cBrain
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12th Floor
Washington, DC 20005

TO:	Tara Lyle	FROM:	Stuart Dwyer
FAX:	(304) 558-3970	PAGES:	23, including cover
PHONE:		DATE:	August 29, 2025
RE:	RFI	CC:	

☐ Urgent ☐ For review ☐ Please comment ☐ Please reply ☐ Please recycle

VENDOR NAME: cBrain

BUYER: Tara Lyle, Buyer Supervisor

SOLICITATION NO.: CFRI SEC26*01

BID OPENING DATE: 08/29/2025

BID OPENING TIME: 1:30 pm EST

FAX NUMBER: 304-558-3970

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Response To:
One-Stop-Shop Permitting CRFI
0201 SEC2600000001

cBrain
601 13th St., NW
12th Floor
Washington, DC 20005
(202) 754-7241

Contact Person: Stuart Dwyer
sdw@cbrain.com

Signature

8/29/25
Date

	Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	**State of West Virginia** **Centralized Request for Information** **Info Technology**

Proc Folder: 1739093

Doc Description: One-Stop-Shop Permitting

Proc Type: Request for Information

Reason for Modification:

Addendum No. 4

Date Issued	Solicitation Closes	Solicitation No	Version
2025-08-21	2025-08-29 13:30	CRFI 0201 SEC2600000001	5

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code:

Vendor Name : cBrain A/S

Address : Kalkbraenderiloebskaj 2

Street :

City : Copenhagen

State :

Country : Denmark

Zip : 2000

Principal Contact : Stuart Dwyer (Washington DC Office)

Vendor Contact Phone: (202) 754-7241

Extension:

FOR INFORMATION CONTACT THE BUYER
Tara Lyle (304)
558-2544
tara.l.lyle@wv.gov

Vendor Signature X  **FEIN# 98-1843333** **DATE 8/28/25**

All offers subject to all terms and conditions contained in this solicitation

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.

cBrain
(Company)

Stuart Dwyer Head of the Washington Office
(Representative Name, Title)

(202) 754-7241
(Contact Phone/Fax Number)

8/29/25
(Date)

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

C. Brain
Company

Authorized Signature

8/28/25
Date

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

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Content

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Executive Summary

At cBrain we do one thing, and we do it well - we deliver a platform that streamlines government processes. Whether it's a permit, license or inspection we are set up to transform the experience for the citizen, business, and government worker.

cBrain is a NASDAQ OMX-listed company, founded in 2002 and currently serving over 100 government organizations worldwide, including 21 out of 25 Danish ministries. Our F2 platform has helped drive the digital transformation of permitting in Denmark, a country the Heritage Foundation cited for its "international best practices" in streamlining permitting.[1] The Council on Environmental Quality report to Congress on digital permitting technologies which informed the Trump Administration's Permitting Technology Action Plan, highlighted cBrain's F2 permitting solution for its case, document and process management capabilities, as well as the integration of GIS and AI to further accelerate permitting processes.[2]

The goals of House Bill 2002 and the One-Stop Shop Permitting Program are ambitious, but familiar to us. We are not experimenting or starting from scratch: cBrain's commercial-off-the-shelf (COTS) F2 platform was built for this purpose. For that reason, we can deploy rapidly and at low cost. Moreover, as the CEQ report pointed out, we provide a technology tool that allows agency staff to "create digital workflows for permitting processes without the need for software developers."

F2 provides a platform that could transform the permitting experience for West Virginia's stakeholders with end-to-end digital permit processing, user-centric design, and seamless integration to existing systems. The F2 platform provides a systematic framework for permits and approvals and integrates easily with other platforms for mapping, dashboards, plan reviews, or field inspections.

As West Virginia pursues its goal of making the process for applying for and receiving business, construction, economic development, infrastructure, or natural resource permits, licenses, and business registrations the simplest, most efficient, and business friendly in the nation, cBrain would welcome the opportunity to demonstrate our solution and partner in the journey.

[1] https://www.heritage.org/energy/commentary/we-must-move-fast-avert-national-electricity-crisis
[2] https://ceq.doe.gov/docs/ceq-reports/CEQ-E-NEPA-Report-to-Congress_Final-(508).pdf pg 38

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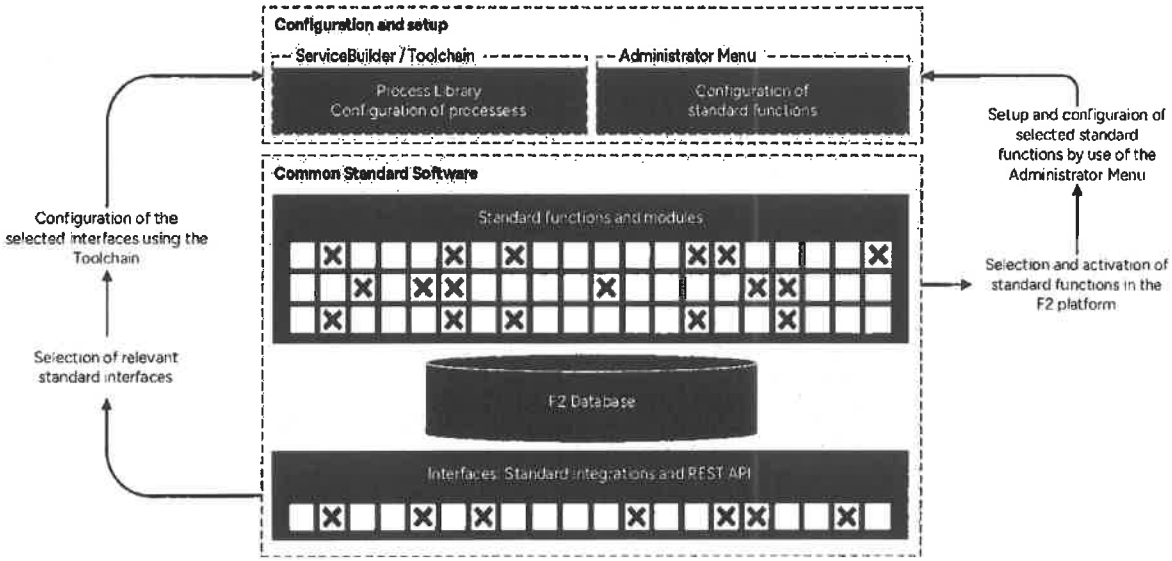
Methodology for Establishing a Permitting Solution

cBrain's F2 is a 100% standard software platform, configured (not customized) to support government operations. The "Commercial Off-the-Shelf," or COTS, platform allows for higher speed and lower cost implementation compared to traditional IT modernization. It is an integrated software stack that encompasses case management, document and records management, workflow execution and automation, and collaboration tools.

Shared standard software, including out-of-the-box functionality for frequently-encountered public sector tasks such as case management, document management and communication, is common to all customers. This functionality can be used immediately upon installation, with the customer able to opt in/out of required features. It also includes extensive APIs for seamless integrations with other systems.

Robust configuration options make it possible to configure the standard system to support West Virginia's specific requirements. The configurability is supported by tools such as the Process Library, Admin Menu, and Service Builder, which enable the adaptation of workflows, registers, and standard functions to specific requirements without altering the core system. This ensures authorities retain flexibility while benefiting from the reliability and maturity of the standard software.

The shared standard layer is rigorously tested across all customers, ensuring it meets the highest security and operational standards while minimizing risks typically associated with custom solutions. Furthermore, the customer-specific configuration layer enables organizations to tailor the solution to unique needs without the time and cost implications of full custom development. Configurations can be made dynamically, ensuring long-term adaptability.



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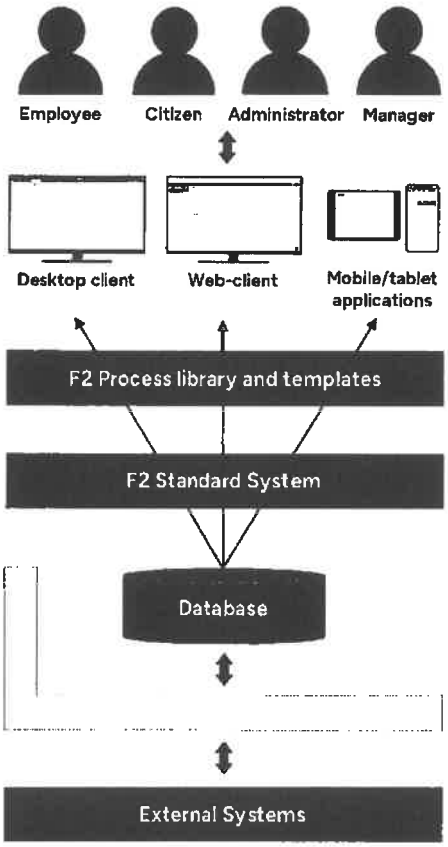
The F2 platform would enable West Virginia to implement a centralized, integrated system that supports the goals of the One-Stop-Shop Permitting program: a simple applicant experience, coordinated departmental operations, transparent processing, performance accountability, and long-term system adaptability.

A centralized online portal would facilitate the initiation and management of all permit applications across departments and permit types through a unified, cross-agency intake. Public-facing application forms would be built with F2's secure, configurable self-service portal, providing a streamlined and user-friendly experience. Forms would guide applicants through the process, capturing all required data, supporting documents, and additional information, with built-in validation to ensure completeness and accuracy.



Submitted applications would flow directly into agency internal permitting workflows without manual re-entry, maintaining data integrity and linking all documents to the given permit case. This integration would speed up review processes and reduce errors.

The self-service portal is a secure, browser-based interface accessible from any modern device, be it desktop, laptop, tablet, or smartphone. It is designed with a clean, intuitive layout that uses plain language and logical navigation to guide users through the permitting process.

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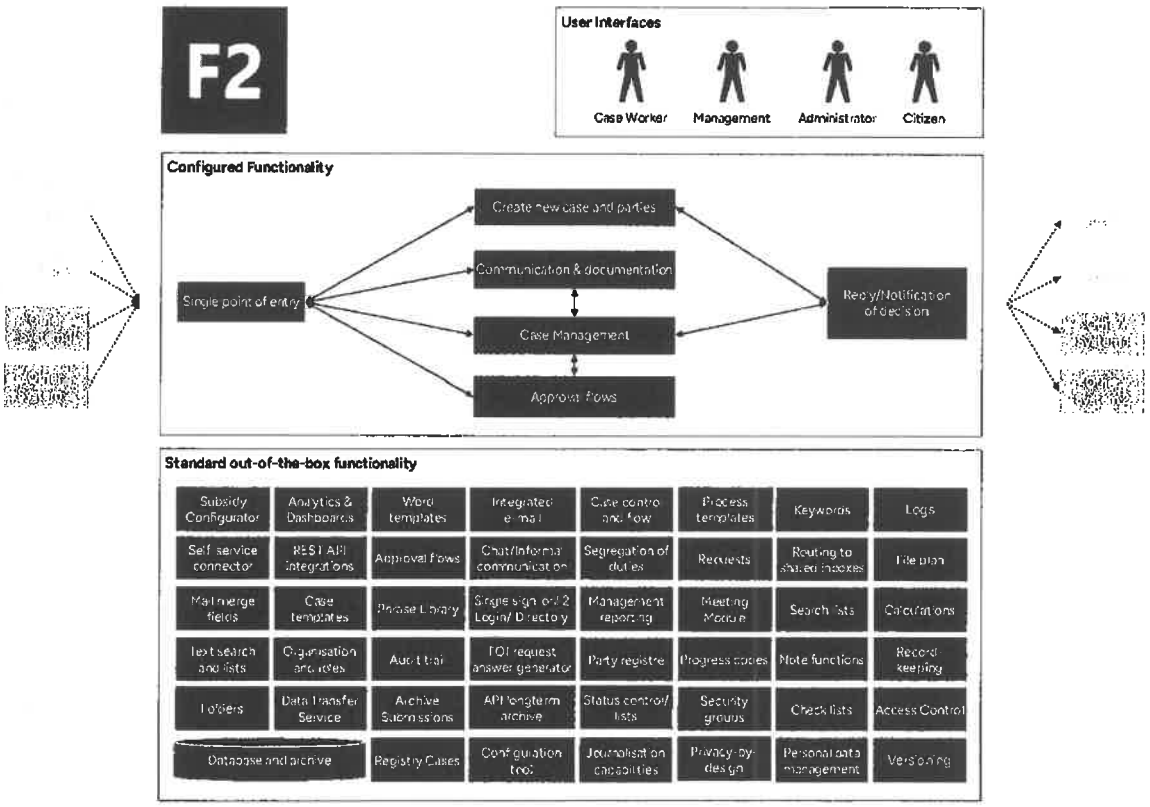
The portal would reflect Department of Administration, or other State of West Virginia branding as desired, including consistent colors, typography and visual identity. Applicants could log in using secure authentication methods aligned with Department of Administration preferences and would be presented with a personalized dashboard summarizing active, draft, and completed permit applications. Permit forms would be developed with the Department of Administration and relevant agencies to meet regulatory and usability needs. Through entity resolution and integrations to existing State systems, our solution could create a 360-degree view for external entities to track all permits with the State across departments.



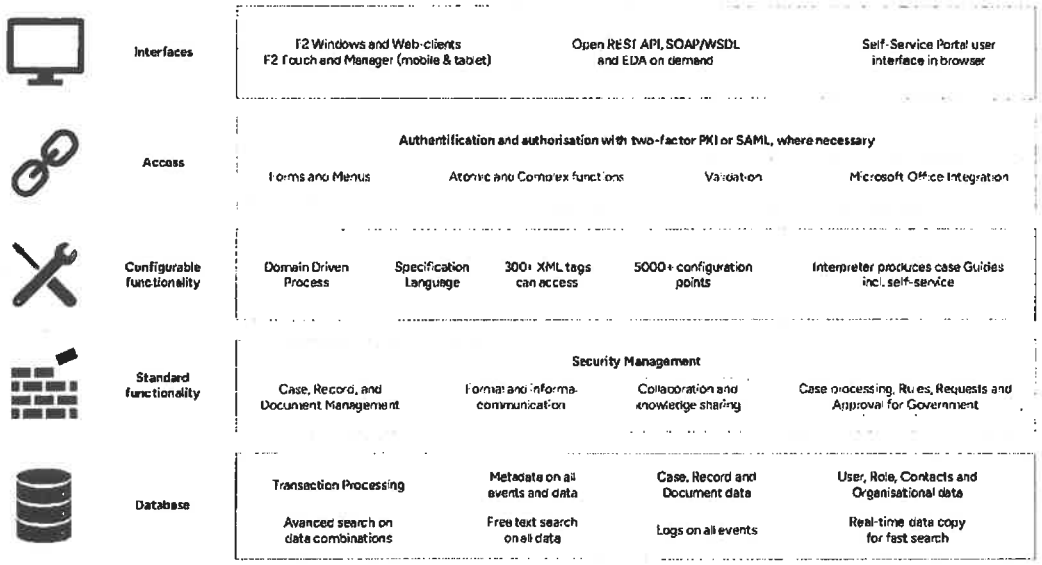
F2 is purpose-built to meet the operational and regulatory needs of agencies managing complex permitting processes. It combines a robust, end-to-end permitting engine with flexible workflow design tools, ensuring that all internal and external processes are handled efficiently, transparently, and in compliance with regulatory requirements.

The platform would enable West Virginia's state agencies to manage the full lifecycle of every permit type within a single, integrated solution, from application submission through review,

approval, issuance, compliance monitoring, and renewal. By applying an archetype-based approach for core workflows, the system is both comprehensive and easy to maintain.

It accommodates all permit types, but rather than building costly and difficult-to-maintain unique workflows for each, a subset of end-to-end workflows would be created to represent permit application archetypes. These archetypes would be determined in close collaboration with the Department of Administration and relevant agencies, based on operational requirements and the optimal number of distinct workflows. The archetypes would be embedded in our Service Builder tool as baseline permit types, which could then be copied and adapted for additional permits. (See page 10 for additional detail on the F2 Service Builder tool.)

Building an archetype process means that common services such as user identity verification, or payment, can be defined as standards and simply re-used across permits. The specific data and process requirements can easily be configured in the Service Builder, allowing for rapid replacement of manual and paper forms while using standardized processes and data elements to support regulatory reporting or downstream data processing. cBrain would not only help set up these configurations initially, but would also work closely with West Virginia officials to ensure an understanding of how to manage and update them independently. This would provide a greater level of control over the solution, and the ability to independently launch/retire/adjust processes to accommodate evolving standards and regulations.



F2 integrates easily with any dashboard platform to track durations, application volumes, bottlenecks, and task completion times across departments and permit types. Moreover it enables departments to coordinate the entire permitting process within a shared system, including intake, completeness checks, plan review, inspections, approvals, and final sign-off. Automated validations ensure applications are complete before submission. Built-in routing logic supports conditional task flows based on permit type, location, and regulatory requirements.

Automated task management functions reduce dependency on manual coordination through predefined workflows, automated validations, routing logic, and notification systems, reducing dependency on manual coordination.

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Previous Solutions

The Danish Environmental Protection Agency

The Danish EPA decided to redesign and transform its entire portfolio of internal processes and 250+ outward facing business processes. It chose cBrain's F2 platform as the engine for all programs and used the system to standardize workflows across its complex, multi-agency environmental permitting processes. Checklists ensure applications follow a clearly defined process and applicants benefit from a user-friendly collaboration hub.

To allow for the rapid transformation of a large number of permitting processes, cBrain developed a base process for permitting. The base model took into account all generic business and regulatory requirements (Freedom of Information, four-eye approval, etc.). The model was then copied and adapted to fit the specific permit at hand. The model included web-based application forms, internal workflows, and management dashboards. cBrain then built a no-code tool that staff at the Danish Environmental Protection Agency now use to roll out new digital permitting processes in less than 24 hours.

The portfolio management approach (with all permits on one platform) enabled the Danish EPA to quantify cost savings of up to 25% from process digitalization. The platform handles hundreds of thousands of cases, demonstrating F2's capacity to scale. The implementation led to better management of compliance, bottlenecks, regulatory shortcomings and resources, plus higher employee satisfaction. Moreover, the agency is able to respond to political requests by implementing new programs and regulations in a matter of weeks.

The agency also became a national front-runner in the use of AI. cBrain and the EPA collaborated to sandbox, and since deploy, an F2 AI Assistant embedded in the F2 Architecture, allowing for chat-based assistance without sending data outside the agency's IT architecture. This module is now standard in F2 and is helping both permit applicants and back-office staff to accelerate processing.

Specifically related to permitting, an AI Expert was developed that can perform both decision support through advanced (RAG) searches on previous permits of relevance, as well as chat-interfaces to selected agency resources, providing the ability for quick reference and precedent searches in existing agency documents.

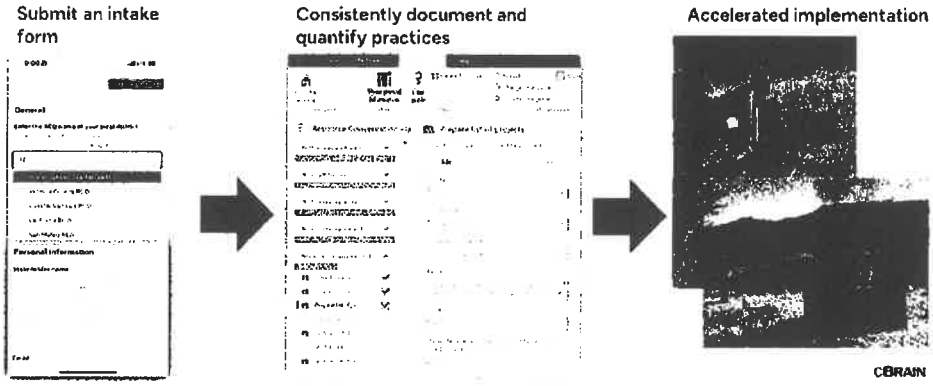
Upper Salinas-Las Tablas Resource Conservation District

cBrain's F2 platform has helped farmers in the Central Coast of California quickly adopt Sustainable Land Initiative practices. Farmers complete an easy online intake form. The platform then facilitates on-site inspections, remote reporting, and funding prioritization. The results are encouraging: the cost of generating a carbon farm plan has dropped from over $10,000 to $2,000. The development of an actionable plan can now be done in as little as two days, compared to six months previously. In best-case scenarios, farmers are able to begin implementing modified agricultural practices within a week of first requesting support.

The digital solution went live within three months of the design workshop.

Sustainable Land Initiative (SLI) Process

By standardizing what RCDs already do and digitizing the process, the SLI is drastically increasing the speed at which landowners adopt sustainable land practices in line with NRCS conservation practices.



Danish Occupational Safety and Health Administration, Denmark

cBrain's F2 platform handles approximately 23,000 cases annually related to Danish Occupational Safety and Health Administration workplace inspections. cBrain worked closely with the agency to create a public-facing, user-friendly portal to improve communication with inspected companies. Companies can easily log on to see an overview of their cases to date, and to provide feedback on open cases.

F2 transformed the previous PDF-based system to a smart digital system that routes remote inspection reports to agency staff for processing instantly. The system generates a checklist to guide back-office workers in appropriate follow-up, supported by automatic and semi-automatic case processing, management of deadlines, and reminders.

The agency had a large legacy of supporting systems and databases with which the F2 platform had to integrate. The total solution, including integrations, was implemented in five months.

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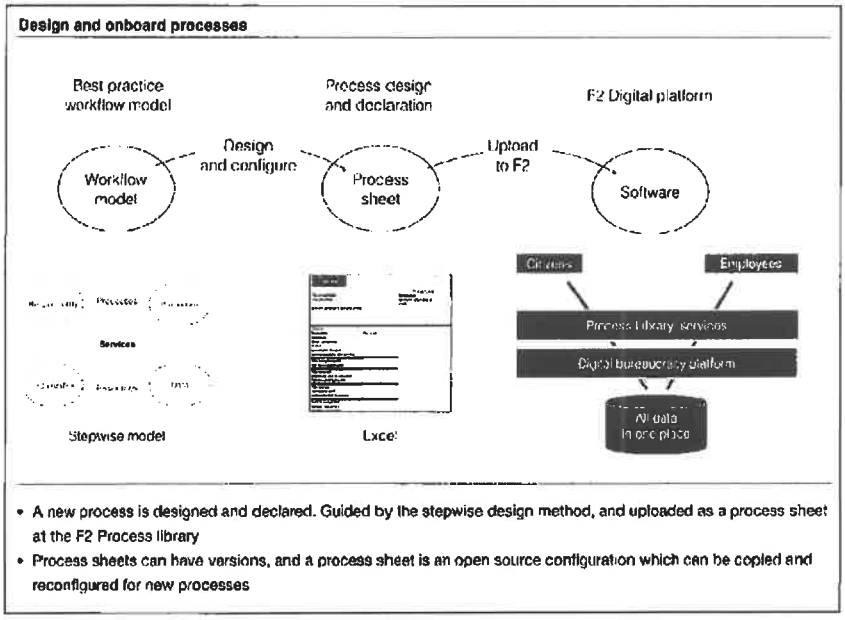
Adding Additional Permits and Licenses

The F2 platform can expand with volume through cloud infrastructure and increased server capacity. F2 can easily accommodate 1000+ internal users and process 34,000+ permits annually. It is designed to allow our clients to easily add additional permits or licenses, or to eliminate or combine steps after evaluating performance. F2's scalability extends beyond technical infrastructure to encompass the effective scaling of new permitting processes and workflows.

Generic process templates are copied and adapted to serve the specific process needs of various agencies and permits, with shared language maintained for all shared process elements. These process templates can be amended and revised by West Virginia agency staff with the no-code F2 "Service Builder" tool as often as needed (and without external assistance), providing state agencies with a permitting/licensing platform that is flexible and cost-effective to maintain.

Service Builder is a fully-integrated no-code workflow automation tool that enables users with limited technical background to configure workflows, including new and evolving permitting processes, without external assistance. Users with the right administrative privileges complete a configuration template that defines the form's fields, validation rules, and logic. After uploading this template into F2, the system automatically validates it, converts it into XML, and applies the changes to the live portal.



The Service Builder tool would allow state agencies to retain control over their data and processes, providing a simple, effective way to onboard new permit processes, and make changes to existing processes. The Service Builder can be used both to configure new self-service forms for external stakeholders, and internal workflows for internal users.

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Currently staff in the Danish EPA are using the Service Builder tool to roll out new digital permitting processes in as little as 20-25 hours, without external assistance.

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State Permitting Portals

cBrain's F2 platform offers robust, standards-aligned integration capabilities (REST API, message-based middleware, and Data Transfer Service) to coexist with existing portals or to replace them with a single, unified system as determined collaboratively with the State of West Virginia during structured design workshops.

Integrate with existing portals and systems

F2 integrates easily with platforms used for permit review, payments, identity verification (LexisNexis), and EPA Exchange Network Services.

- **Open, published REST APIs (OpenAPI):** F2 exposes comprehensive REST endpoints to search, read, import, create, and update cases, files, documents, notes, chats, approvals, and subject data for real-time exchange with third-party systems.
- **Data Transfer Service (batch/scheduled):** For non-real-time needs, F2 supports scheduled, secure batch exports/imports in required formats to data warehouses, reporting dashboards, and records management platforms.
- **Message-based middleware for scale:** Where beneficial, message queuing (e.g., REBUS) supports asynchronous integrations with retries and orchestration of complex inter-agency workflows.

Interfaces are designed for secure, traceable exchange and will be aligned with the State of West Virginia's architecture standards.

Replace with a single unified system (as directed by the State)

F2 can serve as the statewide front door for permit applications (public-facing forms) with a common internal case management workflow.

- **Data and records continuity:** cBrain provides interfaces to export/import case data, metadata, and documents in standard formats to ensure clean migration and records-management compliance from existing portals and systems.
- **Dashboards and reporting:** Structured, standards-aligned data flows keep enterprise dashboards and data warehouses synchronized.

This approach would create a unified public portal and internal case management for the state.

Determining integration vs. replacement

Under our standard delivery model, cBrain would run design workshops with participating agencies to:

- Inventory all current portals, interfaces, and data flows.
- Map required integrations (real-time, queued, or batch) and define API contracts.
- Prioritize by value/risk to phase deployments with minimal disruption.
- Confirm where existing systems remain in place (integrated) vs. where consolidation to F2 delivers clear benefits (replacement).

This phased approach reflects our public-sector experience and ensures continuity while delivering quick wins and a clear path to a unified experience where appropriate.

cBrain can support both approaches, integrating with existing agency portals/systems and, where desired, replacing them with a single unified platform and would recommend the optimal path per agency through structured discovery and collaboration.

Security, Privacy, Cyber Security, Back-Ups and Disaster Recovery

cBrain operates an ISO27001 certified Information Security Management System. This ensures that cBrain has defined policies and controls in place to ensure our services meet legislative and regulatory requirements around security. OWASP top 10, regular penetration testing, specific security assessments for projects, perimeter-based security and focus on supply chain threats are standard practices.

cBrain is also independently audited from an ISAE 3000 viewpoint each year, which specifically focuses on measures related to data security.

As cBrain's customer base is almost exclusively public sector, our customers perform frequent independent penetration test exercises by companies in Denmark, the UAE, the United States and Germany. This ensures the F2 platform is regularly scanned for different vulnerabilities and threat scenarios.

F2 is engineered with a strong security architecture based on zero-trust principles and modern encryption protocols. It supports:

- Role-based access control (RBAC) to limit user permissions.
- End-to-end encryption of data in transit and at rest.
- Audit logging and traceability for all user activity and transactions.
- Support for integration with identity providers (IdPs) via SAML 2.0, enabling multi-factor authentication (MFA) and OAUTH2.0 for application interfaces.
- Security controls mapping to NIST 800-53 standards.
- Secure development process, ISO27001 certified.

F2 can be deployed on premise or in FedRAMP-compliant cloud environments (e.g., AWS GovCloud, Azure Government).

F2 ensures compliance with U.S. privacy laws by:

- Minimizing personal data collection to what is necessary for each workflow.
- Enabling data classification and handling according to Controlled Unclassified Information (CUI) standards.
- Supporting Data Loss Prevention (DLP) and encryption tools to secure sensitive data.
- Enabling privacy impact assessments (PIAs) and automated workflows for privacy documentation.

User data is protected by default through privacy-by-design principles embedded in the system architecture, and which were implemented in support of EU GDPR regulations.

The Solution includes a documented disaster recovery (DR) approach that ensures the Customer's hosted environment can quickly provision additional storage in the event of a disaster and maintain redundancy so that minor failures do not cause service interruption. cBrain provides clear procedures, guidance, and configuration best practices to ensure resilience and recoverability.

Key elements in cBrain's typical DR plan include:

- Database Redundancy: cBrain recommends configuring SQL Server Always-On Availability Groups to provide automatic failover to a secondary replica in the Customer's environment.
- Backup Redundancy: Backups should be stored in multiple Cloud storage locations or zones to avoid a single point of failure.
- Failover Capability: The DR design ensures that the Customer can switch to stand-by instances without impacting service availability.

Subsequent testing:

- Restore Testing: cBrain supports the Customer in planning and executing regular restore tests to validate recovery readiness.
- Failover Testing: The DR plan includes recommendations for periodic failover tests to confirm operational continuity in the Customer's hosting environment.

cBrain's approach ensures the DR design is structured for high resilience and rapid recovery. By following documented procedures and leveraging cBrain's guidance, the Customer can implement storage procurement, failover, and recovery without delay.

cBrain follows a standard protocol in assisting customers with comprehensive backup plans that cover:

- Scope: identification of all data, databases, and system components that require backup.
- Frequency: differential backups daily, full backups weekly.
- Retention: minimum 14-day retention for both differential and full backups (or as agreed).
- Roles and responsibilities: clear assignment of tasks between cBrain and the customer.
- Documentation: written backup schedule, restore procedures, and escalation paths.
- Database Backups:
  - Incremental (differential) backup nightly.
  - Full backup weekly (night between Saturday and Sunday to avoid disturbance).
  - Backups stored in secure, redundant storage locations.
  - Encryption of all backup files to ensure confidentiality.
  - Back up of transaction logs to further reduce RPO.
- Server Backups:
  - Full daily backup of all production servers.
  - Backups stored off-site or in logically separate Cloud storage accounts.
- Monitoring and Alerts:
  - Automated monitoring of all backup jobs.
  - Alerts triggered in case of failures or anomalies.
  - Immediate investigation and remediation if an error occurs.

- Restore Testing:
  - Regular restore tests performed in a non-production environment.
  - Verification that backups can be successfully restored within required timeframes. The specific process, including schedules, retention policies, and restore procedures, will be fully detailed in the agreed project documentation to ensure clarity and alignment between all parties.

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Deployment

We are confident that we can deliver a successful platform for West Virginia well within the given deadline. We don't need time to build a platform; we already have it. Our experience from having digitized hundreds of processes -- from small organizations like California's Resource Conservation Districts, to large federal institutions like the German Pension Agency, where 4500 auditors use F2 to inspect companies' social security contributions -- informs our timeline of deploying end-to-end solutions in months, not years.

While our COTS-platform deploys quickly, we understand that change management is a crucial part of a successful delivery. cBrain uses an agile, Scrum-based delivery methodology that ensures flexibility, transparency, and active customer involvement throughout the project lifecycle. Development is organized into time-boxed sprints, each producing tangible deliverables that could be reviewed and validated by West Virginia authorities. This Scrum-based approach ensures that the solution evolves in direct response to customer needs, reduces the risk of late-stage changes, and provides ongoing visibility into both progress and quality. It also supports faster realization of value by enabling early deployment of high-priority functionality. The project starts with a Discovery and Design phase, followed by the configuration of the solution in three stages (delivery of alpha, beta and final versions of the solution) followed by Go-Live activities, hyper-care and post-implementation support and maintenance.

During the implementation process, operational workflows, administrative processes, and regulatory requirements are carefully analyzed, ensuring that only the necessary modules are selected to support specified processes. By enabling the selection of specific modules, F2 supports efficient operations and tailored processes while maintaining a clear and transparent pricing structure. This would ensure a solution that is not only robust and reliable, but also customized to West Virgina's requirements.

cBrain's core delivery methodology is based upon user-centric design principles. Our methodology - "process first, technology second" - focuses on designing processes that improve the experience of those seeking government services, as well as the internal experience of government employees. Once a new permitting process is designed based on user needs, we focus on configuring and integrating technology to deliver. This methodology has garnered awards for "best citizen service" in Denmark.

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Pricing Options

cBrain offers a standard software license and maintenance purchase option, which includes an upfront cost for acquiring the necessary F2 modules and an ongoing annual maintenance fee. F2 can also be provided as Software-as-a-Service and paid through an annual subscription.

In both cases the cost is based on the numbers of users within the agencies, and the number and complexity of processes involved. Configuration of processes comes with a one-time cost for design, configuration and training.

Support and maintenance included in both models covers 24/7 assistance for critical errors, and business hour support for other technical issues. First-line user support is not included. Training of super-users is included to provide the ability to handle first line support.