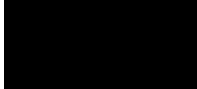# Deloitte.

State of West Virginia – Centralized Request for Information Technology

One-Stop Shop Permitting Program

Response to CRFI SEC260000001 Request for Information
August 29, 2025

Submitted By:

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██████████
██████████████████
Tel. ██████████████
Email: ████████████████
Deloitte Transactions and Business Analytics LLP | 901 E Byrd St Suite 820, Richmond, VA 23219

Tara Lyle, Buyer Supervisor   **August 29, 2025**
West Virginia Purchasing Division
2019 Washington Street, E.,
Capitol Complex Building 15
Charleston, WV 25305
Tel. +1 304-558-2544
Email: tara.l.lyle@wv.gov

Dear Tara Lyle:

Deloitte Transactions and Business Analytics LLP[1] ("Deloitte") is pleased to submit this response to the State of West Virginia for information regarding consulting services to establish a One-Stop Permitting Program in response to **CRFI SEC260000001 - Request for Information**. Over the past few years, Deloitte has successfully led multiple permitting technology and strategy projects, and we look forward to the opportunity to share more about our capabilities. Most recently, the team has been hired by the Commonwealth of Virginia to deliver innovative solutions for permitting.

We understand that this RFI is for informational purposes only, and no contract will be awarded as a result. We appreciate the consideration of our perspective on the One-Stop Permitting Program and will be on the lookout for a forthcoming related RFP. In the meantime, we would be pleased to kick off the visioning and goal planning workshop at no cost (see Section 3.2.1 *Assessment and Planning*) to begin preparing for the One-Stop Permitting Program. If you have any questions or require additional information, please contact me at ▮▮▮▮▮▮▮▮ or at ▮▮▮▮▮▮▮▮ .

Sincerely,

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Deloitte Transactions and Business Analytics LLP

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[1] As used in this document, 'Deloitte' means Deloitte Transactions and Business Analytics LLP, which provides strategy, technology, and human capital consulting services; Deloitte & Touche LLP, which provides accounting, auditing, internal control and financial management support services, and Deloitte Financial Advisory Services LLP, which provides forensic accounting, cost accounting and dispute Transactions and Business Analytics services. These entities are separate subsidiaries of Deloitte LLP. Deloitte & Touche LLP and Deloitte Financial Advisory Services LLP, affiliates of the prime contractor Deloitte Transactions and Business Analytics LLP, will also support the contract. Such services are provided as inter-firm transfers pursuant to FAR Part 31.205-26(e). In accordance with the disclosed practices of Deloitte Transactions and Business Analytics LLP, such transfers are not subject to additional indirect and profit application by the receiving organization. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

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Introduction

From mining to outdoor recreation, expediting the permitting process promotes economic development, business growth and job creation in West Virginia. The One-Stop Permitting Shop Program and online dashboard ("One-Stop Permitting Program") will serve as a centralized, user-friendly portal, allowing business and individuals to efficiently navigate permitting process across the state. House Bill 2002 recognized the need for a unified, technology-forward permitting solution that delivers transparency, accountability, and accessibility for West Virginia constituents and businesses to smooth the pathway for economic development. West Virginia's objective is clear: consolidate these disparate systems into a single, enterprise-wide platform that enables more timely and efficient permitting, supports regulatory compliance, and empowers staff to manage and enhance the system over time.

Our Deloitte team is energized by the State of West Virginia's plan to transition to a new permitting technology solution and continue to adopt innovative strategies that streamline and clarify permitting processes. We view West Virginia as a key partner with an innovative and energized vision to accelerate economic development and growth, we bring deep domain expertise in permitting, Artificial Intelligence (AI), and digital innovation, and a proven track record of delivering large-scale government modernization efforts across State agencies. We have developed a modern permitting platform to integrate AI, Customer Relationship Management (CRM), Geographic Information Systems (GIS), workflow orchestration, dashboarding and advanced analytics. Together through partnership and key input from stakeholders, West Virginia and Deloitte can not only streamline and automate processes but can also optimize the permitting experience across the entire lifecycle for both applicants and staff. By leveraging AI-driven workflow automation and an intuitive interface, we can simplify permitting processes, adapt to evolving business needs and regulatory demands, and enable West Virginia to more quickly achieve economic goals. We believe that combining West Virginia's vision for economic excellence with Deloitte's state-of-the-art technology and proven track record will result in a transformed permitting environment for all who seek to do business in West Virginia, accelerating the process from permit application to operational delivery.

3.2. Specific Questions

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

West Virginia and Deloitte can partner to establish a One-Stop Permitting Solution that enhances current processes and improves outcomes by first understanding current permitting processes and pain points and then leveraging Deloitte-developed technology solutions. Using our integrated strategy and digital capabilities, we can help enhance West Virginia's permitting process, bringing siloed data together, providing visualization through advanced capabilities in GIS mapping, and utilizing AI to promote rapid application, analysis, and response.

Deloitte Government Solutions, Salesforce Technology
Deloitte is a **leading global Salesforce partner** with over 10,000 certified practitioners delivering end-to-end solutions across all major Salesforce clouds and industries. The firm has won multiple **Salesforce Partner Innovation Awards** for its work in financial services, healthcare, and public sector, and is recognized by Gartner and Forrester as a top CRM implementation provider.

Deloitte's ███████████ solution enabled by Salesforce is specifically designed to address the evolving needs of government agencies, including the management of additional permits, licenses, and the onboarding of diverse agencies and their unique permitting requirements. ███████████ Licensing and Permitting is a digitally-enabled platform that streamlines the process of obtaining and maintaining government-regulated licenses and permits. The solution can help to reduce permit review and administration time from months to days, accelerating the approval and delivery process. ██ ██ ██ ██████████ ██████████ ████████████████████████ ██ ██ ████████████████████████████████████ ██████████████████████████████████ ██████████████████████████████████████ ██ ██████████████████████████████ This supports long-term scalability and adaptability as more agencies or permit types are added.

Figure 1. Deloitte's Integrated Approach to Permitting Solutions
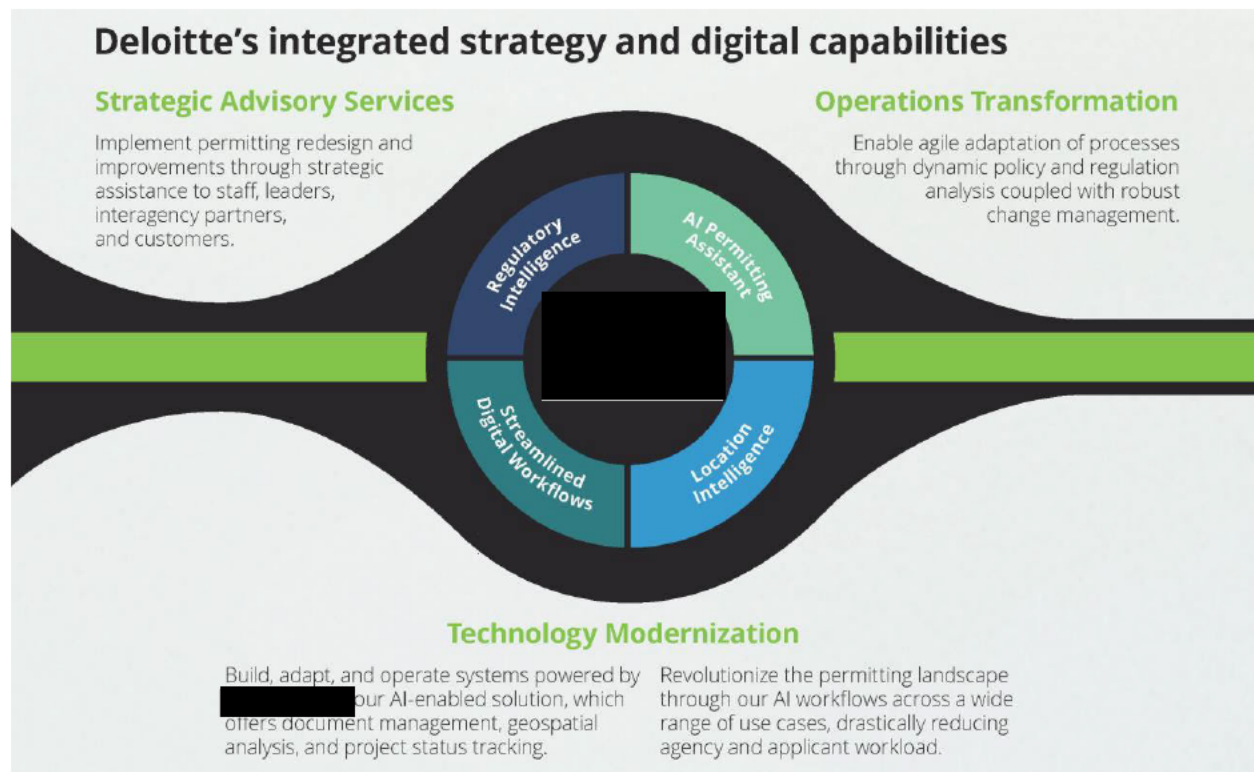
To implement the One-Stop Permitting Program, Deloitte will partner with West Virginia for three project phases, including Assessment and Planning, Technology Development leveraging Deloitte's ██████████ solutions, and Training and Support, with consistent Communications and Stakeholder engagement throughout the duration of the project (see Section 3.2.7/Figure 5

for a visual and project timeline). Each phase incorporates Deloitte methodology and approaches tailored to the unique needs of West Virginia:

Assessment and Planning

In the Assessment and Planning phase, key stakeholders would gather for a visioning and goal planning workshop to coalesce around the goals of the One-Stop Permitting Program, select technology approaches, and set project outcomes. Internal stakeholders would include the Department of Commerce, The Department of Environmental Protection, the Office of Environmental Health Services, the Department of Revenue, the Department of Tourism, and the Department of Transportation, and the Secretary of State, as coordinated by the Secretary of the Department of Administration.

Given the need for cross-department collaboration, the workshop would also include facilitated exercises around defining decision rights, including critical roles and responsibilities, engagement of external stakeholders, and confirming approval pathways for the One-Stop Permitting Program. Once a vision, goals, key stakeholders, and decision rights have been established, the cross-functional team will transition to technology development and deployment.

Technology Development

Building off technology principles set by the West Virginia legislation and internal stakeholder groups, Deloitte will take an agile approach to technology development for the One-Stop Permitting platform. As shaped with key stakeholders, this will include cutting-edge technology to develop an online Permitting Dashboard that is accessible, user-friendly, and informative, building first towards a minimum viable product (MVP) and then continuing to iterate based on feedback. The designed and deployed One-Stop platform will allow applicants to view, apply for, and renew permits, as well as manage communications and payments efficiently.

, a focus on human-centered outcomes supports delivery of a transparent and constituent-centered One-Stop Permitting Program.

Figure 2. Deloitte's ▮▮▮▮▮▮▮▮▮▮ Methodology
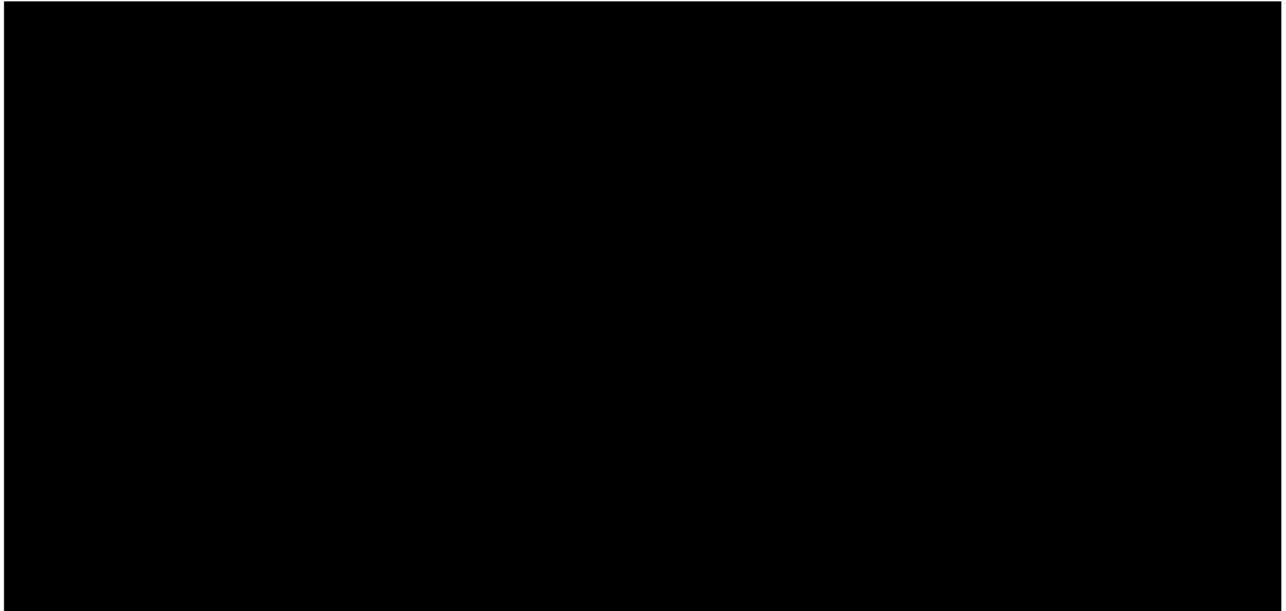
Training and Support

As West Virgina streamlines permitting technology, educational materials and resources about permitting processes can help deliver a greater-value solution to West Virgina staff members and constituents. Deloitte can provide program guidance and internal and external training to facilitate system transitions and explain permitting requirements, improving the overall quality of submissions. This approach can consider a range of options tailored to the needs of West Virgina (see Figure 3. Deloitte's Technical Assistance Framework).

Figure 3. Deloitte's Technical Assistance Framework
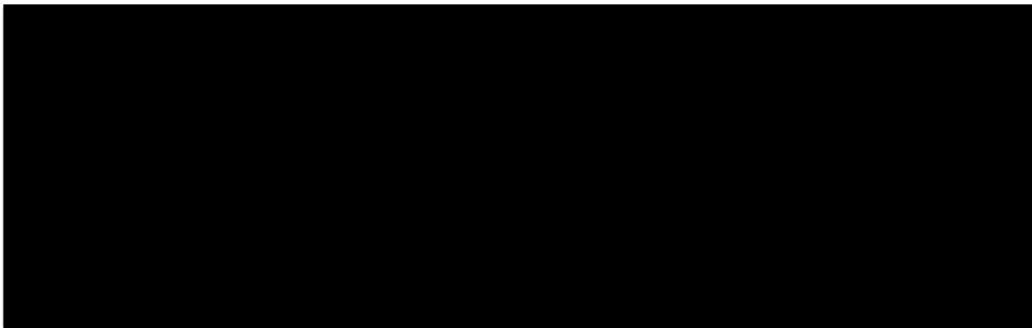
In addition to technical assistance, Deloitte brings experience in the development of communications and outreach materials, such as press releases and talking points for use in constituent meetings, Standard Operating Procedures (SOPs) and permit review guidance documents, and other resources for internal and external users. Deloitte also brings capabilities in change management to support successful uptake and use of new systems and technologies.

Communication and Stakeholder Engagement

Throughout the project, Deloitte will work to gather and incorporate feedback from permitting agencies, staff members, and West Virginia constituents seeking permits. Deloitte will work with the Secretary to

tailor a strategic approach to stakeholder engagement that will best gather feedback. Options may include inviting stakeholder feedback ███. Given past work in permitting and solution development, our team keeps modern and streamlined processes as our aims in taking on permitting projects, which requires understanding and supporting those who work to make a successful permit submission, review, and approval possible throughout all project phases.

Deloitte's ability to establish the One-Stop Permitting Program in partnership with West Virginia centers on our technology, including ███████████ . The key benefits of ████████████ include:

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Our ██████████████Permitting Solution can be configured to support a multitude of permit types and workflows, supporting better application tracking, streamlined processes, and accelerated decisions (see Figure 4 for a visual of ███████████).

Figure 4. ████████████ █████████████████████████
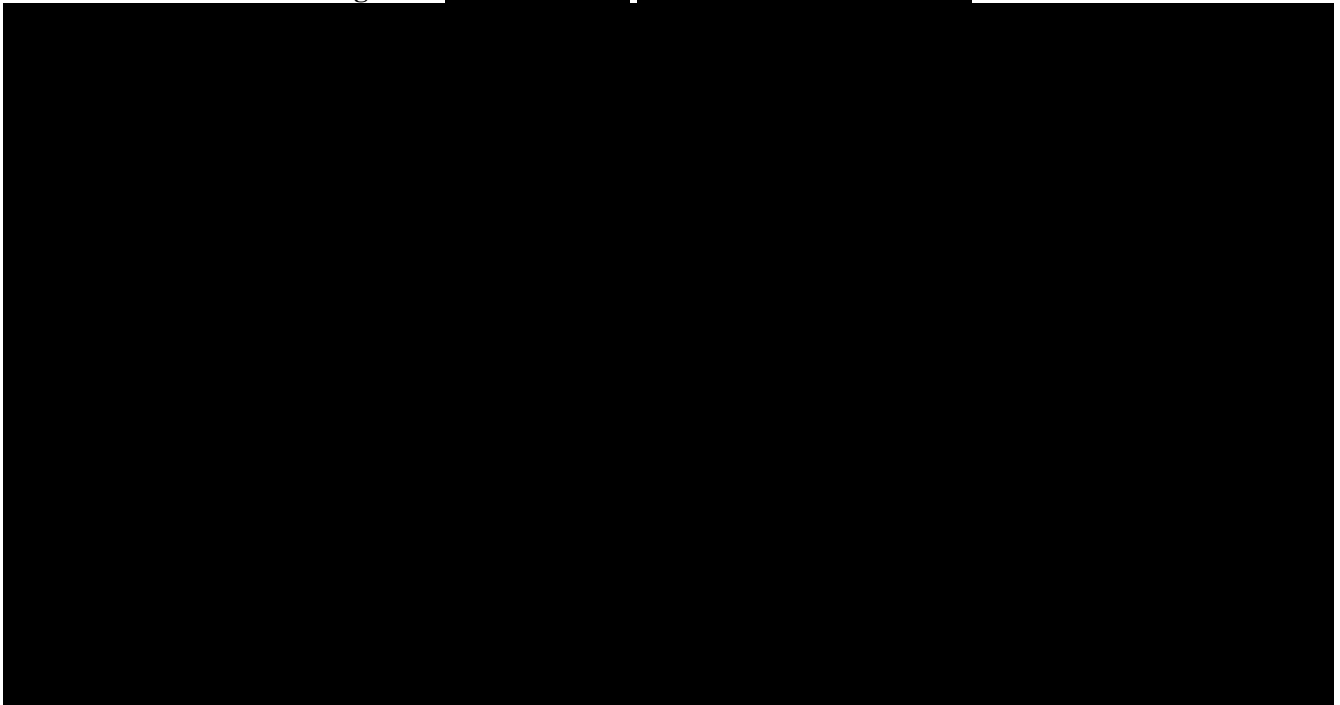
Deloitte Response to CRFI SEC260000001 - Request for Information
One-Stop Shop Permitting Program

West Virginia can establish an integrated permitting system that creates a seamless user experience, acting as a single digital entry point for all permit types across construction, economic development, infrastructure, and natural resources while integrating and orchestrating workflows across existing agency systems. To accomplish its goals, West Virginia needs a modular, agile, and flexible system driven by the needs of permitting agencies and West Virginia constituents, as determined by assessment and requirement gathering project phases. ███████████████████████████████████████

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Deloitte offers a range of additional technology options that can be selected by the Secretary and permitting agencies and customized for West Virginia's One-Stop Permitting Program:

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Real-Time Reporting and Dashboarding: Deloitte offers robust capabilities to create comprehensive reporting and dashboarding elements that can provide constituents and state permitting agencies with real time insights and customizable analytics to support decision-making and public transparency. █████████

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Our Team: Permitting Advisors, Technologists, and AI Thought Leaders
Deloitte brings a **uniquely qualified combination of permitting subject matter advisors** that understand the business processes and user base and our **industry-leading AI and technical teams** that deliver tailored solutions to meet needs. Deloitte has supported local, state, federal, and international agencies with licensing and permitting, including 11 states and several municipalities, and broader data and AI projects across 43 states. Our subject matter and technology teams work together to deliver tailored, business-driven solutions.

3.2.2 Provide examples of previous similar work products

The table below provides highlights of our experience delivering permitting solutions for government clients, including projects spanning a range of permitting types, programs, and methods:

Government Entity	Permitting Solution
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Government Entity	Permitting Solution
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3.3.3 Identify your company name, primary contact person, phone and email

Company Name:
Deloitte Transactions and Business Analytics LLP

Primary Contact:

██████████████████████
Tel. ████████████
Email: ████████████████

3.2.4 Describe how your solution would address 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

As West Virginia's economic and regulatory landscapes evolve, the ability to seamlessly incorporate new permits, licenses, and agencies into the One-Stop Permitting Program is essential. Participating agencies require a flexible solution that can adapt to changing regulatory requirements quickly and accommodate future growth, so that all stakeholders—from businesses to government entities—benefit from a unified, scalable permitting platform.

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> **Deloitte Value-Add: Change Management Capabilities**: Technology deployment can only be successful if users fully embrace new systems. **Deloitte can help the State of West Virginia transition not only to new permitting technologies, but also to new processes and team alignment that support successful deployment.** Deloitte's change management practice includes over 1,200 individuals across the U.S. Leveraging this deep bench of experience, our team helps public sector organizations navigate complex technology and process transformations. Our proven methodologies drive user adoption, minimize disruption, and facilitate stakeholders being engaged and supported throughout every phase of solution implementations.

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

Deloitte will work collaboratively with the State of West Virginia to understand and consolidate legacy systems and digitize any remaining paper processing, focusing on seamless integration, efficiency, risk mitigation, and future scalability. ██████████████████████████████
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Many State agencies currently rely on a mix of permitting portals and legacy systems, which can result in slow, cumbersome, and fragmented processes and can cause data silos. ██████████████████████
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Deloitte works closely with Agency leadership and staff to communicate the benefits of modernization and system consolidation, address concerns, and foster buy-in and ownership throughout the transition. We provide tailored training programs, user support resources, and opportunities for feedback to help staff adapt to new workflows and technology.

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

Deloitte brings deep knowledge, skill, experience, and demonstrated leadership in security and privacy to government permitting solutions, serving as a trusted collaborator for agencies seeking a one stop shop. Our experience with government data enables us to design robust security frameworks that address the unique regulatory and operational challenges faced by public sector clients. We are committed to safeguarding sensitive information while enabling efficient, user-friendly permitting services that maintain public trust and compliance from start to finish. Deloitte's process is outcomes-driven and client-centric, beginning with a thorough assessment of agency needs and risk profiles, followed by the design and implementation of tailored security architectures. Our managed services provide ongoing support and monitoring, enabling permitting systems to remain resilient and compliant. By combining knowledge, skill, experience, proven tools, and a collaborative approach, Deloitte empowers agencies to deliver secure, trusted, and efficient permitting services.

> **Deloitte's Trustworthy AI Framework**
>
> Deloitte has developed a Trustworthy Artificial Intelligence (AI)™ Framework to help organizations manage risk and maintain compliance with federal and state policies and guidelines around data and AI while embracing impactful new capabilities. Our frameworks help cities scale and adopt AI with confidence across areas like data privacy, data protection, ethical use of AI, talent, cybersecurity, and alignment of data and AI strategies to promote a highly governed AI ecosystem.

As one of the world's largest system integrators, Deloitte has a long-standing track record of successfully deploying complex, secure technology environments for public sector clients. Our teams bring extensive experience integrating identity and access management (IAM), fraud prevention, and privacy controls into

permitting platforms, enabling only authorized users to access or modify sensitive records. We leverage our alliances with leading technology vendors and our deep bench of certified security professionals to deliver scalable, future-ready solutions. By focusing on both current and emerging technologies, we help agencies modernize legacy permitting systems, streamline workflows, and improve the citizen experience, all while maintaining rigorous security and privacy standards.

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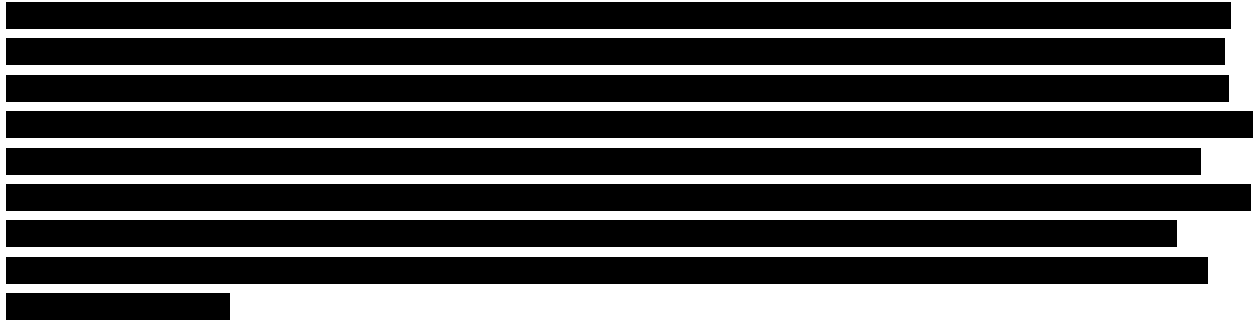
Our solution provides robust security controls, continuous monitoring, and detailed audit trails to protect sensitive government data. Granular, field-level access controls grant users only access to data relevant to their roles, with agency-level compartmentalization and active monitoring to prevent unauthorized access. Additional protections are available through Salesforce Shield and our implementation of best practices, including encryption, monitoring, and privacy-by-design features such as consent management and data minimization.

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

To establish the One-Stop Permitting Program, Deloitte's cross-functional team would take a collaborative, stakeholder-driven approach so that technology meets the needs of all permitting agencies and their constituents (see Figure 5 for Program Development Approach and Timeline). We employ a "sprint to win" approach that accelerates where needed so that we cross the finish line as a team.

Figure 5. Phased One-Stop Permitting Program Development Approach and Timeline
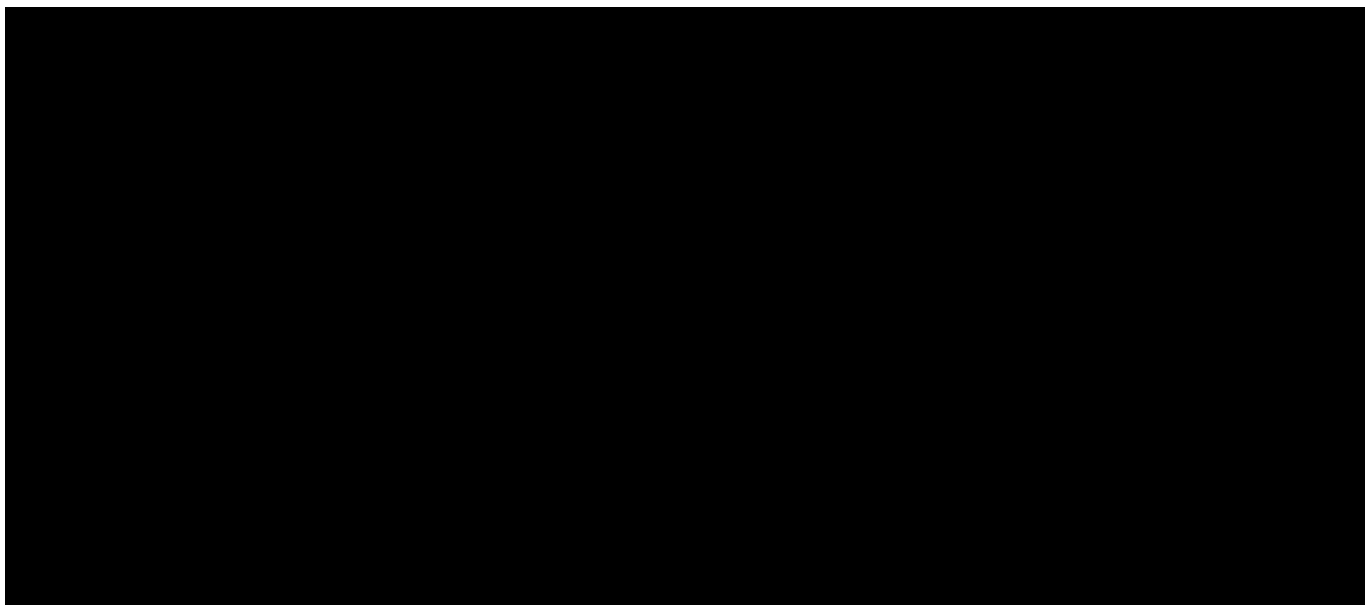
Note: This notional timeline includes technology deployment at the end of Month 10, allowing for public use by January 1, 2027.

3.3. Information Being Sought

3.3.1. Examples of previous solutions of similar size and scope.

See descriptions in Section 3.2.2 for full project descriptions. Examples include a range of Federal and State projects spanning multiple agencies, including a recent Federal permitting system to track nationwide permits, design new permitting portals and systems, develop workflows for hundreds of license types and applications submissions, and process payments.

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

Deloitte recommends a flexible, stakeholder-driven approach to pricing strategy for the One-Stop Permitting Program, so that both the initial buildout and ongoing maintenance costs are addressed in a manner that promotes accessibility, sustainability, and economic growth. ███████ ██ ██ ██ By leveraging these insights, the State can design a pricing framework that reflects the unique value and cost considerations of each permit type, while aligning with West Virginia's broader economic development objectives.

User fee options, informed by market research and price sensitivity analysis, can be structured to balance revenue generation with the imperative to keep prices accessible and attractive for new and existing businesses, as well as for tourism and economic development initiatives. ████████ ██ ██ ██ ██ ██ ██ ██████████████████████████████████████ All fees will be considered while taking into account cost recovery for the One-Stop Permitting Program to support a balanced financial model for the State. Finally, █████████████████████████████████ ████████████████████████████ "fast-track" fees for expedited processing per the HB2002 legislation, ██

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

Deloitte looks forward to an opportunity to collaborate with West Virginia on the One-Stop Permitting Program to advance economic growth and development. ████████████████████████████████ ██████████████████████████████

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.

Deloitte Business Transactions and Analytics LLP

(Company)

███████████████████

(Representative Name, Title)

████████████

(Contact Phone/Fax Number)

August 29. 2025

(Date)

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
[ ]	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.

Deloitte Transactions and Business Analytics LLP
_____
Company

_____
Authorized Signature

August 29, 2025
_____
Date

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