



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header 2

[List View](#)

General Information

[Contact](#)
[Default Values](#)
[Discount](#)
[Document Information](#)
[Clarification Request](#)

Procurement Folder: 1739093

Procurement Type: Request for Information

Vendor ID: VS0000049715



Legal Name: Slalom, Inc

Alias/DBA: US

Total Bid: \$0.00

Response Date: 08/26/2025



Response Time: 17:08

Responded By User ID: SlalomPSI



First Name: Shonte

Last Name: Eldridge

Email: Shonte.eldridge@slalom.ci

Phone: 4109606009

SO Doc Code: CRFI

SO Dept: 0201

SO Doc ID: SEC2600000001

Published Date: 8/29/25

Close Date: 8/29/25

Close Time: 15:00

Status: Closed

Solicitation Description: One-Stop-Shop Permitting

Total of Header Attachments: 2

Total of All Attachments: 2



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Solicitation Response

Proc Folder: 1739093
Solicitation Description: One-Stop-Shop Permitting
Proc Type: Request for Information

| Solicitation Closes | Solicitation Response | Version |
|---------------------|------------------------------|---------|
| 2025-08-29 15:00 | SR 0201 ESR08082500000000738 | 1 |

VENDOR
VS0000049715
Slalom, Inc

Solicitation Number: CRFI 0201 SEC2600000001
Total Bid: 0
Response Date: 2025-08-26
Response Time: 17:08:18
Comments:

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

| | | |
|--------------------|--------------|-------------|
| Vendor | | |
| Signature X | FEIN# | DATE |

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

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|----------------------------------|-----|------------|------------|-----------------------------|
| 1 | One-Stop-Shop Permitting Program | | | | 0.00 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 43232408 | | | |

Commodity Line Comments: This is an RFI with no contracts being offered.

Extended Description:
One-Stop-Shop Permitting Program



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Information
Info Technology

| | | | |
|--|----------------------------|-------------------------|---------------------------------|
| Proc Folder: 1739093 | | | Reason for Modification: |
| Doc Description: One-Stop-Shop Permitting | | | |
| Proc Type: Request for Information | | | |
| Date Issued | Solicitation Closes | Solicitation No | Version |
| 2025-07-11 | 2025-08-11 13:30 | CRFI 0201 SEC2600000001 | 1 |

| |
|---|
| BID RECEIVING LOCATION |
| BID CLERK DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON ST E CHARLESTON WV 25305 US |

| | | |
|------------------------------|-------------------|--------------|
| VENDOR | | |
| Vendor Customer Code: | | |
| Vendor Name : | | |
| Address : | | |
| Street : | | |
| City : | | |
| State : | Country : | Zip : |
| Principal Contact : | | |
| Vendor Contact Phone: | Extension: | |

| | | |
|---|--------------|-------------|
| FOR INFORMATION CONTACT THE BUYER Tara Lyle (304) 558-2544 tara.l.lyle@wv.gov | | |
| Vendor Signature X | FEIN# | DATE |

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

ADDITIONAL INFORMATION**REQUEST FOR INFORMATION**

The West Virginia Purchasing Division ("Purchasing Division") is issuing this Request for Information (RFI), on behalf of West Virginia Department of Administration Cabinet Secretary's Office, to all vendors that have a desire to provide information about a One-Stop-Shop permitting program in accordance with West Virginia statute and legislative rule. This RFI is intended to provide the Agency with information necessary to plan and develop specifications for a future procurement.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO TARA.L.LYLE@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Total Price |
|------|----------------------------------|-----|------------|------------|-------------|
| 1 | One-Stop-Shop Permitting Program | | | | |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 43232408 | | | |

Extended Description:

One-Stop-Shop Permitting Program

SCHEDULE OF EVENTS

| <u>Line</u> | <u>Event</u> | <u>Event Date</u> |
|-------------|-------------------|-------------------|
| 1 | Question deadline | 2025-07-24 |

Request for Information

CRFI SEC260000001 – One-Stop Shot Permitting Program

TABLE OF CONTENTS

- A. Table of Contents**
- B. Section 1: General Information and Instructions**
- C. Section 2: Instructions to Vendors Submitting Information**
- D. Section 3: Information Being Sought**
- E. Section 4: Vendor Response**

BACKGROUND

On April 9, 2025, House Bill 2002 was passed to create a One-Stop-Shop permitting program. This program is designed to enhance public awareness, collaboration, accountability, coordination, transparency, and predictability in the State’s permitting, licensing, and authorization processes, including for critical infrastructure projects and projects delivering significant economic development to West Virginians. More information about House Bill 2002 and legislative rule, 148CSR25 can be found at https://www.wvlegislature.gov/Bill_Status/bills_history.cfm?INPUT=2002&year=2025&sessiontype=RS and <https://apps.sos.wv.gov/adlaw/csr/ruleview.aspx?document=18252&KeyWord=>

SECTION 1: GENERAL INFORMATION

1.1. Introduction:

The West Virginia Purchasing Division (“Purchasing Division”) is issuing this Request for Information (RFI), on behalf of the West Virginia Department of Administration (“Agency”), to all vendors that have a desire to provide information about establishing a one-stop shop permitting program and dashboard for several state permitting agencies. This RFI is intended to provide the Agency with information necessary to plan and develop specifications for a future procurement.

1.2. Schedule of Events:

| | |
|--|-----------------------|
| RFI Released To Public | 07/11/2025 |
| Vendor’s Written Questions Submission Deadline | 07/24/2025 |
| Addendum Issued | TBD |
| RFI Opening Date | 08/11/2025 at 1:30 pm |

SECTION 2: INSTRUCTIONS TO VENDORS SUBMITTING INFORMATION

2.1. REVIEW DOCUMENTS THOROUGHLY: This form contains a request for information that may lead to a future procurement. Please read these instructions and all documents attached in their entirety.

Request for Information

CRFI SEC260000001 – One-Stop Shot Permitting Program

2.2. NOT A CONTRACT DOCUMENT: Vendors must understand that this RFI is for information gathering purposes only, and a response to this RFI does not generate a contractual obligation on the part of the State to purchase any commodity or service.

2.3. VENDOR QUESTION DEADLINE: Vendors may submit questions relating to this RFI to the Purchasing Division. Questions must be submitted in writing. All questions must be submitted on or before the date listed below and to the address listed below in order to be considered. A written response will be published in an RFI addendum if a response is possible and appropriate. Non-written discussions, conversations, or questions and answers regarding this RFI are preliminary in nature and are nonbinding. Submitted emails should have the RFI number in the subject line.

Submit Questions to:

Tara Lyle, Buyer Supervisor

Email: Tara.L.Lyle@wv.gov

Submission Deadline: 07/24/2025

2.4. YOUR SUBMISSION IS A PUBLIC DOCUMENT: Vendor's entire response to the RFI and any correspondence relating thereto are public documents. As public documents, they will be disclosed to the public following the RFI opening as required by the competitive bidding laws of West Virginia Code §§ 5A-3-1 et seq., and the Freedom of Information Act West Virginia Code §§ 29B-1-1 et seq.

PLEASE ENSURE ANY PROPRIETARY, CONFIDENTIAL, OR OTHERWISE NON-DISCLOSABLE INFORMATION IS CLEARLY MARKED, WITH EXPLANATION, TO ENSURE IT IS APPROPRIATELY REDACTED FROM PUBLISHED DOCUMENTS UNDER WEST VIRGINIA CODE § 29B-1-4(a)(1).

Submission of any document to the State constitutes your explicit consent to the subsequent public disclosure of the document. The Purchasing Division will disclose any document labeled "confidential," "proprietary," "trade secret," "private," or labeled with any other claim against public disclosure of the documents, to include any "trade secrets" as defined by West Virginia Code § 47-22-1 et seq. All submissions are subject to public disclosure without notice.

Request for Information

CRFI SEC260000001 – One-Stop Shot Permitting Program

SECTION 3: INFORMATION BEING SOUGHT

3.1. General Information Being Sought

- 3.1.1.** 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.

3.2. Specific Questions

- 3.2.1.** Please describe your ability and methodology to establish the One-Stop-Shop permitting solution.
- 3.2.2.** Provide examples of previous similar work products.
- 3.2.3.** Identify your company name, primary contact person, phone and email.
- 3.2.4.** 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.
- 3.2.5.** How would you address permitting portals currently in use by state agencies?
- 3.2.6.** Describe how you handle security and privacy/cyber security as well as backups and disaster recovery within your solution?
- 3.2.7.** How would you ensure that the solution will be operational by the deadline indicated in the statute and legislative rule?

3.3. Information Being Sought

- 3.3.1.** Examples of previous solutions of similar size and scope.
- 3.3.2.** Please describe pricing strategy options available to address the cost of buildout and maintenance of the program, including user fee options.
- 3.3.3.** Any marketing materials, technical data or other relevant information to the solution.

SECTION 4: VENDOR RESPONSE

- 4.1. Incurring Cost:** Neither the State nor any of its employees or officers shall be held liable for any expenses incurred by any Vendor responding to this RFI, including but not limited to preparation, delivery, samples, or travel.

Request for Information

CRFI SEC260000001 – One-Stop Shot Permitting Program

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

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

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

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

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

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

(Company)

(Representative Name, Title)

(Contact Phone/Fax Number)

(Date)



State of West Virginia

One Stop Shop Permitting RFI

DUE DATE: 8/29/2025

Slalom – Columbus Office

375 N Front Street

Suite 325

Columbus, OH 43215

255 S King St
Suite 1800
Seattle, WA 98104
Suite 1800

West Virginia Department of Administration
2101 Washington St E
Charleston, WV 25305
Re: One-Stop-Shop Permitting Program

August 29, 2025

To Whom it May Concern,

Slalom is pleased to submit our response to the State of West Virginia's One Stop Shop Permitting Request for Information. As a purpose-driven consulting firm with a strong regional presence across the Midwest and beyond, we are committed to supporting West Virginia's mission to foster civic participation and encourage business growth through a modern, accessible, and user-centric digital experience.

The public sector work we've completed and our vendor partnerships uniquely position Slalom to service this project. Our work with RecoveryOhio, in particular, highlights our expertise in managing complex multi-agency projects. RecoveryOhio involved integrating various state departments to create a cohesive report that weighed and prioritized the various RecoveryOhio initiatives to combat Ohio's opioid epidemic.

We have completed over 40 licensing, permitting, and inspection projects for government programs, giving us insight into integrating diverse departments statewide. This expertise aligns with West Virginia's goal of a unified permitting platform that streamlines operations and improves service across various state agencies.

As you will read, Slalom recommends Salesforce as the most purpose-fit platform for this enterprise. Slalom takes pride in our deep expertise and partnerships with Salesforce, a leader in cloud-based solutions. Our proven track record is underscored by numerous awards and recognitions, including those celebrating our innovative solutions and exceptional client service. Our Salesforce proficiency ensures that we can leverage the platform's capabilities to create a scalable and robust permitting application that meets West Virginia's objectives.

With over 10,000 employees worldwide, our regional teams bring knowledge and expertise to delivering measurable outcomes aligned with state priorities. Our commitment to excellence is reflected in our near-perfect 99.5 Customer Love score, demonstrating our ability to exceed expectations in government projects.

We look forward to the opportunity to partner with the State of West Virginia in this transformative endeavor.

Sincerely,

Channie Mize

Channie Mize
General Manager

3.2 Specific Questions

3.2.1. Ability and Methodology to Establish the One-Stop-Shop Permitting Solution

To reimagine the State's permitting experience, Slalom proposes a solution built on Salesforce Public Sector Solutions—specifically License, Permit, and Inspection Management (LPI) to view, research, apply and renew licenses and permits and Salesforce's Experience Cloud for a public interfacing portal and dashboard. We propose integrating any existing systems using our strategic technology partners, including Snowflake and MuleSoft, or other preferred data lake and integration applications, to ensure data fluidity, operational resilience, and scalability.

Salesforce serves as the digital backbone for the State's modern, unified experience. We are proposing Salesforce for its 100% configurable architecture, enabling rapid iteration, reduced enhancement costs, frictionless integration across systems and to coordinate offices. The workflow manages sequencing of the application to promote accountability, awareness, transparency and predictability.

But transformation isn't just about technology—it's about people. Slalom understands success hinges on how teams collaborate, adapt, and lead change. Our permitting experience with agencies such as the California and Nevada DMVs, the New Hampshire Department of Transportation, and the Minnesota Department of Human Services has shown that the *how* of implementation is just as critical as the *what*. We bring not only the tools, but the empathy, agility, and expertise in large-scale, technology-led transformations underpinned with focused change management to encourage adoption and expansion as the programs extends into State agencies.

Leveraging Salesforce Public Sector Solutions as the foundation for the solution, we will use declarative features to extend the permit application experience into Salesforce Experience Cloud for constituents and we will build integrations with the payment processor for the initial go-live effort. We will refine the solution based on detailed business requirements and identify if there is an existing DevOps tool we could leverage to commit, promote, and deploy metadata changes between Salesforce environments

The frontend portal, dashboard and backend LPI application enables a modern, streamlined experience for individuals and businesses to manage their licenses and permits across the State.

- Businesses and individuals can apply for licenses and permits using dynamic, mobile responsive intake forms, which offer type ahead functionality, support file/document upload, and can pre-populate fields based on known data about the user and/or business.
- Employees can review license and permit applications, supporting documents, and communicate with applicants via email and/or Chatter (Salesforce's collaboration tool) from a single screen.
- Businesses and individuals will be able to view their existing permit and license inventory and receive alerts when it is time to renew, as well as interact with State employees to address questions or concerns about their license or permit.
- Make use of the standard Salesforce Public Sector Solutions data model and pre-built apps where possible. Embrace a declarative-first approach that allows for ease of maintenance and enhancement. Leveraging out-of-the-box Salesforce declarative tools, we will deliver a simple, clean experience for each permit type.
- We will only consider custom code if it is necessary and clearly lay out the solution design and maintenance implications for approval by the State.

- Defined workflows and action plans can ensure applications keep moving through the process in a timely and efficient manner, and that all tasks are accounted for and completed, thereby minimizing delays and rework.
- Realize immediate value from the portal with a well-defined MVP scope and iteratively enhance it. We will partner with the State to prioritize the backlog and determine functionality that will yield the highest relative value to constituents and State staff.

Integration Options

MuleSoft can connect Salesforce existing technology and systems, specifically systems of record required to sustain a comprehensive experience for the license and permitting lifecycle. It also provides the ability to leverage existing integrations and API structures to maximize efficiency of the delivery effort, as well as maintenance and operations.

User-Centered Approach

User research and service design is at the forefront of how we inform product development and permitting workflows. We focus on understanding the pain points of the customers and the end users. We then utilize personas to document users' needs, goals, and behaviors, recognizing that there are varying needs across end-users (which includes constituents, businesses, and Agency Staff) who each have unique requirements. We must map out their journeys together to illustrate how they interact, their workflows and processes, and the technology that facilitates them.

With our user personas in mind, we'll co-create a service blueprint to map the intersection of people, process, and technology needed to deliver the end-to-end service of license, permit and inspections application review and disposition.

Slalom has used this proven, user-centric methodology to solve other public sector User Experience challenges. In one instance, local government departments provided users with a lengthy, convoluted user interface for vehicle registration. This user interface and information flow led to frustration amongst the department's constituents. By analyzing the challenges faced by both constituents and internal staff, and thoroughly understanding the legal requirements, we integrated guided questions into the application. This tailored process provided applicants with specific instructions based on their use-case, leading to an increase in successfully submitted applications and reducing the need for back-and-forth communication among internal reviewers.

Our implementation methodology is based on Slalom's Project Engineering Methodology (PEM), grounded in Agile principles and adapted for state-wide LPI modernization. At a high level, we propose:

- **Discovery & Stakeholder Engagement** – Conduct collaborative workshops with all participating agencies identified in §5A-13-2 to document current processes, requirements, and statutory obligations.
- **User-Centered Service Design** – Map applicant and staff workflows; design intuitive forms and guided application processes for all permit types in scope.
- **Phased Implementation** –
 - Phase 1: Deploy unified dashboard and initial high-volume permits.
 - Phase 2: Integrate with core systems of record and enable cross-agency workflows.
 - Phase 3: Migrate all work and data into the One-Stop-Shop and retire legacy systems.
- **Integration & Interoperability** – Use MuleSoft to connect with existing permitting systems and synchronize data across agencies, ensuring compliance with sequencing and coordination requirements in 5A-13-3.
- **Change Management & Training** – Deliver structured onboarding for initial users, super-user enablement, and continuous training to ensure adoption statewide

3.2.2. Examples of Previous Similar Work Products

Examples of our LPI programs include:

- New Hampshire DOT & DoIT – Built a unified e-permitting platform on Salesforce Experience Cloud integrating multiple permit types, enabling rapid onboarding of new permits through standardized workflows.
- Washington Department of Fish & Wildlife – Delivered a modernized permitting system on Salesforce PSS within 180 days to meet aggressive state-mandated regulatory deadlines.
- Minnesota Department of Human Services – Created a public licensing portal (Wayfinder) to guide applicants through childcare licensing, improving processing times and data consistency across agencies.

Salesforce’s Customer Satisfaction (CSAT) measures a customer’s satisfaction rating with the service received during a Salesforce consulting partner's project implementation. We have included two of those surveys (where we have Client-authorized permission to share the results) to illustrate our excellence in client delivery.

Washington State Department of Fish and Wildlife

Permitting System Implementation

Survey completed 7/18/2024

Score 4.0 out of 5.0

What would you want prospective clients to know about your experience with this partner?

"I found Slalom to be very engaging and asking the right questions to find the best solution for us. Throughout the project, I was impressed by the way they were able to dive deeper in the challenges in order to build a foundational solution that can be utilized in the short-term while maintaining flexibility and room for expansion in the long-term."

Colorado Dept. Of Public Health And Energy

Air Pollution Controls Department Permitting

Survey completed 6/20/2024

Score 4.9 out of 5.0

What would you want prospective clients to know about your experience with this partner?

"Since their contract is deliverables based and time-bound, Slalom brings any and all resources required to get the job done. We never had to worry about their capacity, they are always engaged to the fullest and quick to backfill any gaps. Slalom has been easy to work with in all areas. There have been a few spaces where our agency team has asked for space to lean in and grow our understanding of the process. Slalom has graciously made space for us while ensuring everything still gets done."

3.2.3. Company Name & Contact

Company Name: Slalom, Inc.

Primary Contact: Justin Lambert

Phone: +1 (206) 438-5700

Email: justin.lambert@slalom.com

About Slalom

Slalom is a fiercely human business and technology consulting company that leads with outcomes to bring value, in all ways, always. From strategy through delivery, our 13,000+ consultants across 53 offices in 12 countries collaborate with clients to bring powerful customer experiences, innovative ways of working, and new products and services to life. We are trusted by leaders across the Global 1000, many successful enterprise and mid-market companies, and 500+ public sector organizations to improve operations, drive growth, and create value. At Slalom, we believe that together, we can move faster, dream bigger, and build better tomorrows for all.

Slalom is proud to be recognized as one of Salesforce's Top 3 Strategic Global Partners and an 8-time Innovation Award winner, with over 11,500 Salesforce certifications. In 2025, we were also named Snowflake's Global AI Partner of the Year—underscoring our leadership at the intersection of cloud, data, and AI.

3.2.4. Adding Additional Permits, Licenses, and Agencies

Once an application is configured, its components (forms, workflows, reports etc.) can be cloned and adapted for new permit and/or licenses, reducing setup time. We encourage our clients to rely heavily on the governance program they put in place when the program began. Ideally, we should map the new or changed permits and/or licenses program to existing standard templates and the related business requirements, processes, workflow, automation, people's roles and integrations. Next, we decide what should be implemented to the standard and which deviations should be allowed. The governance structure should include an empowered team or individual to determine the level of deviation to keep this to a minimum. If deviations are extreme, the team should discuss whether the new grant program necessitates a separate org or can be included in the standard. This approach allows you to expand incrementally, allowing for manageable growth, change management, training and adaptation to evolving requirements.

We will configure the platform around a shared process model that clearly defines hand-offs and responsibilities across these departments, then pilot live transactions with empowered super-users who coach peers and validate usability before broader rollout. Continuous training, communications, and feedback loops are woven into each wave, letting staff adapt in stride and giving applicants a seamless, transparent experience. In one cohesive and applicant-focused rollout, we will collapse fragmentation, elevate accountability, and speed time-to-value on the modern platform.

Our integrated methodology with dedicated pods, clear RACI, sprint-based feedback loops, and focus on driving scale ensures the onboarding program is resourced effectively, governed transparently, and capable of delivering tangible value from the very first wave while setting up sustained success for all subsequent rollouts.

3.2.5. Addressing Existing Permitting Portals

Our recommended approach aligns with 5A-13-5 and can maintain parallel operations and agency-specific portals until July 1, 2027, as permitted by statute. We will create a program management plan to phase the integration of existing backend systems and portals.

Salesforce Experience Cloud will power the public-facing portal experience for constituents. It will provide access to informational materials as well as online application submission capability. Behind an authentication layer, submitting parties will be able to manage their in-progress applications, active permits, and upcoming renewals – adding or viewing documents, providing additional information, and communicating with the reviewing team. Specific details can be made publicly available (e.g. status of the permit) while more confidential information can remain private behind the authentication layer and in the legacy systems. We will leverage the standard in-platform bidirectional communication mechanisms. These tools will enable the support team to provide timely support via the constituents preferred communication channel, specific to any permit application. To manage security and sharing requirements across agencies it is helpful for different agencies to access permit application data grouped by applicant or address and we anticipate agency-specific, sensitive data needs that may require secure storage. It is important to have alignment on these high-level security/sharing requirements and how they fit into the solution within the program approach. We will manage a phased decommissioning and retire legacy portals once all agency workflows are live in the central platform.

3.2.6. Security, Privacy, Cybersecurity, Backups & Disaster Recovery

Slalom's approach to data security, privacy, cyber and disaster recovery is designed for a secure, compliant, and resilient technology solution.

- Security – Zero-trust model; Multi-Factor Authentication; Role- and Attribute-Based Access Control.
- Privacy – Data minimization; anonymization of sensitive data; AES-256 encryption for data in transit and at rest.
- Cybersecurity – SIEM integration for real-time threat monitoring; penetration testing; dynamic application security testing.
- Backups & DR – Automated daily backups stored in geographically redundant locations; Recovery Time Objective (RTO) and Recovery Point Objective (RPO) in alignment with state standards.

Slalom's approach to data security and privacy is designed for a secure, compliant, and resilient technology solution. This approach is grounded in our Modern Culture of Data (MCoD) framework, emphasizes two foundational pillars: Access & Transparency and Guardianship.

Access & Transparency: Building on the security and privacy capabilities of our partners like Salesforce, Slalom solutions adopt a zero-trust security model, treating every user and device as a potential threat. This model mandates continuous verification for every access request. Access control is enforced through a hybrid of Role-Based Access Control (RBAC) and Attribute-Based Access Control (ABAC), ensuring that both user roles and contextual attributes (e.g., department, device type, location) are considered.

User identity will be managed through Multi-Factor Authentication (MFA) to strengthen access security. This aligns with the State's requirement that all authenticated access—especially for internal users such as plan reviewers, inspectors, and department leadership—be secure and role-specific.

Guardianship: We believe that any good data security strategy begins with a robust operating model that defines roles, responsibilities, and workflows that are aligned with regulatory frameworks (e.g. CPRA, HIPAA, FERPA, applicable state laws). This includes support for compliance with laws that govern permit processing timelines and completeness checks.

To protect data privacy, we apply data minimization and anonymization techniques. All data—both at rest and in transit—is encrypted using AES-256, meeting the State's expectations for secure handling of large files (up to 1 GB) and sensitive information. Security oversight is enhanced through comprehensive audit logging, which tracks user activity across systems. These logs feed into a centralized Security Information and Event Management (SIEM) system, enabling real-time threat detection and automated alerting. To proactively identify and mitigate vulnerabilities, we conduct regular penetration testing and dynamic application security testing (DAST). These simulations help uncover weaknesses before they can be exploited by malicious actors. Additionally, our solution will be integrated with intrusion detection systems (IDS) to monitor anomalous behavior and unauthorized access attempts. Our architecture supports integration with the State's secure perimeter network (DMZ) and complies with annual cybersecurity recertification requirements for all connectors and gateways.

| PLATFORM ENCRYPTION | DATA LOSS PREVENTION (DLP) | FIELD AUDIT TRAIL | EVENT MONITORING |
|--|---|--|---|
| Enables you to encrypt PII at rest, making it unreadable even if someone gains unauthorized access to your Salesforce data which significantly reduces the risk of exposing sensitive information. | Offers customizable DLP rules to prevent accidental or unauthorized sharing of PII. You can define specific criteria for data, such as keywords or data types, and set up rules to block emails, downloads. | Tracks changes made to specific data fields, including PII, maintaining a detailed record of who made the change, when it happened, and the previous value. This allows you to monitor activity, identify potential breaches, and maintain data integrity. | Provides comprehensive monitoring of user activity and system events, giving you insights into how PII is accessed, used, and modified within your organization. This allows you to detect suspicious behavior and potential data breaches, enabling you to take timely action. |

3.2.7. Meeting Statutory Deadlines

We will meet the January 1, 2027 public launch requirement (§5A-13-3) by:

- Accelerated MVP Delivery – Deploy core dashboard and top-priority permits and licenses first.
- Parallel Discovery – Conduct integration and expansion analysis while the first release is being built.
- Agile Cadence – Deliver incremental releases for early value and refinement ahead of deadlines.
- Program Governance – Weekly cross-agency steering sessions to track progress, mitigate risks, and maintain alignment with legislative timelines.