaff Supported Databases

- ***Microsoft SQL Server 2008 R2 SP1 (Standard, Enterprise, or Data Center)***
- ***Microsoft SQL Server 2012***
- ***Microsoft SQL Server 2014 SP2***
- ***Microsoft SQL Server 2016 SP1***

3.2.6 Database server standard is PostgreSQL. NDOC also supports MySQL/Maria DB, Oracle and Microsoft SQL.

Kronos Workforce TeleStaff Supported Databases

- ***Microsoft SQL Server 2008 R2 SP1 (Standard, Enterprise, or Data Center)***

- ***Microsoft SQL Server 2012***
- ***Microsoft SQL Server 2014 SP2***
- ***Microsoft SQL Server 2016 SP1***

3.2.7 Application server standard is Java EE using Apache Tomcat as well as the PHP framework.

Kronos Workforce TeleStaff Supported Web/Application Server

- ***Apache Tomcat (with Web server supporting both HTTP and HTTP/S [SSL] communications)***

3.2.8 NDOC's virtualization standard is currently XEN, Citrix XenServer. If appliance-based servers will be provided, they must be comparable with this virtualization standard.

Kronos Workforce TeleStaff Supported Virtualization

- ***VMware 4.1 or greater***
- ***Microsoft Hyper-V***

3.3 TECHNICAL REQUIREMENTS

3.3.1 System requirements will be evaluated and developed by the awarded vendor in conjunction with NDOC technical infrastructure staff during the planning phase of the project.

Agreed.

3.3.2 The application shall be available regardless of WAN status (i.e. Internet down or up, it must work) as NDOC does not have redundant network connectivity at any location. The application should support the distributed database model to ensure independent site operation and synchronization of data between sites to ensure consistent scheduling.

Workforce TeleStaff is an HTML5 browser application that is independent from the operating system platform. It supports popular MS SQL database technology, offers an IVR platform, and is deployable in the Kronos private cloud for maximum flexibility or on premises within a customer's environment.

Workforce TeleStaff delivers a flexible yet powerful architecture that enables today's public safety organizations to deliver specialized scheduling functionality while still meeting ITs requirements for a highly available, highly scalable, and easy-to maintain scheduling application.

Workforce TeleStaff does not support a distributed database model.

3.3.3 Since NDOC utilizes LDAP for authentication to all web-based applications, an LDAP style authentication mechanism is preferred to ensure all applicable account regulations are followed (e.g., password length, expiration, etc.)

Workforce TeleStaff Supported Authentication Mechanisms

- ***Kerberos***
- ***LDAPv3 (simple)***
- ***Application (default)***

3.3.4 NDOC does not support Microsoft Active Directory at this time; hence applications must not rely upon proprietary Active Directory mechanisms for use or authentication.

Noted.

3.3.5 The application shall support SSL/TLS encryption if LDAP authentication is used.

Configurations Supported

- ***HTTP Connectors***

  ––SSL/TLS (default)4

  ––HTTP (for redirection to SSL only)
- ***Sessions***

  ––Secure + HTTP-Only Cookies (default)
- ***JavaScript (Required)***
- ***No Required Plug-Ins (Flash, ActiveX, Java, etc.)***

3.4 FUNCTIONAL REQUIREMENTS

Refer to Section 4, Scope of Work.

3.5 SECURITY STANDARDS

3.5.1 System shall meet State security standards for transmission of personal information as outlined in NRS 205.4742 and NRS 603A.

Kronos does not require HIPPA data to track schedules, time and labor.

The solution utilizes:

SFTP for movement of files for integration to/from the solution.

SOAP for the solutions APIs

HTTPS for transmission of data between Client browsers/devices and the Web/Application tier in the Kronos Cloud.

3.5.2 Protection of sensitive information shall include the following:

3.5.2.1 Sensitive information in existing legacy applications shall encrypt data as is practical.

Data is transmitted using preferred TLS encryption protocols. TLS sessions are encrypted via 2048-bit encryption. Secure File Transfer Protocol (SFTP) is used to transmit data via pre-authorized client interface transactions. Kronos manages the encryption keys. Kronos provides secure single tenant database environments for each customer in the Kronos Private Cloud.

3.5.2.2 Confidential personal data shall be encrypted.

The solution supports encryption of data both at rest or in transit. In an on-premise deployment the RDBMS tools such as TDE are used to encrypt at rest and TLS is used to encrypt in transit. In a Cloud deployment all traffic between Client and Application tier must be encrypted via TLS. The US data center supports encryption of data at rest.

3.5.2.3 Any electronic transmission of personal information shall comply with NRS 603A.215 (2 & 3).

Kronos does not require HIPPA data to track schedules, time and labor.

3.5.2.4 Sensitive data shall be encrypted in all newly developed applications.

Data is transmitted using preferred TLS encryption protocols. TLS sessions are encrypted via 2048-bit encryption. Secure File Transfer Protocol (SFTP) is used to transmit data via pre-authorized client interface transactions. Kronos manages the encryption keys. Kronos provides secure single tenant database environments for each customer in the Kronos Private Cloud.

3.5.3 All information technology services and systems developed or acquired by agencies shall have documented security specifications that include an analysis of security risks and recommended controls (including access control systems and contingency plans).

Kronos has defined a set of rigorous security standards and practices used in our development process to avoid introducing vulnerabilities into our products. These standards are derived from the most recent OWASP Top 10 Web Application Vulnerabilities and SANS Top 25 Software Errors. This Secure Development Lifecycle modeled on the industry-leading Microsoft™ SDL, to guide the software development process from requirements all the way through to support. It includes training, risk assessments, threat modeling/mitigation, security design review, attack surface review, security code review, root cause analysis, and final security review.

The Kronos product is penetration tested and scanned for vulnerabilities prior to deploying code to market using third party tools. Annual network penetration testing by a third party is also conducted. Kronos conducts vulnerability scanning of the customer environment prior to go-live and annually thereafter using third party tool. Additional scans are executed at the discretion of Cloud Hosting management. Identified vulnerabilities are researched and resolved and/or mitigated using the Kronos Change Management Process. This process is tested in the SOC 2 compliance report available to Customers.

The Kronos Private Cloud, which hosts the Kronos Workforce TeleStaff application, has achieved AICPA SSAE 16 SOC 1 Type II and AT101 SOC 2 Type II compliance. Kronos has achieved the SOC 2 criteria for security, availability and confidentiality. The Kronos Private Cloud is housed in a CenturyLink colocation cage in a single tenant SSAE SOC 1 Type II compliant and ISO 27001 certified data center.

Kronos has engaged Ernst & Young, a tier 1 auditing firm, to conduct the annual AICPA SOC 2 Type II audit. Ernst & Young produces a detailed attestation of the controls in the environment. Customers receive a copy of the SOC reports upon request. The SOC reports are published annually.

Further details are also covered in the due diligence pack provided under separate cover.

3.5.4 Security requirements shall be developed at the same time system planners define the requirements of the system. Requirements shall permit updating security requirements as new threats/vulnerabilities are identified and/or new technologies implemented.

Kronos has defined a set of rigorous security standards and practices used in our development process to avoid introducing vulnerabilities into our products. These standards are derived from the most recent OWASP Top 10 Web Application Vulnerabilities and SANS Top 25 Software Errors. This Secure Development Lifecycle modeled on the industry-leading Microsoft™ SDL, to guide the software development process from requirements all the way through to support. It includes training, risk assessments, threat modeling/mitigation, security design review, attack surface review, security code review, root cause analysis, and final security review.

3.5.5 Security requirements and evaluation/test procedures shall be included in all solicitation documents and/or acquisition specifications.

Agreed.

3.5.6 Systems developed by either internal State or contracted system developers shall not include back doors, or other code that would cause or allow unauthorized access or manipulation of code or data.

The Kronos product is penetration tested and scanned for vulnerabilities prior to deploying code to market using third party tools. Annual network penetration testing by a third party is also conducted. Kronos conducts vulnerability scanning of the customer environment prior to go-live and annually thereafter using third party tool. Additional scans are executed at the discretion of Cloud Hosting management. Identified vulnerabilities are researched and resolved and/or mitigated using the Kronos Change Management Process. This process is tested in the SOC 2 compliance report available to Customers.

3.5.7 Security specifications shall be developed by the system developer for approval by the agency owning the system at appropriate points of the system development or acquisition cycle.

Kronos hosting environment undergoes examinations from an independent auditor in accordance with the American Institute of Certified Public Accounts SSAE 16 (i.e. SOC 1) and the AICPA Trust Services Principles Section 100a, Trust Services for Security, Availability, Processing Integrity, Confidentiality and Privacy (i.e. SOC 2).

The Kronos Security group can provide a Due Diligence Package that includes a copy of the SOC II report upon the customer's request, assuming the customer is under a Non-Disclosure Agreement (NDA) to receive confidential material.

3.5.8 All system development projects shall include a documented change control and approval process and shall address the security implications of all changes recommended and approved to a particular service or system. The responsible agency shall authorize all changes.

Statement of Kronos Software Development Lifecycle

Kronos Engineering provides the tools our customers need to help them control labor costs, minimize compliance risk, and improve workforce productivity. The easy-to-own workforce management solutions from Kronos make complete automation and high-quality information a reality. To develop the suite of software applications that provide a Global Workforce Management Solution to its customers, Kronos Engineering uses state-of-the-art practices and mature processes to ensure quality and reliability. These practices and processes make up the Kronos Software Development Lifecycle (SDLC).

Agile and Scrum

At the core of the Kronos development cycle is the practice of Agile development. This practice is based on iterative development, where requirements and solutions evolve through collaboration within self-organizing and tightly integrated teams. Agile practices allow for frequent inspection and adaptation, team structures that encourage close teamwork, self-organization and accountability, a set of engineering best practices intended to allow for rapid delivery of high-quality software, and a business approach that aligns development with customer needs and company goals. Supporting the Agile development process is the Scrum project management framework, which clarifies roles and responsibilities within the team and also provides a structured organizational approach.

Agile and Scrum practices, as well as Kronos Engineering Standards, are used for all Kronos software development—including major releases, service packs and emergency patches.

The majority of Kronos' Scrum leaders are Certified Scrum Masters and Certified Product Owners by the Scrum Alliance organization. Those that are not certified have been trained by the certified Scrum Masters and Product Owners.

Supporting Tools

Kronos WFM Engineering uses commercial applications for tracking requirements (user stories), Software Configuration Management (SCM), developing software and defect tracking. Each of these tools has a formal definition of workflow and process control monitoring to ensure quality results.

The Four-Phase SDLC Lifecycle

The Kronos SDLC follows this general development lifecycle:

1. ***Release preplanning***
2. ***Creation of business requirements***
3. ***Product development, quality assurance, and testing***
4. ***Release availability***

Each phase of the SDLC is guided by the Program Office with each product assigned a Program Manager who ensures teams have all information needed to complete work and that projects remain on track.

The following sections provide a high-level overview of some of the processes and tools used in each phase of the Kronos development lifecycle.

1. Release Preplanning

Prior to beginning each major release cycle, the Products Group develops high-level business plans aligning with the company's direction and roadmap. These plans are prioritized by the Kronos cross-department Portfolio Committee such that high-level themes can be developed for the next major release. The high-priority themes are translated into a proportionate set of project or product headlines that align with each theme to be delivered in the subsequent release.

2. Creation of Business Requirements

During release planning, the respective Product Owner creates high-level business requirements for each headline. Architects perform the necessary analysis, design, and estimation tasks to turn requirements into actionable plans. Before development begins, the Product Owner for each team works with the architect, lead developer(s), lead SQA engineers, and key stakeholders to create user stories that are designed, estimated, and prioritized as part of that headline's release plan.

These user stories are added to and tracked by a commercial project management application that maps the stories to the theme and provides the ability to review status at multiple levels—headline, product, or overall release.

3. Product Development, Quality Assurance, and Testing

Phase 3 of the lifecycle includes the following activities:

Development

Teams consist of Program Managers, Scrum leaders, product manager, architect, writers, developers, and QA analysts/engineers. Teams collaborate to develop software increments based on the business requirements expressed in user stories during iterative cycles called sprints. For each sprint, formally documented criteria must be met to "accept" finished work, which can be carried forward into the release. Part of the criteria includes conformance to the formal standards set in Kronos' Engineering Architecture Standards and Guidelines, which include standards on code quality, performance, and

security. Another part of the criteria specifies that tests must have been completed, executed, and run successfully.

Quality Assurance & Testing

Each major release and service pack has a formal Quality Test Strategy and Test Plan. These plans are written in conformance with IEEE Standard 829-2008. The Quality Test Strategy outlines the requirements for delivery of a quality product and the Test Plan defines environments, platforms, and test cases for new and existing features.

Each team reviews and updates test plans based on user stories. People from cross-functional areas such as support and services also review the user scenarios and test plans so that they can provide feedback and input based on direct customer experience.

During each release cycle, Kronos invites selected customers to participate in pre-release product evaluations where new features are demonstrated for confirmation that the product meets customer expectations of functionality and quality. Feedback from these evaluations is incorporated into the product either ahead of release, in a service pack or if feature requests are substantial, the next major release.

Testing is accomplished by using a combination of test automation developed over many years of Workforce Management releases and manual tests conducted by test engineers and expert domain analysts. This effort has resulted in hundreds of thousands of test cases for the suite covering the breadth and depth of Workforce applications. Automated tests are packaged as unit, functional and suite tests.

Each release is ushered through a thorough regression test cycle to ensure new features and defect repairs do not degrade existing functionality and that recidivism is minimized. In addition to engineering-seeded databases and datasets, part of these regression cycles include use of selected customer databases (which have been purged of sensitive information) that represent all market verticals Kronos supports.

All internally discovered and customer-reported defects are tracked in a commercial defect tracking system with a formal workflow and documented defect handling methodology.

For each release, the strategies and plans are reviewed for revision and improvement based on the previous release experience.

4. Release Availability

When the release is complete and passes all criteria for release by Engineering, a cross-functional Release Readiness Review team reviews the engineering deliverables and also verifies the readiness of the company as a whole to deliver and support the new release. Executive management approval to ship the release is required at this review meeting.

After approval at the Release Readiness Review Meeting, the final releases are made available for electronic access, as well as for media creation for major releases. Each release also ships with release notes that describe product features and enhancements. For major releases, there are also user guides, administrative guides, and installation guides for all products, as well as online Help.

3.5.9 Application systems and information that become obsolete and no longer used shall be disposed of by appropriate procedures. The application and associated information shall be preserved, discarded, or destroyed in accordance with Electronic Record and Record Management requirements defined in NRS and NAC 239, Records Management.

Workforce TeleStaff is highly reliant on historical data to provide things like Logging Bucket totals, or audit trails. Customers are advised against purging data, as it would delete historical records from the database.

3.5.10 Software development projects shall comply with State Information Security Consolidated Policy 100, Section 4.7, Software Development and Maintenance and State Standard 131, "Security for System Development".

At Kronos, data security is a top priority. Our corporate security officer is the designated management representative responsible for implementing policies and procedures designed to protect and safeguard customer's workforce data. Employees who require remote access to the customer's private cloud must use two-factor authentication to gain access to the environment. Physical and logical access to the cloud environment is limited to authorized employees based on their business role. Privileged access is further restricted to a subset of the authorized employees, such as system administrators, and logical access is granted with a named user ID and unique complex password.

To reinforce our commitment to security, Kronos employees are required to complete security and privacy awareness training within 60 days of hiring and annually thereafter.

Kronos maintains a hosting environment that undergoes examinations by an independent auditor in accordance with the American Institute of Certified Public Accountants SSAE 16 (i.e., SOC 1) and the AICPA Trust Services Principles Section 100a, Trust Services for Security, Availability, Processing Integrity, Confidentiality and Privacy (i.e., SOC 2). The Kronos Private Cloud is evaluated for the principles of security, availability, and confidentiality by the independent auditor. The Kronos Private Cloud is located in data centers that undergo SSAE 16 examinations. Management access to the KPC is limited to authorized Kronos support staff and customer-authorized integrations. The security architecture has been designed to control appropriate logical access to the KPC to meet the Trust Services Principles of Security, Availability, and Confidentiality. The applications provide the customer with the ability to configure application security and logical access per the customer's business processes.

CUSTOMER ACCESS

Customers will access the Kronos web application via encrypted TLS sessions. The application provides the customer with the ability to configure application security and logical access per the customer's business process. In the event the customer identifies an issue related to the security, availability, or confidentiality of the data or system, the customer will notify Kronos.

The customer may require file transfers to populate or extract Kronos application data. This shall be accomplished using SFTP to send or retrieve files from the customer's application server. In addition, each customer has a unique named user account and associated password.

KRONOS MANAGEMENT ACCESS

Management access to the environment is limited to authorized Kronos support staff and customer-authorized integrations.

A centralized secure file transfer solution facilitates data transfers between the customer and its cloud environment. This solution provides for an encrypted transmission and logging of all files transferred into or out of a customer environment.

Kronos performs continuous monitoring in the cloud environment.

SaaS Environment

Auditing – SOC I, II and III Controls
Kronos offers a hosting environment built upon a secure infrastructure, which undergoes examinations from an independent auditor in accordance with the American Institute of Certified Public Accountants ("AICPA") SSAE16 (i.e., SOC 1) and the AICPA Section 100a, Trust Services Principles Criteria, for Security, Availability, and Confidentiality (i.e., SOC 2 and SOC 3).

The Kronos cloud resides in a collocated data center, which also undergoes an independent examination in accordance with the AICPA's SSAE16 standard and is ISO 27001 certified. Co-location services consist

of superior physical and environmental protection services. The facility perimeter is equipped with surveillance cameras and a 24-hour guard station to monitor access. Network traffic to VLANs in the KPC is regulated via redundant, next-generation firewalls that limit access to authorized management and customer traffic.

Physical Controls
The Kronos cloud primary data center is located in the greater Boston metro area and offers world- class facilities for power management, heating/ventilation/air conditioning (HVAC), fire detection and suppression, seismic engineering, physical security, Tier 1 internet connectivity, and access to an intelligent IP and IP MPLS network. The facility is designed to meet the stringent requirements of customers who require the highest availability of critical IT assets, including Workforce Management applications and data.

Power
The Kronos cloud uses a data center with 100 percent redundant power. The design features isolated paths from two fully independent uninterruptible power source (UPS) systems, each of which can carry the entire load of the part of the data center that it serves. In the unlikely event that a UPS or any of its downstream devices fails, the other UPS will safely assume the entire load, without any switching or load transfer.

The data center's fuel system has been designed to provide continuous run time under a full load. A total of 7,500 gallons of fuel are stored on-site to provide 23 hours at full load in the event of a power failure before refueling is required. Agreements with multiple fuel suppliers ensure timely refueling when needed.

HVAC
The computer room air conditioning (CRAC) system for the raised floor space consists of 24 computer room air conditioner (CRAC) units fed from an N+1 central chilled water plant. Air is evenly distributed through the 24-inch raised floor via movable floor diffusers. Both humidification and dehumidification are monitored by a local sensor.

Fire Suppression
The Kronos cloud data center features a dual interlock pre-action fire sprinkler system. Two initiating device inputs require heat detection and loss of air pressure to activate water flow into the pipe. Under normal conditions, the sprinkler pipe contains no water.

Physical Site

- ***Unmarked building with false entrances***
- ***Bulletproof walls and glass throughout the facility***
- ***Vehicle blockades at entrances***
- ***Attention to seismic engineering helps keep potential disasters from interrupting your business operations; for example, racks are anchored to the concrete slab below the site's raised floor***
- ***Security cameras with digital recorders located throughout the facility and grounds***

Access Control

- ***On-premises security guards***
- ***Biometric systems, including palm scanners***
- ***Portals and single-person traps that restrict multi-person access and ensure individual authentication and access control***

Data Communications

- ***Multiple points of building access supply diverse physical routes, ensuring a high level of resiliency***
- ***Multiple metropolitan area network (MAN) carriers for point-to-point and dark-fiber connectivity***
- ***N+1 network infrastructure and configuration provide redundancy within each component***
- ***Dual bandwidth BGP options ensure the highest levels of availability***

Monitoring and Maintenance
Kronos maintains the equipment specifically related to your Kronos workforce management solution to ensure high availability and optimal performance. In addition, we provide 24x7 monitoring of network communications, server disk space, CPU utilization, and other factors that can significantly impact solution performance and end-user experience.

Kronos also provides software-related maintenance services. We install application updates, service packs, new software versions, and legislative updates (if applicable), allowing you to take advantage of the latest software features and enhancements while minimizing your risk of noncompliance.

Further, Kronos Incorporated has been accepted by the U.S. Department of Commerce as a participant in the EU/US Privacy Shield Framework and is included in the list of registered companies found at www.privacyshield.gov. The Privacy Shield was designed by the U.S. Department of Commerce and the European Commission to support transatlantic commerce by providing a mechanism to comply with EU data protection requirements when a company is transferring personal data from the European Union to the United States.

The system has a comprehensive audit trail capability. They vary from when a user into the system, edits that were done in terms of adding schedules, editing schedules and deleting schedules, adding work codes, editing work codes and deleting work codes. In all cases the audit trails show the user who performed the edits when they did them and from what device.

The data captured includes: Date and time of edit, type of edit, data changed, user Name, IP address, etc.

All changes and approvals are written into an unalterable audit trail that is available for any time frame.

3.5.10.1 Separate development, test and production environments shall be established on State systems.

In the Kronos Private Cloud, a production and a non-production system are provided with the standard pricing. Although most customers chose to use the non-production environment as a Test environment, the customer may choose to use the environment for another purpose. Kronos can provide additional environments for the purpose of development, training, etc. at an additional cost.

In an on-premise environment, a customer may support as many environments as needed.

3.5.10.2 Processes shall be documented and implemented to control the transfer of software from a development environment to a production environment. New hardware/software is not introduced into a production environment until it is fully tested and accepted by the State.

Agreed.

3.5.10.3 Development of software and tools shall be maintained on computer systems isolated from a production environment.

Please refer to response 3.5.8.

3.5.10.4 Access to compilers, editors and other system utilities shall be removed from production systems.

Compilers, editors, and engineering system utilities are not available in customer environments.

3.5.10.5 Controls shall be established to issue short-term access to development staff to correct problems with production systems allowing only necessary access.

For online support, Kronos uses Citrix. Kronos Live Online Support is a Web-based screen-sharing application that allows Kronos support engineers to remotely view your computer. By connecting through the internet, our engineers can chat with you in real time and quickly escalate to desktop sharing, which features mutual mouse and keyboard control, as well as whiteboard capability.

Kronos Live Online Support is extremely user-friendly and, because it is completely Web-based, there is no software to install on your PC. Security is not an issue because screen data that is passed between customer and engineer during a Kronos Live Online Support session is highly compressed using proprietary technology. This data is also encrypted using AES 128-bit.

3.5.10.6 Security requirements and controls shall be identified, incorporated in and verified throughout the planning, development, and testing phases of all software development projects. Security staff shall be included in all phases of the System Development Lifecycle (SDLC) from the requirement definitions phase through implementation phase.

The Four-Phase SDLC Lifecycle

The Kronos SDLC follows this general development lifecycle:

1. ***Release preplanning***
2. ***Creation of business requirements***
3. ***Product development, quality assurance, and testing***
4. ***Release availability***

Each phase of the SDLC is guided by the Program Office with each product assigned a Program Manager who ensures teams have all information needed to complete work and that projects remain on track.

The following sections provide a high-level overview of some of the processes and tools used in each phase of the Kronos development lifecycle.

1. Release Preplanning

Prior to beginning each major release cycle, the Products Group develops high-level business plans aligning with the company's direction and roadmap. These plans are prioritized by the Kronos cross-department Portfolio Committee such that high-level themes can be developed for the next major release. The high-priority themes are translated into a proportionate set of project or product headlines that align with each theme to be delivered in the subsequent release.

2. Creation of Business Requirements

During release planning, the respective Product Owner creates high-level business requirements for each headline. Architects perform the necessary analysis, design, and estimation tasks to turn requirements into actionable plans. Before development begins, the Product Owner for each team works with the architect, lead developer(s), lead SQA engineers, and key stakeholders to create user stories that are designed, estimated, and prioritized as part of that headline's release plan.

These user stories are added to and tracked by a commercial project management application that maps the stories to the theme and provides the ability to review status at multiple levels—headline, product, or overall release.

3. Product Development, Quality Assurance, and Testing

Phase 3 of the lifecycle includes the following activities:

Development

Teams consist of Program Managers, Scrum leaders, product manager, architect, writers, developers, and QA analysts/engineers. Teams collaborate to develop software increments based on the business requirements expressed in user stories during iterative cycles called sprints. For each sprint, formally documented criteria must be met to "accept" finished work, which can be carried forward into the release. Part of the criteria includes conformance to the formal standards set in Kronos' Engineering Architecture Standards and Guidelines, which include standards on code quality, performance, and security. Another part of the criteria specifies that tests must have been completed, executed, and run successfully.

Quality Assurance & Testing

Each major release and service pack has a formal Quality Test Strategy and Test Plan. These plans are written in conformance with IEEE Standard 829-2008. The Quality Test Strategy outlines the requirements for delivery of a quality product and the Test Plan defines environments, platforms, and test cases for new and existing features.

Each team reviews and updates test plans based on user stories. People from cross-functional areas such as support and services also review the user scenarios and test plans so that they can provide feedback and input based on direct customer experience.

During each release cycle, Kronos invites selected customers to participate in pre-release product evaluations where new features are demonstrated for confirmation that the product meets customer expectations of functionality and quality. Feedback from these evaluations is incorporated into the product either ahead of release, in a service pack or if feature requests are substantial, the next major release.

Testing is accomplished by using a combination of test automation developed over many years of Workforce Management releases and manual tests conducted by test engineers and expert domain analysts. This effort has resulted in hundreds of thousands of test cases for the suite covering the breadth and depth of Workforce applications. Automated tests are packaged as unit, functional and suite tests.

Each release is ushered through a thorough regression test cycle to ensure new features and defect repairs do not degrade existing functionality and that recidivism is minimized. In addition to engineering-seeded databases and datasets, part of these regression cycles include use of selected customer databases (which have been purged of sensitive information) that represent all market verticals Kronos supports.

All internally discovered and customer-reported defects are tracked in a commercial defect tracking system with a formal workflow and documented defect handling methodology.

For each release, the strategies and plans are reviewed for revision and improvement based on the previous release experience.

4. Release Availability

When the release is complete and passes all criteria for release by Engineering, a cross-functional Release Readiness Review team reviews the engineering deliverables and also verifies the readiness of the company as a whole to deliver and support the new release. Executive management approval to ship the release is required at this review meeting.

After approval at the Release Readiness Review Meeting, the final releases are made available for electronic access, as well as for media creation for major releases. Each release also ships with release

notes that describe product features and enhancements. For major releases, there are also user guides, administrative guides, and installation guides for all products, as well as online Help.

3.6 REQUIREMENTS MATRIX

Please refer to Section X Requirements for Kronos response to Attachment Q and Attachment R.

Section VI – Scope of Work

Vendors shall place their written response(s) to Section 4, Scope of Work in bold/italics immediately following the applicable RFP question, statement and/or section.

4.1 VENDOR RESPONSE TO SCOPE OF WORK

4.1.1 Within the proposal, vendors shall provide information regarding their approach to meeting the requirements described within Sections 4.3 through 4.7.

Kronos implementation services are not in full alignment with the State's suggested Blueprint process. Kronos is recommending that the State follow best practices and follow our standard implementation methodology, While Kronos fully appreciates the State's objective with the Blueprint, using the tasks described in the Blueprint as a template, will add risk and cost to the implementation.

Below is an overview of Krono's Service Practices - PARAGON - a proven implementation methodology. No matter what the scope of the project, we approach it in the same careful, expert way. Our method consists of three phases: INITIATE (planning and analysis), COLLABORATE (staging), and ADOPT (rollout).

This disciplined three-phase approach assures a coordinated handoff between Kronos groups and ensures the successful delivery of your frontline labor-management solution. The Kronos implementation team will guide you through the different phases, and follow formal procedures for handoff at the end of each phase – including the final handoff to Kronos Global Support Services. Each handoff is an opportunity for you to evaluate the implementation process and determine its success in adhering to your goals.

Kronos Paragon comprises three key phases designed to help ensure a fast, efficient rollout of your Workforce Central solution for the experience you expect.

Initiate Phase

Decades of experience working with similar organizations in your industry and regions help us define an implementation strategy that delivers rapid time to value.

- ***Engage the project team***
- ***Develop the project plan and deliver the online workspace***
- ***Set goals and success criteria***
- ***Train the project team***
- ***Develop strategies for change management, education, and testing***
- ***Confirm customer readiness***

Collaborate Phase

Leveraging a proven industry configuration, Kronos Paragon allows for an emphasis on product usage that sets your experience apart.

- ***Train the project team***
- ***Use agile techniques to refine the configuration to meet your requirements***

Adopt Phase

When you deploy Workforce Central in the cloud, your organization will realize more effective workforce management and immediate competitive advantage.

- ***Complete deployment readiness and confirm that all success criteria have been met***
- ***Train end-users***
- ***Finalize production and deployment***
- ***Initiate and support go live***
- ***Transition to post-implementation support***
- ***Complete the Customer Experience survey***

Your Kronos Project Manager will step you through the services that are available and craft an implementation plan that fits your needs. The final plan, including a formal Project Plan and Statement of Work, will clearly outline timelines, milestones and responsibilities. This becomes the road map for monitoring the implementation against your goals. Below is a sample time line highlighting our three-phased approach over a six-month implementation project.

Project Management Approach

Kronos' experience has shown that the project team needs to be aware of their level of involvement in the implementation of the Kronos solution as the project is being planned. A sample organizational chart for the project is provided for your review:

In some organizations, the resource available in one organizational role may be able to cover more than project role. If any of the Customer specified roles are not available in your organization, please contact your Kronos representative as this may impact the professional services required, or the implementation approach recommended, to complete a successful implementation for your organization.

Because every organization is different, Kronos crafts upgrade and implementation plans that accommodate your specific infrastructure and resources. Enabling you to participate at whatever level of involvement is required accommodates your unique needs, and facilitates the success of your project.

The Customer Project Manager will partner with the Kronos Project Manager to align the desired project outcomes, producing key results related to the critical Workforce Management business needs. The Customer Project Manager assists the Kronos Project Manager by managing Customer Team member responsibilities as necessary for success in the overall implementation process; however, Kronos leads the Kronos Team members and the overall implementation process.

Kronos has standard processes and procedures to assist in the management of each Project Management function below. This section provides an overview of each process.

During the project, the Kronos Project Manager will work with your team to suggest the most appropriate use of the processes to suit your project.

Following you will find the key project management disciplines the Kronos Project Management lifecycle (Start, Plan, Monitor and Control, Close) incorporates.

Requirements Validation
Requirements will be validated at the initial stage of the project. The Kronos project team will work with the State's Project team to identify, document and validate all requirements. These requirements will be documented in a Product Design Document that will define the product configuration necessary to meet the defined requirements.

System Configuration
Kronos' philosophy has always been to create parameter-based systems which feature user-definable pay rules engines and configurations. This has been considered one of Kronos' biggest advantages among our customers for many years. In addition, Kronos' open database design and reporting tools allow customers to create their own reports and to use the data for their own purposes, without having to create any custom coding.

We have full functional documentation available on all of our modules that include System Admin and End User configuration.

Operational Design
Kronos can provide Optimization Services to assist the State in examining current office processes, look at areas for improvement or change based on the transition from paper to computer, and to offer suggestions on how to best implement the Kronos solution. Our expectation is that the State will have a Change Management resource on their end to help fully identify the process changes needed based on information provided and the final project scope. Additional Change Management services can be quoted if needed upon request.

Hardware, Software & Storage Design and Installation Consulting
For the on premises option, the Kronos Technical Consultant in coordination with the State's lead technical consultant will facilitate the hardware, software and storage design and installation. For the Kronos Cloud option, all hardware, software, storage and installation will be handled by the Kronos Technical Consultant and the Kronos Cloud Build Manager.

Data Conversion Plan
Kronos is proposing our TeleStaff solution only. Data Conversion will not be necessary.

Report Development
Kronos Workforce TeleStaff reporting has been greatly enhanced throughout the years. Often customers are satisfied with the standard reports. Typically, most customers can generate other reports on their own. However, for those customers needing unusual or more sophisticated reporting methods, we have incorporated many Operation Reporting tools to facilitate other needs like the use of Excel or JETT.

Data Interfaces
Kronos interfaces to scores of providers and has hundreds of templates that span integration efforts of time, money, employee data, and on boarding.

When it comes to interfaces, the term standard doesn't come into play very often. We have templates we start with for many vendors but all need to be tailored per clients' requirements and how the client may be using Kronos.

Training
Kronos Education Services takes a 'Persona Based' training approach. For each traditional role in an organization there are recommended learning experiences which will develop skills and knowledge to the desired level.

Utilizing our KnowledgePass subscription prepares all personnel for formal classes, provides reference instruction during class and enables refresher training after class. Training is available via regularly scheduled classes, on-site deliveries at customer locations and prerecorded material is available through our KnowledgePass subscription. A Learning Path, recommended classes for each traditional role and detailed course descriptions for each of those classes is provided.

Testing
We offer a sample Testing Strategy and Test Case materials for core products to ensure our Customers leverage the vast experience Kronos has gained from its experience.

Kronos is proposing the following milestone deliverables to align with our three-phased project methodology:

Project Phase	Deliverable #	Deliverable
Project Leadership	1.1	Project management plan
	1.2	Project Status Review Meetings and Reports Scheduled
Initiate	2.1	Requirements Traceability Matrix
	2.2	Configure Prototype Build
Collaborate	3.1	Signoff - Authorization to proceed to User Acceptance Testing
Adopt	4.1	Signoff - Authorization to proceed to Go-live

See link attached. Paragon Implementation Overview.pdf

4.1.2 If subcontractors shall be used for any of the tasks, vendors shall indicate what tasks and the percentage of time subcontractor(s) shall spend on those tasks.

No subcontractors.

Section VII– Company Background and References

Vendors shall place their written response(s) to Section 5, Company Background and References in bold/italics immediately following the applicable RFP question, statement and/or section. This section shall also include the requested information in Section 5.2, Subcontractor Information, if applicable.

5.1 VENDOR INFORMATION

5.1.1 Vendors shall provide a company profile in the table format below.

Question	Response
Company name:	***Kronos Incorporated***
Ownership (sole proprietor, partnership, etc.):	***Corporation***
State of incorporation:	***Commonwealth of Massachusetts***
Date of incorporation:	***October 31, 1977***
# of years in business:	***40 years***
List of top officers:	***Company Officers:*** ***Aron J. Ain, Chief Executive Officer - joined Kronos in 1979*** ***Jim Welch, Chief Product Officer - joined Kronos in 2012*** ***David Almeda, Chief People Officer - joined Kronos in 2014*** ***John O'Brien, Senior Vice President, Global Sales - joined Kronos in 2006*** ***Christopher Todd, Senior Vice President, Professional Services - joined Kronos in 2007*** ***James Kizielewicz, Senior Vice President, Corporate Strategy and Chief Marketing Officer - joined Kronos in 1981*** ***Mark Julien, Chief Financial Officer - joined Kronos in 1995*** ***John Butler, Vice President, Global Finance - joined Kronos in 1996*** ***Bob Hughes, Chief Strategy Officer - joined Kronos in 2009*** ***Dennis Cameron, Vice President Customer Support - joined Kronos in 1994*** ***Alyce Moore, Vice President and General Counsel - joined Kronos in 1990***
Location of company headquarters, including City and State:	***900 Chelmsford Street, Lowell, MA 01851***

Question	Response
Location(s) of the office that shall provide the services described in this RFP:	***900 Chelmsford Street, Lowell, MA 01851***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***Kronos employs approximately 5,400 employees worldwide.*** ***Service: approximately 2,200*** ***Customer Support: approximately 300***
Number of employees nationally with the expertise to support the requirements in this RFP:	***same as above***
Location(s) from which employees shall be assigned for this project:	***900 Chelmsford Street, Lowell, MA 01851***

5.1.2 A Nevada-based business may apply for a five percent (5%) preference on its proposal. This preference may apply if a business has its principal place of business within Nevada. This preference cannot be combined with any other preference, granted for the award of a contract using federal funds, or granted for the award of a contract procured on a multi-state basis. To claim this preference a business must submit a letter with its proposal showing that it qualifies for the preference.

Not applicable.

5.1.3 Please be advised, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state shall register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

Acknowledged.

5.1.4 The selected vendor, prior to doing business in the State of Nevada, shall be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://nvsos.gov.

Question	Response
Nevada Business License Number:	***NV19961176391***
Legal Entity Name:	***Kronos Systems Incorporated***

Is "Legal Entity Name" the same name as vendor is doing business as?

No.

If “No”, provide explanation.

The Legal Entity Name is Kronos Incorporated, doing business as Kronos Systems Incorporated.

5.1.5 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

Acknowledged.

5.1.6 Has the vendor ever been engaged under contract by any State of Nevada agency?

No.

If “Yes”, complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	***NA***
State agency contact name:	
Dates when services were performed:	
Type of duties performed:	
Total dollar value of the contract:	

5.1.7 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

No.

If “Yes”, please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person shall be performing or producing the services which you shall be contracted to provide under this contract, you shall disclose the identity of each such person in your response to this RFP, and specify the services that each person shall be expected to perform.

Not applicable.

5.1.8 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP shall also be disclosed.

Please refer to Part IB – Confidential Technical Proposal PDF file attached for this information.

Does any of the above apply to your company?

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Question	**Response**
Date of alleged contract failure or breach:	***This information is confidential.***
Parties involved:	
Description of the contract failure, contract breach, litigation, or investigation, including the products or services involved:	
Amount in controversy:	
Resolution or current status of the dispute:	
If the matter has resulted in a court case:	Court Case Number
Status of the litigation:	

5.1.9 Vendors shall review and provide if awarded a contract the insurance requirements as specified in Attachment D, Insurance Schedule for RFP 3516.

See Kronos ACORD certificate of insurance link attached. Kronos $2M E&O and $5M Umbrella and Cyber 2018.pdf

5.1.10 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

About Kronos Incorporated

Kronos was founded over 40 years ago on October 31 by MIT alum Mark Ain on the foundation that there had to be an easier way to record employee time. With a team of engineers, Kronos delivered the industry's first patented microprocessor-based time clock in 1979.

Kronos is a single-source provider and global leader in workforce management solutions that enable organizations to control labor costs, minimize compliance risk, and improve workforce productivity. Over 30,000 organizations in more than 100 countries — including more than half of the Fortune 1000®, — use Kronos time and attendance, scheduling, absence management, HR and payroll, hiring, and labor analytics applications.

Kronos TeleStaff Scheduling Solution
Kronos Incorporated is also proposing TeleStaff, a COTS automated scheduling solution that has been battle-tested for nearly 20 years in the public safety arena.

Workforce TeleStaff has been a trusted public safety scheduling and notification solution since 1997. As the industry leader, there are nearly 1,000 public safety customers to date across state, local, and federal markets that use Workforce TeleStaff. The technology and innovation behind TeleStaff will allow you to eliminate time and save money by enabling your organization to automate complex and labor-intensive workforce scheduling tasks, while increasing the capacity for strategic and tactical management of mission critical operations.

TeleStaff was the first-to-market public safety scheduling solution that truly redefined the way public safety operations manage staffing by merging telephony and scheduling capabilities into one system to solve scheduling and communication problems that plague operations.

Designed to eliminate paper-based, manual and error-prone staffing processes inherent to public safety, TeleStaff can automate workforce management processes – allowing command staff, employees, first responders and other critical resources to divert their attention to their mission critical work at hand.

Kronos Customers and Experience
Tens of thousands of organizations in 100 countries use Kronos time and attendance, scheduling, absence management, HR and payroll, hiring, and labor analytics applications. Kronos offers our solutions to a diverse array of industries, including public sector, healthcare, retail & hospitality, services & distribution, manufacturing, etc.

Our public sector customers represent some of our longest-standing customers as Kronos enables government entities to control labor costs, minimize compliance risk, and improve workforce productivity.

Kronos addresses the needs of its public sector customers in many ways. We recognize the scrutiny government agencies are under to keep costs low, remain transparent and accountable, and continue a high-level of service to the public. Kronos enables public sector entities to control labor costs, minimize compliance risks, and improve workforce productivity.

Kronos is used in over 2,600 public sector organizations and we are installed in 34 states in various departments. Over 1.6M users use the Kronos system in state and local governments. Some notable customers include:

- ***City of Houston***

- ***City and County of Denver***
- ***City of Chicago Fire Department***
- ***City of Mesa***
- ***State of West Virginia***
- ***California Dept of Corrections and Rehabilitation***

Public Safety

Kronos provides Police, Fire, EMS, and Corrections with a public safety scheduling solution that truly redefines the way public safety operations manage staffing by merging telephony and scheduling capabilities into one system to solve scheduling and communication problems that plague operations.

Designed to eliminate paper-based, manual and error-prone staffing processes inherent to public safety, TeleStaff can automate workforce management processes – allowing command staff, employees, first responders and other critical resources to divert their attention to their mission critical work at hand.

Workforce TeleStaff has been a trusted public safety scheduling and notification solution since 1997. As the industry leader, there are nearly 1,000 public safety customers to date across state, local, and federal markets that use Workforce TeleStaff:

- ***Oakland County Children's Village***
- ***City of Indianapolis Fire***
- ***California Department of Corrections and Rehabilitation***
- ***City of Denver Police***

Federal

While satisfying all federally mandated time and attendance and leave policies, the true power of the Kronos WebTA solution is our ability to conform to federal and agency-specific accounting standards and allow true labor activity tracking and costing. The Kronos solution does not require federal agencies to change the way they do business; it can conform to the way federal agencies do business.

Over 1M federal government users have adopted Kronos in 95 departments or agencies. Some notable customers include:

- ***Transportation Security Administration (TSA)***
- ***FBI***
- ***Department of Homeland Security***
- ***Government Accounting Office***
- ***USDA***
- ***U.S. Treasury & Department of Veterans Affairs***

Public Safety (a closer look) -

In a typical Correctional facility, the time expended by both individuals and associated staff and management to ensure correct and timely scheduling can cost the institution in both economic losses as well as a lack of production, leading to inmate illegal activities and creating a potentially dangerous environment for all concerned.

TeleStaff will allow a great deal of autonomy, letting individual facilities schedule to their own unique needs. Move staff across institutions by simply dragging and dropping the available and qualified staff in the TeleStaff software.

TeleStaff has enabled Correctional institutions to streamline their operations, track time and shift and in the case of California Department of Corrections save millions in the process. Predictive modeling allows for better schedules based on real historical data, all reporting comes standard with TeleStaff.

TeleStaff can prebuild schedules and rosters, and track employee certifications and qualifications. This feature can be used to prevent human error in placing an unqualified person in a post that he or she is not qualified to work in. The software can support business rules and employee agreements and confirm that staffing decisions are always validated against them. TeleStaff can assign staff working overtime to positions automatically, based on NDOC procedures and guidelines, and track overtime activity for auditing purposes. Additionally, TeleStaff can automate the monthly and annual shift bidding and vacation bidding processes, saving administrators and supervisors additional time.

TeleStaff can provide customized reports, including operational labor and cost reports, to NDOC administration. Directors can effectively monitor, in real time, leave usage, staff that are off post, vacancies, overtime, and other necessary operational, labor, and budget driven items. The Director can use this to extrapolate information from individual facilities and the NDOC as an entity to make accurate decisions based on in-depth insight and real-time scheduling data.

Faced with the reality of today's challenging fiscal dynamics, public safety organizations across North America are seeking ways to control labor costs, improve workforce productivity, and minimize compliance risk while sustaining quality and dependable services to the public. Experience has shown that the public safety industry can address these challenges by effectively managing their most valuable — and expensive — strategic asset, their workforce. That's why for over a decade public safety organizations are continuing to implement the Kronos-TeleStaff workforce scheduling solution that is specifically designed to consolidate, centralize, and automate complex, policy-driven staffing mandates to meet the demands of 24/7 scheduling.

To resolve the Nevada Department of Corrections (NDOC) business needs detailed in Request for Proposal, Kronos Incorporated proposes TeleStaff, a COTS automated scheduling solution that has been battle-tested for nearly 20 years in the public safety arena.

Adding TeleStaff will extend the value of automation Kronos delivers and offer you a solution from a trusted Workforce Management provider for Public Sector organizations. This solution comes standard with the ability to record their time directly in the TeleStaff solution and pass the data to payroll or it can be integrated to your Kronos Timekeeping solution down the road should you decide to have your employees clock in and out.

The TeleStaff Solution

Since its initial release in 1997, TeleStaff has been the leading automated scheduling solution for the public safety industry. The technology and innovation behind TeleStaff will allow you to eliminate time and save money by enabling your organization to automate complex and labor-intensive workforce scheduling tasks, while increasing the capacity for strategic and tactical management of mission critical operations.

TeleStaff was the first-to-market public safety scheduling solution that truly redefined the way public safety operations manage staffing by merging telephony and scheduling capabilities into one system to solve scheduling and communication problems that plague operations. Designed to eliminate paper-based, manual and error-prone staffing processes inherent to public safety, TeleStaff can automate workforce management processes – allowing command staff, employees, first responders and other critical resources to divert their attention to their mission critical work at hand.

TeleStaff's target market has always been enterprise-level organizations and to date, nearly 1000 public safety agencies throughout North America have selected TeleStaff as their automated scheduling solution. Not only does this achievement underscore TeleStaff's sophistication and company implementation capabilities, but it is extremely relevant to your organization. Educating Kronos on the industry-specific public safety knowledge will be unnecessary.

Automation is not simply migrating from pencil and paper to spreadsheet. To Kronos, automation is understanding and then incorporating staffing-sensitive rules, policies and procedures in TeleStaff so

that it will make the decisions staff members make today in a consistent, documented, equitable and audited manner. Our product is designed to meet these requirements, ensuring the most qualified / fair candidate is staffed correctly and in accordance to your policies and procedures. To meet this challenge, TeleStaff uses a patented rules processing engine to govern staffing processes that range from end-user requests and leave management to the automated filling of vacancies. TeleStaff can handle any shift pattern of scheduling including complex rotations and change of assignments. Whether you have a set schedule or an emergency deployment TeleStaff can find the most qualified, certified, and available person for each task. Combined with a fully integrated telephony system that incorporates telephone, e-mail, pager and fax communications - even hire backs, holdovers and emergency notifications are automated.

Collective Bargaining Agreements are common throughout the public safety industry. TeleStaff is designed to recognize unique collective bargaining rules by back filling positions based upon mandated requirements and restrictions. Whether utilizing sorting criteria of hours worked, seniority, or number of opportunities for overtime, TeleStaff will automatically filter through an unlimited number of sorting criteria to find the most fair and qualified personnel to comply with these rules and regulations. After TeleStaff determines the most appropriate listing of candidates, contact is then automatically made over the Internet, telephone or intranet, notifying staff members and then updating all aspects of the system, including employee personal scheduling calendars and rosters.

The communication of scheduling information to your workforce is critical to the survival of the organization. From communicating regular duty or event work opportunities for shift overtime to an emergency call out brought on by a natural or man-made disaster, TeleStaff is the system of choice to not only qualify and staff these occurrences but provide the organization with complete reporting and auditing tools for analysis. TeleStaff's telephony features support automatic inbound and outbound phone calls linking work-related information and prompting employees to respond. This advanced technology relieves staff of cumbersome notification tasks such as overtime callback and emergency notifications. TeleStaff has been proven time and again to address the needs of public safety organizations in general and Correctional Institutions in particular, in providing immediate, accurate and reportable scheduling.

The largest such department, California Departments of Corrections and Rehabilitation has been a customer for the past five years, nearly 40,000 employees, both custody and clinical staff use TeleStaff every hour of everyday for their demanding around the clock scheduling needs.

Other correctional institutions like Douglas County Department of Corrections and Las Vegas Detention-Corrections have also benefited from deploying the only battle tested TeleStaff solution for their complex and scheduling needs.

Considering the number of staffing exceptions and unknowns that arise each day, the staffing process is constantly active and presenting new challenges. Therefore, employee interaction with scheduling requires simplicity, accessibility, and functionality. TeleStaff fulfills this need by offering each employee a visual, user-friendly personal scheduling calendar that is accessible 24/7 over the Internet, telephone and intranet. Employees have instant access to their schedules that reflect all their staffing activity and provides them with the functionality to sign up for overtime and events, initiate trades, and request leave. With TeleStaff, transactions are in real time, so that information is updated instantly throughout the system. Whether planning for the moment or in the future TeleStaff is a great fit for all agencies. Our guiding principal has always been "Staffed and Ready".

Why Kronos?

The many complexities and nuances that come with scheduling the workforce in the public safety industry requires more than just a sophisticated product; they require an experienced, dependable vendor with established, comprehensive and battle-tested implementation and support services. With Kronos we offer the solutions and experience to fulfill that need.

TeleStaff Implementation Services

With nearly 1000 TeleStaff customer implementations across multiple public safety industries alone, the Kronos TeleStaff Solutions Group (TSG) has a long, established history of providing quality implementation, training and support services to our customers. We use our extensive public safety experience to help you configure the TeleStaff system based on the business staffing/union rules, scheduling strategies and specific needs of your organization. The foundation of this battle-tested implementation process relies on project collaboration, education and communication; not antiquated turnkey implementation processes that other vendors use to shield their customers from complete product education and true scheduling empowerment.

Designed specifically for the public safety industry, the TeleStaff implementation process sets the standard and has been fine-tuned for over a decade and through hundreds of implementations. Our implementation team offers:

- ***An experienced account team ready to guide your project team on the best practices derived in the most effective way possible, from nearly 1000 directly relevant implementations;***
- ***A dedicated account team that will provide your project team with discovery, needs assessment, project planning, data import, configuration, testing, training and go live support according to our 'best practices' implementation process;***
- ***Configuration of TeleStaff to meet specific department rules performed by a team of project managers, each of whom have scores of configurations for all types of public safety organizations upon which to draw. TeleStaff Global Support team is trained in the use of the TeleStaff product and continually relies on their hardware and software experience to handle customer deficiencies. The team is structured so that each level can escalate tickets as necessary to the next appropriate group. This experience is the basis for a model that helps us determine optimum support levels for hardware and software installation and training services needed by your organization. Through constant training and teamwork, we ensure that our customers' inquiries and questions are addressed efficiently and accurately according to the support agreement. Our team is highly skilled at trouble shooting, assisting customers with updates, upgrades and product documentation. We ensure the management of all customer technical deficiencies through a ticketing system where each deficiency / inquiry is logged, prioritized, researched and addressed in a timely manner. Support inquiries are clearly documented, tested for validity and accuracy, and resolved swiftly to satisfaction. We offer several Technical Support Service options to accommodate the support needs of any organization. In reviewing your support needs based on the project scope and requirements of your RFP, Kronos is proposing the Platinum support plan.***

Achieving Objectives

Kronos will help NDOC achieve its objectives of a successful scheduling implementation with the help of a dedicated, public safety scheduling implementation team from the TeleStaff Solutions Group (TSG) at Kronos. These employees are highly experienced in the business requirements found in public safety departments and are expertly qualified in configuring the Kronos TeleStaff application.

With our proven, two-phase approach for implementation, both end users and administrators will find that TeleStaff is easy to use and can be deployed in a manner that can automate the unique scheduling requirements of the City of Wauwatosa Fire Department. This will make operations (specifically around staff scheduling) more efficient and transparent.

On behalf of the Kronos team, we thank you for considering Kronos for this opportunity. We look forward to next steps to demonstrate how powerful a fully integrated public safety scheduling solution can be for NDOC.

5.1.11 Provide a brief description of the length of time vendor has been providing services described in this RFP to the public and/or private sector.

About Kronos Incorporated
Kronos® Incorporated was founded by Mark S. Ain in 1977. His vision was to automate the employee timekeeping process by integrating microprocessor technology into time clocks. In 1979, Kronos shipped its first automated, standalone timekeeping system. The application became widely known as "time and attendance." This patented technology evolved into PC, client/server and Web-based solutions for labor management.

During the last decade, the company has enhanced its competitive position by acquiring and developing related technologies that go beyond its core time accounting. Kronos' mission is to help organizations of all sizes unlock opportunities – hidden within their workforce processes. Today, Kronos is a single-source provider and global leader in workforce management solutions that enable organizations to control labor costs, minimize compliance risk, and improve workforce productivity.

Kronos employs over 5,000 people worldwide. Our headquarters is located in Lowell, Massachusetts, with subsidiaries in Australia, Belgium, Canada, China, France, India, Mexico, Netherlands, Singapore, and the United Kingdom.

Kronos is a privately held company as of June 2007. We generated $1.2 Billion annual revenue for fiscal year 2016.

Kronos TeleStaff Scheduling Solution
Kronos Incorporated is also proposing TeleStaff, a COTS automated scheduling solution that has been battle-tested for nearly 20 years in the public safety arena.

Workforce TeleStaff has been a trusted public safety scheduling and notification solution since 1997. As the industry leader, there are nearly 1,000 public safety customers to date across state, local, and federal markets that use Workforce TeleStaff. The technology and innovation behind TeleStaff will allow you to eliminate time and save money by enabling your organization to automate complex and labor-intensive workforce scheduling tasks, while increasing the capacity for strategic and tactical management of mission critical operations.

TeleStaff was the first-to-market public safety scheduling solution that truly redefined the way public safety operations manage staffing by merging telephony and scheduling capabilities into one system to solve scheduling and communication problems that plague operations.

Designed to eliminate paper-based, manual and error-prone staffing processes inherent to public safety, TeleStaff is able to automate workforce management processes – allowing command staff, employees, first responders and other critical resources to divert their attention to their mission critical work at hand.

Kronos Customers and Experience
Tens of thousands of organizations in 100 countries use Kronos time and attendance, scheduling, absence management, HR and payroll, hiring, and labor analytics applications. We believe that our experience and commitment to technical and industry leadership uniquely qualify us to help organizations find new ways to optimize their labor resources. Kronos offers our solutions to a diverse array of industries, including public sector, healthcare, retail & hospitality, services & distribution, manufacturing, etc.

Our public sector customers represent some of our longest-standing customers as Kronos enables government entities to control labor costs, minimize compliance risk, and improve workforce

productivity. Kronos has over 38 years' experience working with public sector and education entities as well as, a dedicated sales, presales, services and support staff for public sector and education. Kronos' track record includes over 2,500 public sector customers and our public safety scheduling application manages employees in well over 800 public safety organizations.

Kronos addresses the needs of its public sector customers in many ways. We recognize the scrutiny government agencies are under to keep costs low, remain transparent and accountable, and continue a high-level of service to the public. Kronos enables public sector entities to control labor costs, minimize compliance risks, and improve workforce productivity.

Kronos is used in over 2,600 public sector organizations and we are installed in 34 states in various departments. Over 1.6M users use the Kronos system in state and local governments. Some notable customers include:

- ***City of Houston***
- ***City and County of Denver***
- ***City of Chicago Fire Department***
- ***City of Mesa***
- ***State of West Virginia***
- ***California Dept of Corrections and Rehabilitation***

K-12

Every employee plays a role in student achievement. Kronos provides school districts with the tools they need to effectively manage their workforce. With a team dedicated to the K-12 market, our customer's experience a sense of partnership and collaboration when planning and budgeting their labor for the future.

Kronos is used in over 350 school districts, both private and public, ranging from jumbo to small. Some notable customers include:

- ***Katy Independent School District***
- ***Chicago Public Schools***
- ***Jefferson County Public Schools***
- ***Broward County Public Schools***

Higher Education

Kronos provides colleges and universities with better information about their largest cost and most important asset – their employees. Through Kronos' time and attendance, scheduling, absence management, HR and payroll, hiring, and labor analytics solutions, institutions gain improved visibility into labor data including their student workers. Across campus, the solution allows institutions to make better informed decisions on resource allocation. Ultimately reducing the administrative burden so that more focus and resources can be reinvested in the core mission.

Kronos is in over 325 higher education institutions, both public and private. Some notable customers include:

- ***University of California***
- ***Quinnipiac University***
- ***Cleveland State University***
- ***Pace University***
- ***Clemson University***

Public Safety

Kronos provides Police, Fire, EMS, and Corrections with a public safety scheduling solution that truly redefines the way public safety operations manage staffing by merging telephony and scheduling capabilities into one system to solve scheduling and communication problems that plague operations.

Designed to eliminate paper-based, manual and error-prone staffing processes inherent to public safety, TeleStaff is able to automate workforce management processes – allowing command staff, employees, first responders and other critical resources to divert their attention to their mission critical work at hand.

Workforce TeleStaff has been a trusted public safety scheduling and notification solution since 1997. As the industry leader, there are nearly 1,000 public safety customers to date across state, local, and federal markets that use Workforce TeleStaff.:

- ***Oakland County Children's Village***
- ***City of Indianapolis Fire***
- ***California Department of Corrections and Rehabilitation***
- ***City of Denver Police***

Federal

While satisfying all federally mandated time and attendance and leave policies, the true power of the Kronos WebTA solution is our ability to conform to federal and agency-specific accounting standards and allow true labor activity tracking and costing. The Kronos solution does not require federal agencies to change the way they do business; it can conform to the way federal agencies do business.

Over 1M federal government users have adopted Kronos in 95 departments or agencies. Some notable customers include:

- ***Transportation Security Administration (TSA)***
- ***FBI***
- ***Department of Homeland Security***
- ***Government Accounting Office***
- ***USDA***
- ***U.S. Treasury & Department of Veterans Affairs***

5.1.12 Financial information and documentation to be included in accordance with Section 11.5, Part III – Confidential Financial Information.

5.1.12.1 Dun and Bradstreet Number

Kronos Incorporated's Dun & Bradstreet number is 09-427-3653.

5.1.12.2 Federal Tax Identification Number

04-2640942

5.1.12.3 The last two (2) years and current year interim:

A. Profit and Loss Statement

B. Balance Statement

Kronos is very proud of our long track record of financial performance and are well positioned financially to continue to invest in our products to better service our customers.

Kronos has been in business for over 40 years, focused solely on assisting entities with their workforce management. Through 2007, Kronos was a publicly traded company on the NASDAQ stock exchange and

were second only to Microsoft for the longest track record of profitable revenue growth (-20 years) among all publicly traded software companies. In 2007, Kronos went private through a leveraged buyout led by the top tier private equity firm of Hellman & Friedman. It is very important to note that since going private we have continued to grow our revenues to over $1.3B in our most recent fiscal year that ended on September 30, 2017. This is while also increasing our investment in product development each year including over $182M in our most recent fiscal year, FY2017. Kronos invests in R&D across all products and industries. We do not track percentage of R&D by product/industry.

Below is a breakdown of company revenue for the past three years:

- ***FY 2017: $1.3B Revenue***
- ***FY 2016: $1.2B Revenue***
- ***FY 2015: $1.1B Revenue***

In summary, Kronos has grown our revenues, profitability and cash flows while increasing our investments in product development as a private company through a very challenging economic period. This pattern of financial performance demonstrates the depth of our financial position.

Kronos can provide and encourages a review our audited financial statements which can be provided with signed mutual NDA in place.

5.2 SUBCONTRACTOR INFORMATION

Subcontractors are defined as a third party, not directly employed by the contractor, who shall provide services identified in this RFP. This does not include third parties who provide support or incidental services to the contractor.

5.2.1 Does this proposal include the use of subcontractors?

No.

If "Yes", vendor shall:

5.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor shall perform services.

Not applicable.

5.2.1.2 If any tasks are to be completed by subcontractor(s), vendors shall:

A. Describe how the work of any subcontractor(s) shall be supervised, channels of communication shall be maintained and compliance with contract terms assured; and

Not applicable.

B. Describe your previous experience with subcontractor(s).

Not applicable.

5.2.1.3 Provide the same information for any proposed subcontractors as requested in Section 5.1, Vendor Information.

Not applicable.

5.2.1.4 Business references as specified in Section 5.3, Business References shall be provided for any proposed subcontractors.

Not applicable.

5.2.1.5 Provide the same information for any proposed subcontractor staff as specified in Section 5.4, Vendor Staff Skills and Experience Required.

Not applicable.

5.2.1.6 Staff resumes for any proposed subcontractors as specified in Section 5.5, Vendor Staff Resumes.

Not applicable.

5.2.1.7 Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.

Not applicable.

5.2.1.8 Vendor shall notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in Section 5.2, Subcontractor Information. The vendor shall receive agency approval prior to subcontractor commencing work.

Not applicable.

5.2.1.9 All subcontractor employees assigned to the project shall be authorized to work in this country.

Not applicable.

5.3 BUSINESS REFERENCES

5.3.1 Vendors shall provide a minimum of three (3) business references from similar projects performed for private and/or public sector clients within the last five (5) years.

- ***California Department of Corrections and Rehabilitation.***
  - ***Carrie Daves, Functional Team Program Manager***
  - ***Enterprise Information Services (EIS), Business Information System (BIS)***
  - ***Daves, Carrie@CDCR < Carrie.Daves@cdcr.ca.gov>***
  - ***916-704-8398***
- ***Douglas County Department of Corrections***
  - ***Chris Sweney, Accreditation Manager***
  - ***402-599-2255***
  - ***Chris.Sweney@douglascounty-ne.gov***
  - ***710 S 17TH STREET, OMAHA, NE 68102***
- ***Las Vegas Detention – Corrections***
  - ***Rodolfo Padilla, Sergeant***
  - ***702-229-5290***
  - ***Rpadilla@lasvegasnevada.gov***

- ***400 STEWART, LAS VEGAS, NV 89101***

Note - Each of the above references have been sent the Reference Questionnaire Attachment for their consideration and to be emailed directly to NDOC.

5.3.2 Business references shall show a proven ability of:

5.3.2.1 Developing, designing, implementing and/or transferring a large scale application with public and/or private sectors;

5.3.2.2 Developing and executing a comprehensive application test plan;

5.3.2.3 Developing and implementing a comprehensive training plan;

5.3.2.4 Experience with comprehensive project management;

5.3.2.5 Experience with cultural change management;

5.3.2.6 Experience with managing subcontractors; and

5.3.2.7 Development and execution of a comprehensive project management plan.

Acknowledged.

5.3.3 Vendors shall submit Attachment E, Reference Questionnaire to their business references.

Sent to the references.

5.3.4 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in Section 9, RFP Timeline for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.

Acknowledged.

5.3.5 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

Please do.

5.4 VENDOR STAFF SKILLS AND EXPERIENCE REQUIRED

The vendor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined in Section 4, Scope of Work. The State shall approve all awarded vendor resources. The State reserves the right to require the removal of any member of the awarded vendor's staff from the project.

5.4.1 Project Manager Qualifications

The Project Manager assigned by the awarded vendor to the engagement shall have:

5.4.1.1 A minimum of four (4) years of project management experience, within the last ten (10) years, in government or the private sector;

Kronos has included information on potential key project team members in this response. These team members are subject to change as Kronos assigns project resources based on availability and bandwidth at the time of contract and based on the final scope of the project. At this time, it is impossible to know the availability of the project resources based on the timeline of an RFP decision and award by the Nevada Department of Corrections and the impact of new projects from other agencies. Should

Kronos be considered a finalist, we are happy to provide additional details regarding potential project resources and their relevant experience. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.1.2 A minimum of three (3) years of experience, within the last ten (10) years, managing systems architecture and development projects;

Kronos is proposing our Workforce TeleStaff public safety scheduling solution for the Nevada Department of Corrections. Workforce TeleStaff is an off the shelve product and only requires configuration. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.1.3 A minimum of two (2) years of experience with systems analysis and design;

Kronos is proposing our Workforce TeleStaff public safety scheduling solution for the Nevada Department of Corrections. Workforce TeleStaff is an off the shelve product and only requires configuration. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.1.4 A minimum of two (2) years of experience with systems development and implementation;

Kronos is proposing our Workforce TeleStaff public safety scheduling solution for the Nevada Department of Corrections. Workforce TeleStaff is an off the shelve product and only requires configuration. The Kronos Project Manager assigned to this implementation will have a minimum of 2 years of experience configuring and implementing Workforce TeleStaff.

5.4.1.5 Completed at least one (1) project within the past three (3) years that involved designing business processes and procedures and developing new systems to support the new business processes; and

Kronos is proposing our Workforce TeleStaff public safety scheduling solution for the Nevada Department of Corrections. Workforce TeleStaff is an off the shelve product and only requires configuration. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.1.6 Completed at least one (1) project within the past three (3) years that involved communication and coordination of activities with external stakeholders.

Agreed

5.4.2 Technical Lead Qualifications

The technical lead assigned by the awarded vendor shall have:

5.4.2.1 A minimum of four (4) years of experience in systems development, design and programming of automated systems;

Kronos has included information on potential key project team members in this response. These team members are subject to change as Kronos assigns project resources based on availability and bandwidth at the time of contract and based on the final scope of the project. At this time, it is impossible to know the availability of the project resources based on the timeline of an RFP decision and award by the Nevada Department of Corrections and the impact of new projects from other agencies. Should Kronos be considered a finalist, we are happy to provide additional details regarding potential project resources and their relevant experience. Our goal is that each of our customers has a successful

implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope

5.4.2.2 A minimum of four (4) years of experience developing systems using a relational database;

Workforce TeleStaff is an off the shelve product and only requires configuration. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.2.3 A minimum of two (2) years of experience developing Internet applications;

Workforce TeleStaff is an off the shelve product and only requires configuration. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.2.4 A minimum of two (2) years of experience managing systems architecture and systems development projects; and

Workforce TeleStaff is an off the shelve product and only requires configuration. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.2.5 Completed at least (1) project within the past three (3) years that involved conducting a pilot implementation and determining the readiness of the system production.

Agreed

5.4.3 Implementation Lead Qualifications

The implementation lead assigned by the awarded vendor shall have:

5.4.3.1 A minimum of three (3) years of experience managing the implementation of new business processes and procedures and new automated systems to support the new business processes;

Kronos has included information on potential key project team members in this response. These team members are subject to change as Kronos assigns project resources based on availability and bandwidth at the time of contract and based on the final scope of the project. At this time, it is impossible to know the availability of the project resources based on the timeline of an RFP decision and award by the Nevada Department of Corrections and the impact of new projects from other agencies. Should Kronos be considered a finalist, we are happy to provide additional details regarding potential project resources and their relevant experience. Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope

5.4.3.2 A minimum of two (2) years of experience managing the implementation of Internet applications;

Our goal is that each of our customers has a successful implementation that quickly brings value to their organization; therefore, we assign project resources that best align with the requirements in scope.

5.4.3.3 Completed at least one (1) project within the past three (3) years that involved the procurement, receipt and make ready of computer equipment and software; and

Workforce TeleStaff is an off the shelve product that supports most commonly used browsers. Kronos is not proposing that procurement or the configuration of client-side computers as it is not required.

5.4.3.4 Completed at least one (1) project within the past three (3) years that involved a phased implementation where systems activities were coordinated between the old and new system environments.

Agreed

Section VIII – Attachment H – Proposed Staff Resume

A. Vendors shall include all proposed staff resumes per Section 5.5, Vendor Staff Resumes in this section.

B. This section shall also include any subcontractor proposed staff resumes, if applicable.

No subcontractors.

5.5 VENDOR STAFF RESUMES

A resume shall be completed for each proposed individual on the State format provided in Attachment H, Proposed Staff Resume, including identification of key personnel per Section 12.3.18, Key Personnel.

See resume links attached. Tenley Glisson - PM.docx; Charles Yoon - SC.docx; Tom Hartman - TC.docx

Section IX – Preliminary Project Plan

Vendors must include the preliminary project plan in this section.

5.6 PRELIMINARY PROJECT PLAN

5.6.1 Vendors shall submit a preliminary project plan as part of the proposal, including, but not limited to:

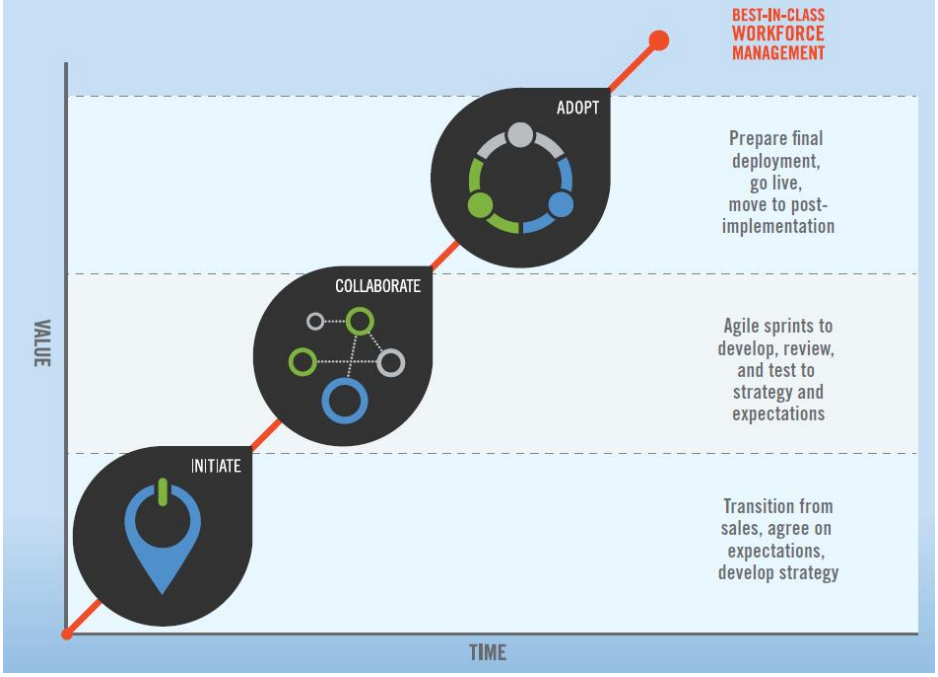
5.6.1.1 Gantt charts that show all proposed project activities;

See link attached. WFTS Timeline (3).xlsx

5.6.1.2 Planning methodologies;

Kronos Paragon - a better approach to implementing best-in-class workforce management

Kronos Paragon comprises three key phases designed to help ensure a fast, efficient rollout of your Workforce TeleStaff solution for the experience you expect.



Initiate Phase

Decades of experience working with similar organizations in your industry and regions help us define an implementation strategy that delivers rapid time to value.

- ***Engage the project team***
- ***Develop the project plan and deliver the online workspace***
- ***Set goals and success criteria***
- ***Develop strategies for change management, education, and testing***
- ***Confirm customer readiness***

Collaborate Phase

Leveraging a proven industry configuration, Kronos Paragon allows for an emphasis on product usage that sets your experience apart.

- ***Train the project team***
- ***Deliver a recommended industry configuration***
- ***Use agile techniques to refine the configuration to meet your requirements***

Adopt Phase

When you deploy Workforce TeleStaff, your organization will realize more effective workforce scheduling and immediate productivity benefits.

- ***Complete deployment readiness and confirm that all success criteria have been met***
- ***Train end-users***
- ***Finalize production and deployment***

- ***Initiate and support go live***
- ***Transition to post-implementation support***
- ***Complete the Customer Experience survey***

5.6.1.3 Milestones;

Task	***Milestones and Deliverables***
Project Plan	***Based on discovery to date, an initial project plan, including a, schedule, change management, communications, change control, resource and risk plans***
Solution Development Readiness Checkpoint	***Project team agrees that the deliverables associated with the Initiate phase are complete.***
User Acceptance Readiness Checkpoint	***Project Checkpoint***
Adopt Readiness Checkpoint	***Project Checkpoint***
Deployment readiness	***A checklist provided to ensure key customer activities have been completed prior to moving into the deployment activities.***
Go live support	***Kronos Project Team available to support go-live issues - deemed complete after 2 payroll cycles***
Deployment readiness	***A checklist provided to ensure key customer activities have been completed prior to moving into the deployment activities.***
Go live support	***Kronos Project Team available to support go-live issues - deemed complete after 2 payroll cycles***
Deployment Readiness	***A checklist provided to ensure key customer activities have been completed prior to moving into the deployment activities.***
Go live support	***Kronos Project Team available to support go-live issues - deemed complete after 2 payroll cycles***

5.6.1.4 Task conflicts and/or interdependencies;

During the Initiate Phase, the Kronos and Department of Corrections project teams will collaborate prior to the Kronos Project Manager creating the agreed to project plan with tasks and dependencies.

5.6.1.5 Estimated time frame for each task identified in Section 4, Scope of Work; and

As part of our Initiate Phase, the Kronos Project Manager will meet with the State's key project team members to finalize and refine the project's tasks related timelines and the project schedule.

5.6.1.6 Overall estimated time frame from project start to completion for both vendor and State activities, including strategies to avoid schedule slippage.

As part of our Initiate Phase, the Kronos Project Manager will meet with the State's key project team members to finalize and refine the project's tasks and project schedule. Based upon our experience, Kronos is initially estimating the project duration at 48 weeks.

Kronos has a proven track record achieving results for on track and on budget projects. Our experience having implemented projects in similar industries as yours allows us to provide accurate project costs and duration of projects. There are of course variables to achieving project completion on schedule that are out of Kronos control, like availability of customer resources for project assignments, but these are managed and communicated as best as possible to ensure successful results.

Beyond our track record, Kronos Project Manager PM, using Paragon's Online Workspace, will work with the customer to assess risks such as project schedule & budget.

When a risk is identified, the Kronos PM will then document it and manage it through the Online Workspace. This provides an effective means of capturing, managing, and tracking project risks during the implementation. The Online Workspace helps to identify and create mitigation plans for critical and high-level risks and agree on the tools, reporting and measurements which will be used to manage risks throughout the Kronos implementation. The following images depict what can be expected in the Risk Assessment process.

Risk Assessment

Determination of Severity

Probability	Impact: High	Impact: Medium	Impact: Low
High	Critical	High	Medium
Medium	High	Medium	Low
Low	Medium	Low	Minimal

Risk Evaluation

As part of the evaluation process, a risk response form is available to further define and evaluate the risks that need to be managed. It is important to consider the magnitude of the impact against the project schedule, cost and scope. Following is a guideline to use when prioritizing and determining a risk response.

Risk Responses

- **Mitigate-** is about reducing the probability of risk by taking certain actions in advance. It could be measures like adding more tests around the hi-risk areas, making simpler designs, reducing complexity of components, having development checklists, or assigning best resources for developing risky modules/parts
- **Transfer-** some or all of the risk to a third party
- **Avoidance-** changing the project plan, adjust one or more project objectives such as reducing scope or changing the schedule to avoid a risk
- **Acceptance-** at times there is nothing one can do to avoid risk. The project team decides how to deal with the if it occurs.
  - Passive Acceptance would be to do nothing about it at all.
  - Active Acceptance would be to define a contingency plan if the risk occurs

Risk Management

Ref #	Date	Assigned to	Description	Status	Type	Application	Phase	Severity	Priority	Impact Description	Alternatives	Risk Response	Notes
	6/26/2017	Customer PM	The customer team is not available on Monday or Tuesday due to Payroll Processing. This could cause delays in turning around documentation as well as in testing.		Staff				High				
									Critical				
									Low				

The Kronos Project Manager also uses an Action Items & Issues log within the Online Workspace.

The Action Items and Issues log provides a central location for the Project Manager to capture any items that need to be completed or issues that have arisen during the project implementation. Action Items and Issues Information will be added to the log as they are identified to ensure accurate tracking of progress. These issues are reviewed during regularly scheduled status calls per the project's communication plan.

A sample of the Action Items and Issue Log is included below.

Action Items and Issues

Reference Number	Date	Application	Subject	Detail	Priority	Type	Action/ PAR/Issue/RFE	Case#	Assigned To	Status	Target Complete Date	Next Check Point	Close Date

5.6.2 Vendors shall provide a written plan addressing the roles and responsibilities and method of communication between the contractor and any subcontractor(s).

Kronos will be performing all project tasks without the use of subcontractors.

5.6.3 The preliminary project plan shall be incorporated into the contract.

Agreed.

5.6.4 The first project deliverable is the finalized detailed project plan that shall include fixed deliverable due dates for all subsequent project tasks as defined in Section 4, Scope of Work. The contract shall be amended to include the State approved detailed project plan.

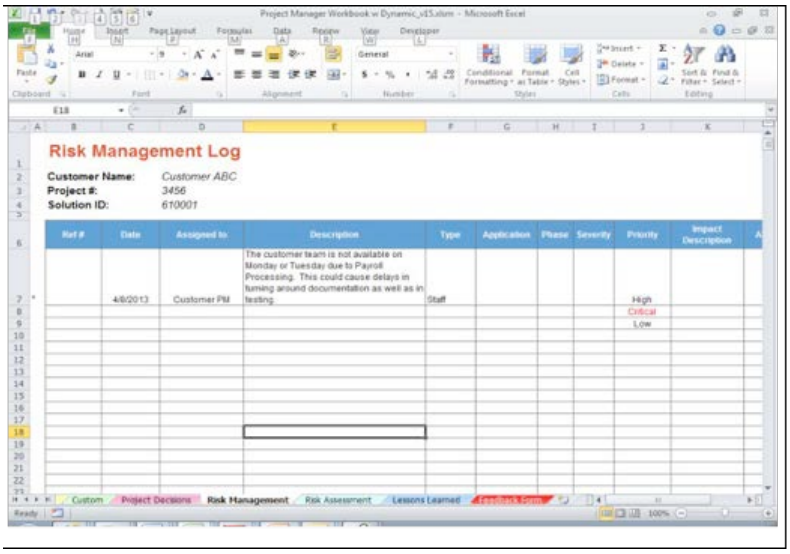
Agreed.

5.6.5 Vendors shall identify all potential risks associated with the project, their proposed plan to mitigate the potential risks and include recommended strategies for managing those risks.

Essential to effective project management and risk mitigation is actually planning for potential problems. The Kronos Project Manager (PM) will work with the customer to assess risks through a risk assessment worksheet that Kronos has developed based on years of project implementation experience. This assessment is completed at the beginning of the project and then re-assessed periodically throughout the project.

When a risk is identified, the Kronos PM will then document it and manage it through a Risk Management log in the Project Manager Workbook. This log provides an effective means of capturing, managing, and tracking project risks during the implementation. The log helps to identify and create mitigation plans for critical and high-level risks and agree on the tools, reporting and measurements which will be used to manage risks throughout the Kronos implementation. If there are critical risks to the project that need customer acknowledgement, the Kronos and Customer Project Manager will use a formal Project Risk Form in addition to the Risk Management Log.

A sample of the Risk Management Log is included below:



5.6.6 Vendors shall provide information on the staff that shall be located onsite in Carson City. If staff shall be located at remote locations, vendors shall include specific information on plans to accommodate the exchange of information and transfer of technical and procedural knowledge. The State encourages alternate methods of communication other than in person meetings, such as transmission of documents via email and teleconferencing, as appropriate.

Kronos is not proposing to locate consultants in Carson City except for short term trips to accommodate various meetings or training sessions.

Communication Management is defined as the processes required to ensure timely and appropriately generation, collection, dissemination, storage, and disposition of project information. This component of project management consists of communication planning, information distribution, performance reporting, and administration closure.

At the project outset, your Kronos Project Manager will establish an online workspace, which will serve as a collaborative repository for project communications, documents, and content. Typical communications stored in the online workspace include status reports, communication plans, project

schedules, scope summaries, and change management plans. Additional information about periodic project communications:

- ***Project Workbook. A project workbook will be maintained by your Kronos Project Manager, and typically updated and disseminated (as well as posted to the online workspace) on a weekly basis.***
- ***PM Touchbase. Ongoing Project Manager discussions and working sessions quite often lead to a more effective project. The communication rhythm will be determined collaboratively with your project manager, and adhered to throughout the project duration.***
- ***Status Meeting. Typical Kronos implementation projects include a periodic (e.g. Weekly) status meeting for the core project team. Any minutes and action items resulting from these calls will be shared with the project team via email, the online workspace, and any other preferred vehicle.***

Kronos has a standard communications plan that will be provided for the project; however, all internal marketing and communication to the wider organizational group will be the responsibility of the Customer.

Kronos routinely utilizes various technology platforms such as Go-To-Meeting or Fuze to facilitate project meetings instead of meeting in person.

5.7 PROJECT MANAGEMENT

Vendors shall describe the project management methodology and processes utilized for:

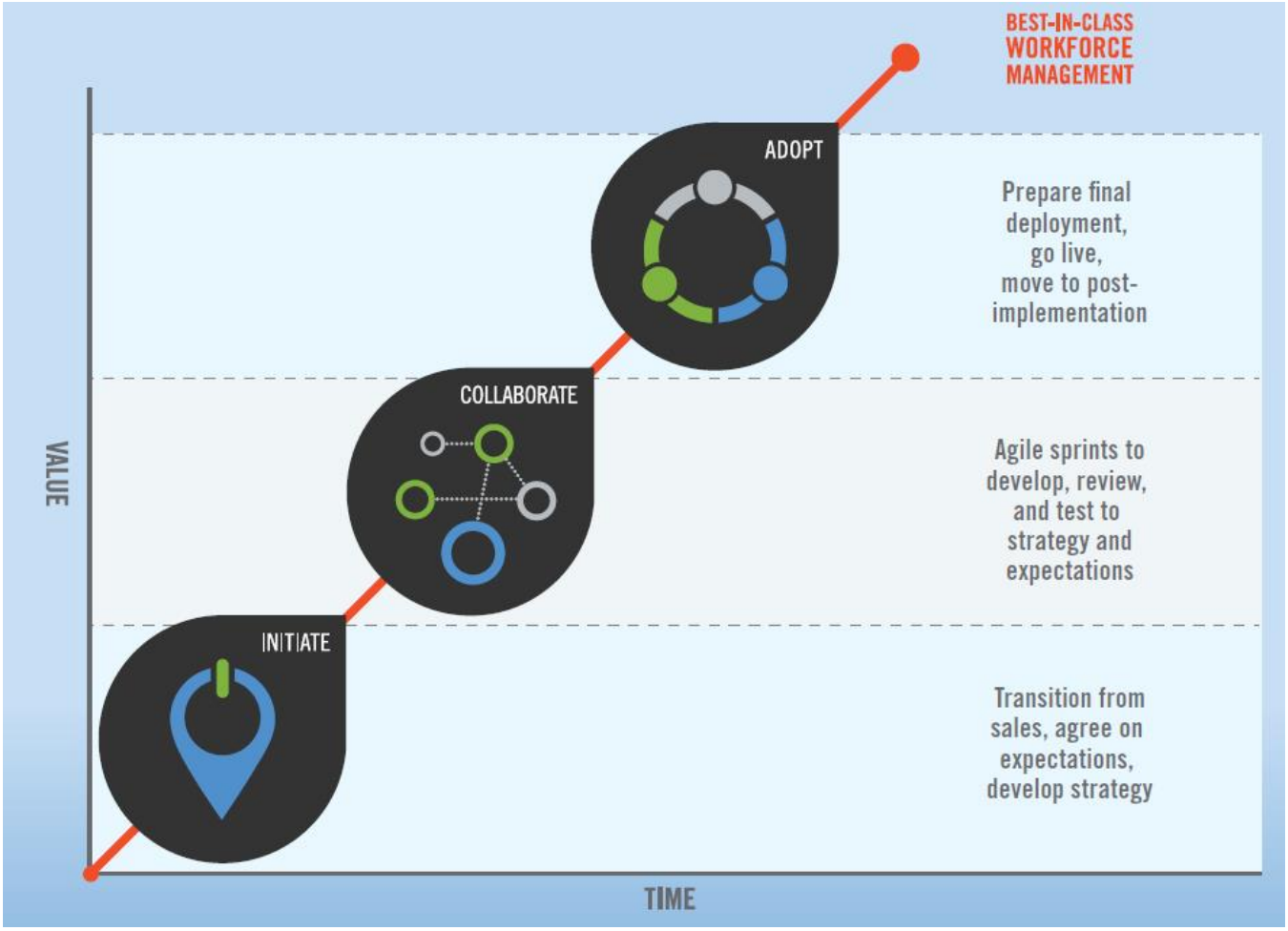
5.7.1 Project integration to ensure that the various elements of the project are properly coordinated;

Kronos Proven Service Practices - General Implementation Approach

Kronos uses a proven implementation methodology called Paragon. No matter what the scope of the project, we approach it in the same careful, expert way. Our method consists of three phases: planning and analysis, staging, and rollout.

This disciplined three-phase approach assures a coordinated handoff between Kronos groups and ensures the successful delivery of your frontline labor-management solution. The Kronos implementation team will guide you through the different phases, and follow formal procedures for handoff at the end of each phase – including the final handoff to Kronos Global Support Services. Each handoff is an opportunity for you to evaluate the implementation process and determine its success in adhering to your goals.

Kronos Paragon comprises three key phases designed to help ensure a fast, efficient rollout of your Workforce Central solution for the experience you expect.



Initiate Phase

Decades of experience working with similar organizations in your industry and regions help us define an implementation strategy that delivers rapid time to value.

- ***Engage the project team***
- ***Develop the project plan and deliver the online workspace***
- ***Set goals and success criteria***
- ***Develop strategies for change management, education, and testing***
- ***Train the project team***
- ***Confirm customer readiness***

Collaborate Phase

Kronos Paragon allows for an emphasis on product usage that sets your experience apart.

- ***Use agile techniques to refine the configuration to meet your requirements***

Adopt Phase

- ***Complete deployment readiness and confirm that all success criteria have been met***
- ***Train end-users***
- ***Finalize production and deployment***
- ***Initiate and support go live***
- ***Transition to post-implementation support***
- ***Complete the Customer Experience survey***

Your Kronos Project Manager will step you through the services that are available and craft an implementation plan that fits your needs. The final plan, including a formal Project Plan and Statement of Work, will clearly outline timelines, milestones and responsibilities. This becomes the road map for monitoring the implementation against your goals.

1. Project Management Approach

Kronos' experience has shown that the project team needs to be aware of their level of involvement in the implementation of the Kronos solution as the project is being planned. A sample organizational chart for the project is provided for your review:

In some organizations, the resource available in one organizational role may be able to cover more than project role. If any of the Customer specified roles are not available in your organization, please contact your Kronos representative as this may impact the professional services required, or the implementation approach recommended, to complete a successful implementation for your organization.

Because every organization is different, Kronos crafts upgrade and implementation plans that accommodate your specific infrastructure and resources. Enabling you to participate at whatever level of involvement is required accommodates your unique needs, and facilitates the success of your project.

The Customer Project Manager will partner with the Kronos Project Manager to align the desired project outcomes, producing key results related to the critical Workforce Management business needs. The Customer Project Manager assists the Kronos Project Manager by managing Customer Team member responsibilities as necessary for success in the overall implementation process; however, Kronos leads the Kronos Team members and the overall implementation process.

2. Requirements Validation
Requirements will be validated at the initial stage of the project. The Kronos project team will work with the Customer Project team to identify, document and validate all requirements. These requirements will be documented in a Product Design Document that will define the product configuration necessary to meet the defined requirements.

3 System Configuration
Kronos' philosophy has always been to create parameter-based systems which feature user-definable pay rules engines and configurations. This has been considered one of Kronos' biggest advantages among our customers for many years. In addition, Kronos' open database design and reporting tools allow customers to create their own reports and to use the data for their own purposes, without having to create any custom coding.

We have full functional documentation available on all of our modules that include System Admin and End User configuration. We also have documentation on all of the APIs used for importing and exporting.

4. Operational Design
Kronos can provide Advisory Consulting Services to assist the Customer in examining current office processes, look at areas for improvement or change based on the transition from paper to computer, and to offer suggestions on how to best implement the Kronos solution. Kronos also offers more formal Change Management services, performing leadership team and stakeholder interviews, reviewing the end user process and performing the change readiness assessment. The Change Manager services will advise on best practices for the Customer to develop a change communication plan. Our expectation is that the Customer will have a Change Management resource on their end to help fully identify the process changes needed based on information provided and the final project scope.

5. Hardware, Software & Storage Design and Installation Consulting
For the on premises option, the Kronos Technical Consultant in coordination with the Customer's lead technical consultant will facilitate the hardware, software and storage design and installation. For the Kronos Cloud option, all hardware, software, storage and installation will be handled by the Kronos Technical Consultant and the Kronos Cloud Build Manager.

6. Data Conversion Plan
Kronos is proposing our TeleStaff solution only. Data Conversion will not be necessary.

7. Report Development
Kronos Workforce TeleStaff reporting has been greatly enhanced throughout the years. Often customers are satisfied with the standard reports. Typically, most customers can generate other reports themselves. However, for those customers needing unusual or more sophisticated reporting methods, we have incorporated many Operation Reporting tools to facilitate other needs like the use of Excel or JETT.

8. Training
Kronos Education Services takes a 'Persona Based' training approach. For each traditional role in an organization there are recommended learning experiences which will develop skills and knowledge to the desired level.

Utilizing our KnowledgePass subscription prepares all personnel for formal classes, provides reference instruction during class and enables refresher training after class. Training is available via regularly scheduled classes, on-site deliveries at customer locations and prerecorded material is available through our KnowledgePass subscription. A Learning Path, recommended classes for each traditional role and detailed course descriptions for each of those classes is provided.

9. Testing
We offer a sample Testing Strategy and Test Case materials for core products to ensure our Customers leverage the vast experience Kronos has gained from its 40 years in Workforce Management.

10. System Documentation Development
Kronos documentation falls into essentially the following categories:

- ***Training Documentation – These are the materials that are referenced in conjunction with the varieties of training listed above. Comprehensive manuals are available in either ad hoc forms written to support already scheduled and structured classroom training or custom training manuals written to support specific and unique training sessions usually conducted at the customer's implementation site. Technical, help desk, and operations manuals are available as documentation in support of training dealing specifically with these functions or as custom efforts used to support these functions with specifics tailored to support a clients' individual business needs and goals.***
- ***Product Documentation – All Kronos products are extensively documented in PDF format and, in some cases, HTML. The product documentation is available via the Kronos customer web page. There are also extensive documentation and help files built-in to each individual application, and***

which are available via menu options. Integrated Product Documentation – Installation guidelines and help files are built into each application and are available through menu driven options.

11. Disaster Recovery Plan
All the RDBMS's used with Kronos provide full Backup/Restore capabilities. Most customers prefer to utilize the Backup and Restore capabilities provided by their RDBMS rather than introduce a new, separate mechanism for backing up data. For this reason, our software does not provide a mechanism to back-up the Kronos database tables. In most situations, customers add the schema into their current backup and restore routines. We do not have any system downtime requirements, including database backups. The security controlling a customer's backup mechanism is provided by the customer and is not provided by the Kronos application.

The Kronos hosted solution provides several backup and disaster recovery strategies. Our standard offering includes an offsite backup; enhanced disaster recovery offers a secondary environment service with a recovery time objective (RTO) of 72 hours and a recovery point objective (RPO) of 24 hours.

12. Go live support / post go live stabilization
As part of Kronos' standard methodology, after the solution is built, we test concurrently for two payroll cycles before system transfer to Production. Then once your solution is deployed, we provide two payroll cycles of Go-Live Support. Once this is complete, support of the Customer will be transitioned to Kronos Global Support (see additional details in #13 below).

13. Ongoing Services
Kronos Global Support (KGS) will provide world-class ongoing product support to the Customer. KGS staff consists of Support Engineers, Senior Specialists, and Account managers that team to provide the highest level of support that the industry has to offer. The KGS organization is staffed to maintain our response time goals, and staffing levels will vary based on market dynamics. Kronos' average response time for incoming customer support calls is 90 seconds or less, and over 60% of software issues are resolved in one business day!

KGS is staffed by over 300 experienced service professionals that handle approximately 12,000 cases per month from more than 20,000 customers with active software maintenance contracts.

Anytime that you need to contact Kronos Global Support or Kronos Cloud Services you may open a case by calling or using eCase (http://customer.kronos.com/Support) The number is 1-800-394-4357 (1-800-FYI-HELP).

We have a call back model for support. Below are the guidelines.

Response Time

Response time shall mean from the time the case priority is set by Kronos' Support Center until a Kronos support representative contacts the Customer to begin service. Kronos utilizes a priority based support focus. Customers with the most critical request will be serviced in accordance with the following guidelines:

Priority	***Standard***
High	***2 hours***
Medium	***4 hours***
Low	***8 hours***

All response times are business hours.

The above are only guidelines and may be modified, for a particular incident, based on joint agreement between the customer and Kronos.

Critical Outages

Kronos Global Support will provide continuous effort on all high priority events through either bug identification, the development of a workaround or problem resolution On-going continuous effort may also be dependent on the customer's ability to provide a resource to work with the Kronos Global Support engineer during this period. Support outside the scope of the services agreement is billable.

Technical Escalation

Our case resolution process is a Team based approach structured around specific products of the Application suite and staffed by Support Engineers covering the full spectrum of skill sets and technical expertise. The Teams are empowered to dynamically apply the appropriate resources to a case based on severity and complexity to ensure the fastest resolution time possible.

The Teams are also integrated with the Development Engineering staff and engage their assistance and technical guidance when necessary and/or directly escalate depending on case severity and time to resolve considerations.

For situations that contain multiple cases a Customer Success Manger may be assigned to act as a single point of contact and communication regarding case resolution status, action plan development, resource integration and implementation co-ordination. The Account Manager remains engaged until the situation has been successfully remediated.

Management Escalation

Customers may, at any time, ask to speak to a Kronos manager if they experience dissatisfaction with the level of service received with respect to a specific case or service in general. To contact a Kronos Global Support manager, please telephone your Kronos Support Services center and ask to speak to a manager. Phone numbers are listed on the Customer Portal. Although Kronos does not offer a typical user group that is organized and managed by our users, we facilitate user communication and feedback through our annual KronosWorks conference, locally hosted user group meetings, and Customer Advisory Boards.

Customer Advisory Board

For product development efforts, Kronos conducts specific Customer Advisory Board meetings throughout the year with representatives from a select group of customers. Members of the Customer Advisory Board provide strategic input during the most critical phases of product development, including concept, design, development, and market launch; contribute to Kronos' strategic direction; and help ensure that future Kronos solutions meet both broad and precise market needs.

KronosWorks

Kronos hosts a yearly worldwide KronosWorks customer conference for our users. At this conference, customers are encouraged to present to other customers and foster networking opportunities. From such events, individual customers have gone on to establish independent, user-run groups, often with a geographic or industry-specific focus.

Local User Groups

Individual Kronos offices also host user group meetings in their local area and are supported by Kronos Corporate in such endeavors. Although the frequency varies, these groups typically meet one to two times per year.

Kronos Customer Portal

The Kronos Customer Portal web site provides multiple ways for your employees to acquire advanced knowledge of applications. This includes self-learning on the customer portal via online knowledgebase, online documentation, FAQs, web meetings, recorded training sessions, etc. There are also role based classes offered for different levels of application and database knowledge.

Software Releases

Major releases (cumulative releases) occur in a 12-18 month cycle, with service packs every 2-3 months. Software maintenance releases (bug fixes, patches) and product updates (within platform and employee level) are distributed free to current Kronos support customers, and are usually self-installable. Installation and training, if needed, can be requested for an additional cost (upgrade services are included in the Kronos SaaS Cloud). Product announcements are posted on the Kronos web site and distributed via Kronos Workforce Matters, alerting all customers to the availability of new releases.

5.7.2 Project scope to ensure that the project includes all the work required and only the work required to complete the project successfully;

Requirements will be validated at the initial stage of the project. The Kronos project team will work with the Customer Project team to identify, document and validate all requirements. These requirements will be documented in a Product Design Document that will define the product configuration necessary to meet the defined requirements.

5.7.3 Time management to ensure timely completion of the project. Include defining activities, estimating activity duration, developing and controlling the project schedule;

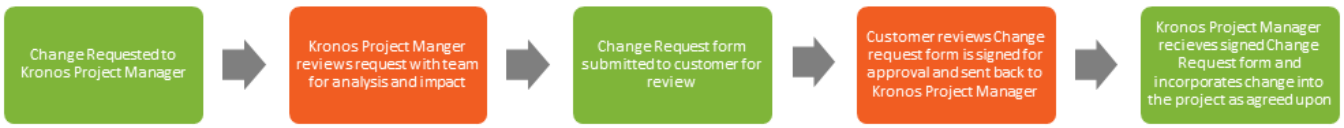
Your Kronos Project Manager will step you through the services that are available and craft an implementation plan that fits your needs. The final plan, including a formal Project Plan, will clearly outline timelines, milestones and responsibilities. This becomes the road map for monitoring the implementation against your goals.

5.7.4 Management of contractor and/or subcontractor issues and resolution process;

N/A. Kronos will not need to rely upon contractors or sub-contractors for this implementation.

5.7.5 Responding to and covering requested changes in the project time frames;

Kronos' deployment methodology allows project team members (customer and Kronos) to work in iterative phases allowing project teams to be more nimble in achieving the desired outcomes. In the event a change is required outside of the original agreed upon project scope, Kronos has a formal change management procedure built into our deployment methodology. The purpose of the Change Control Procedure is to define how the project will control changes to project baselines, including changes to project scope. It structures and directs management actions toward reaching an informed and timely decision on requests for such changes. As potential changes to the project baseline scope, schedule, and budget are identified, they will to be documented, logged, and distributed to the Project Sponsor and core team for review during regularly scheduled status meetings. Below is an example of the change control process and requests:



Change Request Examples:

Date Requested	Requested Change	Priority	Phase	Application	Project Impact/Hrs/Budget	Approver	Approval Date

Additional Configuration Items	A
Additional interface links or changes to integration needs	B
Custom report	A
Extend implementation timeline	A
Additional resource support required	C
Additional Deployment	D

5.7.6 Responding to State generated issues;

The Kronos Project Manager uses an Action Items & Issues log within the Online Workspace. The Online Workspace:

- ***Lowers the administrative burden of maintaining project collateral by providing better collaboration between the project teams. Project Managers update their workbook and post it to the workspace so the customer always has the most up to date copy.***
- ***Project Updates made in the workbook are available instantly to all team members.***
- ***Provides the customer team with guidance on each phase of the project implementation and how prepare for them.***

The Action Items and Issues log provides a central location for the Project Manager to capture any items that need to be completed or issues that have arisen during the project implementation. Action Items and Issues Information will be added to the log as they are identified to ensure accurate tracking of progress. These issues are reviewed during regularly scheduled status calls per the project's communication plan.

A sample of the Action Items and Issue Log is included below.

Action Items and Issues

Reference Number	Date	Application	Subject	Detail	Priority	Type PAR/Issue/RFE	Action/	Case#	Assigned To	Status	Target Complete Date	Next Check Point	Close Date

5.7.7 Cost management to ensure that the project is completed within the approved budget. Include resource planning, cost estimating, cost budgeting and cost control;

The Kronos Project Manager leads the Kronos Team members and the overall implementation process and is responsible for ensuring that the project is completed within the approved budget.

5.7.8 Resource management to ensure the most effective use of people involved in the project including subcontractors;

The Customer Project Manager will partner with the Kronos Project Manager to align the desired project outcomes, producing key results related to the critical Workforce Management business needs. The

Customer Project Manager assists the Kronos Project Manager by managing Customer Team member responsibilities as necessary for success in the overall implementation process; however, Kronos leads the Kronos Team members and the overall implementation process.

5.7.9 Communications management to ensure effective information generation, documentation, storage, transmission and disposal of project information; and

Communication Management is defined as the processes required to ensure timely and appropriately generation, collection, dissemination, storage, and disposition of project information. This component of project management consists of communication planning, information distribution, performance reporting, and administration closure.

At the project outset, your Kronos Project Manager will establish an online workspace, which will serve as a collaborative repository for project communications, documents, and content. Typical communications stored in the online workspace include status reports, communication plans, project schedules, scope summaries, and change management plans. Additional information about periodic project communications:

- ***Project Workbook. A project workbook will be maintained by your Kronos Project Manager, and typically updated and disseminated (as well as posted to the online workspace) on a weekly basis.***
- ***PM Touchbase. Ongoing Project Manager discussions and working sessions quite often lead to a more effective project. The communication rhythm will be determined collaboratively with your project manager, and adhered to throughout the project duration.***
- ***Status Meeting. Typical Kronos implementation projects include a periodic (e.g. Weekly) status meeting for the core project team. Any minutes and action items resulting from these calls will be shared with the project team via email, the online workspace, and any other preferred vehicle.***

Kronos has a standard communications plan that will be provided for the project; however, all internal marketing and communication to the wider organizational group will be the responsibility of the Customer.

5.7.10 Risk management to ensure that risks are identified, planned for, analyzed, communicated and acted upon effectively.

These are risk areas that should be addressed from the starting phase of the project as well as during the implementation phase. Using Paragon's Online Workspace the Kronos Project Manager (PM) will work with the customer to assess risks. This assessment is completed at the beginning of the project and then re-assessed periodically throughout the project.

When a risk is identified, the Kronos PM will then document it and manage it through the Online Workspace. This provides an effective means of capturing, managing, and tracking project risks during the implementation. The Online Workspace helps to identify and create mitigation plans for critical and high-level risks and agree on the tools, reporting and measurements which will be used to manage risks throughout the Kronos implementation. The following images depict what can be expected in the Risk Assessment process.

Risk Assessment

Determination of Severity

Probability	Impact: High	Impact: Medium	Impact: Low
High	Critical	High	Medium
Medium	High	Medium	Low
Low	Medium	Low	Minimal

Risk Evaluation

As part of the evaluation process, a risk response form is available to further define and evaluate the risks that need to be managed. It is important to consider the magnitude of the impact against the project schedule, cost and scope. Following is a guideline to use when prioritizing and determining a risk response.

Risk Responses

- **Mitigate-** is about reducing the probability of risk by taking certain actions in advance. It could be measures like adding more tests around the hi-risk areas, making simpler designs, reducing complexity of components, having development checklists, or assigning best resources for developing risky modules/parts
- **Transfer-** some or all of the risk to a third party
- **Avoidance-** changing the project plan, adjust one or more project objectives such as reducing scope or changing the schedule to avoid a risk
- **Acceptance-** at times there is nothing one can do to avoid risk. The project team decides how to deal with the if it occurs.
  - Passive Acceptance would be to do nothing about it at all.
  - Active Acceptance would be to define a contingency plan if the risk occurs

Risk Management

Ref #	Date	Assigned to	Description	Status	Type	Application	Phase	Severity	Priority	Impact Description	Alternatives	Risk Response	Notes
	6/26/2017	Customer PM	The customer team is not available on Monday or Tuesday due to Payroll Processing. This could cause delays in turning around documentation as well as in testing.		Staff				High				
									Critical				
									Low				

5.8 QUALITY ASSURANCE

Vendors shall describe the quality assurance methodology and processes utilized to ensure that the project shall satisfy State requirements as outlined in Section 4, Scope of Work of this RFP.

5.9 METRICS MANAGEMENT

Vendors shall describe the metrics management methodology and processes utilized to satisfy State requirements as outlined in *Section 4, Scope of Work* of this RFP. The methodology shall include the metrics captured and how they are tracked and measured.

5.10 DESIGN AND DEVELOPMENT PROCESSES

Vendors shall describe the methodology, processes and tools utilized for:

5.10.1 Analyzing potential solutions, including identifying alternatives for evaluation in addition to those suggested by the State;

Kronos is proposing Workforce TeleStaff a COTS automated scheduling solution. There are no separate development tools required to implement Workforce TeleStaff.

5.10.2 Developing a detailed operational concept of the interaction of the system, the user and the environment that satisfies the operational need;

Workforce TeleStaff has been a trusted public safety scheduling and notification solution since 1997. As the industry leader, there are nearly 1,000 public safety customers to date across state, local, and federal markets that use Workforce TeleStaff. The technology and innovation behind TeleStaff will allow you to eliminate wasted time and save money by enabling your organization to automate complex and labor-intensive workforce scheduling tasks, while increasing the capacity for strategic and tactical management of mission critical operations.

5.10.3 Identifying the key design issues that shall be resolved to support successful development of the system; and

Kronos is proposing Workforce TeleStaff, a COTS automated scheduling solution. The solution is designed for the public sector and is a time-tested and proven automated scheduling solution.

5.10.4 Integrating the disciplines that are essential to system functional requirements definition.

Workforce TeleStaff is an automated, rules based scheduling tool designed for the public sector. Kronos Workforce TeleStaff is the time-tested and proven automated scheduling solution that public safety organizations around the country rely on. Kronos Workforce TeleStaff optimizes the scheduling, communications, and deployment of public safety and public sector personnel as well as other critical resources. Whether it is staffing the daily roster, deploying for a major disaster, coordinating off-duty work, or managing employee time, Kronos Workforce TeleStaff is uniquely designed to deliver. Packed with features that include the ability to pre-build schedules and rosters, track employee certifications and qualifications, send notifications over the telephone and email, manage complex overtime rules, and conduct automated bidding. Further, Workforce TeleStaff is an open architecture, hybrid solution of Web and installed technologies. TeleStaff offers an ideal solution of Web, touch-tone telephone and intranet access for all users within the organization. Software application that uses intelligent, rules-based automation to create employee schedules that align qualifications, certifications, and availability with staffing demands while adhering to organization policies, labor agreements, and HR rules. The Workforce TeleStaff Suite offers:

- ***Workforce TeleStaff Contact Manager - Allows Workforce TeleStaff to communicate with employees via phone, text, and email.***
- ***Workforce TeleStaff Bidding - Add on module to Workforce TeleStaff that provides shift, position, job, vacation, time off, overtime bidding functionality.***

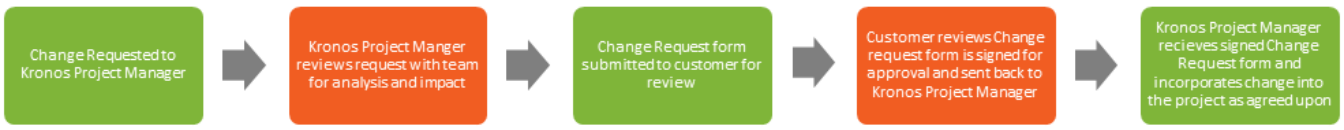
- ***Workforce TeleStaff Gateway Manager - Add on module required to facilitate the exchange of data between Workforce TeleStaff, Workforce Central as well as other third-party systems.***
- ***Workforce TeleStaff IVR (Interactive Voice Response) - Telephony technology that translates language from Workforce TeleStaff to messages that can be delivered over voice, email, and text devices.***
- ***Workforce TeleStaff Global Access License - Provides access to Workforce TeleStaff inside and outside customer domain and on mobile devices.***
- ***Workforce TeleStaff Institution Focus - Enables two or more institutions to exist within a single database while keeping each entity's employee, organization, staffing, shift-bidding, and vacation-bidding information separate.***

5.11 CONFIGURATION MANAGEMENT

Vendors shall describe the methodology, processes and tools utilized for:

5.11.1 Control of changes to requirements, design and code;

Kronos' deployment methodology allows project team members (customer and Kronos) to work in iterative phases allowing project teams to be more nimble in achieving the desired outcomes. In the event a change is required outside of the original agreed upon project scope, Kronos has a formal change management procedure built into our deployment methodology. The purpose of the Change Control Procedure is to define how the project will control changes to project baselines, including changes to project scope. It structures and directs management actions toward reaching an informed and timely decision on requests for such changes. As potential changes to the project baseline scope, schedule, and budget are identified, they will to be documented, logged, and distributed to the Project Sponsor and core team for review during regularly scheduled status meetings. Below is an example of the change control process and requests:



Change Request Examples:

Date Requested	Requested Change	Priority	Phase	Application	Project Impact/Hrs/Budget	Approver	Approval Date
	Additional Configuration Items	A					
	Additional interface links or changes to integration needs	B					
	Custom report	A					

Extend implementation timeline	A
Additional resource support required	C
Additional Deployment	D

5.11.2 Control of interface changes;

Please refer to 5.11.1

5.11.3 Traceability of requirements, design and code;

Please refer to 5.11.1

5.11.4 Tools to help control versions and builds;

Please refer to 5.11.1

5.11.5 Parameters established for regression testing;

Please refer to 5.11.1

5.11.6 Baselines established for tools, change log and modules;

Please refer to 5.11.1

5.11.7 Documentation of the change request process including check in/out, review and regular testing;

Please refer to 5.11.1

5.11.8 Documentation of the change control board and change proposal process; and

Please refer to 5.11.1

5.11.9 Change log that tracks open/closed change requests.

Please refer to 5.11.1

5.12 PEER REVIEW MANAGEMENT

Vendors shall describe the methodology, processes and tools utilized for:

5.12.1 Peer reviews conducted for design, code and test cases;

Statement of Kronos Software Development Lifecycle

Kronos Engineering provides the tools our customers need to help them control labor costs, minimize compliance risk, and improve workforce productivity. The easy-to-own workforce management solutions from Kronos make complete automation and high-quality information a reality. To develop the suite of software applications that provide a Global Workforce Management Solution to its customers, Kronos Engineering uses state-of-the-art practices and mature processes to ensure quality and reliability. These practices and processes make up the Kronos Software Development Lifecycle (SDLC).

Agile and Scrum

At the core of the Kronos development cycle is the practice of Agile development. This practice is based on iterative development, where requirements and solutions evolve through collaboration within self-

organizing and tightly integrated teams. Agile practices allow for frequent inspection and adaptation, team structures that encourage close teamwork, self-organization and accountability, a set of engineering best practices intended to allow for rapid delivery of high-quality software, and a business approach that aligns development with customer needs and company goals. Supporting the Agile development process is the Scrum project management framework, which clarifies roles and responsibilities within the team and also provides a structured organizational approach.

Agile and Scrum practices, as well as Kronos Engineering Standards, are used for all Kronos software development—including major releases, service packs and emergency patches.

The majority of Kronos' Scrum leaders are Certified Scrum Masters and Certified Product Owners by the Scrum Alliance organization. Those that are not certified have been trained by the certified Scrum Masters and Product Owners.

Supporting Tools

Kronos WFM Engineering uses commercial applications for tracking requirements (user stories), Software Configuration Management (SCM), developing software and defect tracking. Each of these tools has a formal definition of workflow and process control monitoring to ensure quality results.

The Four-Phase SDLC Lifecycle

The Kronos SDLC follows this general development lifecycle:

1. ***Release preplanning***
2. ***Creation of business requirements***
3. ***Product development, quality assurance, and testing***
4. ***Release availability***

Each phase of the SDLC is guided by the Program Office with each product assigned a Program Manager who ensures teams have all information needed to complete work and that projects remain on track.

The following sections provide a high-level overview of some of the processes and tools used in each phase of the Kronos development lifecycle.

1. Release Preplanning

Prior to beginning each major release cycle, the Products Group develops high-level business plans aligning with the company's direction and roadmap. These plans are prioritized by the Kronos cross-department Portfolio Committee such that high-level themes can be developed for the next major release. The high-priority themes are translated into a proportionate set of project or product headlines that align with each theme to be delivered in the subsequent release.

2. Creation of Business Requirements

During release planning, the respective Product Owner creates high-level business requirements for each headline. Architects perform the necessary analysis, design, and estimation tasks to turn requirements into actionable plans. Before development begins, the Product Owner for each team works with the architect, lead developer(s), lead SQA engineers, and key stakeholders to create user stories that are designed, estimated, and prioritized as part of that headline's release plan.

These user stories are added to and tracked by a commercial project management application that maps the stories to the theme and provides the ability to review status at multiple levels—headline, product, or overall release.

3. Product Development, Quality Assurance, and Testing

Phase 3 of the lifecycle includes the following activities:

Development

Teams consist of Program Managers, Scrum leaders, product manager, architect, writers, developers, and QA analysts/engineers. Teams collaborate to develop software increments based on the business requirements expressed in user stories during iterative cycles called sprints. For each sprint, formally documented criteria must be met to "accept" finished work, which can be carried forward into the release. Part of the criteria includes conformance to the formal standards set in Kronos' Engineering Architecture Standards and Guidelines, which include standards on code quality, performance, and security. Another part of the criteria specifies that tests must have been completed, executed, and run successfully.

Quality Assurance & Testing

Each major release and service pack has a formal Quality Test Strategy and Test Plan. These plans are written in conformance with IEEE Standard 829-2008. The Quality Test Strategy outlines the requirements for delivery of a quality product and the Test Plan defines environments, platforms, and test cases for new and existing features.

Each team reviews and updates test plans based on user stories. People from cross-functional areas such as support and services also review the user scenarios and test plans so that they can provide feedback and input based on direct customer experience.

During each release cycle, Kronos invites selected customers to participate in pre-release product evaluations where new features are demonstrated for confirmation that the product meets customer expectations of functionality and quality. Feedback from these evaluations is incorporated into the product either ahead of release, in a service pack or if feature requests are substantial, the next major release.

Testing is accomplished by using a combination of test automation developed over many years of Workforce Management releases and manual tests conducted by test engineers and expert domain analysts. This effort has resulted in hundreds of thousands of test cases for the suite covering the breadth and depth of Workforce applications. Automated tests are packaged as unit, functional and suite tests.

Each release is ushered through a thorough regression test cycle to ensure new features and defect repairs do not degrade existing functionality and that recidivism is minimized. In addition to engineering-seeded databases and datasets, part of these regression cycles include use of selected customer databases (which have been purged of sensitive information) that represent all market verticals Kronos supports.

All internally discovered and customer-reported defects are tracked in a commercial defect tracking system with a formal workflow and documented defect handling methodology.

For each release, the strategies and plans are reviewed for revision and improvement based on the previous release experience.

4. Release Availability

When the release is complete and passes all criteria for release by Engineering, a cross-functional Release Readiness Review team reviews the engineering deliverables and also verifies the readiness of the company as a whole to deliver and support the new release. Executive management approval to ship the release is required at this review meeting.

After approval at the Release Readiness Review Meeting, the final releases are made available for electronic access, as well as for media creation for major releases. Each release also ships with release notes that describe product features and enhancements. For major releases, there are also user guides, administrative guides, and installation guides for all products, as well as online Help.

5.12.2 Number of types of people normally involved in peer reviews;

Please refer to 5.12.1

5.12.3 Types of procedures and checklists utilized;

Please refer to 5.12.1

5.12.4 Types of statistics compiled on the type, severity and location of errors; and

Please refer to 5.12.1

5.12.5 How errors are tracked to closure.

Please refer to 5.12.1

5.13 PROJECT SOFTWARE TOOLS

5.13.1 Vendors shall describe any software tools and equipment resources to be utilized during the course of the project including minimum hardware requirements and compatibility with existing computing resources as described in Section 2.4, Current Computing Environment.

Please refer to the attached Workforce TeleStaff Technical Overview document.

5.13.2 Costs and training associated with the project software tools identified shall be included in Attachment I, Project Costs.

Agreed

Section X – Requirements Matrix

Vendors must include their completed requirements matrix (refer to ***Attachment Q, Requirements Matrix***) in this section.

See Kronos completed matrices links attached. Kronos Attachment Q Requirements Matrix.xlsx; Kronos Attachment R - Requirements Matrix - Reports Register.xlsx

Section XI – Other Informational Material

Vendors shall include any other applicable reference material in this section clearly cross referenced with the proposal.

See links attached.

Workforce TeleStaff 6.4 Datasheet_Final.pdf

Workforce TeleStaff Bidding Datasheet.pdf

California Department of Corrections Case Study_Final.pdf

Douglas County DOC NE Case Study_Final.pdf

Multnomah County Sheriff's Office OR Case Study_Final.pdf

Las Vegas Detention and Enforcement Customer Story_FINAL.pdf

Sick Leave Abuse in Corrections - Trends, Technology, and Solutions Whitepaper.pdf

Workforce TeleStaff for Corrections Solution Guide.pdf

Prison Unrest - Preparedness, Trends, and Staffing Software Solutions (1).pdf

Corrections Scheduling Survey and Findings Infographic.pdf