VISIONARY
INTEGRATION
PROFESSIONALS

State of West Virginia
Response to CRFI-0201-SEC2600000001

One-Stop-Shop Permitting

Response Due: August 29, 2025 at 3p.m.

Visionary Integration Professionals | State and Local Government Division
10940 White Rock Road, Suite 210 | Rancho Cordova, California 95670 | www.trustvip.com

VISIONARY
INTEGRATION
PROFESSIONALS

August 29, 2025

Tara Lyle, Buyer Supervisor
Department of Administration
Purchasing Division
2019 Washington ST E
Charleston, WV 25305

Dear Ms. Lyle:

Visionary Integration Professionals, LLC (VIP) is prepared to deliver a comprehensive response to the State of West Virginia's Request for Information regarding the establishment of a centralized, digital "One-Stop-Shop" for obtaining and renewing permits, licenses, and business registrations, as outlined in WV Code §5A-13-1 et seq. and legislative rule 148CSR25. We recognize the significance of transforming and streamlining the state's permitting process and look forward to supporting the State in this effort both on-time and within budget.

In response to the State's objectives, VIP has assembled a seasoned team with a proven history of implementing large-scale, high-impact digital government solutions. To further bolster our ability to meet the State's vision, VIP has partnered with Vivid GovTech—forming TeamVIP—bringing together complementary expertise in government modernization, permit workflow automation, and citizen service optimization. Our joint goal is to enhance transparency, improve efficiency, and provide a seamless user experience across all permitting functions statewide.

Our proposed Salesforce-based solution offers a configurable, scalable foundation capable of adapting to evolving legislative, regulatory, and operational requirements. The flexibility of the platform ensures rapid deployment of new features without extensive customization, allowing West Virginia to maintain agility and innovation in service delivery. TeamVIP aims to foster collaboration among State agencies, reduce administrative burdens, and deliver a more predictable and streamlined permitting experience for businesses and developers.

As Chief Executive Officer, I am authorized to bind and enter into agreements on behalf of VIP. Should you have any questions or require additional information, please feel free to contact me directly. You may also reach out to Hope Robillard, Chief Growth Officer, at hrobillard@trustvip.com or 813-841-1496. Kindly copy legal@trustvip.com on all communications.

Thank you for your time and consideration. We look forward to the opportunity to partner with the State of West Virginia.

Sincerely,

DocuSigned by:

Jonna Ward

FE0B211682654A0...
Jonna Ward, Chief Executive Officer
legal@trustvip.com
916.985.9625

Table of Contents

1. RFI Certification and Addendum Acknowledgement Form

Request for Information
CRFI SEC260000001 – One-Stop Shot Permitting Program

4.2. Proposal Format: Vendors should provide responses in the format listed below:

    4.2.1. Title Page: State the RFI subject, number, Vendor's name, business address, telephone number, fax number, name of contact person, email address, and Vendor signature and date.

    4.2.2. Table of Contents: Clearly identify the material by section and page number.

    4.2.3. Response Reference: Vendor's response should clearly reference how the information provided applies to the RFI request. For example, listing the RFI number and restating the RFI request as a header in the proposal would be considered a clear reference.

    4.2.4. Responses: All responses must be submitted to the Purchasing Division **prior** to the date and time stipulated in the RFI as the opening date. All submissions must be in accordance with the provisions listed in Section 2: Instructions to Vendors Submitting Information.

By signing below, I certify that I have reviewed this Request for Information in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this information for review and consideration.

Visionary Integration Professionals, LLC (VIP)
(Company)

DocuSigned by:

Jonna Ward

Jonna Ward, Chief Executive Officer
FE0B211682654A8...
(Representative Name, Title)

(916) 985-9625 / (916) 985-9632
(Contact Phone/Fax Number)

08/29/2025
(Date)

Revised 1/24/2022

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFI SEC2600000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.
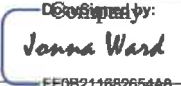
Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

[X]	Addendum No. 1	[ ]	Addendum No. 6
[X]	Addendum No. 2	[ ]	Addendum No. 7
[X]	Addendum No. 3	[ ]	Addendum No. 8
[X]	Addendum No. 4	[ ]	Addendum No. 9
[X]	Addendum No. 5	[ ]	Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Visionary Integration Professionals, LLC (VIP)

Docusigned by:

Jonna Ward

FE0B211682654A0...
Authorized Signature

08/29/2025

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

2. General Information Being Sought

We are seeking information for vendors to describe their ability to provide a "one-stop-shop" for obtaining and renewing permits, licenses and business registrations as described in WV Code §5A-13-1 et seq. and legislative rule 148CSR25. The intent of this program is to revolutionize and streamline West Virginia's permitting system by creating an online dashboard for processing and tracking permits for construction. economic development. infrastructure. and natural resource projects.

TeamVIP Overview

Visionary Integration Professionals, LLC (VIP) is a premier digital transformation firm that provides system integration, IT managed services, and management consulting to public agencies and commercial customers. We support the enhancement, modernization, or replacement of IT legacy systems to drive digital acceleration through the recommendation and utilization of leading-edge software and expert technical implementation methods.

Founded in the State of California in 1996 as a corporation, the firm was reformed in the State of Delaware as a limited liability company in 2005. In September 2024, a controlling interest of Visionary Integration Professionals, LLC was acquired by The Circumference Group, in partnership with The Pritzker Organization and Stephens Capital Partners. This acquisition has provided VIP with extremely robust access to investment capital and enables us to expand and enhance our service line, scale operations, and offer expanded value to our public and private sector clients.

VIP offers government agencies best-in-breed products and services, employing our proven and repeatable methodologies to successfully implement a wide variety of applications. We tailor and adapt our methodology to align with the unique development processes and efficiency patterns of the most-effective technology platforms to meet each project's needs and objectives, guided by best practice business processes to maximize resource allocations and budget. We successfully implemented a modern case management system for the West Virginia Office of the Insurer for their workers comp claims in 2023 and continue to offer them maintenance and support.

VIP's strongest industry differentiator is that we evaluate each opportunity as unique and move forward with an aggressive timeline, appropriate resource expertise, and an economical project plan to support seamless, efficient transfer of production to each of our clients and their staffs. The fact that a high percentage of our revenue comes from repeat business is a true testament to the success of our collaborative process.

As a holder of prominent local, state, and federal procurement vehicles, VIP is ideally positioned to help government agencies select the most suitable software solutions to protect their investments in technology. In addition, we partner with key best-of-breed hardware, software, and support vendors to resell their solutions to local, state, and federal government agencies.

Vivid GovTech is a dedicated public sector technology firm with a strong focus on modernizing government operations through Salesforce-based solutions. Their team offers a depth of expertise in implementing cloud-native platforms using Salesforce Public Sector Solutions (PSS), helping agencies move away from outdated legacy systems and toward scalable, future-ready platforms.

Vivid GovTech has developed a public sector accelerator on the Salesforce platform that streamlines delivery, reduces implementation risk, and gives departments the flexibility to manage processes in a way

that works for them. Built using native Salesforce features, their solution helps agencies automate tasks, simplify operations, and deliver a better experience for staff and the public.

As a Salesforce consulting partner, Vivid GovTech brings a combination of product knowledge and real-world public sector experience. Their team has supported digital transformation efforts across a range of departments, always tailoring our solutions to each agency's operations and long-term goals. They support projects from planning and design through deployment and ongoing support. With a focus on practical solutions and sustainable delivery, Vivid GovTech continues to be a trusted partner to government agencies looking to modernize and better serve their communities.

Solution Overview - Unlocking Salesforce Capabilities

TeamVIP's proposed solution introduces a purpose-built Salesforce system to support West Virginia's One-Stop-Shop Permitting Program, designed to modernize, streamline, and unify the permit, license, and business registration processes across multiple state agencies. This initiative, as outlined in WV Code §5A-13-1 et seq. and reinforced by legislative rule 148CSR25, seeks to deliver a centralized digital dashboard that simplifies public access, enhances interagency collaboration, and fosters economic development through timely, transparent, and coordinated permitting.

As a dedicated Salesforce implementation partner, TeamVIP offers a flexible configuration that meets the State's statutory and operational requirements, ensuring ease of use for citizens and businesses, improved oversight for permitting agencies, and scalable infrastructure to accommodate long-term innovation.

- **Public Sector Solutions (PSS):** Salesforce Public Sector Solutions provides the operational foundation of the permitting platform. It supports end-to-end functions including application intake, workflow automation, interagency coordination, inspections management, case tracking, and secure communication between applicants and agencies. The solution is built on a standardized public sector data model and includes preconfigured modules for licensing and permitting, enabling agencies to deliver faster, more predictable, and transparent services for citizens and businesses.

Figure 1: Salesforce Public Sector Solutions
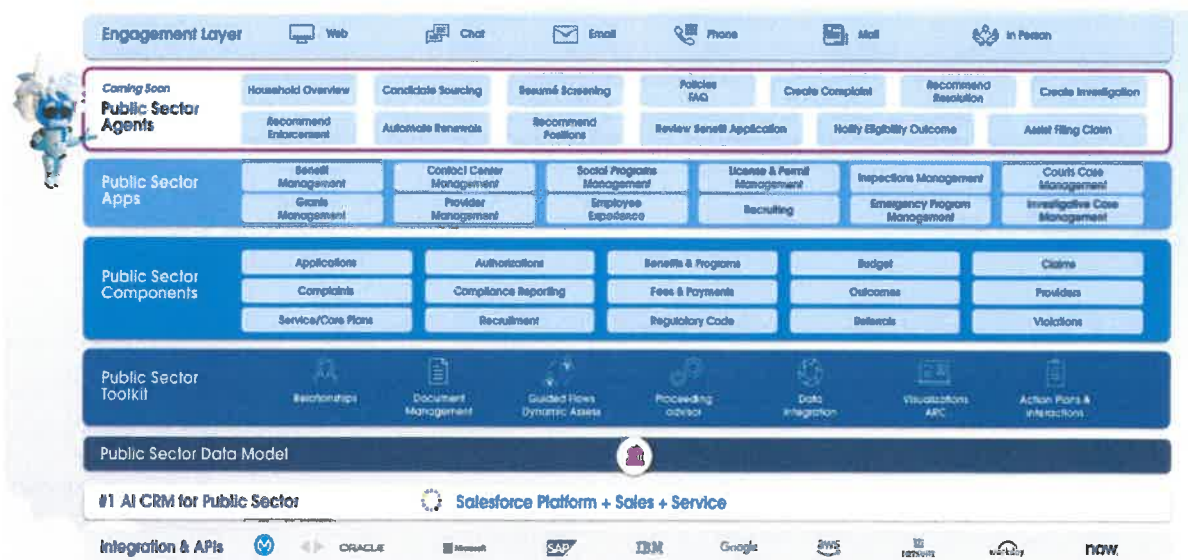
- **Salesforce Platform:** The Salesforce Platform provides the foundational architecture for secure role-based access, API integrations, business logic, and analytics needed to support real-time tracking and management of permit applications. Built-in automation allows for advanced features such as "fast-track" prioritization, dynamic form rendering, and status notifications. These capabilities align with legislative requirements for deadline enforcement, transparency, and fee refunds for untimely processing as stipulated in §5A-13-4 of the bill.

Salesforce's multitenant cloud infrastructure ensures the system remains scalable, secure, and future-ready. Its API-first design will support interoperability with legacy systems still in use until July 1, 2027, when the Permitting Dashboard becomes the mandatory application portal for most permit types. Additionally, its quarterly upgrade cycle guarantees that West Virginia will continuously benefit from the latest innovations without the burden of costly system overhauls.

Through this unified and adaptable solution, TeamVIP stands ready to help the State of West Virginia deliver a business-friendly, efficient, and transparent permitting system.

Salesforce Public Sector Solutions Response for One-Stop-Shop Permitting Program

Salesforce Public Sector Solutions (PSS) provides West Virginia with a proven, cloud-based platform that can revolutionize the state's permitting system while meeting both immediate implementation needs and long-term modernization goals. Built specifically for government agencies, PSS offers a unified platform that streamlines permitting, licensing, and registration processes across multiple state agencies, creating the truly integrated "one-stop-shop" experience envisioned by House Bill 2002. The platform's low-code/no-code architecture enables rapid deployment while providing the flexibility to evolve with changing legislative requirements and citizen expectations. With its FedRAMP-authorized infrastructure and proven track record of supporting state-wide implementations, Salesforce PSS delivers enterprise-grade security, scalability, and reliability that West Virginia needs to transform citizen services.

The comprehensive nature of Salesforce's government cloud ecosystem ensures that West Virginia can build once and extend everywhere, leveraging pre-built components and industry best practices to accelerate time-to-value while reducing total cost of ownership. This approach not only addresses the immediate need for construction, economic development, and infrastructure permit consolidation but also establishes a foundation for continuous digital transformation across all state services.

Key Solution Components:

- **Public Sector Solutions UE (Unlimited Edition):** Provides the core permitting and case management capabilities with unlimited customization options, automated workflows, and built-in compliance tracking to handle complex multi-agency permit processes while maintaining each agency's unique requirements and approval chains.

- **Experience Cloud:** Delivers a modern, intuitive citizen portal that provides 24/7 self-service access for permit applications, status tracking, and document submission, reducing call center volume while improving citizen satisfaction through personalized dashboards and mobile-responsive design.

- **MuleSoft:** Enables seamless integration with existing state systems and databases, ensuring real-time data synchronization across agencies without requiring costly system replacements, while providing the API management layer necessary for future expansion and third-party integrations.

- **Axsy:** Empowers field inspectors with offline-capable mobile applications that synchronize inspection data, photos, and compliance documentation in real-time, eliminating paper processes and accelerating permit approval cycles even in areas with limited connectivity.

- **Box for Content Management:** Provides FIPS 140-2 compliant document storage and management with advanced version control, automated retention policies, and seamless integration with permitting workflows, ensuring all supporting documentation is securely stored and easily accessible while meeting state records management requirements.

- **GovCloud:** Delivers a FedRAMP-authorized, US-only cloud infrastructure that ensures data sovereignty, meets stringent government security requirements, and provides the performance and reliability needed to support mission-critical permitting operations across the state.

- **Shield:** Adds enterprise-grade security features including platform encryption, event monitoring, and field audit trails to protect sensitive business and citizen data while maintaining compliance with state and federal privacy regulations, ensuring complete visibility into system access and data modifications.

Our proposed fully integrated solution ensures that West Virginia can launch its One-Stop-Shop permitting program on schedule while building a sustainable, scalable platform for ongoing digital government transformation.

3. Specific Questions

Please describe your ability and methodology to establish the One-Stop-Shop permitting solution.

Ability and Qualifications

Visionary Integration Professionals (VIP)

VIP has worked with hundreds of public sector clients, including states, cities, and counties, to modernize their legacy platforms, drive organizational change, and implement business-driven solutions. We understand public sector organizations have unique challenges, and we work with our clients to address their specific needs. We deliver a full suite of SaaS, COTS, MOTS, and custom-developed solutions, which include system integration, implementation, organizational change management, project management, system remediation services, and more.

VIP has extensive history with permitting and licensing projects for land management departments, both with new system implementations and remediating other vendors' work. Our clients trust our expertise and guidance with best practices, creative solutions, and insider information on how other jurisdictions handle similar processes. In addition to our rich project history with permitting and licensing, VIP stays up to date on industry standards for Land Management. We attend and sponsor a series of conferences across the United States, including the annual California Building Officials (CALBO) conference, the International Code Council (ICC), the annual Florida Planning and Zoning Association conference, NACIO, MISAC, HCBS, and more.

VIP has implemented and teamed with a variety of software partners on more than 1,300 government projects, employing our proven and repeatable methodologies to successfully implement a wide variety of applications. We tailor and adapt our methodology to match the unique development processes and efficiency patterns of the most-effective technology platform to meet each project's needs and objectives, guided by best practice business processes to maximize resource allocations and budget.

VIP engages a partnership approach to each project we pursue and are awarded. We are not a product-based company; our discovery, assessment, and recommendations are based upon the technological needs of the enterprise system from end-to-end data needs, interfaces, and end-user functionality. Our endorsements are unbiased, and our implementation design and follow-through are always performed in collaboration with our clients' subject matter experts to ensure we have an expert grasp of workflows, accountability, and user needs.

VIP uses an Agile/Scrum delivery approach, which has been built and improved upon by customizing this framework to successfully implement COTS-based solutions. It includes overarching project management for delivering projects on time. VIP has worked with numerous clients to plan, define, and execute an Agile/Scrum solution delivery roadmap that helps ensure the selected product/solution is implemented successfully on schedule and within budget.

Vivid GovTech

As a key partner in the delivery of modern permitting platforms, Vivid GovTech brings the hands-on expertise, public sector specialization, and platform leadership required to establish a centralized One-Stop-Shop permitting solution. Our team has implemented full-scale Licensing, Permitting, and Inspection (LPI) systems for government clients across the country, replacing outdated legacy systems

5

with scalable, intuitive solutions that serve both internal agency users and the public. With a singular focus on public sector digital transformation, we understand how to unify siloed workflows, reduce review timelines, and modernize the permitting experience from end to end.

Vivid GovTech has led the configuration and deployment of various permitting platforms built on Salesforce Public Sector Solutions, helping state and local governments with complex permitting operations, large user bases, and multi-agency coordination requirements. Our work includes the design of role-based workflows, applicant-facing portals, internal dashboards, and guided application processes that align with statutory requirements and are capable of scaling with future program growth. We also bring deep integration experience with platforms such as Box and ESRI, supporting secure document exchange and geospatial context throughout the application lifecycle.

Our strength lies not only in platform knowledge but in our ability to deliver key components of the permitting solution, translating goals into usable, scalable platform functionality. As part of the broader delivery team, Vivid GovTech brings the Salesforce platform expertise that enables the delivery of modern, scalable permitting solutions. Our team has extensive experience implementing Salesforce Public Sector Solutions for complex LPI use cases, serving as the core Salesforce experts responsible for platform design, configuration, and rollout. With decades of combined experience across both teams, the Vivid GovTech and VIP partnership offers West Virginia a confident, proven path to delivering a centralized permitting system that meets immediate legislative goals while remaining flexible for future expansion.

Implementation Methodology

TeamVIP will engage our proprietary VIPManage project management methodology and VIPDeliver Agile implementation framework to ensure all phases of the project will be covered – from initiation and requirements gathering through design, configuration, testing, deployment, and ongoing support. Our approach emphasizes close collaboration with State stakeholders, iterative development (to demonstrate and allow the State to validate improvements in stages), and rigorous quality assurance and risk management throughout the project lifecycle.

Project Management Excellence

TeamVIP provides complete project management services that oversee the project initiation, planning, execution, monitoring, and closure. Incorporated within project management, TeamVIP will provide the State with a detailed project schedule, work breakdown structure, resource allocation, project meetings or updates, etc., starting with a lead kickoff meeting with stakeholders and continuing on a weekly basis with selected State staff.

Our VIPManage methodology is built upon four fundamental objectives that guide every project we undertake. We focus on:
- Delivering high-quality end products that meet all requirements
- Completing deliverables within defined schedules and budgets
- Maintaining timely communication throughout the project lifecycle
- Identifying and mitigating problems through proactive corrective action.

This comprehensive approach spans all project phases—initiating, planning, executing, controlling, and closing—while adhering to industry standards from organizations such as PMI, IEEE, and ITIL.

Figure 2: VIPManage Processes
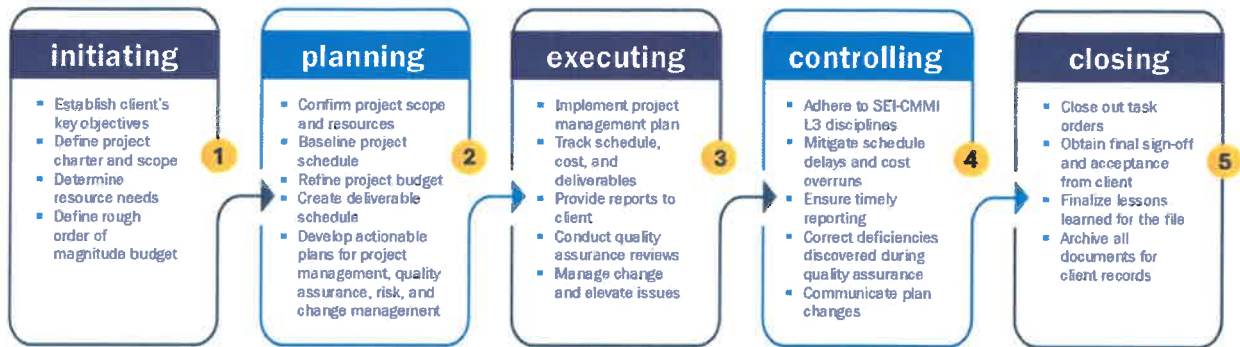
Our methodology provides early issue and risk identification, clear status measurement tools, and ensures maximum value through early team involvement. Though we conform to industry-standard project management processes, our approach easily accommodates iterative design, delivery, and implementation as needed.

Project Delivery Framework

The VIPDeliver framework guides our service approach and aligns with modern implementation practices. This proven methodology has been refined through hands-on experience with state, local, and federal clients to reliably deliver projects on time and within budget. The figure below shows the five key stages that our framework follows.

Figure 3: VIPDeliver Framework
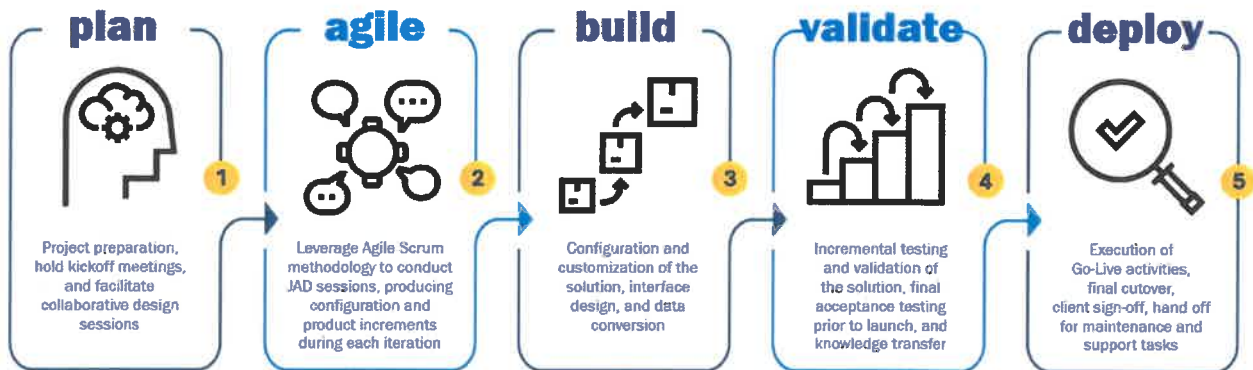
Agile/Scrum Implementation

VIPDeliver employs a disciplined yet flexible Agile/Scrum methodology that encourages teamwork, self-organization, and accountability. This approach fosters collaboration between self-organizing cross-functional teams, with requirements and solutions evolving throughout the project lifecycle. User involvement is integral to providing visibility and transparency, offering a clear view of actual progress. Working functionality is delivered with each sprint, giving your project team early access to workflows and configurations.

The methodology establishes three key roles within the project team. The ***Product Owner*** maintains the product backlog (a collection of user stories that represent a feature of the product to be developed) and prioritizes requirements, representing the "what" that will be built. The ***Scrum Master*** facilitates team progress and removes impediments, ensuring smooth workflow throughout each sprint. The ***Development Team*** designs, develops, and tests the product, determining "how" to meet the Product Owner's expectations.

Common artifacts employed during an Agile/Scrum implementation include:
- **Product Backlog:** A collection of user stories that represent a feature of the product to be developed
- **Sprint Backlog:** User stories chosen by the team to design, develop, and test during a sprint
- **Burndown Chart:** A chart that depicts the status of stories being worked on in a sprint

Our Agile workflow includes structured activities that maintain project momentum. ***Sprint Planning*** sessions select user stories for development based on functional criticality and product owner priority. ***Daily Scrum Stand-ups*** provide brief 15-minute status meetings to discuss accomplishments, plans, and obstacles. The stand-ups may reveal the need for a breakout session for detailed topics or new risks that require further discussion. ***Sprint Reviews*** are a review of work completed during each sprint and often include a demonstration of working software to stakeholders for feedback. ***Sprint Retrospectives*** identify improvements and adjustments to the process, so future sprints are more effective.

Project Management Tools

To support our methodology, we utilize Jira software—an award-winning project management tool specifically designed for Agile development. This powerful platform allows us to create and manage user stories, plan and execute sprint cycles, track team performance and velocity, and generate real-time status dashboards, as shown in Figure 4.

Figure 4: Sprint Summary Dashboard
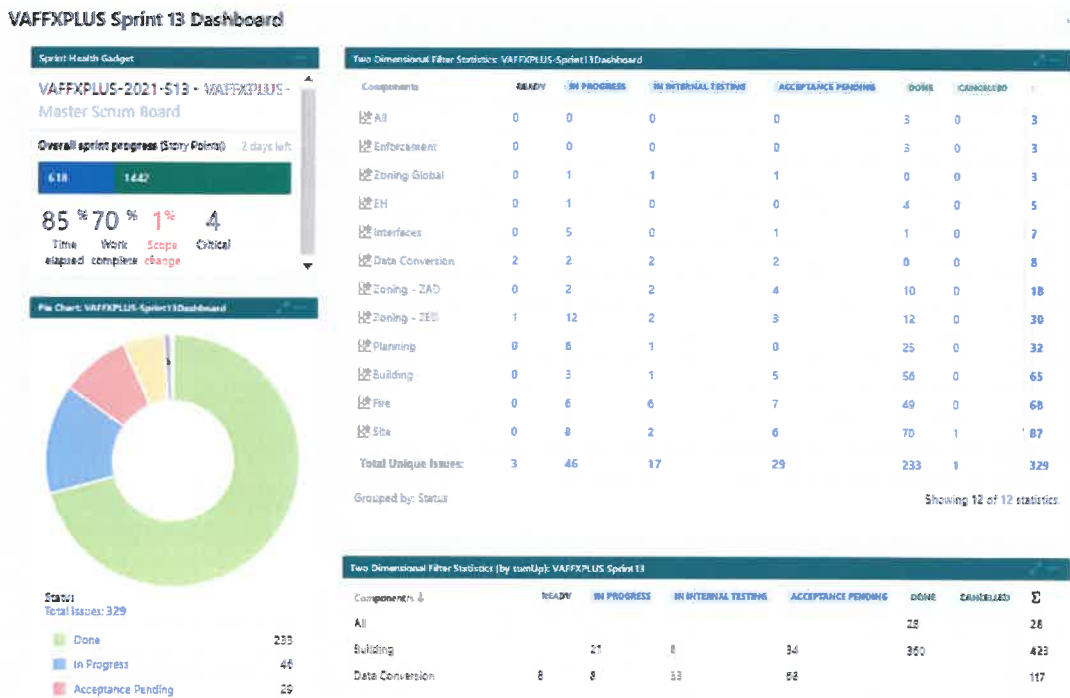
Jira's built-in functionality directly supports test management, defect management, and release management processes, providing instant status and transparency throughout the project lifecycle. Workflows created in Jira support strategies that help govern the steps taken to ensure a quality product is developed and deployed. Examples of some of the basic reports VIP uses to support project activities are illustrated in Figure 5. This comprehensive approach mitigates risk while maximizing efficiency and quality through our proven, repeatable methodology tailored specifically for government clients.

Figure 5: Agile Reports in Jira
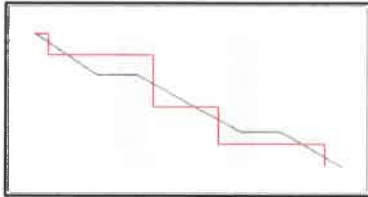
Burndown Chart
Track the total remaining work and project the likelihood of achieving the sprint goal. This chart helps your team manage its progress and respond accordingly.
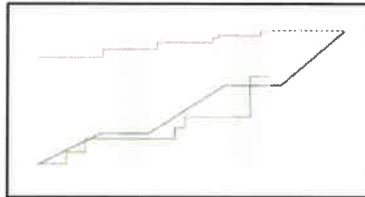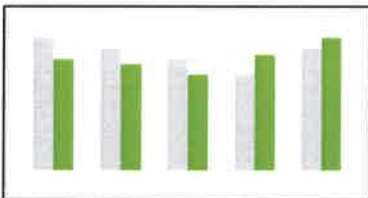
Burnup Chart
Track the total scope independently from the total work done. This chart helps your team manage its progress and better understand the effect of scope change.
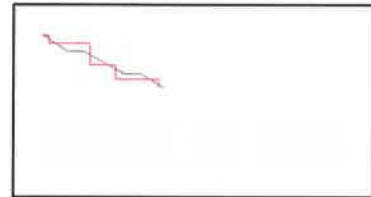
Sprint Report
Understand the work completed or pushed back to the backlog in each sprint. This chart helps you determine if your team is overcommitting or if there is excessive scope creep.
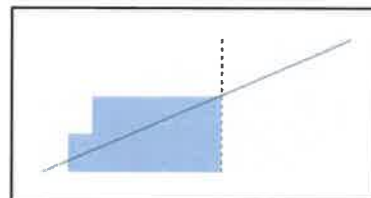
Velocity Chart
Track the amount of work completed from sprint to sprint. This chart helps you determine your team's velocity and estimate the work your team can realistically achieve in future sprints.
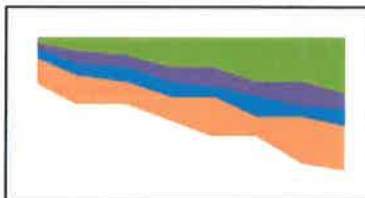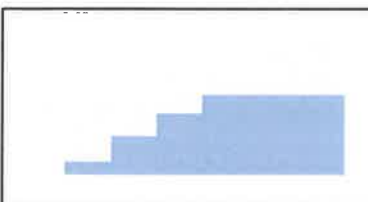
Cumulative Flow Diagram
View the status of issues over time. This diagram helps you identify potential bottlenecks that need to be investigated.
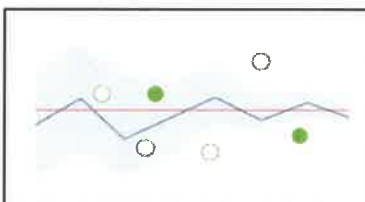
Version Report
Track the projected release date for a version. This report helps you monitor whether the version will release on time, so you can take action if work is falling behind.

Epic Report
Understand the progress towards completing an epic over time. This report helps you manage your team's progress by tracking the remaining incomplete work.

Control Chart
View the cycle time for your product, version, or sprint. This chart helps you identify whether data from the current process can be used to determine future performance.

Release Burndown
Track the projected release date for a version to help you monitor whether the version will release on time, so you can take action if work is falling behind.

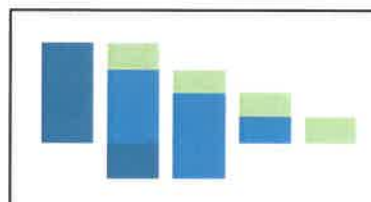## Provide examples of previous similar work products

Our team has extensive experience delivering permitting and licensing solutions that mirror the objectives of West Virginia's One-Stop-Shop Permitting Program. Across multiple jurisdictions, we have

implemented enterprise-class SaaS platforms that consolidate permitting, licensing, and inspection processes into streamlined, citizen-friendly portals. These projects have featured robust online application and renewal capabilities, integration with third-party tools and GIS systems, role-based dashboards for internal and external users, automated workflows to reduce processing times, and proven strategies for meeting statutory and regulatory deadlines. In each engagement, we have emphasized transparency, coordination across agencies, data security, and disaster recovery readiness, ensuring operational efficiency while supporting critical infrastructure, economic development, and natural resource projects. The following examples demonstrate our ability to deliver similar solutions in scope, complexity, and impact to those envisioned under this RFI.

- **Fairfax County, Virginia.** VIP implemented a Land Management and Licensing software suite for Building, Planning, Code Enforcement, and other land development processes within the County. With over 221 record types, this was a large-scale deployment success. The VIP team is currently engaged providing maintenance services to the County.
- **City of North Port, Florida.** VIP implemented a Land Management and Licensing software suite for Building, Permitting, Code Enforcement, Economic Development and other departments within the City. This innovative system delivered a host of improvements for the City, including enhanced automation, seamless integration, meticulous data migration, workflow modifications, and an exceptional user experience for the City's constituents. VIP is currently engaged providing maintenance services for the City.
- **County of Mendocino, California.** VIP's implemented solution addresses cannabis regulatory compliance, tracking and integrating with existing legacy data solutions. The solution helps ease burdens in licensing cannabis cultivation, processing, and business regulation, which empowers the County to increase its capacity to pursue strategic goals, such as boosting communication and transparency with businesses and residents.
- **City of San Leandro, California.** VIP is performing a legacy modernization of an inefficient system to improve workflows in City Planning, Building, and Engineering business units. The team is currently working through an incremental/phased implementation and in parallel providing production maintenance services.
- **Oakland County, Michigan.** VIP implemented the County's land and water management solution that handles permitting, inspections, complaints, and enforcement related to well, septic, and pool permits. The VIP team successfully migrated all processes and data from the County's existing E-Health app.
- **California Natural Resources Agency / California Department of Forestry and Fire Protection.** VIP implemented a solution to automate the collection and analysis of administrative and implementation data and provide a way to create the annual reporting required to demonstrate transparency and efficiency in the permit administration of the timber harvesting program. VIP is currently engaged providing maintenance services.
- **Washoe County, Nevada.** VIP completed detailed requirements and analysis with the business and technical users to develop a series of modernization activities. The VIP team implemented these improvements and enhancements while aligning with the County's business operations.
- **California Department of Cannabis Control.** The VIP team worked with multiple state project teams to implement a comprehensive cannabis licensing management system. This solution was implemented under enormous federal and state pressure and was successfully implemented to meet these timeline requirements. This solution included licensing of retailers, distributors, testing labs,

microbusinesses, and temporary cannabis events in California. The VIP team is actively engaged with the Department and providing a full suite of Agile based maintenance services

- **Suffolk County, New York.** The Suffolk County EHIMS was built by VIP on the License and Case Management modules of a COTS platform for one of the most highly complex and sensitive water quality systems in the nation. Users of this solution include the Department of Environmental Quality, the Office of Pollution Control, Wastewater Management, Ecology, and Water Resources departments. This project addressed a total of 92 record types with complex inspection types to support water quality inspections and permitting across Long Island, New York.

- **City of Rochester, New York.** VIP's solution combined the processes of the Building and Land Management Department into one system to offer seamless automated integration and an online portal for transparency in the approval process. The VIP team is actively engaged and providing maintenance services to the City.

- **California Department of Consumer Affairs.** VIP successfully implemented a licensing solution using a COTS platform. This system involved complex inbound and outbound integrations with the State's GIS system, USPS, FACET, and Zima. The implementation was completed on-time under strict legislative deadlines.

- **California Department of Food and Agriculture.** VIP successfully implemented a licensing solution under an aggressive legislative timeline. The solution was implemented ahead of schedule using our Agile methodology.

- **Oregon Department of State Lands.** VIP replaced the Department's legacy land management solution and improved business operations and statewide permitting, inspections, and enforcement activities. The VIP team is actively working through an incremental deployment process in a phased go-live approach.

- **California Department of Public Health.** VIP led an effort to convert data to a licensing solution that was mandated under new legislation. This was part of multiple projects that VIP led to implement two COTS product instances in two different State agencies.

- **California Dept of Transportation (Caltrans).** Caltrans provides encroachment permits for 62 permit types that range from single family residential driveway connections to construction projects to filming in specific locations. Caltrans processes and issues an average of 15,000 permits per year. Each Caltrans district also has individual permitting needs based on the district's geography and population density. VIP delivered a statewide digital web-based solution for online payments, document uploads, permit tracking, digital review workflow process, screening, permit review and approval process, and reporting.

Describe how your solution would address adding additional permits and licenses for the participating agencies, when necessary, as well as adding additional agencies and their permitting requirements that may come online after the fact.

The proposed Salesforce-based solution is designed to support a statewide system that can grow as new departments and permit or license types are introduced over time. This includes both the ability to add new processes for existing users and to bring additional departments onto the platform after the initial implementation is complete.

When a new permit or license type needs to be added, the process begins by meeting with the State to gather requirements for intake forms, routing steps, reviews, approvals, fees, inspections, and supporting documentation. Once these requirements are defined, they are configured in the system using Salesforce's administrative tools, which allow new forms and workflows to be created without development. This

includes setting up automation for reviews and approvals, mapping fees and payments, enabling inspection scheduling, and configuring notifications to applicants and internal users. These items are tested and deployed without affecting other parts of the system.

The solution is designed to reuse common components such as inspection types, payment processing, document templates, and status tracking. This allows new permit or license types to be added quickly while still meeting each department's specific needs. Because everything is built on top of a shared statewide platform, updates can be introduced without creating separate systems for different users.

If a new department needs to come onto the system after go-live, we begin with discovery sessions to understand that department's permitting and licensing processes. We then configure the necessary forms, routing logic, approval steps, roles, and permissions within the system. User access is controlled so that staff from each department only see the records, dashboards, and tools related to their own work. If any of the new processes are similar to ones already in use, we can clone and adjust existing workflows. Each new addition to the system, whether it is a new process or a new group of users, is managed through a clear process of configuration, internal review, and testing.

How would you address permitting portals currently in use by state agencies?

Permitting portals already in use by state agencies would be addressed through a combined strategy of integration and phased modernization. The Salesforce platform provides the flexibility to connect to existing systems while also delivering complete digital permitting capabilities where no modern portal is in place.

For portals that remain essential, our process is to integrate them with the statewide permitting environment using Salesforce's API-first framework. This allows data and workflows to flow securely between agency systems and the statewide program so that applicants and staff interact through a single access point. Middleware can be applied where systems lack standard interfaces, ensuring consistent data exchange and workflow orchestration across diverse technologies.

For agencies still dependent on paper, PDF, or limited databases, Salesforce PSS can immediately serve as the permitting platform, managing applications, payments, reviews, approvals, and inspections within the one-stop program. This enables those agencies to participate in the statewide system without delay, while leaving room for additional legacy portals to be replaced over time.

This approach allows the State to respect existing investments, reduce disruption, and deliver a unified permitting experience from the outset. By combining secure integrations with targeted modernization, the State gains a flexible path to a true one-stop-shop system while maintaining operational continuity for agency staff and improving accessibility for applicants.

Describe how you handle security and privacy/cyber security as well as backups and disaster recovery within your solution?

We deliver a secure, resilient solution leveraging the Salesforce platform to meet the State of West Virginia's cybersecurity, data privacy, and continuity of operations requirements as outlined in HB2002. Our approach integrates platform-native protections, compliance with national security standards, and robust recovery strategies to support the State's mission-critical services.

Security and Privacy

Salesforce applies enterprise-grade security controls at every layer of the application stack. Data is encrypted in transit using TLS 1.2+ and at rest using AES-256. Access to data and system functionality is governed by configurable role-based access controls (RBAC) and field-level security, limiting exposure of sensitive data to authorized personnel only.

We support the State's obligation to protect personally identifiable information (PII) by applying fine-grained access rules, audit logging, and continuous monitoring using Salesforce's native logging tools and optional integration with external Security Information and Event Management (SIEM) solutions. Multi-factor authentication (MFA), IP restrictions, and session controls further protect the system from unauthorized access.

Cybersecurity

Our cybersecurity approach follows industry-recognized frameworks such as NIST SP 800-53. We regularly perform vulnerability assessments, static code analysis, and penetration testing on all custom-developed components before deployment. The Salesforce platform itself undergoes rigorous security testing and certifications including FedRAMP Moderate and ISO 27001.

Continuous monitoring and threat detection help identify suspicious behavior early, while built-in audit trails support compliance and investigation. Data tokenization can be implemented to further mitigate risks related to PII exposure, supporting the privacy mandates of HB2002.

Backups and Disaster Recovery

Salesforce's disaster recovery program supports a highly available, redundant environment across geographically distributed data centers. Each Salesforce instance operates from an active site while synchronizing transactions in near-real time to a secondary ready site. This architecture allows for rapid recovery through a controlled site-switch process for both maintenance and unplanned outages.

Key backup and recovery capabilities include:

- Near-real-time replication of customer data to a disaster recovery site
- Daily backups at each data center with 90-day retention
- Encrypted transmission and storage across Salesforce's private MPLS network
- Recovery Point Objective (RPO): 4 hours
- Recovery Time Objective (RTO): 12 hours

Salesforce also performs Continuous Site Switching approximately every 6 months to validate recovery procedures, improve resiliency, and meet customer compliance requirements. All backups remain within secure facilities and are destroyed through a certified process when retired.

How would you ensure that the solution will be operational by the deadline indicated in the statute and legislative rule?

Our approach is designed to ensure that the One-Stop-Shop Permitting Program will be completed for customer use by the January 1, 2027 deadline mandated in §5A-13-3 of the West Virginia Code and will be the exclusive method of obtaining licenses by July 1, 2027, as well as any deadlines established by legislative rule. We will work with the State to establish the following:

1. Legislative Alignment and Compliance Tracking

From project kickoff, we will create a Legislative Compliance Matrix mapping each statutory and rule-based requirement—such as the public availability of the Permitting Dashboard, multi-agency coordination, fast-track processing, and fee refund provisions—directly to project tasks and milestones. A dedicated Legislative Compliance Lead will work alongside the Project Manager to monitor all requirements, ensuring that compliance is continuously verified and reported to the Steering Committee.

2. Integrated, Date-Driven Project Management

We will implement a master integrated schedule with the January 1, 2027 go-live for the customer portal and July 1, 2027 for the exclusive method of obtaining licenses as fixed non-movable milestone dates. Using a hybrid Agile/waterfall methodology, we will:

- Use Agile sprints to configure the Dashboard's core functionality (account creation, application submission, inter-agency coordination, status tracking, fast-track payment processing) early in the timeline.
- Use waterfall for statutory deliverables requiring fixed sequencing—such as inter-agency data sharing agreements, user acceptance testing, and security audits.

Frequent progress reviews with the State Project Director will keep all agencies aligned and resolve potential blockers quickly.

3. Early Development of Statutory Features

To reduce risk, statutory "must-have" features—such as the fast-track option, refund processing, and confidentiality protections—will be developed and tested in early sprints, ensuring they are stable well before final integration. This allows time for any necessary refinements to meet legislative intent and usability standards.

4. Parallel Workstreams for Speed

Multiple workstreams will run in parallel:

- System Configuration (using pre-built permitting templates from prior statewide deployments)
- Data Integration (connecting the Dashboard with participating agencies' systems)
- Interagency Workflow Design (to optimize cross-agency sequencing and coordination)

This parallelization compresses the timeline while preserving quality and compliance.

5. Contingency Planning and Fast-Track Delivery

We will embed contingency buffers into the critical path and maintain a reserve team for accelerated delivery if any milestone is at risk. Our fast-track deployment playbook—used successfully in other statewide permitting projects—allows us to add configuration resources, extend sprint cycles, and bring forward go-live rehearsals without disrupting overall quality assurance.

6. Pre-Go-Live Readiness Assurance

In the final project phase, we will conduct:

- Mock go-live rehearsals simulating permit applications across all agency workflows.

14

- ■ Operational Readiness Reviews verifying that all statutory functions, security measures, and refund mechanisms are live and functioning as required by §5A-13-4 and §5A-13-5.
- ■ Stakeholder Training Completion Checks to ensure staff across all agencies can operate the system from day one.

Post go-live, our support team will remain engaged to ensure the system maintains stability, user satisfaction, and statutory compliance during the initial period of operation.

4. Information Being Sought

Examples of previous solutions of similar size and scope

The City of Garland engaged the Vivid GovTech Team to modernize its licensing, permitting, and inspection processes through a Salesforce-based solution. The City had been relying on a legacy system that limited flexibility and made it difficult to keep up with increasing demand. Our team led the design and implementation of a digital platform that improved internal operations while enhancing the experience for residents, contractors, and businesses.

The solution was built using Salesforce Public Sector Solutions within a single-org environment, allowing departments to manage all case data and workflows in one place. We configured a public-facing portal through Experience Cloud, giving users the ability to submit applications, upload documents, make payments, track status updates, and request inspections from a single access point.

Internally, the system supported staff across departments by automating intake, routing, reviews, and approvals. For building permits, we focused on streamlining the full lifecycle from application submission to mobile-enabled inspections with integrated GIS mapping through Esri and automated correspondence generation. The use of mobile tools allowed field staff to complete inspections and update records in real time, reducing delays and improving overall coordination.

The platform included integrations with Hyland OnBase for document management, Bluebeam for electronic plan review, Esri for mapping, and Okta for secure user authentication. Salesforce Shield was deployed to support encryption, audit trails, and event monitoring for compliance and security. This implementation supports citizens and the City's staff responsible for permit processing, plan reviews, inspections, and code enforcement. The system offers a scalable and flexible foundation that has significantly improved turnaround times, reduced manual effort, and helped the City deliver more accessible services to the public.

Please describe pricing strategy options available to address the cost of buildout ad maintenance of the program, including user fee options

Services to complete the provided scope of work is estimated to be between $5,500,000.00 and $6,500,000.00 depending on the final details of scope of work in the forthcoming RFP. This pricing is based on the following items noted at a high level for the scope of work:

- Number of business processes being included in the scope of work
- Number of back-office users and inspectors, which impacts the complexity of the workflows, processing, etc.
- Number of required interfaces or other system integrations
- Number of data sources requiring data conversion into the new solution
- Required go-live date from the expected start of the project and if a minimum viable product is required/necessary for a multi-phase go-live to meet the State's statute and legislative rule

The following figure shows a proposed project timeline to achieve the two-phased approach for product go-lives.

- **Phase 1 Go-Live:** One-Stop-Shop Permitting Program completed for customer use by January 1, 2027

- **Phase 2 Go-Live:** One-Stop-Shop will be the exclusive method of obtaining licenses by July 1, 2027

Figure 6: Proposed Timeline for a Two-Phased Go-Live Approach
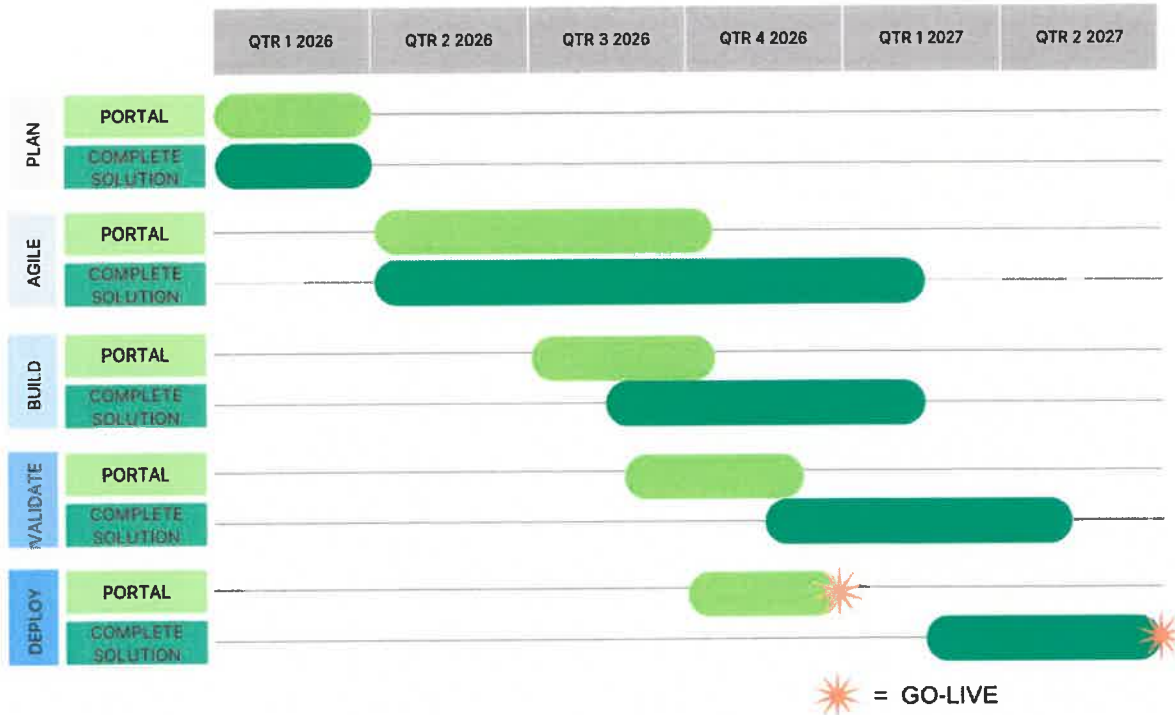
Any marketing materials, technical data or other relevant information to the solution

Our proposed One-Stop-Shop Permitting solution combines a modern interface with the technical depth required to support statewide permitting across multiple agencies. To help demonstrate the experience, we have included representative screenshots from Salesforce Public Sector Solutions that reflect how the system looks and operates.

Figure 7: Citizen-Facing Portal

To the right, this shows the citizen-facing portal displayed across desktop and mobile devices. This portal serves as the single entry point for applicants to begin new applications, check on existing requests, submit payments, and renew permits. Its responsive design allows for a consistent experience whether accessed from a computer, tablet, or smartphone. This accessibility supports West Virginia's objective of creating a business-friendly permitting environment.

Below, we highlight the guided application process that applicants follow. Pre-screening questions identify the specific permits and licenses required based on the applicant's business type, structure, and

location. The system then presents the relevant applications, organized into steps with a progress indicator visible on the right. This structure reduces confusion, minimizes errors, and creates a predictable experience for the applicant. By clearly outlining each requirement, the system also reduces the time agencies spend correcting incomplete or misfiled applications.

Figure 8: Guided Application Process

From a technical standpoint, the solution is delivered on Salesforce Public Sector Solutions, a secure, cloud-based platform designed for government use. It provides encryption, role-based access, audit trails, and scalability to support the volume of applications expected across the State. The platform also connects easily with existing systems such as payments, GIS, and document management, allowing the State to build on what is already in place rather than starting from scratch. Configurable workflows and dashboards make it possible to track progress, monitor timelines, and meet the statutory goals established under HB 2002.