State of West Virginia

Centralized Request for Information Info Technology

State of West Virgina

CRFI SEC260000001 – One-Stop Shop Permitting Program

Date: August 29, 2025

Submitted by,
ArcStratos Inc.
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Submitted To,
Tara Lyle, Buyer Supervisor
Email: Tara.L.Lyle@wv.gov

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August 29, 2025

Tara Lyle
Department Of Administration
Purchasing Division
2019 Washington St E
Charleston, WV 25305
Re: CRFI 0201 SEC2600000001 One-Stop Shop Permitting Program - State of West Virginia Centralized Request For Information Info Technology

Dear Ms. Lyle,

On behalf of ArcStratos, Inc., I am pleased to submit our response to the One-Stop Shop Permitting Program Request For Information (RFI). We sincerely appreciate the opportunity to be considered for this important initiative and are excited to present a response to support your endeavors on your journey to implementing a new One-Stop Shop Permitting Program for your jurisdiction.

Why ArcStratos
ArcStratos is a systems integrator and implementor who knows virtually all of the software vendors in the land management and licensing space. Because of this, ArcStratos has knowledge across the land management and licensing arena of what these products have to offer and often more importantly what they do not offer. With ArcStratos, we will provide you with the best solution using the best software vendor for your needs based on your requirements as opposed to a direct software vendor who will always provide you a fully biased solution only for their product regardless of whether it meets your needs. Our recommendations for your One Stop Shop Permitting Program will be unbiased as your trusted systems integrator and advisor, given we are not a software vendor trying to make a sale for a singular product. Based on your information provided in this RFI and our numerous years of experience in this industry, ArcStratos already has recommendations on which software products would work best for your needs.

ArcStratos works with software vendors and our trusted partners to deliver world class solutions specializing in land management and licensing solutions for public sector agencies. Incorporated in 2020, the team members of ArcStratos have supported and implemented over 70 land management and licensing public sector agencies in our collective implementations in the United States and Canada. With over 100 years of collective experience, we bring unmatched subject matter expertise, a proven methodology, and a commitment to delivering transformative results.

We are proud to have supported leading jurisdictions including six major New York State agencies, Fairfax County VA, City of Fort Lauderdale FL, City of San Leandro CA, State of California Department of Cannabis Control, Newfoundland CA, City of Chesapeake VA, City of San Leandro CA, Suffolk County NY Department Of Environmental Quality, City of Louisville KY, City of Tampa FL, New York City NY, San Bernardino CA, and many others. These experiences have shaped a mature, best-practices-driven approach that ensures scalable, low-code/no-code solutions tailored to each client's unique needs.

Thank you for considering ArcStratos for this important effort. We look forward to the opportunity to partner with the State of West Virginia and deliver a world-class solution.

Please feel free to contact me directly with any questions.

Sincerely,

George Calzat
Chief Executive Officer
ArcStratos, Inc.
Email: calzat@arcstratos.com
Phone: (413) 446-4505
Date of Signature: August 29, 2025

2. Executive Summary

2.1 Overview

At ArcStratos, we are dedicated to advancing and modernizing operational processes and efficiencies for a broad range of jurisdictions and organizations across North America. Our team members' proven track record includes a 100% success rate in go-live implementations across all client engagements. We take pride in our client-centric approach, which is grounded in the core values of integrity and transparency. By prioritizing quality over quantity, we've consistently delivered solutions that enhance both organizational performance and constituent outcomes. Our success is also supported by strong partnerships with leading vendors and industry partners, ensuring access to the highest-quality solutions available.

Our team possesses deep expertise and a well-established niche in the land management and licensing sector, having successfully delivered implementations for over 70 government agencies within this domain. We led the first and second largest land management and licensing deployments in history for one of the leading software vendors we support. Additionally, our team is highly experienced in turning around challenged implementations—transforming them into high-performing, sustainable solutions. When other efforts have fallen short, clients have consistently turned to our industry and technology specialists to successfully design, migrate, and optimize systems that fully align with their operational needs.

At ArcStratos, we offer a suite of products and services, with a strong focus on land management and licensing consulting—recognized as among the best in the industry. We support Fortune 500 companies in enhancing their own offerings by leveraging our expertise and solutions. Our success is built on a foundation of diversity, deep expertise, unwavering integrity, and a relentless commitment to helping our clients thrive—setting us apart as a leader in our field.

2.2 Why ArcStratos

As a trusted Systems Integrator and Services Implementation Provider, ArcStratos team members deliver top-tier implementation services across the country, utilizing a proprietary Agile methodology refined through extensive industry experience. Our approach is powered by one of the most robust Agile toolsets available, enabling us to drive efficiency and excellence in every engagement.

Through our strategic partner network and a highly selective team-building process, we ensure that each client receives a tailored implementation team aligned to their specific needs. In addition to our consulting and integration services, ArcStratos is developing and licensing proprietary software solutions designed to address the unique challenges faced by our clients.

Our team members have extensive experience in modernizing systems for public-sector organizations across North America. Below is a list of an impressive 70+ agencies that our team has provided land management and licensing consulting and implementation deliveries for.

Land Management Clients - ArcStratos Team

- City of North Port, Florida
- California Department of Cannabis Control
- County of Monterey, California
- County of Mendocino, California
- County of Washoe, Nevada
- City of San Leandro, California
- Fairfax County, Virginia
- Suffolk County, New York
- California Department of Food and Agriculture (CDFA)
- California Department of Consumer Affairs
- City of Louisville, Kentucky
- City of Fort Lauderdale, Florida
- City of Detroit, Michigan
- City of Lexington, Kentucky
- City of Chesapeake, Virginia
- Commonwealth of Massachusetts
- Newfoundland, Canada Dept of Fisheries, Forestry & Agriculture
- New York State, Department Of State (DOS)
- New York State, Department Of Agriculture And Markets (AGM)
- New York State, State Education Department (SED)
- New York State, State Liquor Authority (SLA)
- New York State, Department Of Taxation And Finance (DTF)
- New York State, Office Of Information Technology Services (ITS)
- Pasco County, Florida
- San Bernardino County, CA
- Texas Department of Transportation
- Uxbridge, MA
- Charlotte County, Florida
- City of Madison, Wisconsin
- City of Columbia, South Carolina
- Oklahoma City, Oklahoma
- New York City, New York
- City of Tampa, Florida
- City of Toledo, Ohio
- City of Columbus, Ohio
- Dane County, Wisconsin
- City of Galveston, Texas
- City of Virginia Beach, Virginia
- City of Richmond, Virginia
- Hillsborough County, Florida
- Brevard County, Florida
- El Paso, Texas
- City of Bernalillo, New Mexico
- City of Milwaukee, Wisconsin
- Barrie, Ontario, Canada
- City of Plantation, Florida
- City of Chandler, Arizona
- City of San Antonio, Texas
- City of New York, Fire Department
- Florida Dept of Agriculture and Consumer Services
- Massachusetts Dept of Environmental Affairs
- City of West Palm Beach, Florida
- Florida City, Florida
- City of Coconut Creek, Florida
- Manatee County, Florida
- Hernando County, Florida
- Monroe County, Florida
- Martin County, Florida
- Seminole County, Florida
- Volusia County, Florida
- Marion County, Florida
- Citrus County, Florida
- Bay County, Florida
- Okaloosa County, Florida
- Santa Rosa County, Florida
- Escambia County, Florida
- Alachua County, Florida
- Conway County, Arkansas
- State of Michigan
- Lee County, Florida
- Osceola County, Florida
- State of Texas

2.3 ARCSTRATOS FIVE (5) 'P'S OF SUCCESS

At ArcStratos, our company and solutions are founded on five core principles—what we call the Five 'P's of Success: **People, Process, Products, Predictability,** and ultimately, **Performance**.

2.3.1 PEOPLE

Our people are at the heart of everything we do. ArcStratos is committed to assembling a team of the most talented professionals in the industry—individuals who bring innovation, expertise, and dedication to every client engagement. We believe in building an elite team—our "A-Team (ArcStratos-Team)"—to deliver exceptional value and ensure client success.

Our team brings over 100 years of combined experience in the land management and licensing industry, supplemented by extensive expertise across a broad range of disciplines. These include project and technical management, solution architecture, business process analysis, configuration, scripting, data and document conversion, interface development, reporting, testing, and training.

Our professionals hold a wide range of industry-recognized certifications, including Project Management Professional (PMP), Certified Scrum Master (CSM), Accela Bronze Certification, Oracle DBA and OCA Certifications, SQL ANSI (Brainbench), CMMI, EIT, and OKTA Certified Professional. These credentials reflect our strong commitment to quality, process rigor, and technical excellence in solution development and delivery.

Collectively, our team has successfully delivered land management and licensing solutions to over 70 clients nationwide—demonstrating a proven track record and domain expertise that is second to none.

2.3.2 PROCESS

Process is a critical component in ensuring successful implementation and product delivery. At ArcStratos, we are led by a CEO who is recognized globally as one of the foremost experts in process engineering. With over 31 years of experience across both defense and commercial sectors, he has been instrumental in guiding multiple Fortune 500 defense companies to achieve Capability Maturity Model Integration (CMMI) Level 5—the highest attainable level—in Systems Engineering, Software Engineering, Integrated Product and Process Development, and Supplier Sourcing.

His deep industry knowledge has been foundational in developing robust, scalable processes tailored to a variety of sectors. This includes the design and continuous refinement of ArcStratos' proprietary Agile methodology, which has proven highly effective in delivering Land Management and Licensing system implementations.

Transparency and collaboration are core pillars of our approach. We believe that open communication and close partnership with our clients are essential to delivering efficient, high-quality software solutions. Our Agile methodology—implemented through Scrum or Kanban frameworks and supported by industry-leading tools and configuration enables us to consistently deliver results that meet and exceed our clients' business objectives.

2.3.3 PRODUCTS

ArcStratos delivers purpose-built products and services designed to meet the unique operational, technical, and regulatory challenges faced by government agencies. Our offerings span a full suite of implementation, support, and consulting services—developed and refined through decades of experience supporting land management and licensing operations across North America.

We specialize in implementing and supporting best-in-class systems such as **Accela**, **Clariti**, **Oracle**, and **Salesforce**—tailored for city, county, state, and federal government clients. Some examples from our service portfolio include:

- **System Configuration & Business Process Design**
  Custom configuration of record types, workflows, fees, user groups, and APO structures aligned with agency needs.
- **Automation & Scripting Services**
  Development of expressions and JavaScript-based scripts to automate business processes, notifications, validations, and fee calculations.
- **GIS Consulting and Integration**
  Configuration of dynamic themes, proximity alerts, and map layers; integration of GIS data services to support spatial decision-making.
- **Report Development**
  Design and deployment of SSRS reports, form letters, and **Accela Insights (Power BI)** dashboards to meet regulatory, operational, and executive reporting needs.
- **Data & Document Conversion**
  Full lifecycle data migration services including ETL (Extract, Transform, Load), legacy data mapping, document ingestion, and conversion validations.
- **Interface Development**
  Creation and support for APIs and third-party system integrations including payment processors, electronic plan review (e.g., Bluebeam), DocuSign, and external agency databases.
- **Testing Services**
  Comprehensive testing support including test planning, execution, and defect tracking—leveraging **Jira Xray Test Management**.
- **Training Services**
  Core team, Train-the-Trainer, end-user, and administrator training—delivered using configured environments, either onsite or virtually.
- **IT & Post-Go-Live Support**
  Managed services and helpdesk support to maintain system performance, implement enhancements, and respond to emerging business needs.

In addition to service offerings, ArcStratos is actively developing a proprietary suite of software tools and utilities to further support government modernization initiatives. These products will provide value-added capabilities such as enhanced administrative tools, data management utilities, and reporting accelerators, and are scheduled for announcement in the near future.

ArcStratos also offers **Jira and Confluence hosting and administration services**, allowing agencies to outsource the management of these tools critical to Agile project delivery and internal documentation.

Our solutions scale to meet the needs of jurisdictions of all sizes—from small municipalities to large state-level agencies—ensuring every implementation is designed for longevity, extensibility, and self-sufficiency. ArcStratos does not simply provide technology—we deliver end-to-end solutions built for measurable outcomes and long-term success.

2.3.4 PREDICTABILITY

Our software company delivers predictability and transparency through a disciplined Agile development process that empowers clients to engage with and evaluate their solution throughout the project lifecycle. By organizing work into structured Sprints, clients are given regular opportunities to review progress, provide feedback, and validate functionality in incremental stages. We utilize industry-standard toolsets and proven project management methodologies to ensure clarity, accountability, and alignment with project goals. Combined with our team of highly skilled technical professionals, this approach enables us to deliver high-quality, reliable solutions while minimizing risk and ensuring continuous value delivery.

2.3.5 PERFORMANCE

In the end, our performance and our deliveries are what we are measured on ArcStratos prides ourselves on the high-quality implementations and solutions we deliver. Our team has personally delivered 100% successful implementations and support for over 70 jurisdictions across North America.

3. Information Being Sought

3.1 General Information Being Sought

3.1.1 General Information

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 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.

This Request for Information response is being submitted by ArcStratos for the State of West Virginia one-stop shop permitting solution. ArcStratos has experience in enterprise one-stop solutions for numerous agencies including but not limited to construction building, fire, planning, zoning, public works, environmental protection, department of transportation, department of labor, department of agriculture, economic development, infrastructure, natural resource projects, parks and recreation, any and all state licensing, renewals and business registrations as well.

3.2 Specific Questions

3.2.1 Ability And Methodology To Establish One-Stop-Shop Permitting Solution

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

ArcStratos has extensive experience designing and implementing One-Stop-Shop permitting solutions that streamline the entire permitting lifecycle across departments, agencies, and user roles. Our approach is grounded in deep platform expertise, proven methodologies, and a strong understanding of how to unify permitting functions into a single, customer-friendly system.

3.2.1.1 Ability To Deliver

ArcStratos is a trusted implementation partner with decades of collective experience configuring enterprise permitting platforms such as Accela, Salesforce, and other modern civic technologies. We have successfully delivered One-Stop-Shop permitting solutions for cities, counties, special districts, and State agencies eliminating siloed workflows and improving both internal operations and citizen access.

We specialize in:

- **Cross-departmental integration** of Planning, Building, Public Works, Economic Development Infrastructure, Fire, Environmental Health, and many other licensing/registration agencies within the State
- **Consolidated online portals** for intake, fee payment, tracking, inspections, approvals, renewals, amendments, documents
- **Mobile access** for inspectors and field staff
- **Public transparency** through permit lookup tools and status updates

- **Advanced workflows** that can streamline and allow an expeditious and efficient path for the agency and online user. Ability to dynamically drive workflows based on GIS integration. This saves money for the agency and time for the online user.
- **Robust reporting and dashboards** for compliance, performance tracking, and audit readiness
- **Methodology to Establish a One-Stop-Shop**

ArcStratos follows a collaborative, phased implementation methodology tailored to the needs of each department within the agency:

Discovery & Requirements Gathering

We begin with joint workshops to engage all permitting stakeholders. This includes documenting current processes, identifying redundancies, and defining the agency's vision for a One-Stop-Shop. Key activities include:

- Process mapping
- Stakeholder interviews
- Gap analysis
- Identifying cross-departmental workflows
- Global collaboration across departments

Solution Design

ArcStratos architects the permitting system to consolidate workflows, forms, fees, and inspection processes into a unified model. This design phase includes:

- Configuring intake forms and smart applications
- Role-based access setup for internal and external users
- Designing permit workflows that support parallel reviews, dependencies, and conditions
- Integrating GIS, document management, payment gateways, and plan review tools

Configuration & Development

We have configured the permitting platform (e.g., Accela Civic Platform) to match the agency's workflows and customer service goals. Custom components are built where necessary to support complex use cases. This step includes:

- Automated notifications and status updates
- Fee calculations and invoicing
- Condition tracking and enforcement
- Mobile inspection scheduling and routing

Data Conversion

- Data mapping from multiple source databases
- Suggest data cleansing where applicable prior to starting efforts
- Document Conversion
- Data Conversion

Testing & Quality Assurance

ArcStratos conducts comprehensive testing that includes:

- Unit testing
- System integration testing
- User Acceptance Testing (UAT) with staff and selected applicants
- Iterative feedback loops to refine functionality

Training & Change Management

We ensure all users – from permit techs, plan reviewers to inspectors – are confident and well-trained. We provide:

- Instructor-led and role-based training
- Ongoing support and knowledge transfer

Go-Live & Post-Implementation Support

ArcStratos provides hands-on support during and after go-live, including:

- Hypercare support
- Performance tuning
- Final documentation
- Long-term enhancement planning

The end result is a fully integrated, digital One-Stop-Shop that empowers customers to initiate and complete permitting tasks through a centralized portal, enabling staff to manage reviews efficiently with full visibility across all departments.

ArcStratos builds these systems to be scalable, configurable, and future-proof—laying the groundwork for additional modules, new service areas, or evolving permitting needs over time.

3.2.1.2 AGILE METHODOLOGY

Through extensive years of ArcStratos team member experience coupled with certified staff members who have elite process expertise in developing and tailoring processes for multi-billion dollar corporations, ArcStratos has developed and tailored a proprietary Agile methodology using the fundamental Scrum and Kanban framework principles to deliver Land Management / Licensing software implementations. Other competitors often try to advertise that they use Agile methodologies but most often do not implement the principles and frameworks of Agile. Many competitors do not have Certified Scrum Masters to implement Agile correctly and appropriately. Often competing vendors will often lay claim to being flexible yet only mention using the Agile Scrum framework and do not mention or implement the Kanban framework which offers significant flexibility and less overhead for certain projects and implementation and/or maintenance periods.

ArcStratos will use our proprietary Agile Scrum to drive iterative development, enabling a flexible, adaptive approach to meet the dynamic needs for the State of West Virginia. This methodology allows us to make continuous improvements and incorporate stakeholder feedback throughout the project lifecycle.

ArcStratos employs a refined Agile methodology to implement land management and licensing software, aligning with the values of the Agile Manifesto and the pillars of Scrum. We prioritize **collaboration and adaptability** in every project phase. In practice, this means valuing *"individuals and interactions over processes and tools; working software over comprehensive documentation; customer collaboration over contract negotiation; and responding to change over following a plan"* (productboard.com). These values guide our approach to permitting, inspections, and licensing projects, ensuring that stakeholders (from city planners to field inspectors) remain engaged and that evolving requirements are embraced rather than resisted. ArcStratos's methodology is grounded in Scrum's empirical framework – **transparency, inspection, and adaptation** – which underpins how we plan, execute, and refine each implementation (scrumguides.org). By upholding these pillars, we maintain open communication, regularly review progress with stakeholders, and adjust to feedback or regulatory changes iteratively.

Using Agile has significant benefits for our government clients. First, it fosters **stakeholder collaboration**: ArcStratos includes client product owners and subject matter experts in planning sessions, Joint Application Design (JAD) workshops, and sprint reviews. This collaborative cadence ensures the system (e.g. permitting workflows or licensing modules) is shaped with continual input from end-users, resulting in higher user adoption and a closer fit to department needs. Second, our **iterative delivery** of software in short sprints means the for the State of West Virginia begins seeing working features early – for example, a basic permit application submission feature might be delivered in Sprint 1, followed by inspection scheduling in Sprint 2, and so on. Early and continuous delivery of valuable software is not only a principle of Agile (scrumguides.org), but it also gives the client tangible progress to evaluate. This leads to **continual feedback**: each increment is demonstrated for user testing and feedback, so adjustments can be made well before final rollout. Issues are caught early and user preferences are incorporated, vastly reducing expensive rework late in the project. Consequently, **risk is reduced** and managed proactively. By breaking the project into manageable iterations, ArcStratos can adapt to legislative changes or new requirements (for instance, a sudden change in building code or a new licensing ordinance) without derailing the entire timeline – we simply reprioritize the backlog for the next sprint. Finally, our approach provides **unmatched transparency**. Through our industry standard, highly sophisticated, and powerful Jira/Confluence toolset which is unmatched in our industry and regular communications, clients have full visibility into development progress, upcoming work, and any impediments. This openness builds trust and ensures there are no "surprises" at go-live.

Importantly, ArcStratos has **tailored Agile for land management implementations**. Government permitting and licensing projects often involve complex workflows, integrations (e.g. GIS mapping, fee processing, inspections scheduling), and multiple departments. Over years of experience, we have refined Agile practices to suit these needs. For example, we begin projects with intensive product backlog development sessions to gather requirements across departments (Planning, Building, Zoning, Public Works, etc.), translating regulatory workflows into a prioritized product backlog. We use iterative prototyping for GIS features – showing map-based permit lookup in early demos to incorporate feedback from GIS analysts. Our user stories and sprint plans account for compliance checkpoints (like code enforcement rules or public hearing steps) ensuring that each increment aligns with statutory requirements. Through this domain-specific Agile approach, ArcStratos delivers permitting, inspection, and licensing systems that are not only delivered on time and on budget, but also precisely configured to our clients' operational and regulatory environment.

3.2.1.3 SCRUM FRAMEWORK

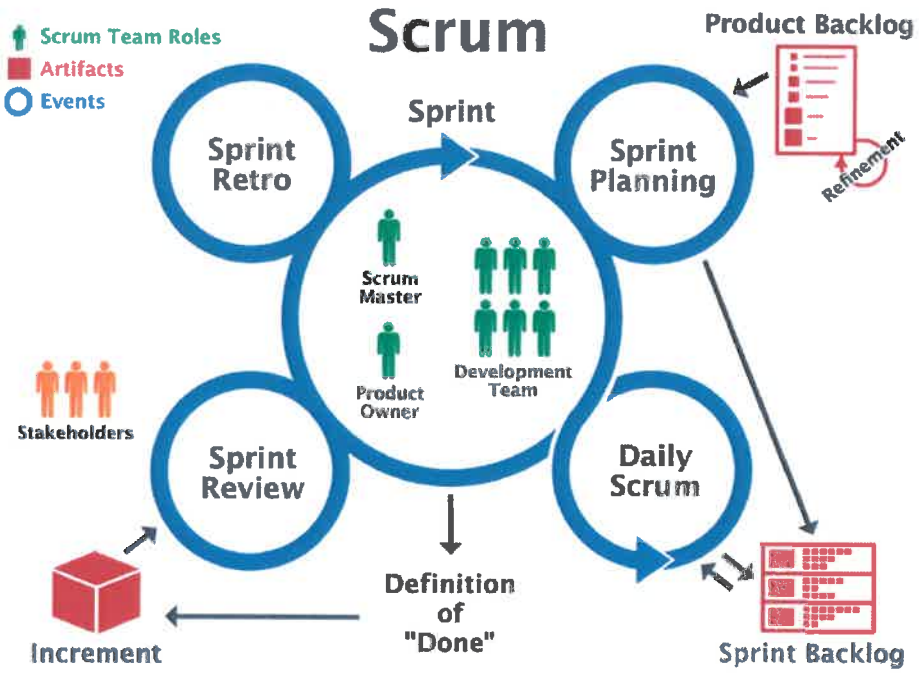


Figure 1 – Agile Scrum Framework

ArcStratos primarily utilizes the **Scrum framework** within our Agile methodology to manage project execution. In each implementation, we establish a dedicated **Scrum Team** composed of the key roles defined by Scrum: a **Product Owner**, a **Scrum Master**, and the **Development Team**. The Product Owner is a representative from the client who is accountable for the vision of the land management system across all departments and prioritizes the **Product Backlog** to maximize stakeholder value. The Product Owner ensures that features like permit issuance, inspection scheduling, license renewals, etc., are well-defined and prioritized in line with the city's needs. They are designated as the client final decision maker who works with stakeholders above and below them to finalize any tie breaking decisions required throughout the project. The **Scrum Master** (sometimes an ArcStratos project manager) facilitates the process, coaching the team on Scrum principles and removing impediments. They ensure Scrum events occur and foster an environment of transparency and continuous improvement. The **Development Team** (Scrum Team members) includes ArcStratos software engineers, GIS specialists, QA/testers, report developers, database engineers, and system configurators who build the system's functionality. This cross-functional team collaborates closely with client subject matter experts (for example, a building inspector or permit technician) to clarify requirements and verify that each increment meets real-world needs.

Our Scrum process is structured around well-defined **events (ceremonies)** that keep the project on track and the client fully engaged:

- **Sprint Planning:** At the start of each iteration (typically a two-week sprint), the Product Owner and Scrum Team conduct Sprint Planning to select which items from the product backlog will be delivered in that sprint. Together we define a Sprint Goal (e.g., "Implement online building permit application submission and fee calculation") and identify the specific user stories and tasks

to achieve it. This ensures everyone shares a clear plan for the sprint (scrumguides.org). For a land management project, Sprint Planning might involve confirming details like permit form fields or inspection checklist requirements before the team commits to those backlog items.

- **Daily Stand-ups (Daily Scrum):** Every day, the Scrum Team meets for a brief 15-minute stand-up meeting to synchronize activities. Each member reports what was accomplished, what will be worked on next, and if there are any blockers. These Daily Scrums promote team self-organization and quick issue resolution. For instance, a developer might flag a blocker in integrating the GIS map service, and the Scrum Master can then coordinate with the city's GIS department that day to resolve it. This daily cadence keeps progress visible and ensures continuous **inspection and adaptation** at a micro level.
- **Backlog Refinement:** Throughout the sprint (often one or two sessions per sprint), ArcStratos conducts backlog refinement (also known as grooming) with the Product Owner and stakeholders. In these sessions, we review upcoming user stories (e.g. a new type of license issuance workflow) and refine them – clarifying requirements, acceptance criteria, and estimating effort. We often invite departmental SMEs to jointly flesh out details of complex features (for example, the specific steps in a code enforcement case process). This collaborative refinement ensures the backlog remains well-groomed and prioritized, so future sprints can start with ready, well-understood items. It also gives clients foresight into what's coming and the ability to adjust priorities before Sprint Planning.
- **Sprint Review:** At the end of each sprint, ArcStratos facilitates a Sprint Review meeting where the Scrum Team demonstrates the **Increment** – the working software completed during that sprint – to the client and stakeholders. We walk through new features (for example, showing the end-to-end process of applying for a permit online, scheduling an inspection on the map, and generating a permit document) to gather stakeholder feedback. These reviews are essentially *user acceptance demonstrations* conducted iteratively. Client attendees (department heads, end-users, IT staff) have the opportunity to inspect the delivered functionality against their expectations. Their feedback is encouraged and is then incorporated into the product backlog (either as adjustments to the feature or new user stories for enhancements). This iterative review process ensures that the project stays aligned with the client's vision and that any necessary course corrections are made well before final delivery – embodying the Scrum pillar of **adaptation**.
- **Sprint Retrospective:** Following the Sprint Review (typically same day or next day), the Scrum Team (ArcStratos and key client team members) holds a retrospective. In this meeting, we reflect on the sprint that concluded – discussing what went well, what challenges arose, and what improvements we can make to our process in the next sprint. For example, the team might note that the testing of the inspection module happened late in the sprint, causing a rush; in the retrospective, we'd decide to involve QA earlier in the cycle for future sprints. We might also capture lessons like needing better coordination with a third-party system (e.g., the city's payment gateway) and plan an action item to address it. These retrospectives demonstrate ArcStratos's commitment to **continuous improvement**; by tuning our process each iteration, we increase efficiency and quality over the course of the project. The client benefits from this Kaizen mindset as it leads to a smoother implementation and knowledge transfer (for example, improving how training materials are prepared if that was an issue).
- **JAD (Joint Application Design) Sessions:** In addition to core Scrum events, ArcStratos often employs JAD workshops especially at the project inception and for major functional areas. While not an official Scrum ceremony, we have found JAD sessions invaluable in government projects to quickly gather and reconcile input from multiple stakeholders. For instance, early in the project we might conduct a JAD session with Planning, Building, Fire, and Public Works departments

together to map out the end-to-end permit issuance process across departments. Using facilitation and whiteboarding, we jointly define workflows, data fields, and rules. The outcomes of these JAD workshops feed into the backlog as user stories and process documentation (captured in Confluence). By timing JAD sessions either before the first sprint or ahead of a sprint that will implement those functions, we ensure that the Scrum Team has high-quality, agreed-upon requirements to work from. This practice is one way ArcStratos **refines Agile for land management domain** — blending structured stakeholder design sessions with the iterative Scrum cycle to handle the complexity of inter-departmental government processes.

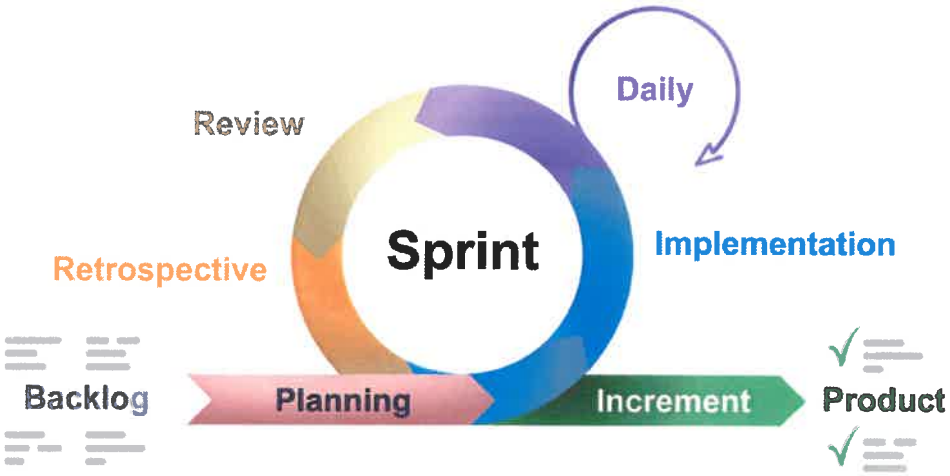


Figure 2 – Scrum Sprint Cycle

ArcStratos delivers in iterative sprints. Each sprint includes Sprint Planning, daily Scrums, development & testing of backlog items, a Sprint Review (client demo of the **Increment**), and a Retrospective for continuous improvement. This cyclical process repeats, with a potentially shippable product increment delivered at the end of each sprint.

Scrum Artifacts and Tools: ArcStratos leverages industry-leading tools (Atlassian Jira and Confluence) to maintain transparency of Scrum artifacts and project information. All **Product Backlog** items (user stories, tasks, and bugs) are tracked in Jira, complete with priority, estimates, and descriptions. This backlog is the single source for all requested functionality – from core features like "Apply for Permit" user stories down to technical tasks like "Configure GIS map layer integration." During Sprint Planning, selected items move into the **Sprint Backlog** in Jira, giving the team a focused list of what to deliver in that iteration. As the sprint progresses, we use **Burndown Charts** in Jira to monitor progress daily. The burndown chart provides a visual indicator of work completed versus remaining, which we share with the client in status meetings to provide **visibility** into whether we are on track. We also track **Sprint Velocity**

(story points completed per sprint) and produce velocity reports in Jira – over multiple sprints, this helps in forecasting and adjusting scope with the client. For example, if we consistently complete ~300 points per sprint, and the backlog has 900 points left, we can predict roughly 3 sprints remaining and plan deliverables accordingly. All these artifacts are accessible to the client: ArcStratos often provides Jira dashboard access or regular exports so that client project managers can **view progress in real time**. In Confluence, we maintain documentation such as meeting minutes, weekly status reports, common requirements from JAD sessions, design decisions, configuration settings, user guides, go-live checklists, and team calendars. This ensures that every user story not only results in code, but also in updated documentation (e.g., a Confluence page on "Inspection Module Configuration" might be updated as that feature is built). By diligently managing Scrum artifacts, ArcStratos achieves a high degree of **transparency** – the client can see what's in scope, what's completed, and what's coming next at any point scrumguides.org.

Benefits of ArcStratos's Scrum Approach: Using Scrum provides **incremental delivery** and early value realization. After each sprint, the client receives a working increment of the system (for example, an operational permit issuance workflow that users can try out). This means the agency can begin validating and even training on parts of the system well before final deployment. The iterative development also uncovers any misunderstandings or issues early, significantly reducing risk of project failure scrumguides.org. **Client visibility and control** are enhanced through Sprint Reviews and our transparent use of Jira/Confluence – the client is effectively a partner in the development journey, with full insight into progress and the ability to adjust priorities. **Quality is built-in**: continuous testing is conducted each sprint (including ArcStratos's internal QA and client user testing during reviews), leading to fewer defects at go-live. Moreover, by focusing on the highest-priority features first (as directed by the Product Owner), Scrum ensures that the most valuable capabilities (for instance, critical permitting features needed to meet an upcoming regulatory deadline) are delivered early. This approach can be lifesaving in government projects, where deadlines might be tied to fiscal year or legislative mandates. Finally, our Scrum-based delivery yields a **more flexible and user-centered system** – because stakeholders see the system evolving incrementally, they can request tweaks or enhancements (like a change in an inspection checklist or an additional search filter on the permit query screen) while development is ongoing. ArcStratos welcomes these changes in line with Agile principles, as accommodating them early is far preferable to costly change orders after deployment. In summary, the Scrum framework allows ArcStratos to de-risk complex land management system implementations, keep clients actively involved, and ensure the final product is a tested, user-approved solution that aligns with all requirements.

3.2.2 EXAMPLES OF PREVIOUS SIMILAR WORK PRODUCTS

Provide examples of previous similar work products.

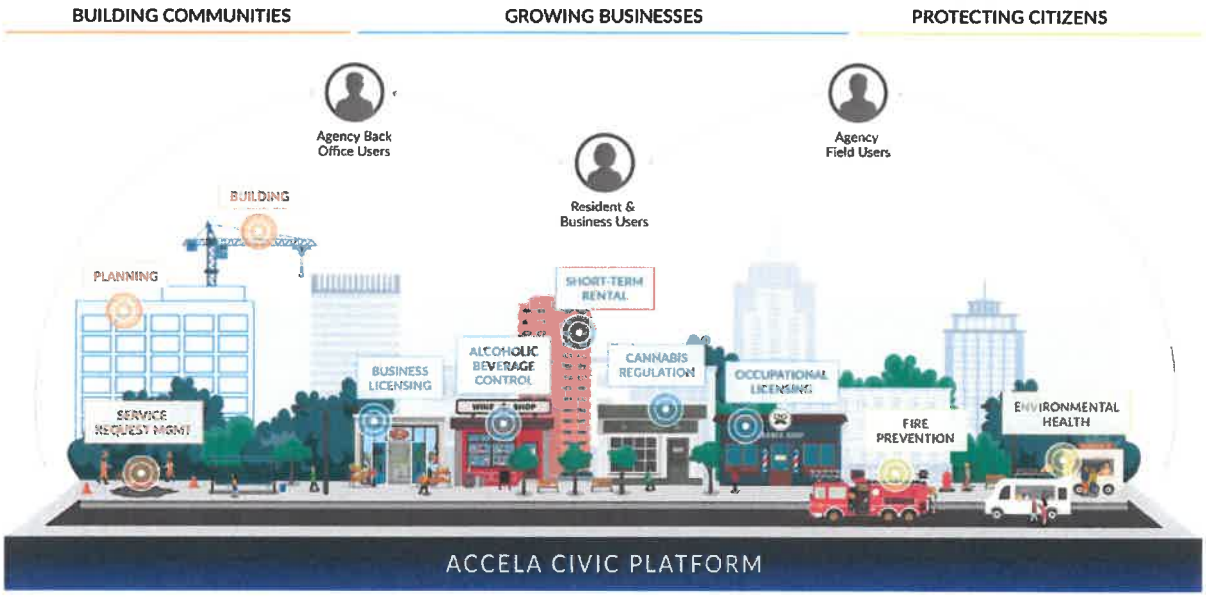
Based on the information you have provided in your RFI including addendums, ArcStratos can provide initial recommendations for the software suites that we believe would likely be best suited for your project. The enterprise level of your One Stop Shop Permitting Program requires a solution that has significant functionality to meet the needs for the several agencies in scope and for the large number of record types and integrations desired. Additionally, we believe that your jurisdiction will need a software suite that is highly scalable and inherently has robust APIs to leverage to ensure your system can meet the changing demands that you will inevitably be required to adapt to.

Given this, our two recommended products at this time before RFP release are the Accela Civic Platform and the Salesforce Public Sector Solutions (PSS). Both software products will meet the high demands that we believe the State of West Virginia requires for the size and scale of your future system.

3.2.2.1 ACCELA CIVIC PLATFORM

Executive Summary

The **Accela Civic Platform** is a proven, enterprise-grade permitting and licensing solution purpose-built for government agencies. With decades of experience supporting permitting, licensing, inspection, and workflow modernization across hundreds of jurisdictions, Accela is uniquely positioned to support West Virginia's vision for a centralized, citizen-focused One Stop Shop Permitting Program.



Accela's scalability, configurability, and deep domain experience make it a strong fit to integrate the diverse needs of the Department of Commerce, Department of Environmental Protection (DEP), Office of Environmental Health Services (OEHS), Department of Revenue, Department of Tourism, Department of Transportation (DOT), and Secretary of State (SOS) into a unified platform supporting over 285 permit record types.

Key Strengths of Accela

- **Proven Government Expertise**
  Over **25 years of experience** delivering permitting, licensing, and inspection systems for state and local governments.
- **Enterprise-Grade Architecture**
  Supports large-scale implementations with high transaction volumes and multi-department workflows while maintaining performance and security.
- **Configurable, Not Custom**
  Provides robust configuration tools to meet complex agency needs without heavy custom code — reducing long-term technical debt.

- **Agency-Specific Modules**
  Purpose-built functionality to support permitting, inspections, compliance, and licensing for a wide range of regulatory agencies.
- **Open Integration Capabilities**
  APIs and integration frameworks allow seamless connectivity to existing state systems (ERP, GIS, document management, identity management).
- **User-Friendly Interface**
  Intuitive web portals and mobile applications to simplify interactions for citizens, businesses, and agency staff.

Summary Points

- Decades of expertise in permitting and licensing modernization.
- Scalable and configurable to support 285+ permit record types and licenses across agencies.
- Deep functionality for permitting, inspections, licensing, and compliance.
- Modern architecture with integration-ready APIs.
- Strong success record with state-level enterprise implementations.

3.2.2.2 SALESFORCE PUBLIC SECTOR SOLUTIONS

Executive Summary

Salesforce Public Sector Solutions (PSS) is a powerful cloud platform that combines the flexibility of Salesforce with purpose-built capabilities for permitting, licensing, and regulatory workflows. Leveraging Salesforce's robust platform and low-code/no-code environment, PSS enables West Virginia to rapidly implement and scale a single enterprise solution to meet the diverse needs of over 285 permit record types and licenses across multiple agencies.

With unmatched scalability, robust integration capabilities, and a modern user experience, Salesforce PSS is well-suited to support the One Stop Shop Permitting Program while enabling long-term innovation across state agencies.

Key Strengths of Salesforce PSS

- **Cloud-Native, Enterprise-Ready**
  Trusted by governments worldwide for mission-critical operations with enterprise security, performance, and compliance certifications.
- **Highly Configurable Platform**
  Low-code tools allow agencies to adapt processes quickly and maintain agility without relying heavily on developers.
- **Unified Citizen Experience**
  Seamless portals and mobile access deliver an intuitive experience for citizens, businesses, and internal staff.
- **Ecosystem of Integrations**
  Thousands of AppExchange integrations and robust APIs to connect with legacy state systems, payment gateways, GIS, and ERP platforms.

- **Scalability Across Agencies**
  Supports large, complex, multi-agency implementations while maintaining centralized governance and distributed operational control.
- **Analytics and Reporting**
  Built-in analytics empower leadership with actionable insights to improve decision-making and operational efficiency.

Summary Points

- Flexible platform for 285+ record types across multiple agencies.
- Low-code agility for rapid delivery and future adaptability.
- Unified citizen and agency experience to simplify engagement.
- Enterprise security and compliance backed by Salesforce infrastructure.
- Deep integration capabilities for existing state systems.

ArcStratos as an Unbiased Partner

ArcStratos is a systems integrator and trusted implementation partner, not a software vendor. This means:

- We evaluate solutions objectively to ensure the best-fit platform is recommended.
- We bring deep implementation experience with both Accela Civic Platform and Salesforce Public Sector Solutions, ensuring unbiased analysis.
- Our focus is on delivering successful outcomes, not on selling a particular product.
- We tailor our recommendations to the State's unique requirements, budget, and long-term strategy.

By partnering with ArcStratos, West Virginia can have confidence that the One Stop Shop Permitting Program will be designed, implemented, and supported using the solution that best aligns with the State's operational, technical, and citizen engagement goals.

3.2.3 IDENTIFY COMPANY

Identify your company name, primary contact person, phone and email.

Company Name	ArcStratos Inc.
Primary Contact Person	George Calzat, Chief Executive Officer
Phone	(413) 446-4505
Email	calzat@arcstratos.com

3.2.4 SOLUTION FOR ADDITIONAL PERMIT/LICENSES FOR PARTICIPATING AGENCIES

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.

ArcStratos has extensive experience in expanding and enhancing implementations through the addition of future modules and applications, enabling agencies to evolve toward a true scalable enterprise-wide solution. One recommended approach is utilizing a phased implementation approach. In a first phase (or set of phases if needed), an agency/department or set of agencies/departments can be implemented and deployed to production. This is sometimes chosen to be an agency or primary set of agencies that have dependencies on one another to deliver a Minimum Viable Product (MVP) for in this case the One-Stop Shop Permitting system. Once this first phase is complete, any number of additional phases can be added to deliver follow on agency modules in subsequent phase. For example, a Building department can be delivered in a first phase. Once live, in a subsequent phase, Natural Resources can be delivered in Phase 2. Economic Development can then be delivered in a Phase 3. ArcStratos would conduct due diligence and analyze with stakeholders any agencies that may get impacted when another goes live first. ArcStratos tries to eliminate the duplicate entry of multiple systems by integrating agencies together where they are dependent on one another in the application/license process. ArcStratos is experienced in multiple phase go-lives to bring additional agencies on board after other stakeholders are currently in production.

The other approach that still involves phases is to have a set of agencies or all agencies deliver a portion of their permits or record types in each phase at each phase. This provides the ability for each agency to see a piece of the action and have some run time in Production in stages.

A big bang approach can be used as well delivering all of these departments. However, a phased approach provides a few advantages such as being able to stagger the state budget over time instead of all at once. In addition, some of the functionality can have some run time in Production before another agency or next phase of that agency moves forward.

Our proprietary Agile methodology we've developed provides by far the best way to deliver any one of these approaches. In addition, all of the software products we implement allows for delivery of additional agencies in later stages easily and our team has extensive successful experience in doing so.

3.2.5 PERMITTING PORTALS CURRENTLY IN USE

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

ArcStratos has implemented a holistic approach with one site to navigate a user across agencies to apply for permits/license/inspections or check statuses on their application. Depending on the solution the State of West Virginia chooses, we can advise/suggest which software solutions can help the State of West Virginia with the enterprise solution. Most robust software solutions can provide a API construct and SDK's. Sophisticated solutions will be able to provide security protocols for cloud solutions, and developer tools.

Moving current portals to the new solution will transition with ease. There are approaches such as providing emails and pins to users in the existing system with login instructions to create their account in the new system. This will allow them to log into the new system and view their account and information (permits, contact information, etc.) seamlessly. With our agile methodology, the stakeholders will see immediately the new look and feel and walk through applications, renewals, make payments, schedule inspections as soon as the application is built during the agile process. As agencies come on board with the new software solution, their agency/department will then appear in the one-stop shop solution. The

other phased in agencies which will not be part of the system initially will still have their links on the State's webpage in order to keep the customer conditioned to visit just the one site, however, may still navigate them to their application/license site until the phased in agencies do go-live.

3.2.6 SECURITY AND PRIVACY/CYBER SECURITY, BACKUPS, AND DISASTER RECOVERY

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

ArcStratos delivers multiple software vendor solutions to meet your needs. ArcStratos typically analyzes your requirements as an independent unbiased implementation vendor to provide the best solution for your State. This is the benefit of not being a software vendor directly that will only sell you their product whether it works best for you or not. Below is what is noted for the security, backup, and disaster recovery information for both the Accela and Salesforce proposed possible solutions.

3.2.6.1 ACCELA

3.2.6.1.1 SECURITY

Some software solutions, as an example, Accela's primary and secondary cloud facilities have data line capacity to ensure responsive access to our proposed solution for our customers. Additionally, they provide the equipment, hardware, and network infrastructure necessary to operate and sustain all contracted software on behalf of the State of West Virginia and to provide the necessary development, test, production, and training environments.

These facilities provide secure encrypted transmission of personal data to include personal name and address, SSN, credit card, banking, and payment data, passwords, and any other data subject to Federal data privacy protection laws and provides protection that meets or exceeds any such statutory requirements. Transport Layer Security (TLS) encryption is used to meet this requirement.

Accela offers a PCI-compliant infrastructure for deployment in the cloud. Our applications have been developed to comply with all 12 PCI Data Security Standards, including:

- A firewall within the proposed infrastructure to protect cardholder data provided via both the Accela back office and Public Portal
- Strong passwords and password policies to ensure password protection and delineates and enforces role-based security to ensure that only authorized users and administrators can access sensitive data
- Secured sessions to prevent any unauthorized access to sensitive cardholder data
- Encryption per PCI and PABP standards whenever cardholder data is transmitted across open, public networks
- Adherence to all applicable industry standards for the development of secure systems and the Accela applications that operate within these systems
- Assigning unique User IDs and Passwords for each user granted access to the system
- Full audit trail capabilities to track and monitor all access to network resources and cardholder data

As a provider of SaaS solutions for government, some software solutions prides itself on delivering an elevated level of data and cloud security by implementing a variety of measures to protect its customers.

- Some enterprise software holds SSAE 18 SOC 2 Type II.
- Some SaaS solutions are audited annually against the national standards passed by HIPAA and is HIPAA HITECH compliant.
- Partner companies, like Microsoft, ensure their cloud services meet the FBI's CJIS standards, another high benchmark in cybersecurity.
- Some Saas provides PCI-DSS v3.2.1 SAQ-D – Service Provider.

Our security standards are based on NIST 800-53 r4 and will expand our program to adopt new standards as required. Typically, we do not see HIPAA data standards as a requirement for enterprise solutions, but some Saas solutions are HIPAA HITECH compliant.

3.2.6.1.2 BACKUPS AND DISASTER RECOVERY

To support best practices, records no longer considered active or that have been partially completed then abandoned, can be purged from the system using configurations. The system provides tools to archive and delete records based on your data retention policy.

Some software solutions are designed to store data indefinitely, eliminating the need for archiving. Access to historical data like inspections, permits, and complaints is essential for incident response, making this accessibility critical to the solution.

Certain agencies have established data retention policies that mandate the removal of specific data, such as historical inspection results or inactive records, from the system after a designated period. Many of these agencies opt to mark these records as inactive, effectively hiding them from view while maintaining their availability for future research and retrieval if necessary. This approach eliminates the need to archive and subsequently retrieve these inactive records from the archive.

Some software solutions offer customers the capability to delete records from the system in accordance with data retention policies. This process can be managed by system administrators who possess specific deletion rights or through a formal written request to Accela for data removal. Please note that we do not proactively delete any customer data.

Our backup strategies and fully redundant disaster recovery site are designed to prevent the need for a complete system rebuild of data. At a minimum, 15 days' worth of backups are maintained, with database backups occurring nightly and data replication occurring in near-real-time across geographically distinct locations. A SaaS solution provides data replication intra- and inter-regionally, with the following backup retention policies:

- Daily backups retained for six weeks with an RPO (Recovery Point Objective) of 1 hour
- A weekly full backup is stored for three months
- A monthly full backup for 12 months
- A yearly full backup exists for 10 years

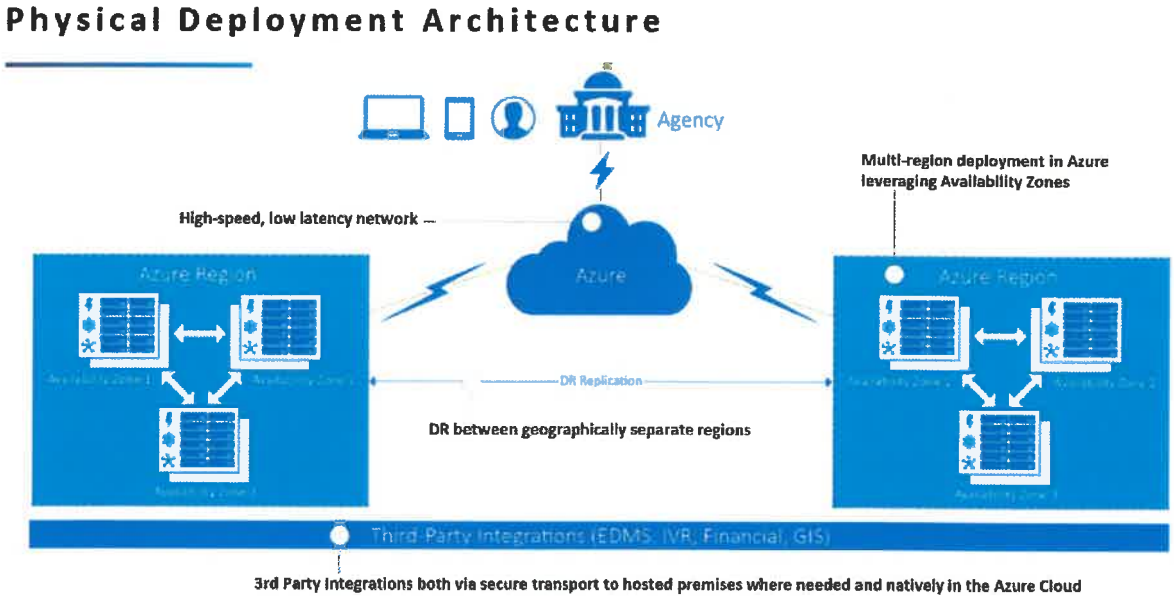


Figure 3 – Physical Deployment Architecture

Some Saas solutions expertly manages applications and infrastructures within the industry-leading Microsoft Azure hosting environment, ensuring world-class data security and a robust and reliable solution with a 99.9 percent uptime commitment each calendar month.

Disaster recovery is an integral part of maintaining business continuity should a catastrophic outage occur. Accela is committed to giving our cloud customers access to their respective data and sites in a timely fashion should such an unlikely outage occur. Enterprise solutions can maintain a third-party audited Business Continuity (BR) and Disaster Recovery (DR) policy which is certified as documented and tested at least annually as part of SOC 2 certification.

The SaaS production database is replicated locally and mirrored to a geographically distinct failover site. Great care, planning, and expense has been taken to ensure that no single point of failure occur within the cloud environment itself. All network and I/O paths are redundant, and all services are available via load-balanced environments. Some Saas solutions employs virtualization that allows for the dynamic migration of any failed virtual guests to another live host the moment an outage is detected. This ensures the continuity of business services should a single server go offline.

A two-node database cluster provides high availability for the key production databases. This cluster allows for both dynamic and manual relocation of key services insomuch that the associated web and business services can always connect to a live node.

Database backups follow a standard **weekly full/nightly incremental schedule**. Some SaaS offers a committed **1-hour Recovery Point Objective (RPO)** and a **4-hour Recovery Time Objective (RTO)**.

In any scenario involving data loss, multiple opportunities are available to recover the data. If a site-wide outage occurs that is projected to be sustained and lasting but the data itself within the data center is retrievable, some SaaS solution employees will transfer any outstanding archive logs to the standby site and activate the standby site as the primary cloud facility. External DNS entries will then be updated to reflect the failover site.

We have partnered with Microsoft to ensure the State of West Virginia has a reliable cloud solution. Azure helps agencies reduce disaster recovery cost and complexity challenges, while helping add coverage and compliance in the following ways:

- Provides customers peace of mind knowing their workloads are protected from any disaster without having to build and maintain a secondary datacenter or relying on backup.
- **Reduces costs**: Customers do not have to pay for infrastructure, the power to run and cool machines, or IT personnel to manage machines, saving customers from paying to maintain a secondary data center.
- **Manages complexity:** Azure customers can leverage automation to enable the true power of recovery plans and allow you to failover your workloads with a click of a button, removing the guest work and stress involved in a disaster.
- **Ensures compliance:** Disaster recovery is no longer constrained by geographical barriers. The disaster recovery site is geographically separated from the Production system.
- **Scales protection:** Azure Site Recovery (ASR) provides rich capabilities to quickly replicate virtual and physical machines.

3.2.6.2 SALESFORCE

3.2.6.2.1 SECURITY

The Salesforce solution, a cloud-based Software-as-a-Service platform, offers the State of West Virginia a secure, scalable, and cost-effective environment for managing its requirements. By eliminating on-premises infrastructure complexities, the State can focus on delivering stakeholder value without the burden of hardware management. Salesforce's cloud hosting provides high availability and performance through a global network of data centers compliant with FedRAMP, NIST, ISO 27001, and SOC 2 Type II standards. Users can access the system seamlessly via standard devices, modern web browsers, or the Salesforce mobile app, requiring only a reliable internet connection. Key benefits include scalability, advanced security measures like encryption and Multi-Factor Authentication, and a fully managed service that handles updates and maintenance, allowing the State's IT team to focus on strategic initiatives.

Salesforce offers a highly secure, role-based portal for the One Stop Shop Permitting Program, built on the Salesforce platform, ensuring data protection, seamless access, and accountability. The solution includes advanced security features such as Single Sign-On (SSO) and two-factor authentication (2FA) to safeguard user access and secure data.

Role-Based User Management

- **User Roles**:
  - **User**: Limited access tailored to specific job functions.
  - **Manager**: Oversight of team activities with additional permissions.
  - **Admin**: Full system management and configuration.
  - **Super Admin**: Unrestricted access to system settings and user management.

Each role is customized with permission sets to ensure access is restricted to necessary functions and data.

Authentication and Authorization

- **SSO**: Facilitates seamless, secure access using State of West Virginia's identity provider.
- **2FA**: Enhances security with a second authentication factor (e.g., OTP or mobile authentication).

Data Security and Encryption

- **Data at Rest**: Encrypted with AES-256.
- **Data in Transit**: Protected through HTTPS and TLS 1.2/1.3.

Auditing and Monitoring

- **Audit Logs**: Capture detailed, immutable records of user activities.
- **Permission Changes**: Track changes in roles and permissions.
- **Automated Alerts**: Notify administrators of suspicious activities.

Granular Permissions and Data Segmentation

The One Stop Shop Permitting Program can configure access down to the field, record, or data segment level, ensuring sensitive information is accessible only to authorized users.

Compliance

The solution complies with:

- **NIST** guidelines
- **GDPR**
- **FedRAMP**

This ensures that State of West Virginia operates within established security and regulatory standards.

3.2.6.2.2 BACKUPS AND DISASTER RECOVERY

ArcStratos is dedicated to providing State of West Virginia with a reliable system on the Salesforce platform, ensuring continuous availability, exceptional resilience, and a robust disaster recovery strategy. Our solution utilizes Salesforce's high availability, data replication, and advanced recovery capabilities to ensure operational continuity. Automated backup and restoration ensure critical data is protected and easily recoverable, meeting State of West Virginia's operational needs while maintaining strict compliance standards.

System Availability
ArcStratos ensures reliable system availability for the One Stop Shop Permitting Program by leveraging Salesforce's comprehensive architecture and inherent capabilities. Salesforce's multi-tenant design and high availability features are tailored for modern government operations, with a guaranteed uptime of 99.9%. The platform uses proactive monitoring and global redundancy across data centers to ensure uninterrupted access, even during localized disruptions. This guarantees consistent and reliable access for State of West Virginia stakeholders.

To manage varying user demands, Salesforce's scalability and intelligent load-balancing mechanisms enable seamless handling of peak traffic, providing a smooth and efficient user experience. ArcStratos will supplement this with regular system health checks and performance tuning to maintain optimal responsiveness, ensuring the system meets performance expectations consistently.

Resiliency
The system's resilience will be enhanced by leveraging Salesforce's comprehensive disaster recovery infrastructure, including real-time data replication across multiple data centers and a fault-tolerant design. These features ensure that critical data remains accessible and secure, even during regional outages or partial system failures. Salesforce's platform supports transactional integrity and automated failover, maintaining operational continuity under all conditions.

ArcStratos can further enhance resilience by implementing Shield Platform Encryption to protect sensitive data without impacting system performance. Best practices in data integrity checks, along with Salesforce's powerful APIs for real-time integration, ensure high reliability. Advanced recovery tools will ensure critical functionalities remain operational with no data loss, delivering a resilient system capable of supporting State of West Virginia's needs under all scenarios

Disaster Recovery
ArcStratos ensures a resilient disaster recovery strategy for the One Stop Shop Permitting Program by leveraging Salesforce's built-in backup and recovery capabilities. These include automated backup scheduling, granular recovery options, and customizable retention policies, all within a secure, standards-compliant framework (ISO 27001, GDPR, SOC 2).

To enhance flexibility, ArcStratos can offer Databricks as an optional integration, which complements Salesforce with scalable data processing and synchronization for large datasets. This integration provides efficient backup management, extended retention, and advanced recovery workflows, minimizing downtime and data loss.

Both Salesforce and Databricks support strict Recovery Point Objective (RPO) and Recovery Time Objective (RTO) standards, ensuring a secure, adaptable solution to maintain the State of West Virginia's operational continuity and public trust during disruptions.

3.2.7 ENSURE SOLUTION OPERATIONAL ON OR BEFORE JANUARY 1, 2027

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

The ArcStratos team members are experienced in deploying state level agencies of this magnitude while adhering to an aggressive timeline. Our team members have accumulated a wealth of lessons learned over several decades for implementing large-scale solutions involving many agencies. Below are some of our proven and in many cases mandatory process and implementation approaches that have resulted in successful on-time deliveries.

- ArcStratos Agile methodology
  - Following an Agile methodology is absolutely critical to not only effective and successful implementations but also timely ones. Some jurisdictions even require that only Agile methodologies be used for all software projects given their proven benefits. Because ArcStratos has perfected the Agile methodology for permitting and licensing software projects, ArcStratos will provide higher quality and more timely implementations to meet this aggressive deadline.
  - A key benefit our Agile methodology provides to the State is that the staff will both see and use the actual software products every single day throughout the development of the projects as they test each element through each Sprint. Each potentially shippable sprint package product will also be available every 2 to 4 weeks depending on the Sprint duration chosen.
  - This approach greatly reduces risk in the project because the staff view and approve what the actual product is every day versus approving a document that does not allow the staff to visualize exactly what the end software product is both looking like and doing.
- Impediments addressed very quickly
  - As part of each daily scrum meetings, the opportunity is provided for each Scrum team member to bring up any impediments they have (client or vendor). It is crucial for these

impediments to be brought up and addressed quickly to avoid any delays for team members to complete their commitments.

- Continual product backlog refinement
  - A key to timely completion requires continual product backlog refinement (requirement analysis) throughout the development.
- Sprint Retrospective or retrospectives in general
  - No single process can address the unique variables that exist within a project and team makeup. Process tailoring to some level is always required to target the needs that exist uniquely for each project and even each agency separately. Retrospectives provide the venue to openly discuss what went well, what challenges arose leading to what things did not go well, and what improvements are recommended. This ensures the team is always looking to fix improving what they are doing and avoid making the same mistakes throughout the project.
- Global (Commonality) analysis developed up front
  - Global analysis is a critical development approach to ensure commonality is designed across all of the design elements (e.g. business processes, task names, status names, form layouts, color schemes, application question wording/formatting, configuration and variable name consistency, code structure and design, fee structure, workflow approach, etc.).
  - Global analysis pays off in dividends by spending time up front to ultimately have the end product delivered quicker and more efficiently
  - Global analysis also is one of the biggest key elements to reducing future maintenance in the system.
  - This also enhances cross agency collaboration and consistency.
  - Global analysis is a process that is performed by ArcStratos successfully and is generally not performed by virtually 100% of all other implementors.
- Dedicated client Scrum team members per agency with overall oversight
  - Depending on size and other characteristics, both the client and the vendor can benefit from parallel teams addressing each individual agency. This is generally more critical for client Scrum team members given their unique knowledge of each agency. This helps the entire project move more efficiently in parallel instead of in a serial fashion.
  - A Product Owner (PO) is necessary to be a final decision maker (or decision coordinator) with some level of oversight and authority to ensure the product development is moving smoothly from the client end and decisions are made and adhered to.
  - The vendor and client also provide oversight at a PM level on each side.
  - The vendor may have a solution and/or technical architect as well to ensure designs are developed appropriately and quickly.
- Iterative continual data conversions
  - Typical data conversion approach that is priced in is founded upon a very finite number of data conversion runs (e.g. two or three). Although this can be successful, especially in smaller sized projects, this is not as effective in larger enterprise sized projects.
  - ArcStratos has developed a proprietary data conversion process that is a unique approach to providing continuous data conversion which greatly saves schedule time and significantly reduces risk in one of the riskiest areas of a project.
  - Because the RFP process forces a price competitive approach, this is generally only provided as an option given there is more cost to provide the extra labor that is required to provide this.
- Minimum Viable Product (MVP) prioritization

  - MVP prioritization is a continual analysis of the priorities of every user story to ensure the Minimum Viable Product is delivered for go-live. This ensures that higher critical scope items are identified and designated to be delivered for go-live over lower priority scope items.
  - For example, a set of reports may be considered "nice to haves" can be removed from the MVP bucket to be possibly later delivered after go-live.
  - This helps ensure that the scheduled go-live date can be met and is a very critical piece to meet the schedule.
- Aggressive and comprehensive testing
  - Years of experience have taught our team that comprehensive testing is a key to success. If defects are not caught earlier in the process, the cost in both time and money becomes far great if it's caught later in the process.
- SMEs timely availability
  - SMEs (inspectors for instance) to answer unique domain questions are always required in any project. Availability of SMEs in a timely fashion result in quicker design decisions which reduces schedule and design risk.
- Strong IT support
  - IT support is always a key factor for many facets of the project. Timely support to provide the needs such as accounts, access, technical decisions, database support, legacy system support, governance, etc. is critical to reducing schedule risk.
- Responsive third-party vendor support during development
  - Not having responsive third-party vendor support (e.g. payment provider vendor) can delay projects for months. Coordinating these relationships and activities up front is key to staying on schedule.
- Strong toolset
  - Without a strong toolset to help manage the project, it is almost certain that a project will take longer to complete.
  - ArcStratos not only uses the best industry standard toolset in Agile software development, but we've also designed a solution architecture that is second to none in our industry to maximize efficiency for every project.
  - This is coupled with a full suite of Jira apps that no other software vendor in our industry has to get the job done efficiently.
- Ancillary department support (e.g. Finance)
  - Departments such as Finance should be involved during the project and not be an afterthought. Key departments such as Finance reduce rework by making sure to take into account their requirements before they are designed out and re-work is required.
- Continual knowledge transfer
  - Continual knowledge transfer is inherent in the ArcStratos Agile process. All client Scrum team members are trained on the product every single day using the product every day to test and approve our design every sprint.
  - This greatly helps the go-live and Train-The-Trainer and End User Training given these staff members already know how to use the product before the team even starts User Acceptance Testing (UAT).

3.3 INFORMATION BEING SOUGHT

3.3.1 EXAMPLES OF PREVIOUS SOLUTIONS

Examples of previous solutions of similar size and scope.

3.3.1.1 CITY OF FORT LAUDERDALE, FL

SCOPE OF SERVICE

The City of Fort Lauderdale, Florida—ranked as the 10th largest city in the state with a population exceeding 186,000—embarked on a comprehensive modernization initiative to replace its legacy land management and licensing system. The LauderBuild project was a multi-year, enterprise-level implementation involving **nine departments, divisions, and offices**. The objective was to retire the unsupported Community Plus system and implement a modern, scalable platform that would enhance operational efficiency, improve citizen experience, and support long-term sustainability.

PROBLEM STATEMENT

The City's previous land management system had reached end-of-life status, with the vendor ceasing support and the underlying infrastructure becoming increasingly unstable. This posed critical risks such as potential data loss, costly downtime, and inefficient manual processes. The City budgeted and selected a solution (the Accela Civic Platform) that would ensure data security, streamline operations, and deliver superior service experience to both internal users and the public.

Goals of the LauderBuild Project:

- Replace the aging Community Plus platform with a state-of-the-art, cloud-based solution.
- Enhance cross-departmental collaboration through shared data and workflows.
- Improve the reliability and functionality of back-office operations.
- Deliver a user-friendly self-service portal for citizens and businesses.

Our team members were tasked to bring together and deliver a modernized land management and licensing solution for nine (9) different departments, divisions, and offices capable of supporting complex workflows, ensure secure data handling, and integrate seamlessly with internal and external systems.

Key Project Highlights

- Delivered using a proven no-code/low-code platform (Accela Civic Platform).
- Supported 225 internal users and over 186,000 external users with role-based access.
- Deployed **179 record types** to 9 departments:
  - **Building**
  - **Planning**
  - **Code Enforcement**
  - **Engineering**
  - **Fire Rescue**
  - **Police (Alarm Billing)**
  - **Engineering**
  - **Parks and Recreation (Special Events and Sanitation)**
  - **Transportation & Mobility**
- Delivered 140 operational and analytical reports.
- Implemented complex GIS integrations and 8 additional interfaces, including ePermitHub for electronic plan review
- Migrated millions of records from the SunGard Community Plus system.
- Streamlined business processes and automated manual tasks.
- Achieved 99.9% uptime in production.
- Designed a scalable solution that allows for future expansion.

IMPLEMENTATION

ArcStratos team members played a critical role in delivering the LauderBuild project through the Accela Civic Platform. Our team deployed a comprehensive Software-as-a-Service (SaaS) solution of 179 record types encompassing nine distinct department groups and led critical workstreams, including system configuration, data conversion, GIS architecture, and functional design.

The Department of Sustainability and Development (DSD) consisted of Building, Planning, Code Enforcement, and Business Tax and formed the core of this land management / licensing implementation. In addition to the above, the IT and Finance departments were also heavily involved in the implementation.

OUTCOMES

The successful implementation of LauderBuild, our staff led and developed, transformed the City's land management and licensing operations:

- **Operational Efficiency:** Reduced processing times and eliminated manual data entry
- **Enhanced User Experience:** Improved usability and reliability for both internal users and public applicants.
- **Compliance and Security:** Strengthened data security and ensured regulatory compliance.
- **Scalability:** Created a future-ready architecture that can easily accommodate growth.
- **Stakeholder Satisfaction:** Significantly improved public and internal satisfaction with City services.

SIMILARITIES

The City of Fort Lauderdale's LauderBuild initiative closely mirrors the State of West Virginia's One Stop Shop Permitting Program project in both **scope and complexity**. Both projects:

- Involve modernizing end-of-life systems with complex data conversion requirements.
- Require low-code/no-code scalable platforms.
- Include a comprehensive set of record types related to Building, Planning, and Code Enforcement.
- Demand robust GIS integrations and detailed reporting capabilities.

If selected, **ArcStratos will assign the same experienced team** that successfully delivered the LauderBuild system to lead the State of West Virginia's One Stop Shop Permitting Program implementation, bringing proven expertise and familiarity with directly relevant challenges and goals.

LESSONS LEARNED

- **User-Centric Design:** Early stakeholder engagement is essential for adoption and system success
- **Database Cleansing:** Collaborating with the client early in the process ensures data readiness and minimizes conversion issues.
- **GIS:** Aligning ArcGIS services with Accela GIS Admin tools is critical; centralizing the agency's ArcGIS system as the single source of truth for parcel and address data over third-party property data systems.
- **Best practices:** Change resistance was overcome by demonstrating the effectiveness of best practices. Establishing a strong Product Owner as a change agent proved essential to aligning departments and driving adoption to the best practices provided by ArcStratos team members.

ArcStratos is ready to apply these insights, experience, and proven approaches to deliver a successful implementation for the State of West Virginia.

3.3.1.2 LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT (LFUCG), KY

SCOPE OF SERVICE

The Lexington-Fayette Urban County Government (LFUCG), which encompasses the City of Lexington, is the second-largest city in Kentucky with a population exceeding 320,000 residents. The Department of Planning, Preservation, and Development faced significant challenges, including fragmented and outdated systems, operational inefficiencies, siloed information, high support costs, and a lack of citizen-facing services.

To address these issues, LFUCG initiated a modernization effort to implement a Commercial-Off-The-Shelf (COTS) solution using the Accela Civic Platform. The project aimed to unify Building, Planning, and Engineering functions into a single, scalable platform that would enhance internal operations and provide a seamless experience for citizens and contractors alike.

Our team members delivered a centralized, cloud-based solution that integrated 34 disparate data sources into a unified system with secure, role-based access. By leveraging configuration, automation, and integration, our team aligned the solution with LFUCG's objectives and modernized critical government operations.

PROBLEM STATEMENT

For decades, LFUCG relied on rudimentary, disconnected systems to manage its land management and permitting operations. These outdated tools lacked reporting capabilities, notifications, modern workflows, and citizen self-service features. Citizens were required to visit government offices for services that other municipalities had already digitized. The absence of integration and automation created operational bottlenecks and poor service experience.

Key Project Highlights

- Built entirely on a proven no-code/low-code SaaS platform (Accela Civic Platform).
- Supported 320,000+ external users with secure, role-based authentication.
- Deployed **43 record types** across 3 departments:
  - **Building**
  - **Planning**
  - **Engineering**
- Delivered 30 detailed reports for operational and analytical use.
- Integrated LFUCG's ArcGIS system to support address, parcel, and owner data
- Migrated 34 legacy data sources into a consolidated Accela Civic Platform database.
- Delivered 4 system interfaces, including integrations with OnBase EDMS, ePay, and PeopleSoft.
- Consolidated multiple disconnected tools into one centralized and modernized system.
- Enhanced both internal workflows and external citizen-facing services.
- Eliminated silos and increased communications and efficiencies across all departments.

LFUCG approved this modernization project with the following primary goals:

- Implement a modern software solution capable of meeting both current and future needs
- Introduce best practice processes based on industry standards and past client success
- Consolidate disparate systems into a single, web-based platform with a citizen portal and mobile support.
- Improve citizen services and customer satisfaction.
- Provide seamless access to GIS and the OnBase Electronic Documentation Management System (EDMS).

- Leverage authoritative GIS data for address, parcel, and ownership information from LFUCG's ArcGIS system
- Implement the Accela Civic Platform in alignment with current business processes with process improvements.
- Reduce long-term operational costs and improve maintainability.

Our team members were tasked from start to finish to deploy a new system capable of addressing all of these goals to improve their land management services to the County and City of Lexington.

IMPLEMENTATION

ArcStratos team members executed the project from initiation through post-go-live support. We conducted a detailed assessment of LFUCG's existing processes and data sources to develop an optimized configuration that aligned with their objectives. Record types and workflows were designed with input from stakeholders to ensure alignment with business needs and long-term maintainability.

Interfaces were developed to integrate with key systems, including the OnBase document management system, ePay for payment processing, and PeopleSoft for financials. Our GIS Solution Architect designed a seamless ArcGIS integration that enabled a GIS-centric approach to inspections and permit management.

OUTCOMES

- **Unified Platform:** Consolidated legacy systems into a robust, cloud-based platform, enhancing efficiency and data integrity
- **Best Practices Processes:** Greatly improved processes for both internal back office staff and external users which improved overall productivity and customer satisfaction. Enhanced usability for both internal staff and external users.
- **Modernization:** Introduced modern features such as mobile inspections and online portals to streamline operations.
- **GIS Centric:** Established GIS as the single source of truth for location-based data, enabling automation and reporting

SIMILARITIES

LFUCG's modernization initiative shares significant parallels with the State of West Virginia's One Stop Shop Permitting Program project. Both:

- Required replacing fragmented, end-of-life systems with a modern, unified solution.
- Involved Building and Planning departments with similar business needs and record types.
- Required integrations to improve the functionality of the new platform.
- Emphasized citizen self-service, GIS integration, and back-office automation.

Given this similarity, ArcStratos will apply proven methodologies and reuse design and configuration experiences from the LFUCG project to accelerate and de-risk the State of West Virginia's One Stop Shop Permitting Program implementation.

LESSONS LEARNED

- **Inspection Auto-Assignment:** Ensure GIS district layers are defined early in the project to support inspector auto-assignment.

- **Engage Public:** Gathering feedback from citizens and contractors during development ensures the system meets real-world needs.
- **Engage Finance Department Early:** Engage the Finance Department early to align reporting and accounting interfaces with operational requirements.

ArcStratos is ready to apply these insights, experience, and proven approaches to deliver a successful implementation for the State of West Virginia.

3.3.2 DESCRIBE PRICING STRATEGY OPTIONS

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

Pricing is typically broken out between two major categories, which are Services and Licensing costs. For Services, beyond the go-live date typically it is expected that there is a defined warranty period built into the cost (typically 30 days) primarily to address post-live defects and optionally to provide more comprehensive staff augmentation if desired. A maintenance contract beyond warranty is typical as well but is generally not within the scope of the initial contract. Therefore, those costs are typically not included or expected. An approach used often for projects of this size is fixed cost plus contracts that define an initial fixed cost but allow for easy expansion (using task orders or change orders) to address additional sprints desired for additional functionality. Time and Material per labor category is another approach for pricing that can be implemented but is not used as often. Rates would be provided if a contract is solely Time and Material However, for fixed cost contracts, rates are not provided given they are fixed cost. Typically, fixed cost plus projects are provided as an overall estimated single cost for development and a separate cost for travel (depending on the travel approach). Because all modern projects are Agile based and most often use Sprints for development, it is no longer common practice in the industry to break down pricing per workstream such as data conversion or reports given that contradicts Agile methodologies and Agile deliverables. Typical Agile deliverables are Sprint packages which include a mixture of all development efforts at different times. Pricing for non-Agile elements is never requested in. Therefore, you would not request pricing for items such as requirements documents, technical specifications, project plans, etc. given that can only be related to obsolete waterfall methodologies.

There are generally two primary approaches that can be used for travel. One method is to request all costs to be burdened with the overall fixed cost. Implementors would provide an assumption that travel costs cannot exceed a certain dollar amount in that approach. This is the most typical approach to travel. A second approach is for the state to reimburse all travel costs per trip. This would require the vendors to submit their travel costs to the state for each trip typically on monthly basis. A variable that can challenge the process is that vendors will provide a very wide range of travel estimates from one vendor to another resulting in inevitably not being able to compare apples to apples. Virtually every project of this type is performed remotely with some level of travel (hybrid model) to ensure you gain the best resources available and the most efficient implementation that is not burdened with the inefficiencies of travel time and costs.

Low balling for Services is a typical practice in the industry and should be examined carefully. Generally, if the price looks too good to be true, it's because it is too good to be true. The result will almost certainly be a very poor implementation that will cost you more to repair than if you paid the appropriate amount for the project at the start of the project. Once the foundation of the house is built, it will cost significantly more to tear down the house and repair it. A poor implementation can take the best product and destroy it. When it comes to Services, you get what you pay for.

For software licensing, it will depend on the software vendor on what their specific pricing model is. However, each vendor is required to know the number of years that you want to price it for. This is also required to keep pricing consistent across vendors. Generally, the more years you request to get under contract for, the better pricing that the State will receive from vendors for software. Therefore, for instance the State will almost always receive better pricing if the State requests a 4 year contract for software than if the State requests 2 year pricing for instance. This requires you to contract for the number of years you define though. Number of users is required to price the core platform software. The number of back-office users is almost always required (any back-office user who requires a login to the system including inspectors for instance) and estimated number of public users may be requested as well. Specific vendors may require other data points based on other statistics such as number of annual projects or number of documents requiring electronic signature for instance. Software maintenance that generally includes SaaS costs would also be expected to be priced out. This again may be approached differently based on the software vendor. However, the number of years is again a requirement to be able to support pricing.

Generally, it is beneficial to allow vendors to provide costs for optional software package elements to provide the State with additional information for other possible products and add-ons that may be desired. If it's not required software and if providing additional optional add-ons is not specifically mentioned, vendors may generally not provide a cost for it and will almost never include it in the base pricing given it would price them higher than other vendors unfairly for items other vendors are not providing additional optional functionality for. This would not allow for an apples-to-apples comparison between vendors.

3.3.3 MARKETING MATERIALS

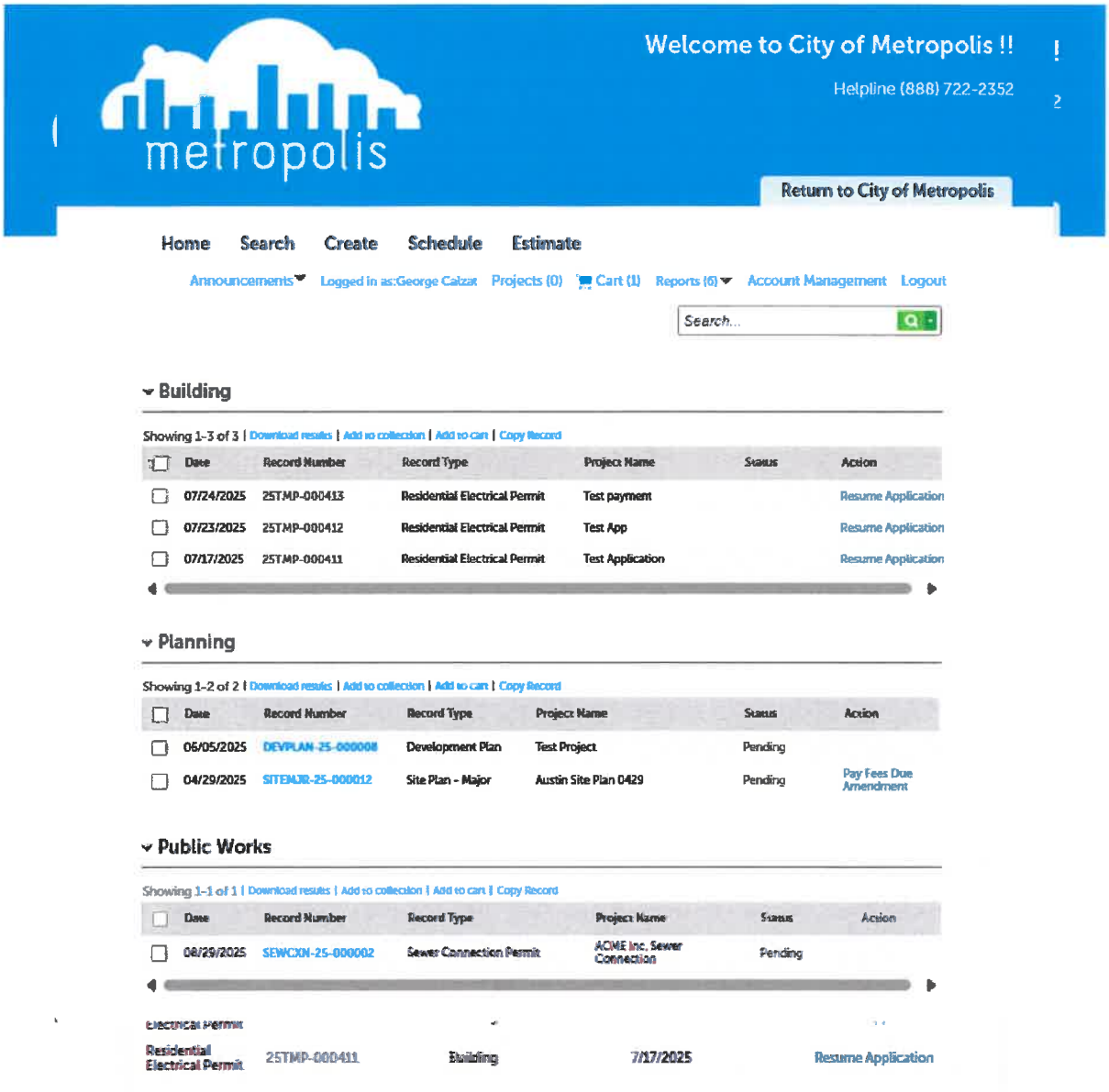
Any marketing materials, technical data or other relevant information to the solution.

3.3.3.1 ACCELA

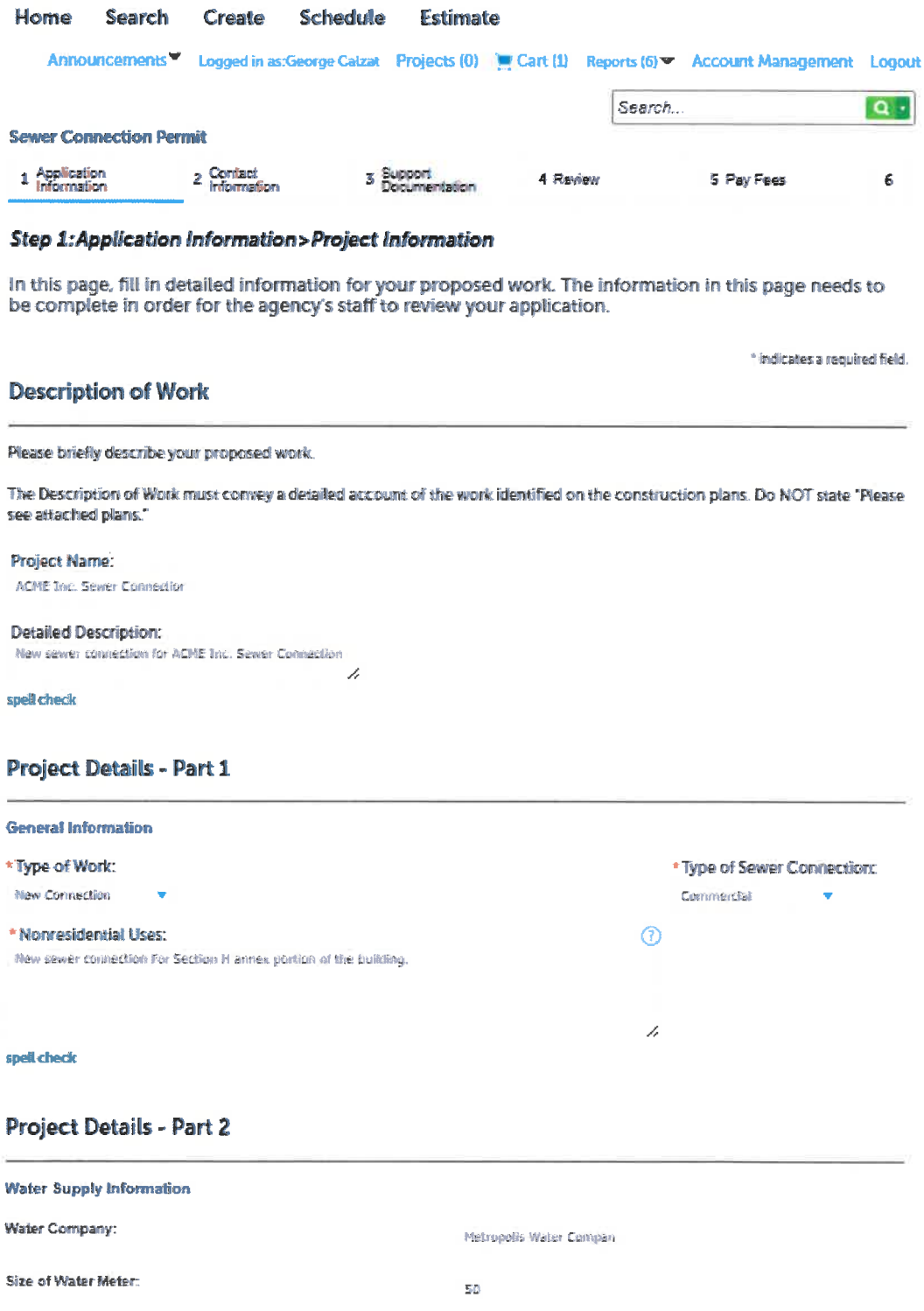
Accela Citizen Access Portal

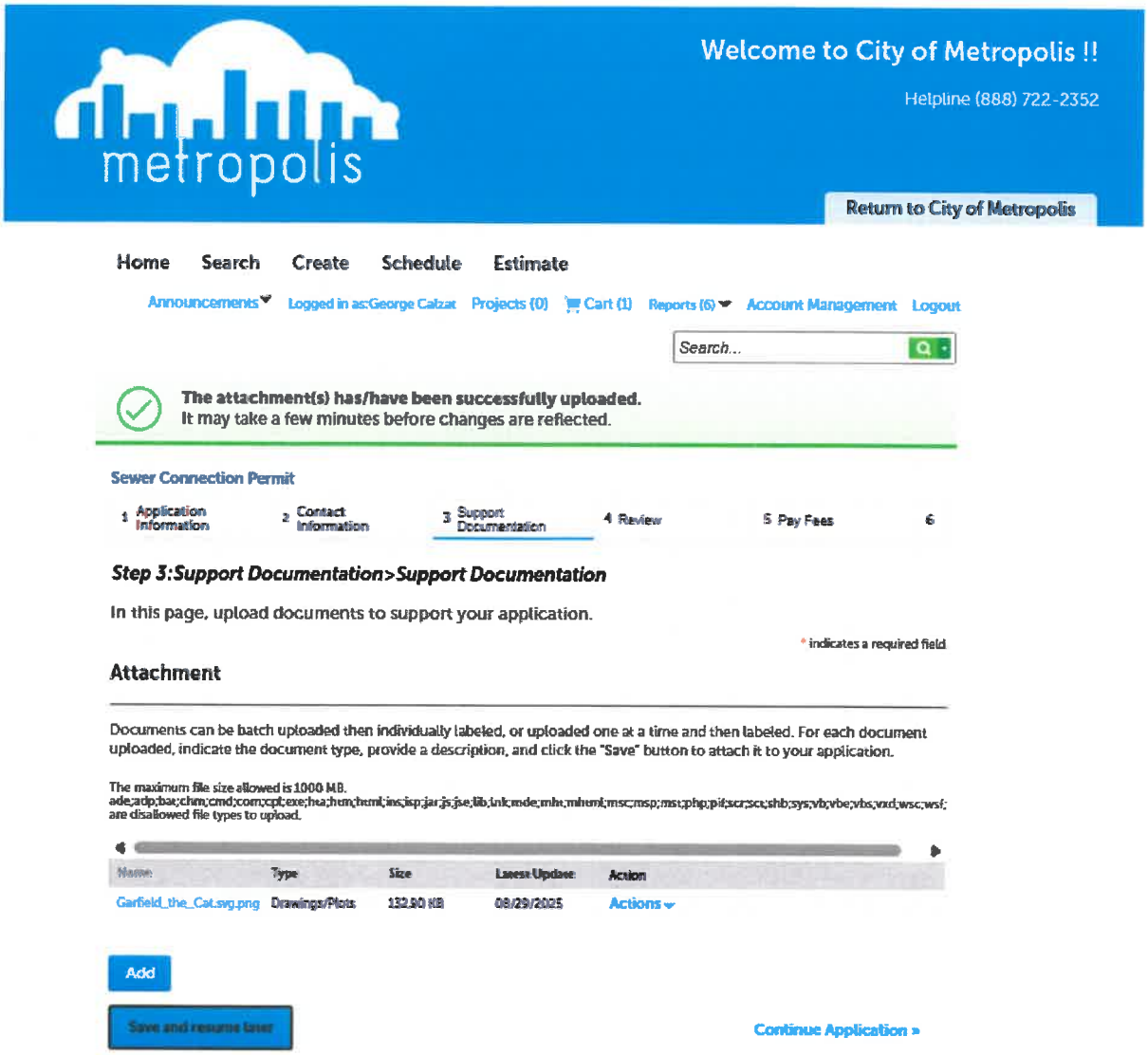
The Accela system provides an easy-to-use and intuitive interface for both the public users and County staff including field inspectors. The software is hosted on Microsoft Azure cloud and is accessible on all standard browsers including **Chrome, Edge, Firefox, and Safari**. Public users will need to register using a secured email login to submit a permit application, track status, or make payments. The staff portal is user role-based and users with the right permissions have functionalities enabled based on their role and responsibilities in the agency.

The application intake process for the public application follows a page flow design in which the application intake is broken down into small chunks that **flow logically from the applicant's perspective**. Each page has a save and resume with validation that does not let the applicant advance



forward until all the details are completed on that page. This ensures that the application is complete and accurate before it arrives with staff for review.





The staff portal is easy-to-view; interact menu and navigation screens let the user search for and do their review work without having to change multiple screens and the least number of clicks. Accela Workflow is a powerful tool that maps the agency's workflow process, assigns task members, and provides due dates. The system automatically advances from one workflow task to another based on business rules.

Accela Mobile is a **mobile application** that is available on **iOS** and **Android** operating systems. It is device agnostic and allows field inspectors to view the permit application details that the County staff have access to. **Accela Mobile** has a **responsive design** that **adjusts for various mobile device screen sizes and resolutions** providing a **seamless experience** across platforms.

Customer / Community Portal

The back-office component is geared toward internal agency staff and is therefore designed for power and efficiency when completing many repetitive, everyday tasks. Accela's Citizen Access (Customer/Community Portal) is built with community users in mind and therefore focuses on being very intuitive and guiding the user through step-by-step processes which are performed with less frequency and less familiarity of the solution.

Features such as maps, help, and search are readily available through a series of drop down windows that can be accessed on every page without leaving the work screen. This allows for quick and easy research and cross-referencing of information. All forms in the solution are clearly arranged with labels and helper information that is easily accessible. Built-in data filters make it easy to locate records. Should users ever need it, **'Help' is available in context for all screens and globally at the top of the page**.

Citizen Access includes actionable links such as "Apply for a Permit" or "Renew a License" right on the homepage. Once users enter a process, progress indicators show them which step they are on and large buttons at the bottom of each page indicate how to proceed to the next step. The application flow can be configured to meet your business processes. **Error handling on each form page validates the information entered before allowing users to proceed to the next step.** User account features allow users to save their work in progress and return later to finish their application. All public records are searchable from Citizen Access.

Accessibility Guidelines

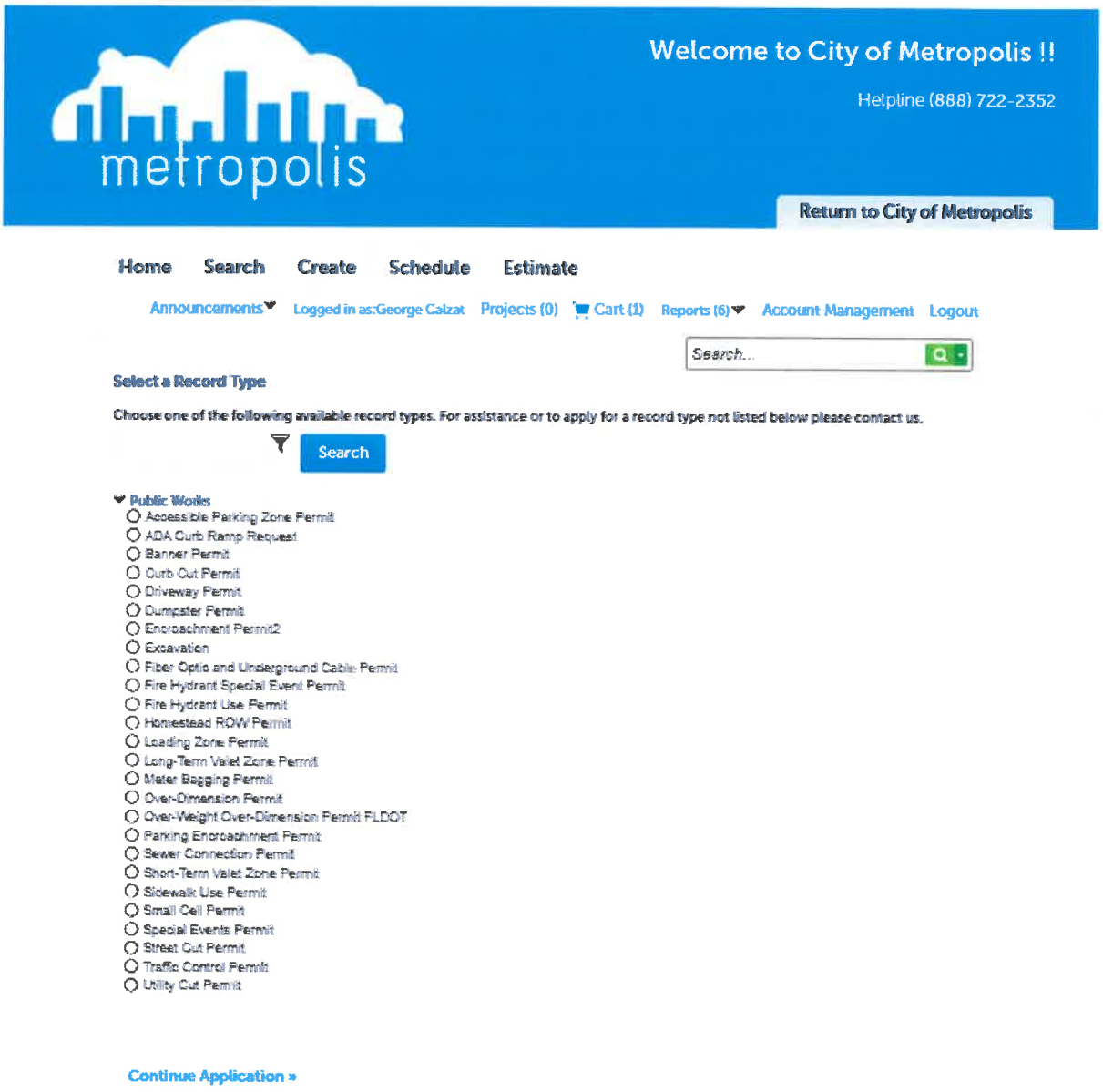
The following are descriptions of the main guidelines followed by Accela to implement accessibility compliance:

- **Alternate Text for Images**: A text equivalent for every non-text element shall be provided using "alt", "longdesc", or in element content.
- **Color**: Web pages shall be designed so that all information conveyed with color is also available without color, for example from context or markup.
- **No Style Sheets**: Documents shall be organized so they are readable without requiring an associated style sheet.
- **Tables**: Row and Column headers shall be identified for data tables. Markup shall be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.
- **Frames**: Frames shall be titled with text that facilitates frame identification and navigation.
- **Text Only**: A text-only page, with equivalent information or functionality, shall be provided to make a web site comply with the provisions of this part, when compliance cannot be accomplished in any other way. The content of the text-only page shall be updated whenever the primary page changes.
- **Scripting**: When pages utilize scripting languages to display content, or to create interface elements, the information provided by the script shall be identified with functional text that can be read by assistive technology.
- **Applets and Plug-ins**: When a web page requires that an applet, plug-in or other application be present on the client system to interpret page content, the page must provide a link to a plug-in or applet that complies with §1194.21(a) through (l).
- **Forms**: When electronic forms are designed to be completed on-line, the form shall allow people using assistive technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.

- **Skip Navigation**: A method shall be provided that permits users to skip repetitive navigation links.

Accela's solutions are web-based and web-accessed. Authority to access the system and to view data, perform work or change existing information is governed by the rights and privileges your System Administrators will grant all users. This includes applicants and others who may access the system through its web portal. Using the security model described Accela has not had a single reported case of unauthorized user access. Access to system reports and the ability to run reports is similarly controlled by user privileges. Under the system web portal, Accela Citizen Access, the One Stop Shop Permitting Program has the ability to decide what documentation is made available to these external users for viewing.

Accela's Citizen Access portal **very clearly defines what permit or license the customer is applying for**. Specific **Business Rules** can be applied to **steer** the **customer towards** the **correct permit or license. ACA also can make certain fields required** (determined by the State of West Virginia) that will **ensure that customers only submit completed applications**.



As an optional additional purchase, Accela also offers an intuitive permit guide called OpenCounter. OpenCounter can act as a "Pre-Project" tool that will list the different permits and licenses needed for a specific project. OpenCounter helps applicants answer pre-application questions without calls, emails, or visits to City Hall, while streamlining staff processes for increased efficiency. The self-serving portal guides the applicant through a series of questions that act as a decision tree and navigate the applicant to the right permit type bound by the State of West Virginia's permitting and zoning regulations. This self-serving tool aims to not only reduce the foot traffic and phone backlog but also make it easier for the applicant to choose the right permit application type in the idea/project stage. The decision tree also provides guidance on any supplemental permits that may be required and the approximate fees.

When the applicant is ready to move forward with their application, the responses are carried over to the Accela Citizen Access application page flow. This eliminates the need for the applicant to enter those responses again.

Citizen Access

Citizen engagement and meeting public expectations is a challenge state and local government face today. Providing online services and allowing the public to self-service reduces walk-ins and phone calls, increases agency staff productivity, and saves the overall cost of service delivery.

Elevating citizen service delivery through a self-service web portal, Citizen Access extends government services to the public 24 hours a day from the convenience of their home, office, or job site on any device they prefer. This allows agencies to engage and connect with the public in the way the public expects and needs. It provides all services online, including initial application, fee calculations, renewals, and real-time status updates, to reduce the need for citizens to call or travel into offices and wait in queues to submit paperwork or check progress.

The online portal is available to customers as a web-based application that the customer can access from any standard browser. The customer can submit their application on this portal, upload documents, pay the fees, schedule their inspections and also check the status of their submitted application. The Citizen's Portal can accommodate an unlimited number of customers/regulated entities.

The Accela system is designed so that when the application is submitted from the public portal the system automatically (based on State of West Virginia business rules) triages and assigns to the right department and user.

Accela public user does not allow the creation of two accounts under the same log in. Additional business rules can be configured for identification of duplicate accounts.

Users can log into the system from any web-enabled device.

Multi-Language Citizen Services

Accela is in touch with the mandates that are occurring across the U.S. as well as with its expansion internationally. One of these critical mandates by state governors and large city mayors is offering citizen services in multiple languages to facilitate business growth for all groups. These local governments are committed to providing multilingual services of all kinds to their residents, business owners, and visitors. In revenue-sensitive and regulatory areas such as permitting and licensing, it is particularly critical to ensure that the public can properly and efficiently apply for needed permits. Offering multilingual capabilities can boost or stabilize revenue and improve compliance with community codes.

Our solutions offer extensive multilingual capabilities, with international language packs available for Spanish, French, Arabic, Chinese, Portuguese, Vietnamese, and two versions for English (U.S. and Australian). These language packs can be deployed in Citizen Access to serve the public and several of these languages can be used in the back-office application for agency users, like Australian English, Arabic, and US English.

Using Citizen Access, the public can access services and carry out entire processes online. From looking up information to applying and paying for permits, to printing off completed paperwork, citizens save time and money by taking advantage of many government services from the convenience of their home or office. Accela's solutions have also been localized, enabling the software to support items specific to local cultures, such as date format, phone numbers, addresses, currency symbols, text layout, and more.

A citizen can **select from a list of languages** when they access the Citizen Access site. Citizen Access also supports special characters and accented characters.

Citizen Access Search Capabilities

Accela's Citizen Access portal offers advanced features and functionality that empower agencies to conduct business with the citizens they serve in a 24/7/365 including application submission, research, GIS mapping, fee payment, license renewal, project management and much more. Citizen Access supports non-registered (i.e., public), registered and third-party contributors to work collaboratively with the State of West Virginia. It is also mobile-browser responsive, ensuring that those customers that access the site from a smartphone or other mobile device are provided with a powerful and intuitive user experience uniquely suited to their device. Citizen Access is 508c and WCAG 2.0 Compliant, making the software accessible for all individuals

The ability for non-registered public users to search records (i.e., products, licenses, etc.) is fully supported within the proposed solution. The State of West Virginia can define what attributes of a record are visible to the public, including limiting search criteria where necessary.

One of the search options offered to online users is a global search (i.e. google-like search experience) across a full-text index of all records, properties, contacts, etc. within the solution. This is presented as a docked search box in the upper right-hand corner of every page within the portal.

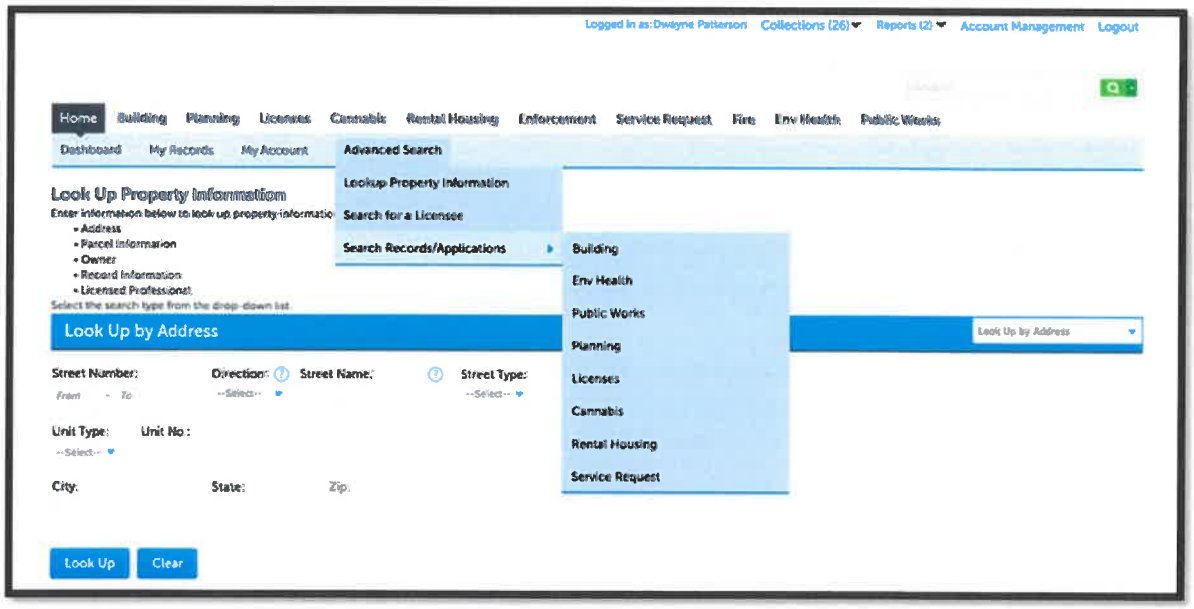


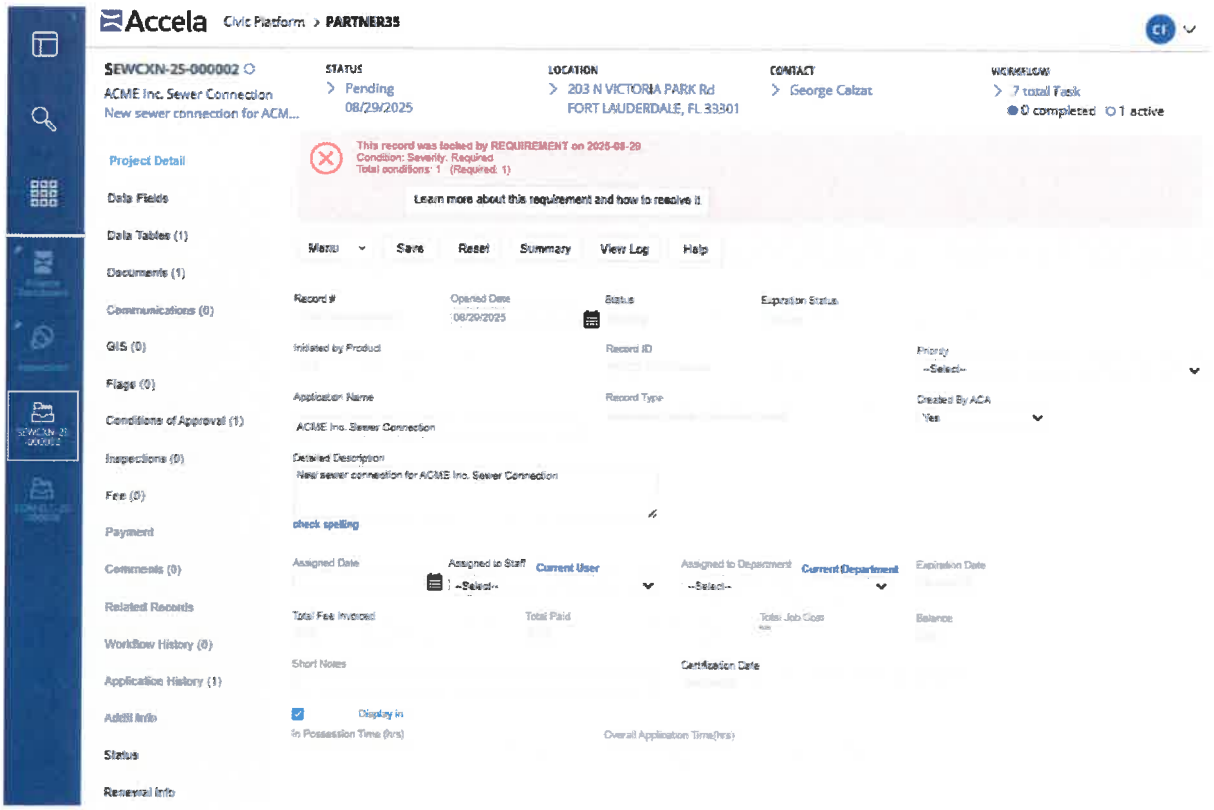
Figure 4 – Accela Citizen Access Record Search

Accela Workflow Designer

The flexible configuration of our solutions lets customers define and manage the sequence and requirements of the hundreds of steps involved in a workflow, including initial applications, plan reviews, code enforcement, fee calculation/collection, inspections, notices, and approvals. The solution manages all types of regulatory activities — one-time processes such as residential construction permitting and pesticide application permitting, or annually renewable activities such as elevator permits and air quality permitting. Permits or other case types the State Of Wet Viginia desires may be configured at any time in the future by System Administrators to meet these yet unforeseen needs.

Accela's Workflow Designer can mimic the <<clientShort>>'s simple or complex workflow and allows every aspect of each key business process to be configured in our solutions. This tool efficiently guides each process from task to task, from initialization to completion, but it also

- Facilitates key task assignments
- Allows the definition of duration for each of the tasks
- Automatically sets due dates based on task durations
- Task tracking: Who is assigned to handle the task, task status, and location of pertinent data about the completion of the task?



This workflow engine is the universal element in the Accela client space, acting as the eyes and ears to a myriad of public processes in city, county, and state governments. Accela's Workflow Designer has expanded this graphic design tool for workflow configuration to include the following major features:

- Support administrators to drag and drop widgets onto the canvas to visually build or edit a workflow process. The widgets may be process start and end points, forks, joins, flow lines, and tasks (including sub-processes).
- Support administrators to design workflow and processes, and define tasks in processes, including setting task basics, associating task-specific information groups, setting task status, proximity alert, and e-mail notification.

Each workflow task is represented as a milestone to be done sequentially, concurrently, or Ad hoc based on the business requirements of your agency. This includes task-specific status dispositions, custom data collection, time tracking, and workflow metrics management that help ensure you capture the right information at the right time. Workflow automation including generating internal and external communication via email, SMS, and alerts, generating applicable documents/forms, routing work tasks to other stakeholders, and automatically creating related records such as trade permits, licenses, etc. are all managed "under the hood" through Accela's workflow design tool, thus keeping the end-user experience streamlined and efficient.

Each set of workflow tasks (Completed, In Progress, and Up Next), can be collapsed to help the user focus on a specific task or set of tasks. The Completed and Up Next tasks are collapsed by default. Users can quickly expand collapsed task sets and then expand the individual tasks that are most pertinent to

their jobs. This puts important information at the user's fingertips without presenting an overly detailed and distracting view of the entire workflow process. Ad Hoc tasks are displayed in the same manner, with Completed and In Progress tasks grouped so they can be collapsed or expanded.

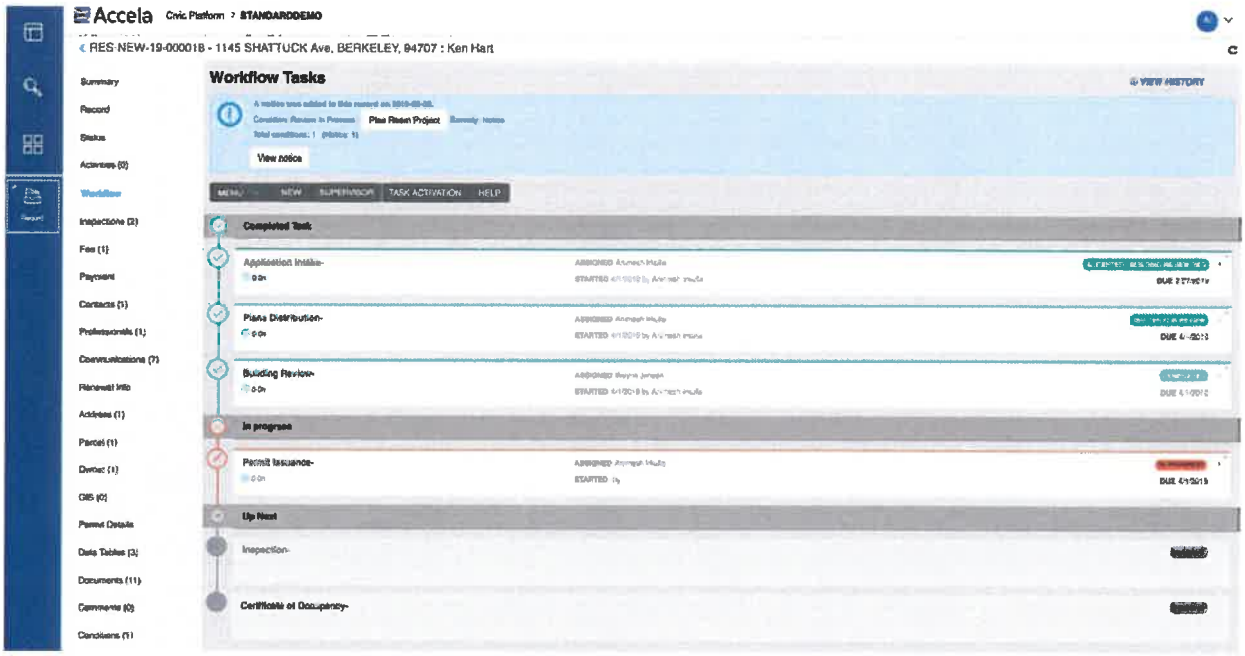
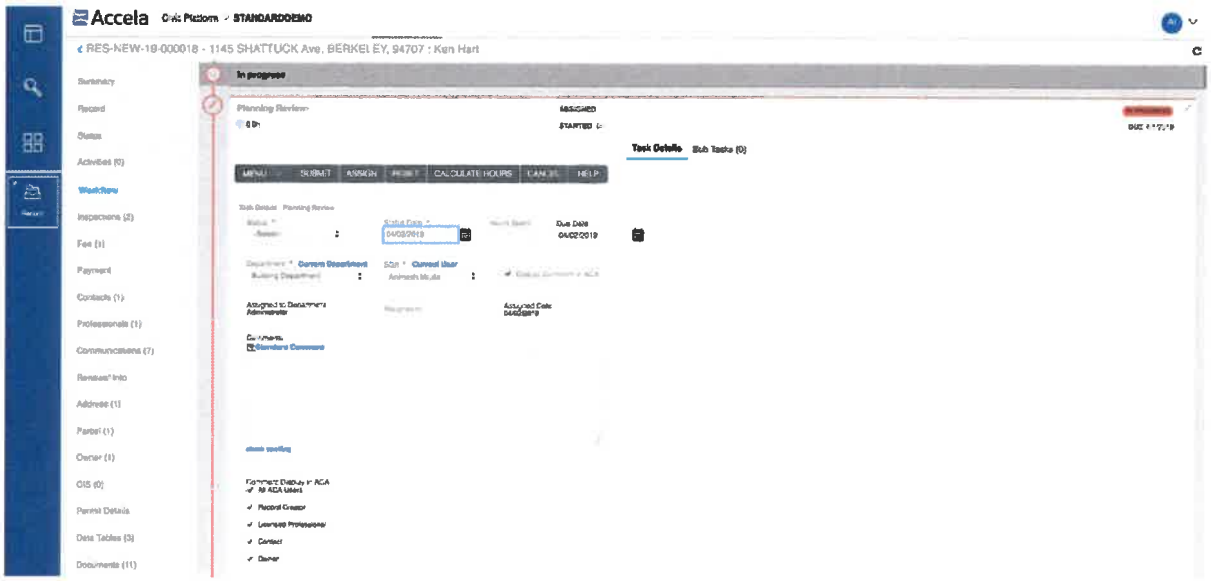


Exhibit 1: Clean lines, color-coded and icon-based status indicators, and an HTML5 responsive design allow your agency to quickly move applications through the unique business processes to take them from intake to approval.



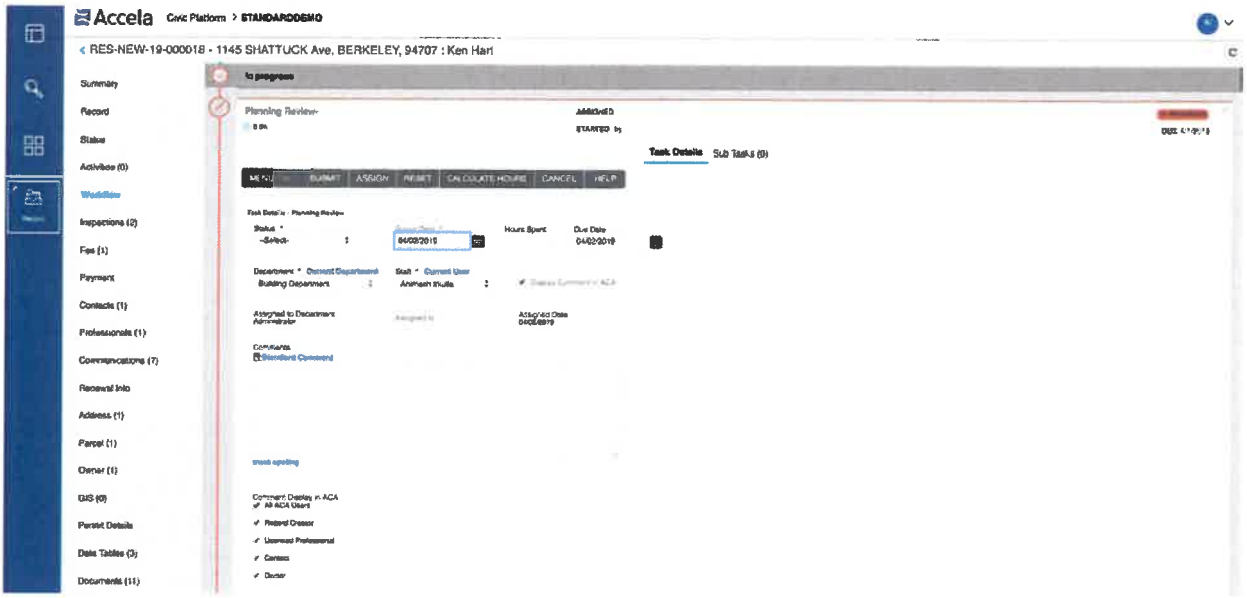


Exhibit 2: The Detail Card View allows users to see the detailed step information that is pertinent to a specific workflow task so they can track, update, and move an application forward.

The key components of the Workflow Designer feature include:

- **Workflow Tasks:** Each workflow process consists of a series of logically ordered, user-defined tasks that comprise a specific business process. The Workflow Designer allows these tasks to be handled one at a time or concurrently. It can change based on each task's status, for example, skipping certain tasks as appropriate, branching and/or looping to other tasks as needed, or repeating tasks when necessary.
- **Task Statuses:** Each task may have a series of Task Statuses that update and direct the task within the Workflow Designer process. These statuses are user-defined and control the various paths the workflow process takes using flow controls. However, because a task is just one component of an application, the task status may be different from its application's status. For example, if there are six tasks required for one application, all six tasks need to be completed before the application status can be "complete." Therefore, it is possible to have the status of one task be "complete" while the application status is still "in process".
- **Application Status:** Task Statuses can drive an overall application status; providing a high-level view of the progress of the workflow process. This is particularly useful in managing process timelines and high-level management reporting.
- **Task-Specific Information:** Task-Specific Information is key data entered during the Workflow Task update process. This component also drives task-specific checklists that are often critical components of workflows. Task-specific information fields can be marked as searchable for easy searches.

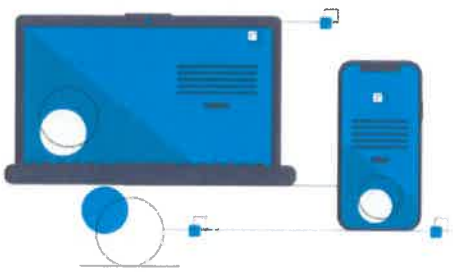
Accela's Workflow Designer is a powerful feature that is integrated with an agency's organizational structure. This lets administrators assign each task to an individual that works for the agency. Administrators can add sub-tasks, also known as activities, to each task. Sub-tasks help create a more detailed workflow process or outline the steps involved in each main-level task. Administrators can also associate any type of document with a sub-task. Documents can give further instructions about a sub-task or record the results of the sub-task: for example, users can attach a report of the results of the plan review or upload the actual plans. A workflow process represents all the tasks that an agency is responsible for concerning a certain application type. Users can determine the view, assignment, and search settings for workflow tasks for the My Tasks user screen.

For each task in a workflow process, users can set up a series of appropriate and user-defined task statuses, such as "Active," "In Progress," or "Complete." Task statuses allow users to describe the current situation of a workflow task accurately. As users update workflow tasks, our solutions know which tasks to activate next, depending on how users set up the statuses. In this way, the process moves forward or where needed following user input. When users update a certain task, our solutions will update the task in the workflow for the record. However, because a task is just one component of an application, the task status may be different from its application's status. For example, if there are six tasks required for one application, all six tasks need to be completed before the application status can be "complete." Therefore, it is possible to have the status of one task be "complete" while the application status is still "in process".

Every step in the Workflow Process is recorded in Workflow History so that any user with assigned rights can view the history and assess the progression of the Workflow for any given work order. Task assignments and due dates are automatically viewed through the system's My Task feature. Individual users view their specific assignments and due dates through a Task portal; and supervisors can view assignments and due dates across the entire department.

Accela Mobile

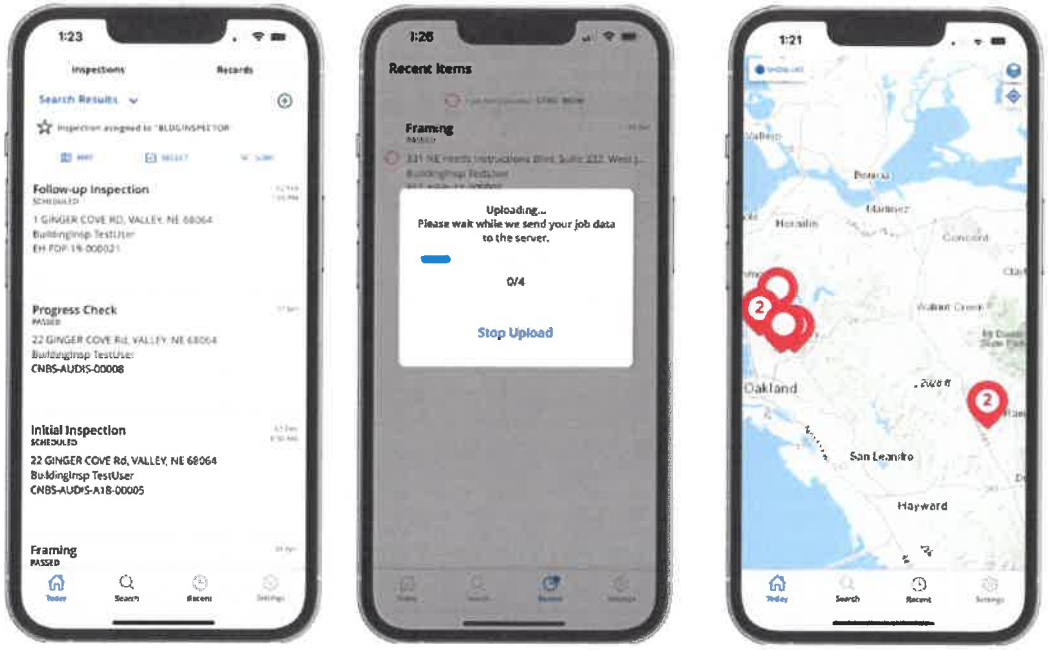
Accela Mobile is a mobile extension of the Accela Civic Platform. We offer mobile capabilities for iOS, Windows, and Android-based mobile devices to bring processing to the field through our cloud-based solutions.



With Accela Mobile, State of West Virginia field personnel perform inspections and investigations using their mobile device:

- Resulting Inspections
- Capturing evidence by attaching photos and videos
- Inserting comments using comment controls that allow ad hoc, as well as standard, favorite, and recent comments
- Using extensive checklist functionality to add comments or documents, fill out custom fields or tables, and score and result inspections
- Creating, rescheduling, and reassigning inspections
- Creating records to log new violations and other violations
- Viewing and updating record and inspection conditions
- Viewing jobs on a map and navigating to a job location

- Communicating with record contacts via email, phone, and text and the ability to edit contact information or add new contacts



Accela Mobile Key Features and Benefits	
Job List	The job list displays inspections and records based on data filters that can be customized to show the user what is most relevant based on the needs of their role. Users can drill into specific items from the job list to view details and make updates. Items in the job list can be ordered based on various parameters or manually set in the desired order by the user. Job lists can be configurable for the solution, department, user group, or user Allow users to quickly filter jobs by many different types of criteria, including inspections for the week, annual inspections coming up, today's complaints, or by status or severity Users can switch between filters throughout the day as their needs change. For instance, if one inspector finishes assigned work for the day, he or she can switch filters and help other team members finish their inspections.
Inspections	Accela Mobile lets you complete inspections on your device. Building, fire, health, and civic code enforcement inspections can be scheduled, and rescheduled, resulted from Accela Mobile. Checklists can be used to allow the user to perform a step-by-step assessment of the codes and regulations established by government agencies. Inspections can be accessed from the Job List, as well as from search results or from the record or permit with which the inspection is associated.
Records	Accela Mobile allows users to create and update Records in the field from their mobile device. Records can be created by selecting a location from the map or manually entering an address. New and existing records can also be updated from the app, including • Adding document attachments, such as photos and video

Accela Mobile Key Features and Benefits	
	• Adding or updating record contacts • Updating agency-specific record information in custom forms or tables • Viewing and updating record conditions • Viewing fees and payments associated with a record • Updating costs and parts associated with work orders • Viewing related records and setting relationships between records • Updating workflow tasks associated with a record
Work Offline	Accela Mobile lets you work with records and inspections in offline mode, allowing you to download job lists, records, documents, contacts, forms, tables, and workflows to your device for use offline in the field. If a data connection is not available when updating an inspection, the app will queue updates to be sent later when you initiate a sync.
GIS	Accela Mobile lets field staff use Accela GIS to search for records on a specific property within a community. Users can take advantage of the following capabilities: • Select which map layers are displayed to show zoning, parcel, and other information relevant to a specific task • Navigate from one inspection or record location to the next using the current location and driving directions • Edit and update assets • View proposed locations on a property for specific applications, such as burn permits or septic tanks

Table 1 - Accela Mobile Key Features and Benefits

Online and Offline Connectivity

Accela Mobile enables users to work with or without data connection. When the device has stable data connection, new or updated data submitted by a user is sent to Civic Platform immediately. Data is refreshed when the user performs a new search or switch to a different filter, pulls down the joblist, or uses the Refresh Data function. Before a user goes into an area where data connection is known to be unstable, they can use the Drag to Download button to save locally the data for the inspections/records in their job list.

When a data connection is not available, the updates made by a user are saved to the Recent Items list and queued. When data connection is re-established, the user can simply click Sync Now from the Recent Items list and sync all offline updates. Once an item is in the upload queue, all subsequent updates go into the queue as well. This preserves the desired order of automated events.

Accela Mobile automatically saves the updates locally and queues to sync later if a connection is not available. Once placed back online, the system will process the transactions in the order made.

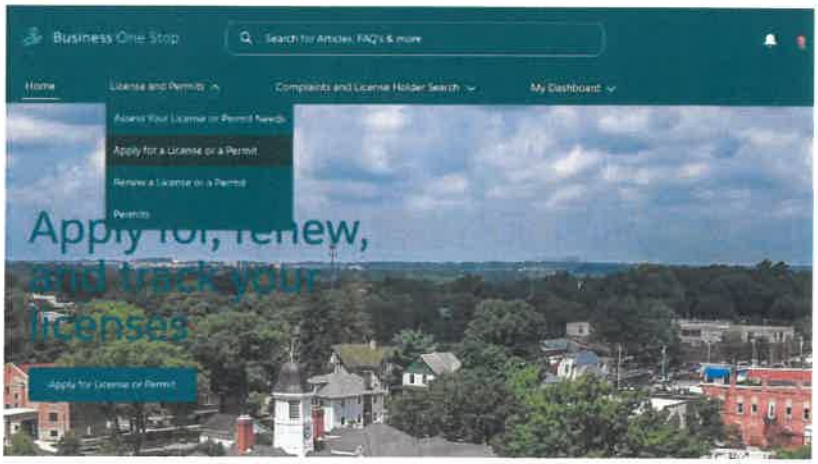
If a user plans to operate in offline mode, they can download data to the device and place the system in offline mode. This will allow the user to work with the data downloaded to the device.

From the Recent screen, the user can use the SYNC NOW button to upload the updates they made offline.

3.3.3.2 SALESFORCE

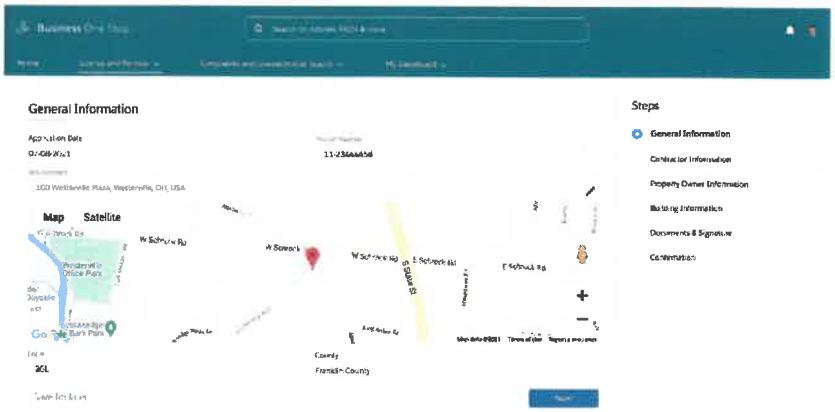
Apply for Licenses and Permits Online, From Any Device

As governments move to digitize and streamline more residential services, Salesforce's Public Sector Solutions for License and Permit Management provides residents with a one-stop experience to apply for licenses and permits in a branded, user-friendly environment. Starting from the home page with FAQs, Knowledge articles, search capabilities, and informational banners, residents can navigate to the License and Permits tab and apply directly online for a license or permit by filling out a form and an integrated map helps determine the correct location.



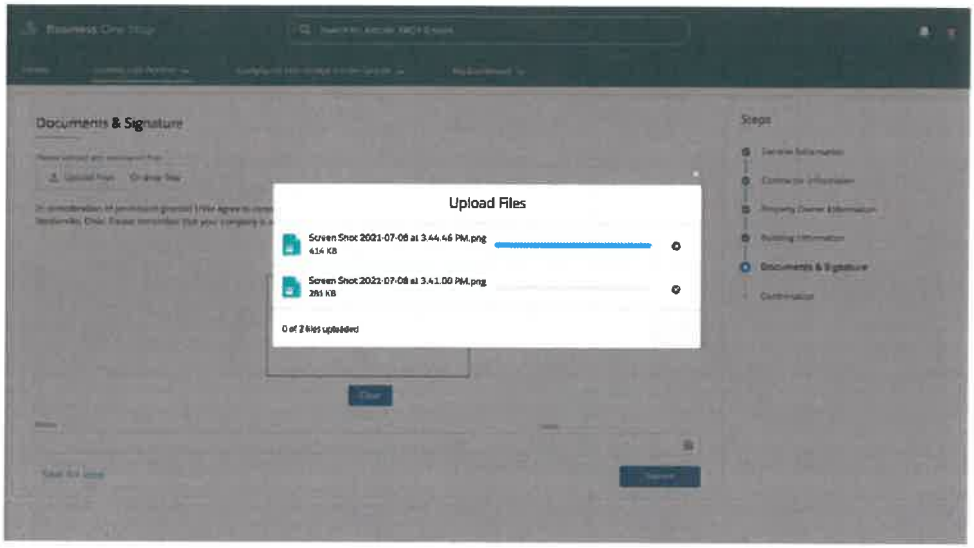
Easily Collect the Right Information

Many current license and permit application websites require residents to sift through many PDF forms to try and find the right application. Salesforce Public Sector Solutions allows for a smart and automated application process. In this example, our resident applies for a building permit, and relevant information is collected, such as construction cost, type of work. Simple calculations can process and show applicable fees to provide transparency to the resident. Information buttons guide residents through the data collection process, helping to ensure data quality. The steps on the right side outline the overall process, which dynamically displays relevant inputs based on the license or permit type as the applicant moves through the application.



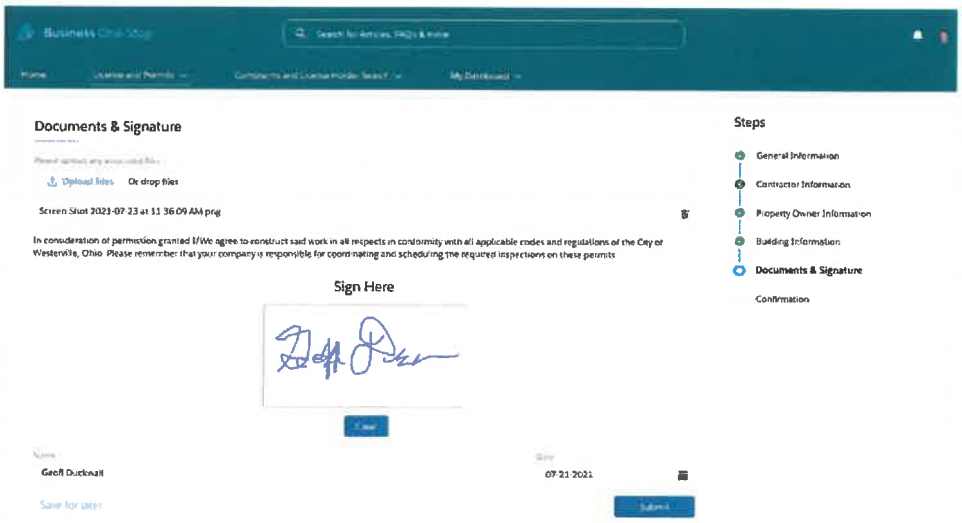
Easily Upload Files From Phone, Desktop, or Other Devices

Licenses and permits often require attachments, such as architectural diagrams and pictures. Many government agencies currently require paper forms, while residents expect to complete business on their phones or from the comfort of their homes. The Salesforce platform allows our resident to easily upload attachments online from their mobile phone, desktop, or other devices.



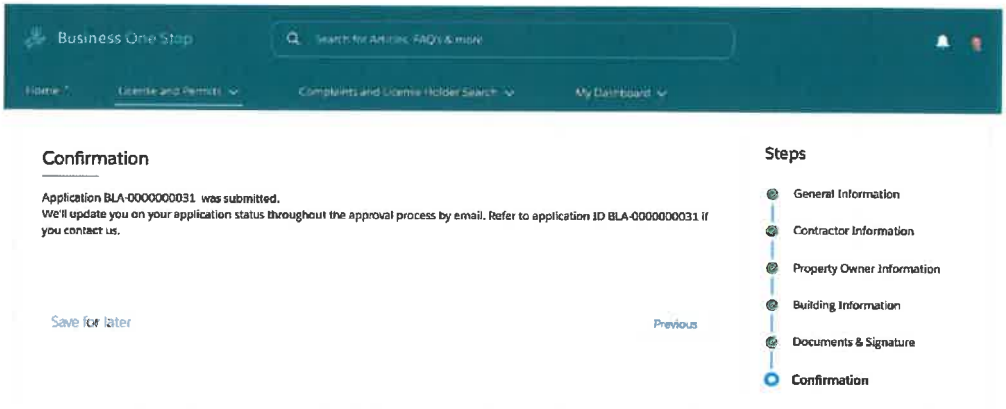
Electronic Signature Digitizes the Process

Collecting a signature today often requires printing a paper form and then mailing or physically returning the form. Once the government agency collects the signature forms, they must be manually managed, scanned, and stored. Salesforce Public Sector Solutions allow our residents, contractors, and government employees to capture an electronic signature directly from a device, greatly speeding up a normally manual process and provide a simple way to track documents.



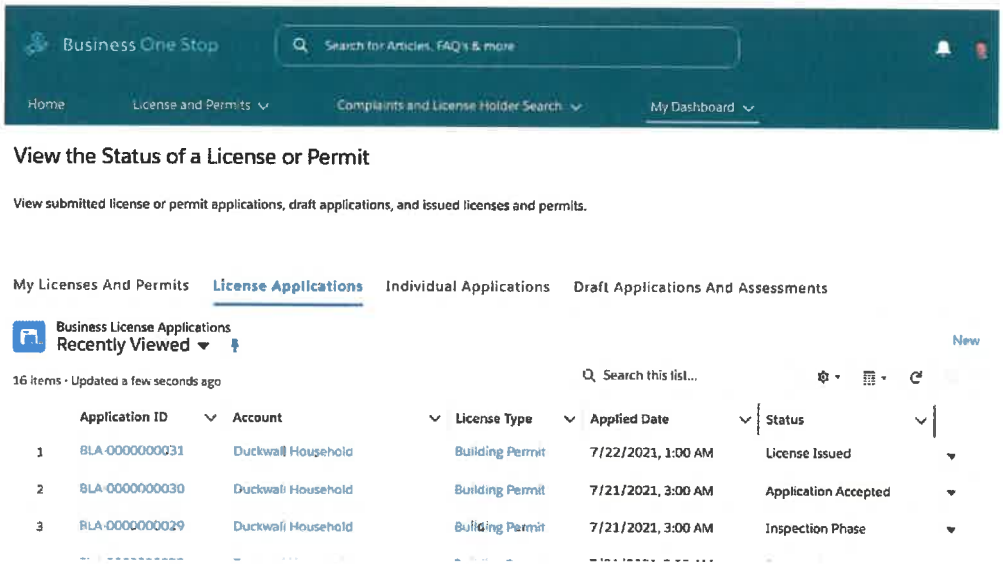
Automated Confirmation Number

Using a manual, paper-based application process, applicants don't know whether they have submitted enough information to complete the application successfully. With Salesforce data validations, our resident knows when they've reached a successful final submission as soon as they've submitted their application. Additionally, the "Save for Later• button allows residents to save their application progress while the reviewer collects the necessary documents to complete the remaining steps in the timeline.



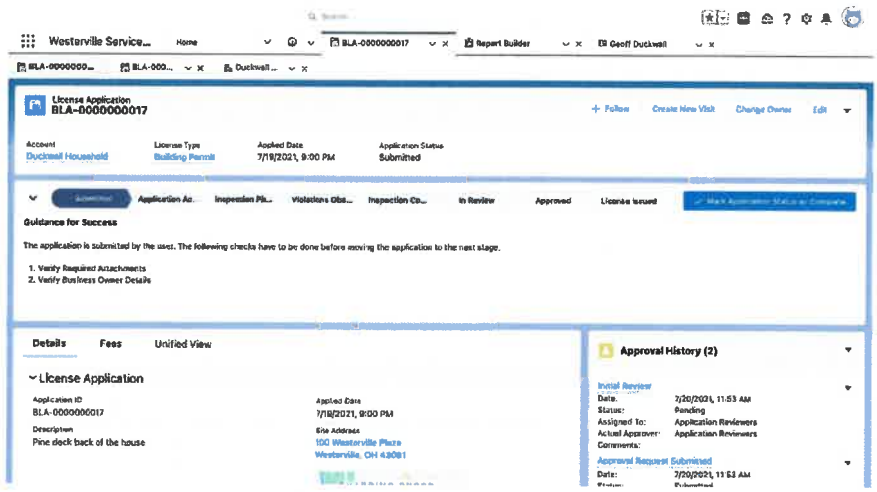
Easily Track the Status of a Permit Online

Many government agencies report that 75-80% of their call volumes are residents simply calling to check the status of their applications. With Salesforce, our resident can enjoy self-service and see their application status anytime, on any device, reducing call volume and providing better transparency.



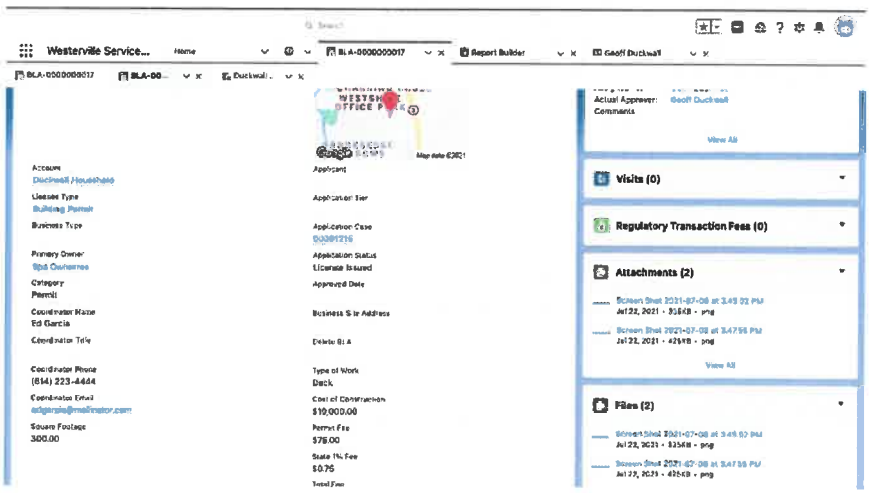
360-Degree Application View Provides Easy Tracking and Faster Approvals

The government employee has easy access to all the information about the applicant and the application. Tools, such as the guided path on the top of the application, help save time and make it easy for everyone to follow the same process by offering step-by-step guidance. Here, the path shows our employee the application is in the submitted stage and gives instructions on what needs to be completed, such as document and ownership verification. It's easy to customize the path for the number of steps and the instructions for your specific process. You can have a different path, for example, for residential as compared to commercial permits, and it's all customizable without code.



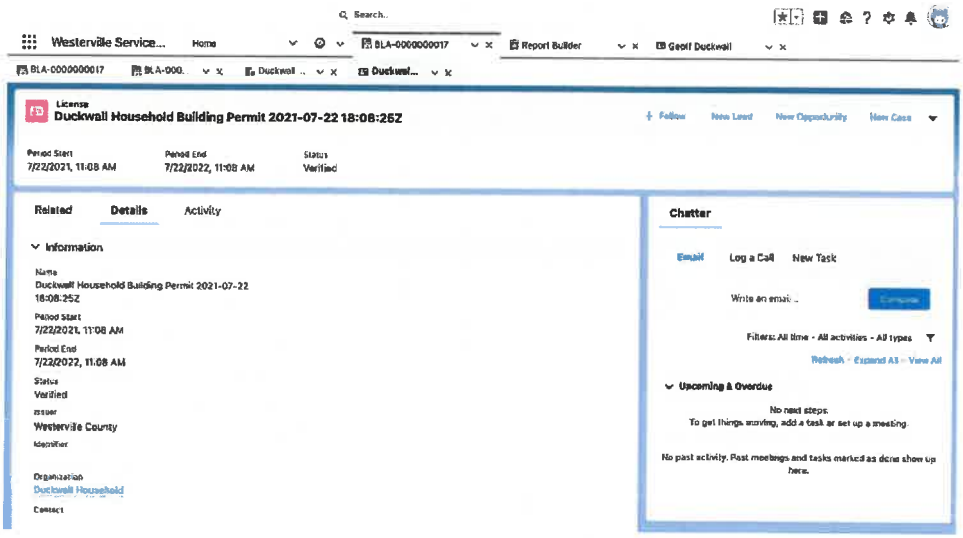
Review Attachments and Files on Any Device

One of the longest steps in the licensing and permitting process is passing the right documents to the right departments. Using a paper-based process makes this long and error-prone. With Salesforce Public Sector Solutions, the right departments can all access documents online for review. In this view, all the application information is visible along with the electronic files in the Attachments and the Files sections. Additionally, our government employee can message directly to the resident to request additional documentation and have them submit it digitally.



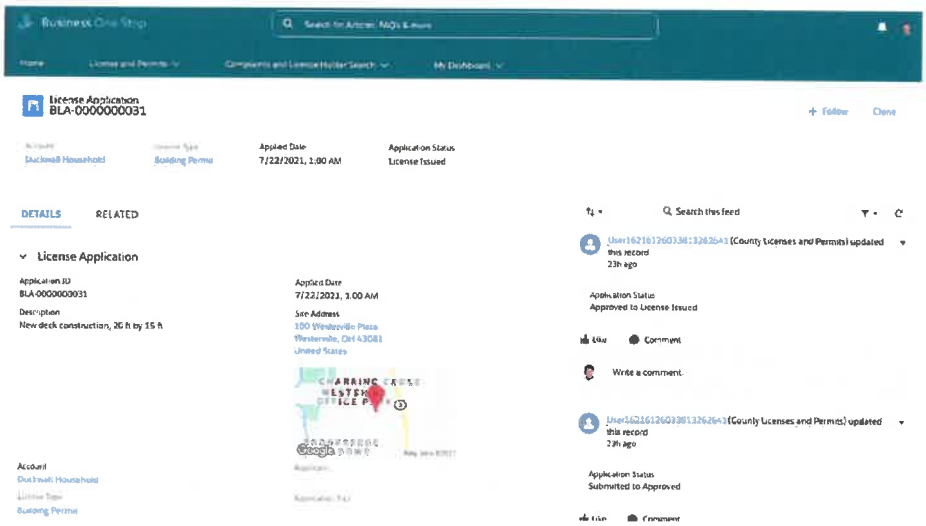
Automate License Creation

After each step in the path is completed and approvals have been met, the building license is automatically created with no extra clicks or steps and email notifications are sent automatically. Automating license creation speeds up the permit process, allowing residents to start building faster and the government to better serve the community and collect revenue for permitting and licenses.



Find an Issued License Online

After an applicant's license is approved, they can go online to see the status and the license. Real-time updates allow residents to get going with their projects, even faster. Licenses and permits requiring renewal can be managed as well, launching a renewal process from an existing license or permit based on business rules.



ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFI SEC26*01

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.

ArcStrata, Inc.
Company

Authorized Signature

8/29/2025
Date

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

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