MATHTECH
Clear Direction for Project Success

RFI RESPONSE

STATE OF WEST VIRGINIA
DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION
CRFI SEC260000001 | One-Stop-Shop-Permitting

1.0 Title Pages

1.1 Version 1 – Cover Sheet

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 : Mathtech, Inc.

Address : One AAA Drive, Suite 102

Street :

City : Hamilton

State : New Jersey   **Country :** US   **Zip :** 08691

Principal Contact : Frank Nestore

Vendor Contact Phone: 609-256-3584   **Extension:**

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

Vendor Signature X	_[signature]_	**FEIN#** 22-2112294	**DATE** 7/31/2025

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

Date Printed: Jul 11, 2025	Page: 1	FORM ID: WV-PRC-CRFI-002 2020/05

1.2　Version 2 – Addendum 1 Cover Sheet

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<tr>
<td colspan="2">Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130</td>
<td colspan="2">**State of West Virginia**
Centralized Request for Information
Info Technology</td>
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Proc Folder:	1739093	Reason for Modification:
Doc Description:	One-Stop-Shop Permitting	Addendum No. 1
Proc Type:	Request for Information	

Date Issued	Solicitation Closes	Solicitation No	Version
2025-08-01	2025-08-18　13:30	CRFI　0201　SEC2600000001	2

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON　　WV　25305
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Vendor
Signature X _[signature]_　　FEIN# 22-2112294　　DATE 8/12/2025
All offers subject to all terms and conditions contained in this solicitation

Date Printed:　Aug 12, 2025	Page: 1	FORM ID: WV-PRC-CRFI-002 2020/05

1.3   Version 3 – Addendum 2 Cover Sheet

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Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130</td>
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Info Technology</td>
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Proc Folder:	1739093	Reason for Modification:
Doc Description:	One-Stop-Shop Permitting	Addendum No. 2
Proc Type:	Request for Information	

Date Issued	Solicitation Closes	Solicitation No	Version
2025-08-12	2025-08-22 13:30	CRFI 0201 SEC2600000001	3

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code:

Vendor Name : Mathtech, Inc.

Address : One AAA Drive, Suite 102

Street :

City : Hamilton

State : New Jersey   Country : US   Zip : 08691

Principal Contact : Frank Nestore

Vendor Contact Phone: 609-256-3584   Extension:

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

Vendor
Signature X _[signature]_   FEIN# 22-2112294   DATE 8/12/2025

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Date Printed: Aug 12, 2025	Page: 1	FORM ID: WV-PRC-CRFI-002 2020/05

1.4 Version 4 – Addendum 3 Cover Sheet

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**	

		Reason for Modification:
Proc Folder: 1739093		Addendum No 3
Doc Description: One-Stop-Shop Permitting		
Proc Type: Request for Information		

Date Issued	Solicitation Closes	Solicitation No	Version
2025-08-14	2025-08-29 13:30	CRFI 0201 SEC2600000001	4

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# 22-2112294   DATE August 29, 2025

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

Date Printed: Aug 14, 2025   Page: 1   FORM ID: WV-PRC-CRFI-002 2020/05

1.5   Version 5 – Addendum 4 Cover Sheet

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Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130</td>
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Centralized Request for Information
Info Technology</td>
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Proc Folder:	1739093	Reason for Modification:
Doc Description:	One-Stop-Shop Permitting	Addendum No. 4
Proc Type:	Request for Information	

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

BID RECEIVING LOCATION

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

VENDOR

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City : Hamilton

State : New Jersey   Country : US   Zip : 08691

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Date Printed: Aug 14, 2025   Page: 1   FORM ID: WV-PRC-CRFI-002 2020/05

1.6 Certification Sheet

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.

Mathtech, Inc.
_____
(Company)

Steven Young, Senor Vice President
_____
(Representative Name, Title)

Tel: 215-378-7067 | Fax: 609-689-8505
_____
(Contact Phone/Fax Number)

August 11, 2025
_____
(Date)

_____
(Signature)

Revised 1/24/2022

2.0   Table of Contents

3.0   Response Reference

3.1   Introduction

3.1.1   Summary

Ensuring the Success of West Virginia's One-Stop-Shop Permitting Program

Delivering a statewide One-Stop-Shop permitting program is a once-in-a-generation opportunity – and a significant challenge. Multiple agencies, complex regulatory requirements, statutory deadlines, and high public expectations mean there is no margin for error. The difference between success and failure often comes down to having the right partner to guide the process.

Mathtech is that partner. As a vendor-neutral advisor, we work solely in the State's interest, from defining a clear vision and building a bullet-proof RFP to holding the selected vendor accountable for results. We help agencies create projects that are well-defined and designed for manageability. We've helped dozens of states deliver high-visibility modernization initiatives on time, on budget, and in full compliance with legislative mandates.

The success of West Virginia's One-Stop-Shop Permitting Program depends not only on selecting the right solution but also on choosing the right partner to guide, manage, and oversee the entire process from vision to implementation. Without strong planning, disciplined procurement, and independent oversight, even well-intentioned projects can face delays, cost overruns, and mismatched expectations.

Mathtech proposes that West Virginia begin with structured visioning and blueprint planning, building from there to ensure the permitting modernization effort is well-defined, achievable, and aligned with statutory deadlines. Our proven approach — Visioning & Blueprint Planning, Competitive Procurement, and Program Management & Quality Oversight — positions West Virginia to design the right RFP, select the right solution, and manage implementation effectively.

Three Critical Phases for Success:

1. **Visioning & Blueprint Planning** — We start with collaborative Visioning Sessions to define the goals, stakeholders, scope, and guiding principles for the One-Stop-Shop Program. Visioning is followed by the development of a Blueprint Architecture, a future-state model that outlines the business, technical, and operational components the program must support. These two efforts ensure West Virginia's RFP is focused, complete, and built for long-term success.

2. **Procurement & RFP Development** — Once the Vision and Blueprint are in place, Mathtech can support the development of a well-structured RFP, designed to attract qualified vendors, incorporate real-world operational needs, and provide a strong foundation for contract management. Our RFP work ensures the State receives proposals that are comparable, feasible, and aligned with stakeholder expectations.

3. **Program Management & Quality Oversight** — Following vendor selection, we can continue to support West Virginia with program management, governance, risk management, and oversight, ensuring that the selected vendor delivers on expectations and that the project stays on time and on budget.

We understand the State faces legislative deadlines, and our approach is designed to fit within that timeline. Because our methodologies are proven and scalable, we can begin Visioning and Blueprint work immediately, conduct planning and RFP support in parallel, and ensure that implementation activities commence without delay once procurement is concluded.

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We will include a sample timeline in our response that illustrates how Visioning, RFP development, and implementation support can be integrated into the State's process without impacting deadlines and with significantly reduced risk.

Why Mathtech?

Mathtech offers a rare combination of strategic insight, practical experience, and public-sector commitment, making us an ideal partner for West Virginia's One-Stop-Shop Permitting Program. Here's why agencies across the country trust us to guide their most crucial modernization efforts:

- **We are vendor-neutral and always on the State's side.** Our sole focus is on helping public agencies make informed decisions, select the right partners, and manage complex efforts with complete independence and transparency.

- **We know how to drive modernization.** We've helped dozens of states move from outdated, siloed systems to streamlined, scalable digital platforms, always with a focus on delivering results that work in the real world, not just on paper.

- **We understand permitting and regulatory operations.** From DMV and environmental licensing systems to tax compliance and case management portals, we have supported permitting-related initiatives across multiple sectors. We understand the policies, user needs, and operational complexities that define this space.

- **We know how to plan and procure complex systems.** Mathtech has authored RFIs, RFPs, and procurement strategies for statewide systems across multiple sectors, ensuring solicitations are technically sound, future-focused, and positioned to attract the right vendors.

- **We have the project management and QA expertise to deliver.** Our PMI-based methodologies, risk-focused oversight, and experienced PMs ensure that once the work begins, it stays on track. We provide rigorous quality assurance, ongoing issue tracking, and executive-ready reporting to ensure that there are no surprises.

- **We bring lessons learned from across the country.** Having supported modernization projects in 27 states, we bring proven insights into what works and what pitfalls to avoid.

- **We tailor our support to your specific needs.** We don't force-fit a methodology. We listen, adapt, and provide the right tools, processes, and team members to fit the State's timeline, structure, and culture.

Our Role and Approach

Mathtech serves exclusively on the side of the State, never as a product vendor. Our role is to act as West Virginia's strategic advisor and implementation support partner, ensuring every step of the permitting system is thoughtfully planned, transparently procured, and effectively executed.

With over 50 years of experience helping state agencies modernize their permitting, licensing, taxation, transportation, and regulatory systems, we bring both breadth and depth of expertise. Our multidisciplinary team includes specialists in business process analysis, requirements definition, governance design, procurement strategy, project management, and quality assurance. We don't just write plans — we help our clients execute them, stay on track, and achieve measurable results.

Mathtech's approach emphasizes:

- **Strategic alignment** across agencies and leadership from the outset
- **Collaborative planning** that captures real operational needs and user expectations
- **Modular procurement** strategies that support long-term scalability and adaptability

- **Disciplined vendor management** and oversight to keep timelines, budgets, and deliverables on track
- **Risk-informed governance** that facilitates decisions, manages change, and maintains momentum
- **Built-in transparency and accountability** for both the public and legislative stakeholders

Our structured, proven methodology is specifically designed to support public-sector transformation efforts like this one – high-visibility projects with legislative deadlines, cross-agency coordination challenges, and no room for error.

Setting the Stage for Success

The One-Stop-Shop Permitting Program presents West Virginia with a generational opportunity to transform how businesses and individuals interact with the State – but modernizing legacy systems, aligning agency processes, and meeting statutory timelines demands experienced, impartial support.

Mathtech is ready to help the State navigate this challenge with structure, integrity, and confidence, ensuring that the solution procured not only meets legislative requirements but delivers lasting value to West Virginia's economy, workforce, and citizens.

3.1.2   About Mathtech

Mathtech is a strategy and consulting services firm with offices in New Jersey, Virginia, and Arizona. With over 50 years of experience serving federal, state, and local government agencies, as well as nonprofit organizations and commercial enterprises, Mathtech has established a strong reputation for successfully completing projects and collaborating effectively with clients. Mathtech Inc. was developed as the strategy and consulting division of Mathematica, Inc., a professional services firm based in Princeton, NJ. The company has been employee-owned since 1986. Mathtech utilizes industry-leading methodologies, staff expertise, and a wide range of best practices and tools to consistently deliver clear strategies and solutions for our clients' projects.

Mathtech has successfully completed projects nationwide, from Washington State to Florida. Our senior management frequently visits various sites across the country and is always available for in-person meetings with our state and local clients whenever needed.

Mathtech provides a full range of consulting services, which cover a wide range of areas, including:

- **Management Consulting** – Mathtech offers a wide range of services, including Business Process Reengineering, Strategic Planning, and Organizational Change Management.
- **IV&V/Project Management, PMOs, and Governance** – Mathtech offers project management support for projects of all sizes. Mathtech can develop a governance model to effectively guide a project, make strategic decisions, and connect a project or operations to the organization.
- **Project Assessments and Turnarounds** – Mathtech performs detailed analyses of projects, SDLCs, and project management operations as part of managing a project, establishing or improving a PMO, or turning around a struggling project.
- **Assessments and Planning** – Mathtech provides comprehensive assessments and consultation to Boards, Executive Management, and Project teams, diagnosing and improving the effectiveness of projects and daily operations.
- **IT Strategy and Architecture** – Mathtech helps agencies develop a flexible strategy to meet technology objectives by leveraging both existing and new technologies as needed.

- **Requirements Analysis and RFPs** – Mathtech can develop detailed requirements, write RFPs, and assist in the bidding and evaluation process. We design our RFPs to create manageable, well-defined projects.

- **System Development** – Mathtech offers a comprehensive range of implementation services, enabling agencies to deliver more services efficiently using industry-standard methods and technologies.

- **Organizational Change Management** – Mathtech helps agencies prepare for the change associated with modernization projects through communication and training. Agency staff are well-versed in daily operations and typically need support to transition to system modernization and post-modernization duties.

- **IT Staff Augmentation** – Mathtech has extensive experience managing IT Staffing contracts for government agencies and providing solid teams to support existing projects. We have successfully fulfilled over 200 requests, representing nearly $50 million in procured services to date.
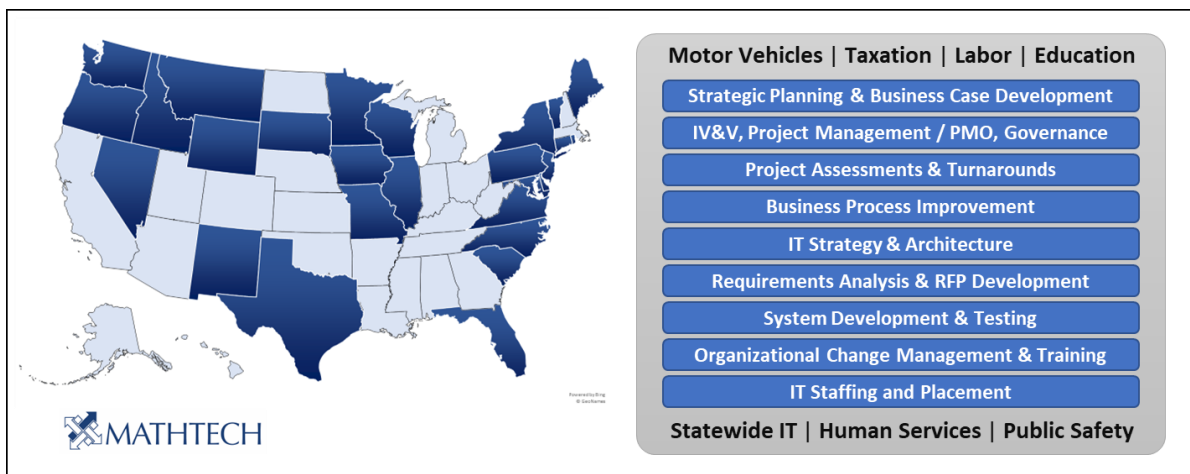
3.1.3 Mathtech's Expertise in Modernization Strategy, Project Management, and Oversight

Mathtech specializes in helping public agencies successfully navigate the complex process of system modernization. We bring deep expertise in the planning, procurement, and oversight of multi-agency technology transformations. Our approach is grounded in practical project management experience and a deep understanding of the public sector. We work collaboratively with state agencies to deliver modernization outcomes that are strategic, practical, and aligned with public policy objectives.

Key strengths include:

- **Enterprise System Modernization** – Mathtech helps agencies achieve true modernization by designing a comprehensive "Blueprint of the Future" that unifies systems, technologies, and data to support agency goals. Our technical experts ensure modernization efforts function cohesively and align with service delivery, operational, and regulatory needs.

- **Project Management Experience** – Our senior Project Managers bring deep experience in both public and private sector project delivery. We have a strong track record of managing complex initiatives and applying PMI-based methodologies to ensure clarity, accountability, and results throughout the project lifecycle, from inception to completion.

- **Strategic Vision and Planning** – Mathtech's Vision Session Methodology helps agencies define and refine their strategic goals. Through structured stakeholder engagement, we identify modernization opportunities and develop actionable roadmaps to guide business and technology transformation.

- **Procurement and RFI/RFP Development Support** – We support agencies in developing RFIs, RFPs, and evaluation frameworks that reflect stakeholder needs and position projects for successful vendor engagement. As a vendor-neutral advisor, Mathtech ensures solicitations are both technically sound and aligned with long-term strategic goals.

- **Governance Model Design and Facilitation** – We help agencies establish and operate multi-tiered governance structures that support transparency, facilitate timely decision-making, and ensure alignment across stakeholders, which is crucial to successful modernization efforts.

- **Business Process Analysis and Improvement** – Mathtech supports cross-agency efforts to inventory, model, and optimize workflows, including permitting, licensing, and customer service processes. Our structured approach helps identify "keystone" processes that unlock broader efficiency gains.

- **Business Requirements Analysis** – Our proven Requirements Definition Process ensures that system needs are comprehensively captured and aligned with project goals. We've helped numerous states translate strategic objectives into clear, actionable requirements for both small enhancements and large-scale replacements.

- **Quality Assurance Oversight** – Mathtech provides independent QA services that combine technical acumen with structured review methodologies. We identify risks early, validate deliverables, and promote proactive issue resolution throughout project execution.

- **Data Analysis and Modernization** – We help agencies assess how their data is currently utilized and how it can be leveraged as a strategic asset. Our services include data inventory, transformation planning, and alignment with future reporting and system needs.

- **Experience in Licensing and Regulatory Operations** – Mathtech understands the operational, legal, and user service dynamics of regulatory environments. Our expertise spans motor vehicle, environmental, and tax-related systems – insight that translates directly to modern permitting programs.

- **One-Stop Shopping Permitting Implementation Experience** – Mathtech has supported multiple states in implementing centralized, public-facing portals that provide streamlined access to regulatory, licensing, and compliance services. These "one-stop-shop" portals, including taxpayer systems, DMV modernization programs, and enterprise service platforms, required integration across legacy systems, alignment of agency-specific processes, and the delivery of intuitive, self-service digital experiences. Our experience with portal design, business process alignment, and stakeholder coordination closely aligns with the goals of statewide permitting initiatives.

- **Experience Across State Government** – Mathtech has delivered successful projects in 27 states, including New Jersey, Maryland, Wisconsin, Vermont, Texas, Oregon, Washington, Virginia, Minnesota, and Florida. We understand the policy, operational, and public accountability demands state agencies face, particularly when implementing high-profile, multi-agency initiatives.

3.2   Specific Questions Response

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

West Virginia's One-Stop-Shop Permitting Program is a generational opportunity to reimagine how agencies, businesses, and citizens interact around permitting and licensing processes. Rather than beginning with assumptions about specific technical solutions, Mathtech proposes a structured, collaborative, and proven methodology to guide the State from concept to execution while meeting legislative and operational timelines. Our approach is grounded in three critical phases, each building on the last:

Phase 1: Visioning & Blueprint Planning – We begin with structured **Visioning Sessions** that bring together stakeholders from all participating agencies. These sessions identify pain points, desired outcomes, and priorities from those closest to the work. These sessions also explore the citizen experience as we discuss how citizens perceive state processes and transactions.

Timely	Secure
Well-Documented	Easy to Understand
Accurate	Convenient
Efficient	Reliable

From these inputs, we develop a **Blueprint Architecture,** a future-state model that defines the business processes, data requirements, system components, and user experiences necessary to support the program. This Blueprint becomes the foundation for procurement and implementation, ensuring the solution is grounded in real operational needs and aligned with West Virginia's goals.

Phase 2: RFP Development & Procurement Support – With the Vision and Blueprint in place, we craft a strategic, vendor-neutral RFP designed to attract high-quality proposals and create a clear framework for vendor accountability. Our approach includes:

- Defining clear business and technical requirements
- Ensuring the project is well-defined and designed for manageability
- Establishing evaluation criteria that prioritize vendor performance and compliance
- Supporting pre-proposal conferences, Q&A management, and evaluation facilitation

Phase 3: Program Management & Quality Oversight – Once a vendor is selected, Mathtech can provide comprehensive Program Management Office (PMO) services, including risk monitoring, governance support, timeline tracking, and vendor oversight. This ensures the implementation phase stays on track, aligned with both the project vision and legislative mandates.

Timeline Alignment with Legislative Goals

Our approach is not only more strategic – it's also timely. We have outlined an estimated timeline that demonstrates how Visioning, RFP development, and implementation support can be integrated into the State's process without impacting deadlines.

Phase	Start Date	End Date	Duration
Visioning & Blueprint Planning	Sep 01, 2025	Sep 22, 2025	3 weeks
RFP Development & Procurement Support	Sep 22, 2025	Oct 20, 2025	4 weeks
RFP Release & Vendor Response Period	Oct 20, 2025	Nov 17, 2025	4 weeks

Vendor Evaluation & Award	Nov 17, 2025	Dec 15, 2025	4 weeks
Implementation Planning & Kickoff	Dec 15, 2025	Jan 12, 2026	4 weeks
Program Management & Implementation Support	Jan 12, 2026	Aug 28, 2026	33 weeks

While we would work with the State to refine this schedule based on stakeholder availability and other constraints, it shows that:

- Visioning and Blueprint work can begin immediately
- RFP development occurs in parallel with final vision refinement
- Implementation starts as soon as vendor selection concludes
- All work remains on schedule for key milestones

Why This Matters

By front-loading strategic clarity through Visioning and Blueprinting, West Virginia will minimize downstream risks, prevent costly misalignments, and ensure vendors respond to a well-scoped, future-proof vision. This methodology gives the State greater control, transparency, and confidence – without adding time to the schedule.

Mathtech has successfully applied this approach in modernization programs across more than 25 states. We know how to get it right the first time.

3.2.2   Provide examples of previous similar work products.

Mathtech has extensive experience supporting government agencies with modernization planning, procurement, and implementation oversight initiatives, including permitting, licensing, taxpayer service portals, and enterprise-wide technology transformations. While we do not offer a proprietary software solution, our vendor-neutral consulting services have been instrumental in helping states define their vision, align stakeholders, evaluate the market, select vendors, and implement effective, customer-facing systems.

Below are select examples of projects similar in scope and complexity to the One-Stop-Shop permitting solution envisioned by the State of West Virginia:

- **South Dakota Department of Revenue – Tax and Motor Vehicle Systems Modernization Strategy and Procurement:** Mathtech provided full lifecycle support for the planning and procurement of a new enterprise solution to support both tax and motor vehicle functions across the state. We facilitated visioning sessions with multiple business units, led requirements development, performed a market scan, and authored a comprehensive RFP. Mathtech also supported vendor evaluation and selection and provided organizational change management support to prepare the agency for implementation. This effort required extensive coordination across programs, integration with legacy systems, and alignment with public service delivery goals.

- **Maryland Department of Transportation, Motor Vehicle Administration – Project CORE:** Mathtech served as the lead consultant, supporting the MVA's enterprise modernization program, which included replacing systems that support licensing, titling, registration, insurance, and financial services. Our role included PMO setup, requirements management, procurement support, implementation oversight, and quality assurance. This program involved coordination across multiple agencies and bureaus, resulting in a unified platform for all driver and vehicle services. It led to significant improvements in customer experience and back-office efficiency.

- **Wisconsin Department of Transportation – DMV Modernization Strategy and Business Process Reengineering:** Mathtech supported the development of an enterprise strategy and modernization roadmap for Wisconsin DMV systems, including licensing and titling. Our team facilitated cross-functional workshops with stakeholders from IT, business, and operations to identify future-state goals and requirements. We also supported the design of the governance model and initial procurement planning. This project involved mapping and evaluating business processes to enhance service delivery and identify opportunities for permitting improvements.

- **Maine Department of Technology (MaineIT) Constituent Portal – Independent Verification and Validation (IV&V):** Mathtech is supporting the State of Maine's effort to implement a statewide Constituent Portal by providing Independent Verification and Validation (IV&V) services throughout the design, development, implementation, and post-launch stabilization phases. Our team is conducting structured assessments of project management, scope, cost, schedule, quality, and risk to ensure the system meets business requirements and delivers a unified, customer-centric experience. We are reviewing key project artifacts, facilitating interviews with stakeholders, and providing milestone and quarterly reports with actionable recommendations. Mathtech is also assisting the MaineIT Project Management Office in identifying risks, validating testing adequacy, and supporting governance through an IV&V management plan and continuous monitoring to promote successful delivery and adoption of the constituent portal.

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

Mathtech, Inc
Frank Nestore, Vice President
Tel: 609-256-3584 | Fax: 609-689-8505
fnestore@mathtechinc.com

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.

Mathtech's role doesn't end with planning or procurement. We bring decades of experience in providing hands-on support throughout the full lifecycle of significant state modernization efforts, including implementation oversight, project governance, and quality assurance. Our approach emphasizes structure, transparency, and forward momentum at every stage.

Because we begin with collaborative Visioning and Blueprint development, we enter implementation with a shared understanding of the program's goals, scope, and constraints. This allows for a smoother transition to execution and ensures that oversight activities are grounded in the original intent of the program.

Mathtech can serve as the State's trusted partner through the implementation phase, helping to:

- Manage the overall program schedule, budget, and deliverables
- Facilitate communication across agencies and vendor teams
- Identify and mitigate risks early, before they impact delivery
- Ensure accountability across all participating organizations
- Support executive reporting and legislative transparency
- Align all activities with the Blueprint and statutory objectives

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Our Program Management services are built around our **Strategic PMO Methodology**, which has been successfully applied in over 25 states. This includes establishing a governance structure that aligns with the culture of West Virginia agencies, managing change at both organizational and technical levels, and maintaining project discipline while remaining responsive to evolving needs.

Importantly, our approach is timeline-conscious. By preparing early with a clear blueprint and issuing a well-structured RFP, the State is positioned to move into implementation with confidence and speed. Once underway, Mathtech's oversight ensures the project stays on track, meeting both its deadlines and objectives.

This ongoing role is not about adding overhead; it's about reducing rework, avoiding scope drift, and delivering the One-Stop-Shop Permitting Program the right way, the first time.

Strategic PMO

Operational
- Meeting Management
- Issue Management
- Status Reporting
- Communications Mgt.

Tactical
- Schedule Management
- Risk Management
- Scope Management
- Budget Management
- Resource Management
- Quality Management
- Procurement Management

Strategic
- Goals & Objectives
- Performance Metrics
- Project Coordination

Ongoing Review & Evolution

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

Mathtech acknowledges that many permitting systems are already in use across West Virginia's state agencies; some are custom-built, while others are vendor-supplied, and all differ in terms of maturity, functionality, and user experience. Our approach aims to recognize, assess, and leverage these systems where appropriate, while guiding the overall program toward a unified, future-ready model.

Rather than proposing an immediate rip-and-replace strategy, Mathtech begins with a structured Visioning and Blueprint process that brings all permitting stakeholders to the table. Through facilitated sessions and technical discovery, we:

- Catalog existing permitting systems and portals currently in use
- Identify functional overlaps, redundancies, and gaps
- Assess the scalability, security, and user experience of current tools
- Determine integration opportunities for systems that should remain
- Evaluate which systems align with the long-term vision — and which do not

This results in a Permitting Systems Blueprint that maps current assets to the desired future architecture, enabling the State to make deliberate, strategic choices about what to retain, sunset, or integrate. In some cases, existing portals might be consolidated into a single user interface or migrated gradually. In others, they could serve specific business lines or stay operational while new solutions are phased in.

The goal is not to discard what works; it is to ensure the end result is seamless for users, manageable for agencies, and sustainable for the State.

Mathtech has supported modernization efforts in permitting and licensing in states where legacy systems needed to operate alongside new platforms during transitions. Our experience with federated models, hybrid portal environments, and phased decommissioning gives us the insight to approach West Virginia's permitting landscape with respect, structure, and clarity.

By grounding this process in a shared vision and a clear blueprint, we can ensure that existing portals are addressed strategically — not reactively — and that the final One-Stop-Shop experience meets both agency needs and public expectations.

Relevant Experience

South Dakota Department of Revenue – Tax and Motor Vehicle Modernization Strategy

Mathtech evaluated South Dakota's existing tax and motor vehicle systems, which included legacy portals and siloed permitting functionality, and developed a comprehensive modernization strategy. This included:

- Inventorying and analyzing legacy systems
- Identifying integration and transition options
- Planning for decommissioning outdated applications
- Supporting procurement of a unified enterprise solution

The project involved reviewing how existing portals functioned and advising on how to transition their services into a modern system architecture.

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

As a vendor-neutral consulting partner, Mathtech does not provide a proprietary permitting solution or host infrastructure. Instead, we play a critical role in helping jurisdictions plan for, procure, and oversee solutions that meet stringent security, privacy, and continuity requirements. We do this by embedding security expectations into every phase of the project lifecycle — from initial planning and requirements development to vendor evaluation, implementation oversight, and long-term governance.

Our support is grounded in decades of experience helping public-sector agencies safeguard sensitive data, ensure operational continuity, and meet compliance obligations. We collaborate with state CIO offices, cybersecurity teams, and project stakeholders to ensure that the selected permitting solution is secure by design, resilient in practice, and aligned with national and state-level standards.

Our Role in Ensuring a Secure and Resilient Solution

1. **Security-Forward Requirements Definition –** Mathtech works with stakeholders and IT leadership to define precise, actionable requirements related to:
   - Identity and access management (IAM)
   - Data encryption at rest and in transit
   - Audit logging and anomaly detection
   - System role-based access and least-privilege controls
   - Secure APIs and data exchange protocols

   We also help tailor requirements to align with federal and state standards such as NIST 800-53, IRS Publication 1075, and state-level cybersecurity frameworks.

2. **Procurement and Vendor Evaluation Support –** We ensure RFPs include detailed security, privacy, and DR/BCP criteria, including expectations around:
   - Hosting environments and FedRAMP/NIST compliance
   - Data segregation and multi-tenancy risk mitigation
   - Third-party security assessments and SOC 2 reporting

- Disaster Recovery (DR) Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO)

Our team supports proposal evaluation, Q&A, and scoring to ensure that cybersecurity and DR plans are robust, feasible, and aligned with State expectations.

3. **Oversight of Implementation and Security Validation –** During system development and deployment, Mathtech provides quality assurance and oversight to verify that:

- Security controls are implemented as specified
- Incident response plans are tested
- Backup procedures are operationalized
- Penetration tests and vulnerability scans are conducted and resolved
- Role mapping and audit logging are validated

We assist the State in enforcing contractual security provisions and proactively monitoring risk areas.

4. **Support for Ongoing Governance and Monitoring –** We help establish governance structures to support ongoing risk management, including:

- Change control for security-related system updates
- Incident escalation protocols
- Coordination with State IT security offices and third-party auditors
- Annual reassessment and DR test facilitation

The Value to West Virginia

Cybersecurity, privacy, and system resilience are not optional features in a modern statewide permitting platform – they are foundational. For a system that will span multiple agencies, process sensitive business and personal data, and serve as a single public entry point, even a short outage or breach could halt permitting activities, damage public confidence, and create costly compliance issues.

Mathtech's methodology treats security and continuity as integrated program priorities from day one. We:

- Translate West Virginia's security policies into enforceable technical and contractual requirements**.**
- Evaluate vendor security posture and business continuity capabilities during procurement.
- Establish governance checkpoints to verify that security milestones are met throughout the implementation.
- Incorporate disaster recovery and incident response planning into the core project schedule.

Because we are vendor-neutral, our role is to protect West Virginia's interests without bias toward any technology provider. We verify that commitments made in proposals, such as encryption standards, penetration testing, backup protocols, and uptime guarantees, are not only written into contracts but also actively demonstrated and tested before going live.

The result is more than just a compliant platform. West Virginia will gain:

- **Confidence** that its permitting system meets or exceeds leading security and privacy standards.
- **Operational resilience** that allows critical services to continue even during cyberattacks, power outages, or natural disasters.
- **Public trust** reinforced by transparent security measures and reliable service delivery.

■ **Future readiness**, with a system architecture that can adapt to evolving threats and compliance requirements without disruptive overhauls.

By partnering with Mathtech, West Virginia gains an experienced and vigilant advocate to ensure its One-Stop-Shop Permitting Program is secure, compliant, resilient, and built to serve the State's citizens and businesses without interruption today and in the decades ahead.

Relevant Experience

New Jersey Division of Family Development – Document Imaging Management System (DIMS) Modernization

Mathtech provided quality assurance and technical oversight for the State of New Jersey's centralized Document Imaging Management System (DIMS) modernization project, which involved migrating legacy platforms and implementing new document storage and processing solutions.

A core component of Mathtech's work was the review and validation of cybersecurity practices and disaster recovery planning.

Key responsibilities included:

■ Reviewing vendor security controls related to data encryption, user access, and secure transmission protocols

■ Validating DR strategies and backup solutions to ensure continuity in case of disruption

■ Providing feedback on incident response and system recovery procedures

■ Confirming alignment with state cybersecurity frameworks and hosting requirements

This project demonstrates Mathtech's ability to serve as an independent oversight partner during the implementation of enterprise platforms, ensuring that system security and resiliency are not only promised by vendors but also verified and enforced through structured quality assurance.

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

Mathtech understands the importance of delivering a fully operational One-Stop-Shop Permitting solution by the deadline established in statute as required by West Virginia legislative requirements. Our methodology is built to ensure that this deadline is met without compromising on strategic alignment, cross-agency coordination, or system quality.

Our approach begins with a streamlined Visioning and Blueprint phase, designed to rapidly define the program's strategic goals, user needs, and technical requirements. This early alignment accelerates downstream phases by reducing ambiguity, avoiding rework, and ensuring that procurement and implementation are grounded in a shared understanding of success.

We have developed a project timeline, included in this response, that clearly demonstrates how West Virginia can begin immediately with Visioning and Blueprinting, move into RFP development and vendor selection, and initiate implementation activities by early 2026.

Specifically:

■ The Visioning and Blueprint Planning phase is scoped over a few weeks and begins immediately.

■ RFP Development and Procurement follow seamlessly, with an efficient drafting period and a short, efficient response and evaluation window.

■ Implementation Planning and Execution begin in early January 2026, providing ample time to design, build, test, and deploy the solution ahead of the statutory deadline.

Our timeline is realistic, front-loaded with focused planning, and supported by experience. Mathtech has delivered similar permitting and modernization projects under tight legislative timelines in multiple states, and we bring the structure and discipline needed to keep complex programs moving on schedule.

We understand that statutory deadlines are non-negotiable. By starting with a clear blueprint, executing a disciplined procurement, and maintaining strong program governance throughout implementation, Mathtech will help West Virginia deliver a solution that is operational, compliant, and impactful — all by the required date.

The Value to West Virginia

When legislative mandates establish firm deadlines, the margin for error disappears. Missing statutory go-live dates not only disrupt agency operations, but they also risk legal noncompliance, political fallout, and loss of public confidence.

Mathtech helps jurisdictions avoid these pitfalls by turning deadlines into disciplined delivery frameworks. We translate policy into action, build structures that keep projects on track, and drive cross-agency alignment when it matters most. Our focus is not just on *what* needs to happen, but also on *when and how,* ensuring that every activity supports on-time and successful delivery.

With Mathtech's oversight, West Virginia will gain the tools, governance, and risk management capacity needed to meet its statutory obligations confidently, without sacrificing solution quality or stakeholder engagement along the way.

Relevant Experience

Maryland Motor Vehicle Administration – Project CORE
Mathtech played a lead role in project management and QA oversight for the Maryland MVA's Project CORE modernization – a complex, multi-year initiative with statutorily driven deadlines and high public visibility.

Key responsibilities included:

- Supporting milestone-based delivery for four major public releases
- Facilitating implementation readiness across stakeholder groups
- Conducting vendor performance reviews and issue escalations
- Ensuring legislative alignment and public service continuity

Mathtech's oversight enabled MVA to meet statutory go-live dates without compromising system quality or stakeholder trust.

4.0 Conclusion: A Strategic Partner for a Generational Opportunity

The State of West Virginia has outlined a bold vision to simplify and unify permitting across agencies. This transformation promises not only improved service delivery but also long-term operational efficiencies, economic development, and enhanced public trust. Achieving that vision will take more than a software solution. It will require careful planning, disciplined procurement, effective governance, and the kind of experienced, independent oversight that ensures outcomes are achieved on time, on budget, and with public value in mind.

That's where Mathtech comes in.

As a vendor-neutral partner with more than 50 years of public-sector experience, we bring the strategic perspective, technical understanding, and pragmatic project management expertise necessary to deliver on the promise of a One-Stop-Shop Permitting Program. We've helped agencies across the country to define their vision, develop requirements, run fair and rigorous procurements, and oversee complex multi-agency implementations. Our record shows we know how to guide high-stakes initiatives to success, not just in theory, but in practice.

We believe West Virginia's permitting modernization effort is a generational opportunity, and we are ready to help make it a success.

We respectfully request the chance to have further discussions with the State about how Mathtech can assist with planning, procurement, and oversight of the implementation of the One-Stop-Shop Permitting Program. We look forward to being a trusted partner on this critical journey.