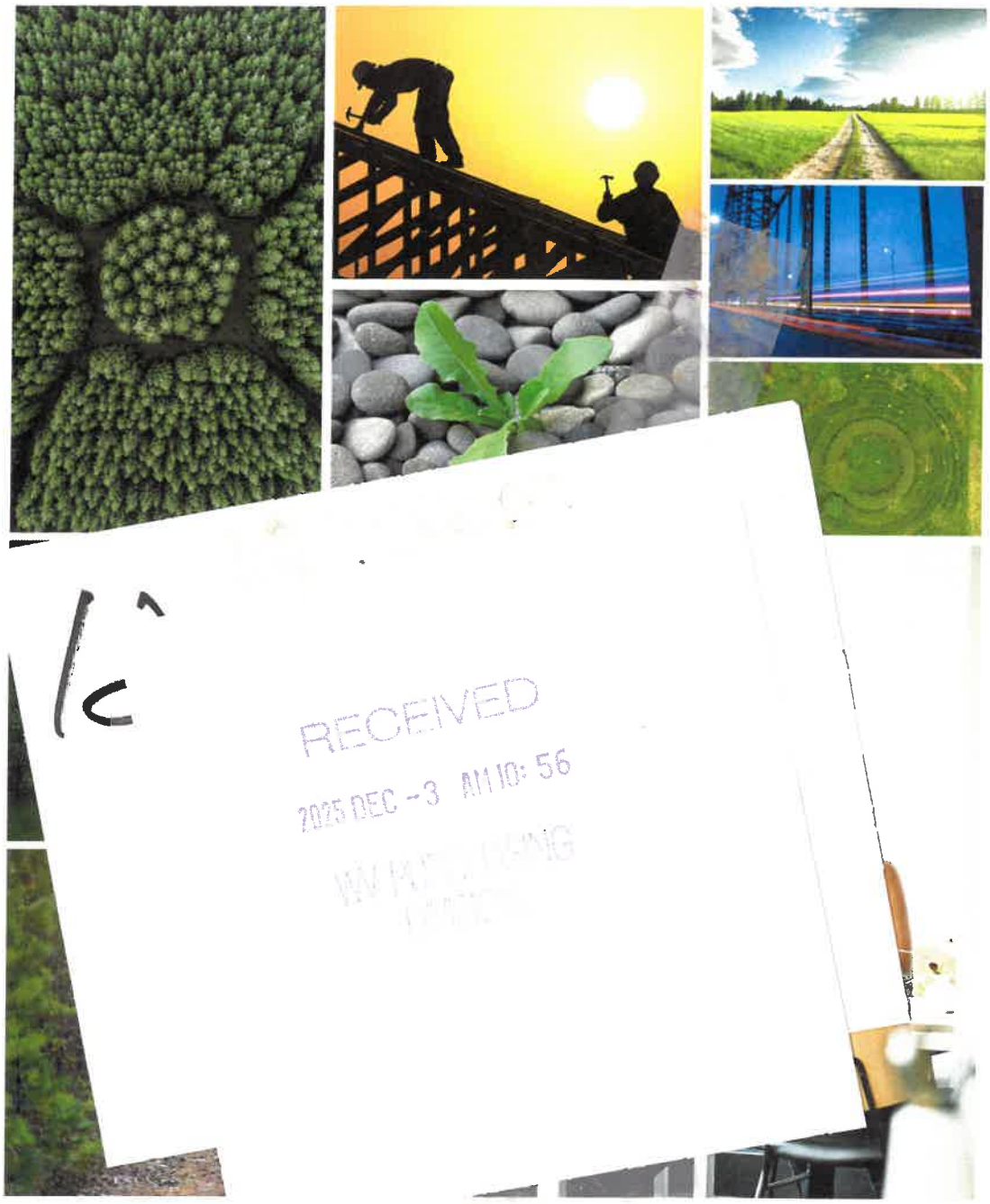


# West Virginia Department of Administration

## One Stop Shop Permitting Portal
## Request for Proposal Number:
## CRFP 0201 SEC2600000001

MAKING AN IMPACT THAT MATTERS since 1845

December 4, 2025 | Deloitte Consulting LLP

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December 4, 2025

State of West Virginia Department of Administration
Purchasing Division
ATTN: Tara Lyle
2019 Washington Street East
Charleston, WV 25305

**Subject: Response to CRFP 0201 SEC2600000001 – One Stop Shop Permitting Portal**

Dear Ms. Lyle and Department of Administration Team:

On behalf of Deloitte Consulting LLP ("Deloitte") I am pleased to submit this proposal to the State of West Virginia Department of Administration Purchasing Division to build a One Stop Shop Permitting Platform for the State. We applaud the State of West Virginia's (the State) leadership to create a One Stop Shop Permitting Platform. This solution will revolutionize West Virgina's permitting and licensing system across domains, from mining to construction to outdoor recreation.

West Virginia's pioneering permitting goals require a vendor with the domain knowledge and technical capabilities to design, develop, and implement a One Stop Shop Permitting Platform that enables efficient workflows, improves access to permitting and licensing information, and is built with the user in mind. Furthermore, given the ambitious statutory deadline for an operational portal, West Virgina needs a vendor that can effectively manage project scope and timeline to deliver a minimally viable product (MVP) on time with inherent flexibility to evolve and grow based on the State's changing needs.

With Deloitte, West Virginia gets a trusted collaborator that brings a deep understanding of the State's permitting and licensing landscape and goals for the program. This understanding is combined with our ability to design and develop unified permitting and licensing platforms and implement on a timeline that meets the State's bold permitting vision. The pages that follow convey our passion for high-quality client service and dedication to achieving the objectives of West Virginia's One Stop Shop Permitting Platform. Our approach provides West Virginia with:

- **Solutions informed by permitting domain knowledge and demonstrated technology implementation experience:** West Virginia gets access to a team with deep experience managing permitting processes for various project types (e.g., construction, economic development, infrastructure, natural resource management) and technical resources with a track record of designing, deploying, and operating permitting platforms for other states. Our domain experience combined with our deep technical capabilities means West Virginia's One Stop Permitting Platform will deliver accurate, actionable outputs from day one.
- **A value-oriented, enterprise platform ready to accommodate complex workflows while remaining adaptable to evolving needs:** Deloitte's One Stop Shop Permitting Platform built on ServiceNow combines the power and implementation speed of an enterprise platform balanced with flexibility to meet evolving use cases across the State's permitting landscape. Our MVP solution, detailed further in our response, meets State agencies where they are by providing structure for those without digital permitting processes and minimizing disruption to existing workflows while also improving public users access to permitting information on a timeline that meets the State's statutory deadlines. Our platform houses adaptable interfaces that are easily configured, not coded, making our solution quick to adapt to new requirements, minimizing risk and increasing value over time. The architecture is ready to expand based on evolving requirements, enabling West Virginia to

maintain its leadership in permitting innovation and digital government for years to come. Also, with our approach, West Virginia purchases and owns the ServiceNow licenses and environment which provides flexibility for West Virginia to eventually maintain the Platform over time should a need arise.

- **A solution designed with users in mind that demystifies the regulatory environment:** Deloitte is dedicated to developing a One Stop Shop Permitting Platform built to improve the user experience (UX) of submitting permit applications, reviewing submissions, and communicating decisions. Our solution will be built by a team with deep UX experience and will guide users through the end-to-end permitting/licensing lifecycle and our implementation approach incorporates robust user training. Our responsive interface encompasses clear status tracking/visibility, mobile-friendly functionality, simple document management, and user-configured notifications. Beyond design, our implementation approach includes training to enhance user adoption and develop a permitting and licensing process that is more accessible and efficient for the public and State staff alike.

Choosing a trusted advisor will enable West Virginia to successfully meet its bold permitting aspirations. Deloitte places immense value on the opportunity to support West Virginia with this effort and has a sincere and vested interest in seeing the State achieve its goals.

We would be honored to work together on this critical endeavor. If you have questions or require additional information, please reach out to Catesby Beck.

Sincerely,

Catesby Beck
Managing Director
cbeck@deloitte.com
+1 8043320580

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# Section A: Our Understanding and Approach

### Our Understanding

With the enactment of House Bill 2002, Governor Morrisey launched a bold, innovative permitting agenda focused on efficiency, transparency, and speed. From mining to outdoor recreation, expediting the permitting process promotes economic development in local communities, attracts business growth and investment to West Virginia, and supports job creation across the State.

West Virginia's goal is clear: consolidate disparate systems into a single, enterprise solution that enables more timely and efficient permitting, supports regulatory compliance, and empowers staff to manage and enhance the system over time.

The economic benefits of streamlined permitting are real and proven – research by the World Bank illustrated that every week's reduction in permitting time correlates to a 3-5% faster rate of new business startups[1], and according to the National League of Cities "State of City Permitting" report, states with streamlined permitting have recorded up to 25% higher annual growth in permit-related fee income, enabling enhanced public investment base without tax increases.[2]

**KEY INSIGHTS**

Deloitte is currently supporting a State's Department of Environmental Quality (DEQ) to design and develop an **agentic AI proof-of-concept that streamlines and accelerates the review of permitting applications**. The AI solution automates completeness and technical reviews, is trained on agency Standard Operating Procedures and regulations, and is deployed in a secure cloud environment.

The State anticipates a **50% reduction in staff time needed to review applications** and expects review times to decrease from months to days, offering stakeholders a clear understanding of application status and compliance while reducing agency backlog.

Deloitte is excited to bring these benefits and more to West Virginia. Through our robust licensing, permitting, and inspections resources, such as the work with another State's Department of Environmental Quality described in the call out box above, we have built the skills, experiences and capabilities that West Virginia needs to deliver their bold licensing and permitting vision – accelerators to rapidly configure out-of-the-box software capable of meeting the State's evolving needs, user-centered design methodologies to build solutions tailored to the needs of West Virginia residents and State staff, and a team with deep domain and technical knowledge to deploy a system that delivers on West Virginia's permitting agenda.

To achieve success, West Viginia needs:

- **An out-of-the-box solution capable of handling permit workflows, ready on Day 1 with flexibility for future growth built in**. Deloitte's One Stop Shop Permitting Platform powered by ServiceNow is an enterprise solution that can accommodate permit approvals, document routing, status tracking, and communications to quickly meet the breadth of needs across West Virginia's permitting landscape before statutory deadlines. The out-of-the-box enterprise software will enable West Virginia to get its unified permitting portal up and running quickly, and the customizable solution allows for more advanced capabilities to be added down the road (e.g., embedded geospatial tools, advanced AI agents). With our approach, West Virginia purchases and owns the ServiceNow licenses and environment which provides flexibility for West Virginia to eventually maintain the Platform over time should a need arise. Our detailed technical solution is outlined in Section B and the security measures we'll take as we implement are in Section D.
- **User-centered design methodologies to meet the needs of public users (e.g., permit applicants) and agency users (e.g., State staff), making permitting processes accessible, accurate, scalable, and fast**. An accessible, easy-to-understand permitting platform will create

[1] World Bank (2020). "Doing Business: Measuring Business Regulations."

[2] National League of Cities (2019). "State of City Permitting."

meaningful impact for West Virginia communities – increasing transparency, enhancing accountability, and promoting efficiency. These impacts position West Virginia as a place where projects of all types can move through a complex regulatory environment with ease, attracting business investment, developing local economies, and building trust with residents. Our plan to implement this user-friendly system is outlined in Section C.

- **An experienced team with knowledge of both ServiceNow technology and West Virginia's permitting, licensing, and certification domains.** We provide highly qualified and experienced professionals across licensing and permitting domains with an emphasis on innovation, technical competencies, and industry insight. Our team includes leaders like Kate Graeff, who brings technical ServiceNow experience integrating analytics and workflow orchestration, and Leslie Gilespie-Marthaler who brings experience structuring permitting oversight and streamlining permitting processes for the U.S. Environmental Protection Agency (EPA) and the Tennessee Department of Environment and Conservation. Our team has successfully collaborated with nearly 20 state and federal agencies on their permitting and licensing journeys, and we are ready to bring this experience to bear with the State of West Virgina's One Stop Shop Permitting platform. Additionally, as referenced in the call out box above, Deloitte has decades of experience supporting West Virginia organizations and agencies, which will inform our design and deployment of the One Stop Shop Permitting Platform. Our staffing structure is detailed in Sections F and H.

**KEY INSIGHTS**

Deloitte has served the State of West Virginia for over 25 years across the public and private sectors. Examples of our work include:

- Supported **Department of Health and Human Resources** with multiple systems implementations efforts
- Developed cost reduction strategies for **Wheeling Hospital**
- Delivered organization transformation services to **Brick Street Insurance**
- Provided audit services for **Charleston Area Medical Center** and **West Virginia Higher Education Policy Commission**
- Modernized and successfully implemented a new pension solution for the **West Virginia Consolidated Public Retirement Board**

We will collaborate with the State to design, implement, and manage the One Stop Shop Permitting Platform, powered by ServiceNow. Working together with input from key stakeholders across the government, West Virginia and Deloitte can streamline and automate processes while optimizing the permitting experience for both applicants and staff. These results will enable West Virginia to achieve economic development goals, replace bureaucracy with efficiency, and do so in a cost-effective way – achieving the Governor's priorities and the statutory requirements in the process.

Table 1 below provides additional detail on how we'll meet the requirements outlined in the RFP.

| West Virginia's Permitting Goals | How Deloitte Delivers |
|---|---|
| A unified platform to streamline workflows for all permit and license types in West Virgina | • Deloitte's One Stop Shop Permitting Platform is built to provide end-to-end support across the permitting and licensing lifecycle and will begin with a light-touch MVP that meets the State's basic requirements.<br>• Our team brings domain experience across permit types (e.g., construction, natural resource management, economic development). |
| A flexible, scalable solution capable of adjusting to the State's growing / changing permitting needs and handling workflows across agencies | • Deloitte's One Stop Shop Permitting Platform powered by ServiceNow is configurable to accommodate complex workflows across agencies.<br>• Flexible workflows and interfaces that can be customized without coding, allowing the solution to quickly respond to new needs, reduce risk, and deliver increasing value over time. |

| West Virginia's Permitting Goals | How Deloitte Delivers |
|---|---|
| Design that is tailored for both the needs of public users and agency users | • Our team has deep user experience design capabilities, building a platform to simplify and streamline the permitting process for both the public and State staff.<br>• Our One Stop Shop Permitting Platform provides structure to agencies lacking digital permitting workflows without major disruptions to existing processes. |
| State-of-the-art functionality to enhance permitting processes (e.g., offline capability, secure document management, digital wallet | • Deloitte's One Stop Shop Permitting Platform powered by ServiceNow is an enterprise platform with out-of-the-box functionality that meets the State's full set of MVP requirements. |
| Robust training for all users and change management to improve adoption | • Our team brings robust experience with training and change management required in large technology transformation, both self-paced and "train the trainer." |
| Platform launch by January 1, 2027 (per W.Va. Code §5A-13-1) | • Our MVP solution is designed to position West Virginia to meet the State's requirements by January 1, 2027, while providing a foundation for continued growth and improvement as the State's needs evolve after the MVP go-live.<br>• We will utilize effective project management methodologies to monitor the timeline and provide visibility into risks and corresponding mitigations needed to stay on timeline and on budget. |

**Table 1. Deloitte's plan to fulfill program requirements.**

## Our Approach

Our One-Stop-Shop Platform is comprised of three main components – a Public Portal, Application Management Portal, and Case Management Portal, outlined in Figure 1.

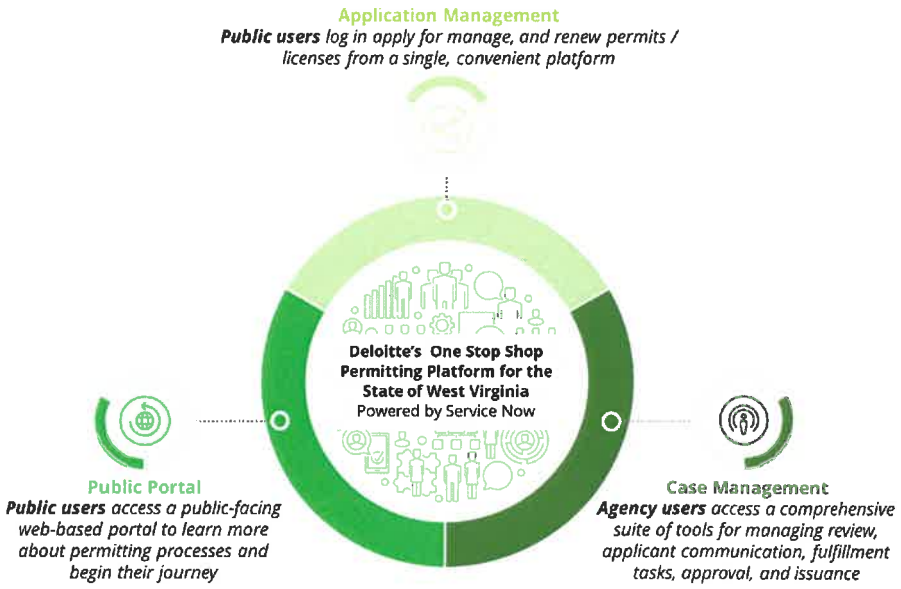


**Figure 1. One Stop Shop Permitting Platform Components**

- **The Public Portal** is a public-facing web-based resource where potential applicants can come to understand the permitting and licensing process and take steps to apply. It features search capabilities that enable users to easily locate the specific application they need and automated overviews to guide users on how to apply for a permit or license. Public users will be able to access

the applications for onboarded agencies on demand. The portal also provides Knowledge Articles to guide users through each stage of the application process.

- **The Application Management Portal** is where users can log on to apply for permits and licenses and manage existing applications. Public users can upload and submit documents electronically, and the platform will deliver their permit/license applications to the appropriate agency. Additionally, users can track and monitor the status of their permits/licenses throughout the entire application lifecycle and access digital wallet functionality. The portal includes a communication feature, allowing applicants to interact directly with agency personnel regarding their applications.
- **The Case Management Portal** is built for West Virginia's internal agency users—those responsible for reviewing, processing, and approving license and permit applications. Here, agency users can log on and manage application review and routing from one unified platform, minimizing administrative burden. This solution dynamically receives applications and routes each case to the appropriate agency. Cases are integrated into relevant workflows to promote automation and streamline license processing, saving both agencies and applicants valuable time. The case management function also supports cross-team collaboration, includes task alerting, monitoring, and comprehensive reporting features via a Dashboard that aggregates permit and license data to show how many have been submitted for each type and status. In addition to facilitating agency personnel interaction, it allows agency users to communicate directly with applicants for supporting information, document requests, or other inquiries.

The One-Stop-Shop Platform is crafted not just for today's licensing and permitting needs, but with a clear and actionable vision for West Virginia's digital future. Across a 28-week period, Deloitte will develop an MVP of the One Stop Shop Permitting Platform that meets the State's requirements and onboards initial agencies to the solution. Beyond this 28-week period, the MVP solution can expand to meet the State's growing and changing needs. Following the successful launch of the MVP and initial agency onboarding, Deloitte's approach allows for incorporation of additional add-on's based on the State's needs such as, agency expansion, additional API connections, additional custom workflows, new license / permit types, and e-signature functionality).

Deloitte's solution powered by ServiceNow relies on West Virginia owning ServiceNow Licenses, which means West Virginia retains full control and ownership over configurations to support ongoing use, even if Deloitte is no longer the vendor. This supports long-term scalability and adaptability as more agencies or permit types are added.

To bring this solution to life in West Virginia, we will follow a three-step *Imagine, Deliver, Run* (IDR) approach, with consistent project management, communication and focus on the user experience throughout the duration of the project lifecycle.


**Figure 2. Our Implementation Imagine Deliver Run Framework**

- ***Imagine* | Assessment, Discovery, and Design:** We collaborate with the State to design each component of the technology, configuring ServiceNow's out-of-the box tools and capabilities to meet West Virgina's needs through interviews, workshops and design sessions. Over the course of the engagement, West Virginia can choose to request additional add-on services to design new elements of our permitting platform to include additional permit and license types and other State requirements as they evolve over the three-year contract.
- ***Deliver* | Develop and Integrate:** We employ Agile development cycles to rapidly build, test, and refine the technical capabilities of the One Stop Shop Permitting Platform. Through this phase, we

will incorporate ongoing stakeholder feedback to drive continuous improvement and launch initial training and communications.

- ***Run* | Implement, Maintain, and Operate:** Once developed, we support the system through successful go-live, delivering user support through call-center capabilities and ongoing training and communications to enhance adoption. As additional permitting and licensing functionality is added, we will repeat these phases to further develop the platform and onboard agency permitting and licensing processes.

Our approach will allow us to closely collaborate with West Virginia's permitting stakeholders and maintain flexibility as the State's requirements mature and is further described in Section C. Our unified platform will serve the diverse permitting needs of West Virginia's citizens and industries – including environmental permits, business licenses, construction/land use approvals, and resource extraction permissions – facilitating consistency and accessibility whether an applicant is opening a business, launching a construction project, or managing natural resources.

**The Deloitte Difference**

Deloitte is a private company with a 175-year history of serving clients, combining global and national reach with deep local roots and focus. Deloitte's Government & Public Services (GPS) practice serves all 15 federal cabinet-level agencies, 49 of 50 states, including West Virginia, 60 of the top 100 universities in the United States, and dozens of local governments. We also have domain knowledge across West Virginia's permit and license types, allowing our team to make sure our technology solutions and outputs make sense to Agency users and help drive efficiencies. By collaborating with Deloitte, West Virginia can rely on us to support this strategically important project.

Specifically, we have supported permitting, licensing, and certification solutions of similar size and scale in nearly 20 states and provided supporting activities such as strategic consulting, monitoring, and operation in addition to technical solution development. Our experience spans a wide range of clients with diverse requirements and needs, including with National Telecommunications and Information Administration (NTIA), State of California, Commonwealth of Virginia, State of Connecticut, State of Texas, State of Delaware, State of Utah, and State of Montana. Example engagements of similar scope and complexity are listed in Table 2.

| Client | Public-Facing Portal | Application & Case Management | Integration & Interoperability | Security & Compliance | Change Management / Training |
|---|---|---|---|---|---|
| **NTIA** \| Environmental Screening and Permitting Tracking Tool Project | ✓ | ✓ | ✓ | ✓ | ✓ |
| **California State Water Resources Control Board (SWRCB)** \| California Water Accounting, Tracking, and Reporting System (Cal-WATRS) | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Virginia Department of Health** \| Office of Licensure and Certification Portal Modernization Project | ✓ | ✓ | | ✓ | ✓ |
| **Utah Department of Government Operations** \| Utah Citizen Portal (MyUtah) Design and Development | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | |
|---|---|---|---|---|---|
| **Texas Commission on Environmental Quality (TCEQ)** \| Permit Search Portal Project | ✓ | | ✓ | ✓ | ✓ |
| **Orange County Public Works Land Management** \| Integrated Permitting System | ✓ | ✓ | ✓ | | |
| **Virginia DEQ** \| Environmental Permitting & Compliance System | | ✓ | ✓ | ✓ | ✓ |
| **Delaware Division of Professional Regulation** \| Professional Licensing System Project | ✓ | ✓ | ✓ | ✓ | ✓ |
| **USDA Specialty Crops Program (SCP)** \| Business Process Modernization & Centralized Cloud Platform Project | | ✓ | ✓ | ✓ | |
| **State of Ohio** \| Professional and Business Licensing Platform Modernization Project | ✓ | ✓ | ✓ | ✓ | |

**Table 2. Deloitte Qualifications and Experience of similar scope and complexity**

Based on our experience implementing permitting/licensing and customer portal solutions, we believe ServiceNow is the platform suited to meet West Virginia's goals, timeline, and budget. ServiceNow provides West Virginia a flexible and configurable platform that can scale across multiple agencies and programs and integrate across multiple systems. Deloitte has been a ServiceNow Global Elite Partner since 2018, empowering public sector clients to advance their digital transformation initiatives with confidence and minimal risk. We have been recognized with the Worldwide Public Sector Industry Partner of the Year Award in 2024, achieved the highest ServiceNow Customer Satisfaction (CSAT) scores, and are the only Global Elite Partner to win ServiceNow Partner of the Year awards across information technology (IT), Customer, and Employee categories in 2025 (summarized in Figure 3).


**Figure 3. Deloitte ServiceNow Partner Awards**

Through our ServiceNow practice, Deloitte has served more than 5,500 clients and delivered over 6,000 implementations. Our practice comprises over 10,500 dedicated practitioners supported by more than 11,000 certifications, including Application Development (CAD), Public Sector Digital Services (PSDS), and Customer Service Management (CSM). Our team also features 41 ServiceNow Certified Technical Architects and 13 ServiceNow Certified Master Architects, enabling us to bring the full strength of our ServiceNow practice to help you achieve your mission.

We have over eight years of experience implementing CSM since its introduction in 2016, and PSDS since its launch in 2022. Our ServiceNow-specific track record includes the delivery of more than ten public-facing portals, with successful implementations such as the State of Utah Citizen Portal (MyUtah) and the North Dakota Department of Health & Human Services' Emergency Rental Assistance, Homeowner Assistance Fund, and Housing Stability Portal. Our team has completed hundreds of full-cycle PSDS and CSM projects, including State of Montana Workforce Services and State of Tennessee Department of Human Services Child Care Eligibility. These projects demonstrate Deloitte's ability to customize ServiceNow's powerful enterprise technology to address multi-program requirements, deliver technical integration, and achieve high adoption rates across state agencies.

What sets Deloitte apart is our ability to efficiently, effectively integrate unmatched domain knowledge and technical experience to build user-friendly platforms that are both scalable and adaptable to the state's evolving needs. This approach will enable West Virginia to realize its bold permitting vision and help drive economic growth across the state.

# Section B: Detailed Technical Solution

West Virginia is poised to set a new standard for digital government, where licensing and permitting are simpler, faster, and citizen centric. Across a 28-week period, Deloitte will develop an MVP of the One Stop Shop Permitting Platform that meets the States requirements for a flexible, scalable, and sustainable digital foundation for the State, empowering West Virginia to serve both constituents and agency staff with modern, adaptive experiences that can evolve based on the State's growing and changing needs. Additional functionality can be configured beyond the MVP as an optional add on, per the plan detailed in Sections B and C below.

**West Virginia's One Stop Shop Permitting Platform ("One-Stop-Shop Platform")** includes three portals as outlined in Figure 4:

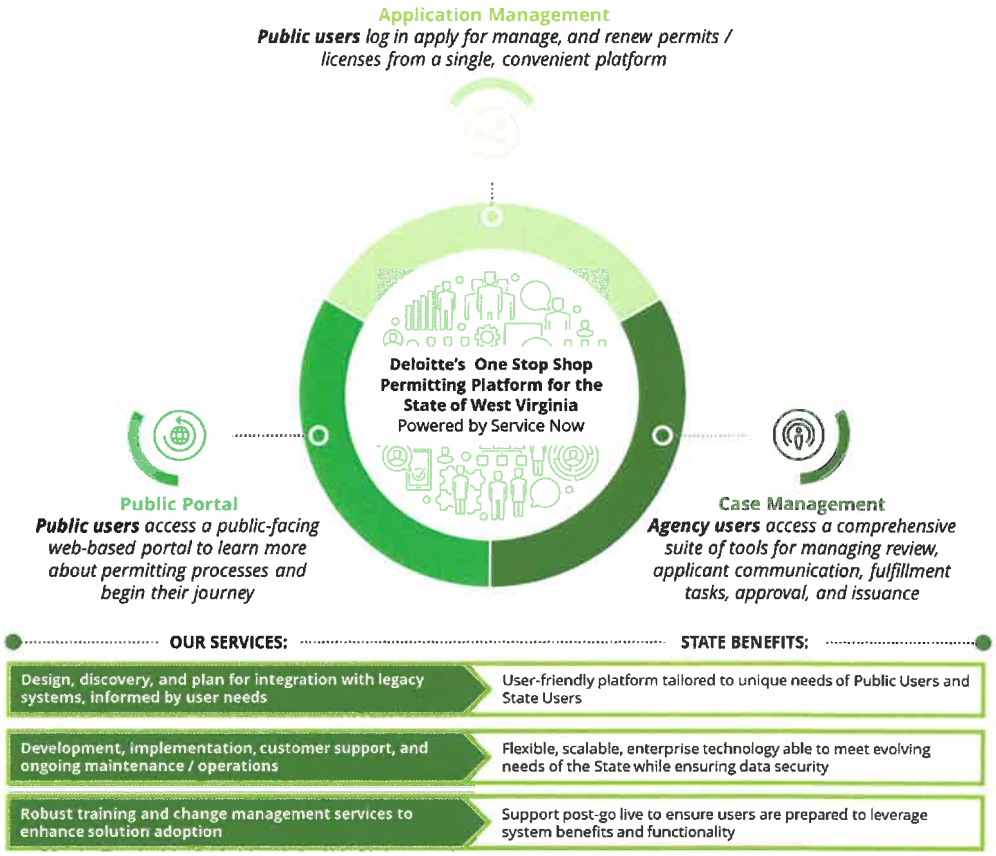


**Figure 4. Deloitte Solution Summary**

1. **The Public Portal** - where anyone can learn about the platform and permits / licenses
2. **The Application Management Portal** - where permit and license applicants or holders can submit and track application status, communicate with permitting agencies, and access a digital wallet
3. **The Case Management Portal** - where agency staff and leaders manage permit and licensing workflows and processes

The general public and West Virginia's permitting and licensing staff and leaders access the One-Stop-Shop Platform via computers, tablets, and mobile devices, promoting accessibility for all users.

ServiceNow technology powers West Virginia's One-Stop-Shop Platform and provides West Virginia with a secure, centralized solution to manage licensing and permitting operations. The One-Stop-Shop Platform meets public and agency user needs based on Deloitte tailoring functional components to West Virginia's

requirements. Public users benefit from intuitive features such as an online intake form, status tracking, notifications, document management, and digital license delivery, all supported by a public knowledge base. Users manage, apply, and renew licenses and permits from a single, convenient platform. Agency users access a comprehensive suite of tools for managing permit and licensing lifecycles, applicant communication, fulfillment tasks, and approvals. Reporting dashboards and an agency knowledge base further enhance their operations, allowing agencies to standardize intake processes and, in some cases, modernize the way they work. Integration with existing permitting systems used by agencies and the WV State Treasury's EGOV System facilitates smooth and efficient data exchange and application tracking, enabling efficient and effective service delivery.

West Virginia's One-Stop-Shop Platform unifies data and workflows across agencies, while its advanced Application Programming Interfaces (APIs) and standardized data protocols enable efficient, effective integration with existing systems and future technologies. An automated overview provides clear steps for public users on how to engage with the One-Stop-Shop Platform. Event-driven automation and analytics support transparency, efficient processing, and robust reporting, while intuitive configuration tools empower agencies to adapt processes and features without custom coding. The One-Stop-Shop Platform delivers a strong, flexible foundation for the state's modernized permitting goals, supporting West Virginia's innovative long-term vision for permitting and licensing in the State.

West Virgina's One-Stop-Shop Platform gains ServiceNow's Federal Risk and Authorization Management Program (FedRAMP) certified status and benefits from ServiceNow's commitment to the standards set by the Americans with Disabilities Act (ADA). ServiceNow embeds accessibility into the entire Product Development Life Cycle of its platform. ServiceNow continually enhances its platform and products continuously, adjusting features and optimizing experiences to provide users with the highest possible level of accessibility and conforming closely to Web Content Accessibility Guidelines (WCAG) standards.

**One Stop Shop Permitting and Licensing Platform Solution Architecture**

The One-Stop-Shop Platform hosted on ServiceNow's architecture streamlines interactions between public users and the ecosystem of agency users involved in reviewing, approving, and maintaining licensing and permitting applications. The architecture enables a range of platform capabilities, including workflow automation, case management, and reporting and analytics, which enhance operational efficiency and permit delivery.

As illustrated in Figure 5, the Solution Architecture diagram, the MVP available in Year 1, will include key elements like workflow automation, notifications, reporting and analytics, application tracking, digital wallet capabilities and knowledge management articles. The MVP provides a foundation for future, optional capabilities like e-signature integration and advanced AI agents.

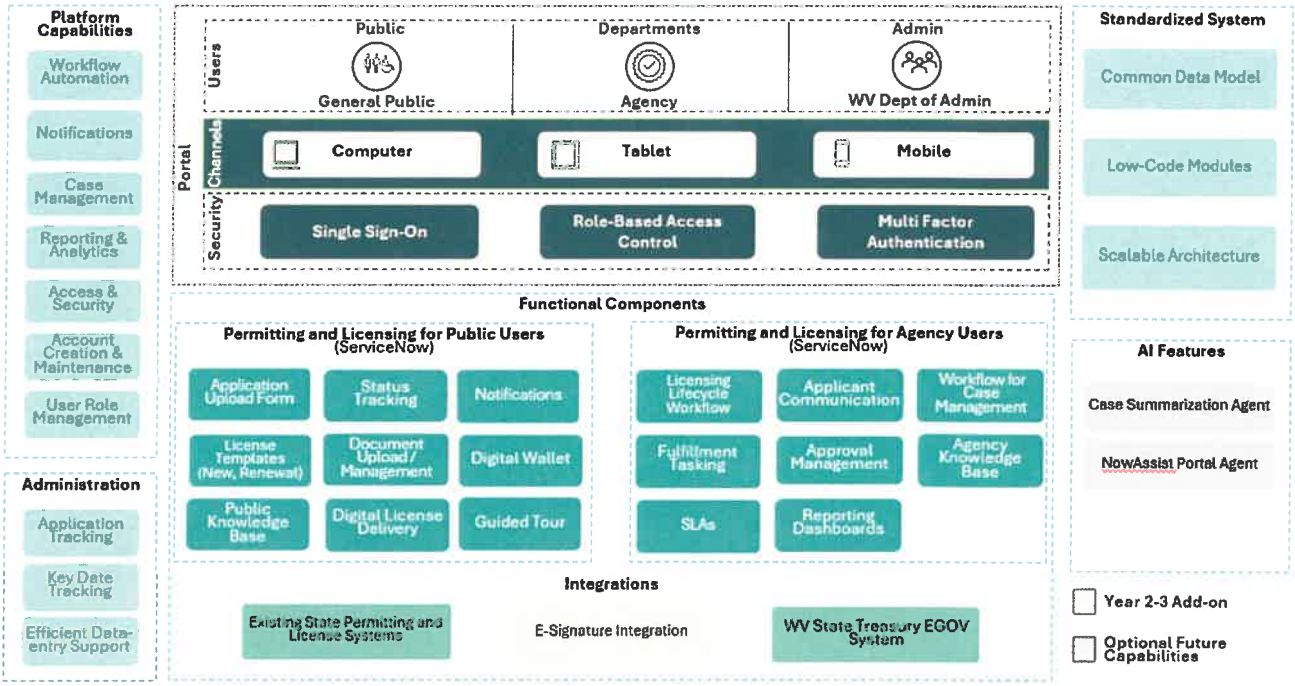


**Figure 5. Solution Architecture for Deloitte's One-Stop-Shop Platform**

To support rapid deployment and a timely go-live, our approach establishes a standardized platform framework adaptable to agency-specific requirements. We will implement a common variable set on a single permit / license intake form, applicable across all agencies, with the flexibility to attach additional permit-specific requirements as needed. The intake and review process will follow a streamlined, standardized workflow, utilizing up to ten uniform statuses to provide consistency and transparency. Agencies populate information using a templated "card," enhancing data organization and searchability. A "card" typically displays the permit title, a concise description or purpose, and relevant categories or types, all designed to facilitate efficient user navigation and searchability. We recognize agencies have already invested or are currently investing in licensing and permitting systems. To enable West Virginia to balance gaining return for their investments while also meeting the goal of a unified one-stop-shop for agencies with existing systems, a single and standardized API will enable efficient integration of status updates by using a common template. To facilitate efficient, effective data migration, we will provide a single, standardized data template for agencies to capture and upload historical and in-progress permit/license information into the One-Stop-Shop Platform. This methodology not only promotes efficiency and data integrity but also accommodates unique agency requirements, supporting successful adoption and sustainable long-term operations.

### Two Approaches to Permit Modernization: A Holistic Approach

A core feature of the One-Stop-Shop Platform is its adaptability in serving agencies at varying stages of digital readiness. The One-Stop-Shop Platform fully supports two primary agency interaction models for permit and license management. Based on an agency's current state, they will onboard to the One-Stop-Shop Platform by leveraging one of the following two approaches (summarized in Figure 6).

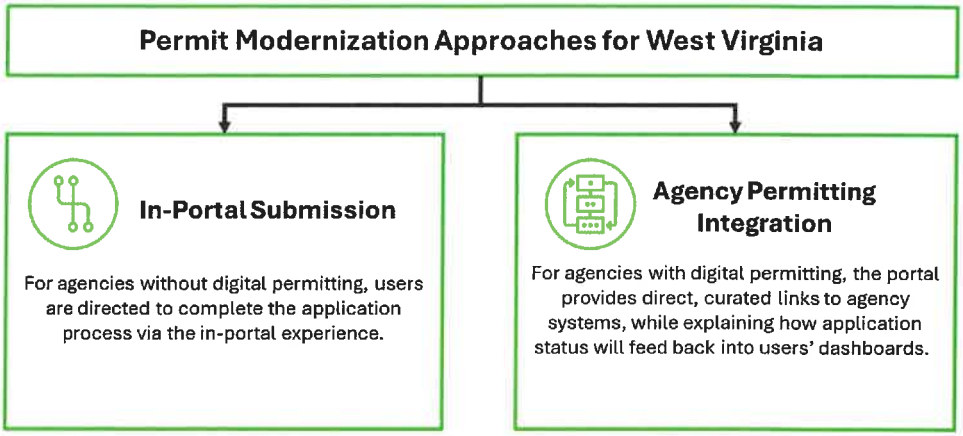


**Figure 6. Two Approaches to Permit Modernization**

*In-Portal Application Submission*

For agencies currently relying on a combination of spreadsheets, emails, shared drives, faxes, and other non-integrated tools to manage permit and licensing processes, the One-Stop-Shop Platform provides standardized, digital intake and submission within the portal. Applicants complete an interactive intake form to provide basic demographic and permit/license information (e.g., name, contact information, permit / license applying for), upload documents (e.g., application details specific to each agency and permit), and manage all interactions without leaving the One-Stop-Shop Platform. The One-Stop-Shop Platform will include the option to save the in-progress application intake forms. Submitted materials feed directly into the One-Stop-Shop Platform Case Management portal triggering automated routing, notifications, and collaboration with agency teams that will work in the Case Management portal to process all applications.

To facilitate secure and efficient payment processing for all in-portal applications, the One-Stop-Shop Platform incorporates a direct integration with the West Virginia State Treasury's EGOV system. This integration enables users to pay required fees within the One-Stop-Shop Platform through a familiar, state-supported payment gateway, streamlining the checkout process while facilitating compliance with statewide financial, security, and reporting standards. The One-Stop-Shop Platform tracks and reflects payment activity in real time within each user's dashboard and associated application record. If needed, Deloitte can configure a dedicated workflow for requesting refunds. By leveraging the Treasury's EGOV system, we provide a unified, auditable payment experience for both applicants and agencies, aligning with State protocols and supporting robust financial management across all licensing and permitting workflows.

*Agency Permitting Integration*

When an agency already has an established digital permitting system, the portal guides users to that system by using curated and secure links provided by West Virginia. A Representational State Transfer (REST) API enables agencies with existing systems to push application statuses and updates back into the portal via a standardized API made available to all integrating agencies, facilitating continual user benefit from the same centralized dashboard and notification experience, even if the submission occurred elsewhere. Any permit applications that are already digitally enabled would enable saving in progress applications in their systems. This allows for minimal disruption to the agency as agency-specific processes remain unchanged, supporting phased adoption and protecting existing investments in permitting systems.

This dual-path approach means public users will enjoy a consistent, guided, and transparent experience regardless of the underlying processes at individual agencies. At all times, the applicant manages their journey through a single dashboard, receives real-time updates via email, and benefits from feedback loops, regardless of whether their submission was internal or via a partner agency's digital channel.

For the migration of legacy data, Deloitte will provide one common template for all agencies to use to populate historical data to be loaded in ServiceNow. Our services do not include conducting data clean up or conversion for the historical data.

**Public and Agency User Experiences: A Deeper Dive**

With the solution architecture establishing a secure, unified, and flexible foundation for West Virginia's licensing and permitting processes, the following sections illustrate how these core platform components are brought to life. The content below describes the end-to-end user experience, highlighting how the One-Stop-Shop Platform handles every stage of the permitting lifecycle, from initial discovery and guided application to effective management and real-time oversight. It also details the dual-path approach we have designed, enabling all agencies—regardless of their current digital capabilities—to deliver efficient, transparent, and accessible services through this modernized ecosystem. Deloitte has engaged in similar builds with the Oklahoma Medical Marijuana Authority (OMMA) and Orange County Public Works, as detailed in the 'key insights' call out boxes in this section . These prior engagements provide our team with important context and learnings that will be implemented into West Virginia's solution.

**KEY INSIGHTS**

Deloitte is engaged with the OMMA to replace their existing licensing system with a **comprehensive end-to-end Licensing and Regulatory Solution** that is reliable, flexible, scalable, and maintainable to meet current and future agency needs.

The solution facilitates all licensing activities through a **single online portal** to improve user experience by providing easy to use self-service functionality, enhancing the agency's capabilities for better regulatory oversight and management of licensing services. It also increases efficiency of OMMA business and regulatory processes through increased automations, integrations, and validations.

Deloitte's One-Stop-Shop Platform will provide three distinct experiences for users: **Public Portal for Public Users, Application Management for Public Users, and Case Management for Internal Agency Users.**

**Public Portal for Public Users**

From the moment a public user accesses the portal, they are welcomed by a user-friendly, intuitive interface crafted for clarity and accessibility on any device. The **Public Portal,** illustrated in Figure 7, serves as the gateway for all public users seeking information about licensing and permitting processes across the state. Its intuitive, mobile-first design enables every user, regardless of their familiarity with government processes, to confidently begin their journey toward licensure or permitting.

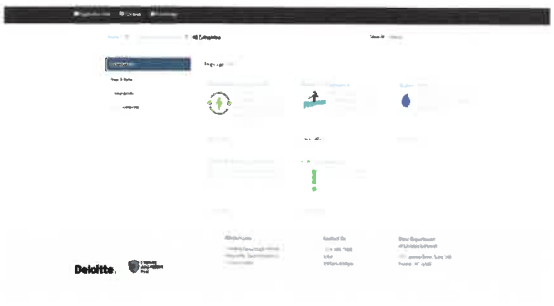

**Figure 7. Sample Portal Page**

- **Simplified Discovery:** Residents and businesses can easily search for available licenses and permits using plain language—no need-to-know government jargon or specific agency names. ServiceNow's configurable, searchable service catalog underpins this user-friendly approach.
- **Personalized, Role-Based Experience:** On accessing the portal (with or without logging in), users are presented with tailored content and guidance relevant to their needs, providing clarity and reducing confusion during initial research.
- **Accessible Information:** Each license/permit has a dedicated page outlining requirements, instructions, and key next steps so that constituents feel informed before initiating an application.
- **Guided Pathways:** The Public Portal clarifies the distinctions between agency processes, presenting clear pathways and expectations for the process.

**Application Management**

The One-Stop-Shop Platform enables West Virginia to provide every applicant with an accessible, personalized, and stress-free path through licensing and permitting. The One-Stop-Shop Platform leverages advanced technologies to simplify complex processes, giving people confidence and control over their interactions with the State.

Within the Application Management Portal, account creation and access utilizes the state's Single-Sign-On for consistency with user experience across other West Virginia platforms. The Application Management functionality is tailored to the logged in individual, giving each user their own personalized dashboard experience.

The Application Management Portal provides permit/license applicants and holders with ownership and clarity over their licenses, permits, and registrations with the state of West Virginia from a single, unified location.

**KEY INSIGHTS**

Deloitte implemented a **one-stop, integrated online portal and land management system** for Orange County Public Works, enabling residents to submit and track permit applications, make online payments, and access real-time updates in a single location.

The solution's unified platform and geospatial capabilities streamline constituent engagement and internal workflows, **driving faster processing times and improving the service experience** for both staff and the public.

*Simplified Discovery*

- Users can search for the right application using plain language; no need to understand government jargon or agency silos. The One-Stop-Shop Platform enables this friendliness with configurable, searchable service catalogs.

*Single Sign-On (SSO) with Secure Access*

- Permit and license applicants and holders log in via West Virginia's SSO.

*Personalized, Role-Based Dashboards*

- From their first login, users access a custom dashboard powered by ServiceNow's adaptive role-based user interface (UI), as illustrated in Figure 8. Whether seeking information in the Public Portal or managing applications in a secure account, each person experiences a tailored, relevant interface.

*Real-Time Status and Transparency*

- The Application Management Portal provides users with a place to view the status of their submissions, regardless of whether the application was submitted through the One-Stop-Shop Platform or to an Agency's system that is integrated via an API with the One-Stop-Shop Platform. This creates one place for users to go to see all license/permit registration details and status information.

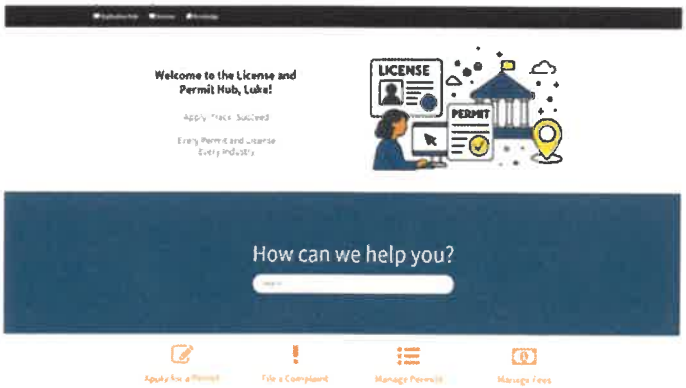


**Figure 8. Sample Application Management Homepage**

- Applicants will be able to view anticipated timelines and progress along the timeline within the Application Management Portal.

- The Portal will track the duration in each of the up to ten statuses configured, such as: Submitted, Pre-Screen, Inspection/Investigation, Detailed Review/Assessment, Pending Payment, Issued, Denied, Under Appeal, Conditional, Expired, Cancelled/Withdrawn.
- For General Public users who have logged in, their permits will be visible and show important information including the status. This will provide greater transparency about the permits that are undergoing review and where they are in the overall lifecycle.

*Embedded Guided Tour and Knowledge Articles*

- An automated step-by-step guided tour provides real-time, interactive instructions, and contextual tips as users navigate the portal. The tour increases user confidence by clearly outlining each stage of the application process, encouraging even first-time users to successfully complete submissions without confusion or missed steps.
- Application Management Portal users can access Knowledge Articles to gain self-help assistance at their fingertips to use as a resource as needed. The One-Stop-Shop Platform's low-code/no-code approach means that agencies will be able to maintain their own Knowledge Bases after the initial configuration of the MVP.

*Digital Wallet for Licenses, Permits, and Registrations*

- The digital wallet functions as a secure, centralized repository for a user's license, permit, or registration for the in-scope agencies.
- A standardized set of key details displays on each digital wallet record such as license type, owner of the record, distributing agency, issue date, effective date, expiration/renewal date, and status.
- Beyond viewing a summarized digital version of each digital wallet record, users can download digital versions of the permit, license, or registration provided by each agency.

*Notifications for Effective Communication*

- Users control the notifications they receive from the Application Management Portal by the platform selecting whether and how they would like to receive notifications about their permits and licenses. Users have the option to receive updates on their status, timelines, and required next steps, with notifications pushed via email to promote clear, proactive communication throughout the process. Deloitte will configure up to eight email notification templates for the MVP.

*Mobile First*

- Whether at home or on the go, the responsive One-Stop-Shop Platform delivers a fully functional experience on desktop, tablet, or mobile.

The user-centric Application Management Portal for public users streamlines licensing and permitting across West Virginia agencies. The Application Management Portal provides a single, unified place where users can initiate, track, and manage all their applications regardless of the issuing agency.

Key benefits for the public include smooth, efficient registration and login experience, real-time status updates, secure digital wallet storage for permits and licenses, integrated payment functionality, and role-based dashboards that tailor information to each user. The platform's dual model (integration with agency systems or full in-portal processing) enables status updates from all in-scope agencies, and features, such as mobile-first design and flexible notifications, make the application process transparent, accessible, and convenient for every applicant.

This digital approach not only makes government services easier to use but also gives people confidence, clarity, and control over their entire licensing and permitting journey with the state.

### Case Management for Agency Users

For West Virginia's internal agency users who are responsible for reviewing, processing, and approving and maintaining license and permit applications, the Case Management Portal of the One-Stop-Shop Platform provides a modern, responsive, and efficient workspace. The Application Management Portal brings powerful new tools designed to eliminate silos, automate routine tasks, activate real-time data sharing for required integrations and enable a collaborative government workforce. With the One-Stop-Shop Platform, West Virgina agency staff orchestrate a more efficient, transparent, and satisfying decision process for their teams and their customers.

*SSO with Secure Access*

- Staff log in via the State's SSO.

*Automated, Role-Driven Workflows*

- New applications are intelligently routed to the right reviewers or teams, utilizing the One-Stop-Shop Platform's powerful workflow automation and business rules, eliminating bottlenecks and reducing manual effort.

*Aggregate Application Views*

- West Virginia's Permit and Licensing leaders access aggregate views of all of applications for in-scope agencies. Rather than having to organize data calls to each agency to gather data and status on permitting and licensing, leaders can view the data on-demand in the Case Management Portal. This view streamlines oversight, supports data-driven decision-making, and enhances regulatory compliance. For individual agencies, the centralized platform reduces manual processing, improves transparency, and facilitates faster, more coordinated responses to applicant needs by delivering a better experience for both agencies and permit/license holders and applicants.

*Template-Driven and Flexible Tasking*

- The Case Management Portal generates up to three core process tasks automatically and gives staff the option to add manual tasks when needed for flexibility.

*Integrated with West Virginia's Core Functionals*

- Agency leaders and staff view assignments, reminders, and case updates inside the Case Management Portal. Notifications can be routed to the state's current Microsoft and Google products via email, enabling real productivity gains without disrupting current habits.

**KEY INSIGHTS**

Deloitte designed, developed, and implemented a consolidated Permit Search Portal for the TCEQ, **centralizing permit, compliance, and facility data** from multiple legacy systems into a single online platform.

Our mobile-friendly solution **features real-time search, interactive mapping, and comprehensive reporting**, making it easy for users to access permits, compliance history, enforcement actions, and facility details while streamlining operations and enhancing transparency for both state agencies and the public.

*Mobile Inspection and Fieldwork*

- Field staff access the full solution on mobile, complete inspections, and log findings via notes within cases—even offline, with data synching once reconnected. Deloitte developed similar functionality for the Texas Commission on Environmental Quality (TCEQ), as detailed in the call out box above.

*Document Management and Version Control*

- All application files, supporting documents, and updates are securely managed under version control so that teams operate from the latest information.
- Beyond documents associated to specific applications, agencies use the Case Management Portal to manage the versions of Permit and License applications visible to the public so that the most up to date versions of applications are available in the Application Management Portal.

*On-Demand Learning Assistance*

- Agency leaders and staff utilize self-service Knowledge Articles to learn and refresh how to take actions in the Case Management Portal.

*Paper to Digital Migration Planning*

- To support further digitization of permit and license related documents, during the MVP development, Deloitte creates a digitization plan for review by the State and consideration for implementation after the MVP production go-live. This will include plans for how each agency can transition all permitting and licensing related workflows (both internal and external) from paper to digital and web-based.

In summary, West Virginia agency staff benefit from a secure, modern workspace that automates routine tasks, streamlines collaboration, and provides real-time, mobile-enabled tools for efficient licensing and permitting operations. The Case Management Portal removes the need for emails, spreadsheets, and other disparate and manual methods for tracking permit and licensing activity. The Case Management Portal fosters greater transparency, flexibility, and productivity across teams by empowering agencies to deliver faster, more coordinated, and customer-focused services to constituents. By unifying workflows and information on a single, intuitive platform, West Virginia positions its workforce for ongoing operational excellence and continuous improvement.

**Solution Maintenance and Support After MVP Go-Live**

The One-Stop-Shop Platform MVP described above will be installed, configured and deployed over a 28-week period following the project kickoff. After the MVP production deployment at the end of week 28 (e.g., week 29 and beyond), Deloitte provides the following maintenance of the system, customer and call center support, and data migration support for any of the seven in-scope agencies that did not onboard during the first 28 weeks of the project.

- **System Maintenance:** ServiceNow generally releases two platform upgrades each year. To remain supported by ServiceNow and up to date with technology improvements, while also balancing operational impacts of a platform upgrade, Deloitte will perform an annual platform upgrade of the One-Stop-Shop Platform during years 2 and 3 of the project. In addition to the annual platform upgrade, after the initial production release of the MVP, Deloitte provides up to 500 hours of operations and maintenance support for the One-Stop-Shop Platform to fix defects each year.
- **Data Migration:** The MVP includes a standard data migration template that agencies can complete to upload historical data into the One-Stop-Shop platform. As agencies onboard to the platform, the Deloitte team provides support on how to use the template and for uploading it to the platform.
- **Customer and Call Center Support:** After the MVP go-live Deloitte provides customer and call center support. Our support is detailed in Section C: Project Implementation - Post-MVP Go-Live Customer Support and Call Center Services.

**Supporting the State's Growing Needs—Optional Add-Ons Requested by West Virginia**

The One-Stop-Shop Platform is crafted not just for today's licensing and permitting needs, but with a clear and actionable vision for West Virginia's digital future. Following the successful launch of the MVP and initial

agency onboarding, Deloitte's approach puts long-term value, sustainable growth, and stakeholder collaboration at the heart of our statewide program.

The focus shifts to maintaining and optimizing the solution while incorporating the digital transition for all identified State permits and licenses, configuring additional license/permit workflows, and integrating E-signature functionality. By the end of the MVP, West Virginia can expect a unified, digital environment where each state defined agency and license type is efficiently integrated, and government operations are more agile, efficient, and constituent-focused than ever before. This structured, collaborative, and extensible approach means the One-Stop-Shop Platform evolves in step with West Virginia's ambitions—delivering sustained transformation long after the initial go-live.

The leading practices developed and refined during the MVP phase, including configuration approaches, release management, risk mitigation, and deployment, serve as the blueprint for each subsequent agency's onboarding, enabling accelerated implementation and sustained quality. The following are optional add-ons that Deloitte can support after the MVP based on a request from West Virginia:

- **Agency Expansion (Support for Onboarding Additional Agencies Beyond the Initial 7)**: Lessons learned and repeatable templates from the initial seven agencies' migration will be leveraged to streamline onboarding processes for new agencies, minimizing disruption and expediting time-to-value for agencies or systems that West Virginia prioritizes to integrate with the One-Stop-Shop Platform via the REST API or utilize the full functionality of the Platform to process and manage permits and licenses.
- **Onboarding of Additional Agencies (API Connections to Third-Party Systems):** Additional integrations beyond the REST API and WV Treasury EGOV system integration can be added per West Virginia's request. Additional API connections will facilitate the exchange of up to 25 data fields and up to six automated tasks to support the normalization and alignment of incoming data with the platform's existing structure and processes.
- **Creating Additional Custom Workflows (Automated Alerts for Users and Admins):** Deloitte will consider specific agency requirements for any customized workflows beyond the standard workflow included in the MVP. Up to five additional templates and up to 10 additional alerts using the established templates can be configured as a starting point for additional custom workflows.
- **License / Permit Types** (Configuration of Multiple License/Permit Workflows in Addition to Initial Setup): Deloitte will configure additional license and permit types as an add-on service. As a starting point, Deloitte will support a user input form of up to 25 unique data fields for a new permit application form. Leveraging the standard case management functionality, up to ten custom data fields will be added to accommodate business requirements for processing the application. Additionally, a custom workflow accommodating up to six process states and 10 automated tasks will be configured to drive seamless case progression and process automation. Up to 10 email templates can be created for in-system notifications. Finally, a custom knowledge base will be established with support for up to three data loads to populate resources for end users.
- **E-signature Integration:** West Virginia has the option to integrate E-Signatures into the One-Stop-Shop Platform leveraging ServiceNow's out-of-the-box integrations. E-signature events are logged natively within ServiceNow, with standard audit trails capturing user details, time stamps, and associated transaction data for compliance purposes. E-signature steps may be embedded within workflows using ServiceNow capabilities, allowing approval and signature actions at designated process stages without requiring any customization.

The following table summarizes how our solution meets West Virgina's RFP requirements related to our Detailed Technical Solution in Section B.

| RFP Requirements | How Requirement is Addressed |
|---|---|
| 4.2.1.3 Vendors should explain how they will design a user-friendly, and responsive interface that tracks applications through the approval process and the ability to apply for additional permits or other licenses as needed. | The Application Management Portal provides applicants the ability to submit applications for permits and licenses, track their status through the application process, manage licenses and permits, and apply for additional permits or licenses. |
| 4.2.1.4 Vendors should describe how the solution assists public users through the application process, the vendor should implement an intelligent, interactive assistant (AI) or automated tool embedded within the public dashboard. | An automated overview tour provides clear steps for public users on how to engage with the One-Stop-Shop Platform. Event-driven automation and analytics support transparency, efficient processing, and robust reporting, while intuitive configuration tools allow Agencies to adapt processes and features without custom coding. |
| 4.2.1.5 Vendors should explain how the solution would implement a dynamic and transparent tracking system within the public dashboard that would provide public users with up-to-date visibility into the status and progress of their applications throughout the approval workflow. | The Application Management Portal provides Permit and License applicants with up-to-date visibility into the status and progress of their applications through the approval workflow. |
| 4.2.1.6 Vendors should explain how the solution will implement a robust session management and draft-saving system for mid-process applications. | The Application Management and Case Management Portals provide an option to save work in progress without submitting. Session management, including maximum session time, is determined through ServiceNow properties that can be selected by the State. |
| 4.2.1. 7 Vendors should describe how the solution implements a transparent and dynamic time-tracking module within the public dashboard. | Applicants will be able to view anticipated timelines and progress along the timeline within the Application Management Portal. West Virginia can publish aggregate statistics, such as the number of completed applications in a specific period or the average time to process such applications on the Public Portal. |
| 4.2.1.8 Vendors should explain how the proposed solution implements a mobile-friendly, offline-capable inspection module that allows field inspectors to work seamlessly without network connectivity, then queue those for automatic upload once connected to a network. | The Case Management Portal provides field staff access the full solution on mobile where they can complete inspections and log findings via notes within cases—even offline, with data syncing once the worker is reconnected. |
| 4.2.1.9 Vendors should explain how the solution is accessible with mobile devices for both public and agency users, the system should be designed with an approach that ensures full functionality, usability, and performance across mobile devices such as smartphones and tablets. | The One-Stop-Shop Platform is powered by ServiceNow which provides responsive UI forms that are accessible to both the public and agency users via computers, tablets, and mobile devices. |
| 4.2.1.10 Vendors should describe how the solution implements a flexible and user controlled notification system. The system should allow users to be able to sign up for and receive workflow notifications throughout the process through email, mobile phone, or both as the individual chooses. | Public Users can control the notifications they receive from the One-Stop-Platform on the Application Management Portal by subscribing to application workflow notifications. Users will be able to receive updates on their status, timelines, and required next steps, with notifications pushed via email to a user's preferred device. |
| 4.2.1.11 Vendors should explain how the solution includes a flexible, secure, and user-friendly form and document management module with the ability to upload documents or create fillable forms for certain permits as needed. | The One-Stop-Shop Platform leverage's ServiceNow's knowledge management module which provides a location for Agency staff to publish application documents for use by public users. The platform also provides the capability to create fillable forms and upload attachments. In the Application Management Portal, |

| RFP Requirements | How Requirement is Addressed |
|---|---|
| | applicants complete an interactive intake form and upload documents. Documents are visible to the applicant through the Application Management Portal. Also, Agency users can access documents through the Case Management Portal where they can view data, attachments, and documents uploaded by applicants as well as upload documents and enter data themselves as needed. |
| 4.2.1.18 The State currently uses Google and Microsoft products for core functions like email, calendar, and meetings, vendors should ensure their solution is compatible and interoperable with these platforms to streamline adoption and maximize productivity. | Assignments, reminders, and case updates are visible inside the One-Stop-Shop Platform in the Application Management and Case Management Portals. The Case Management Portal assignments, reminders, and case updates can be emailed to the state's current Microsoft and Google products. |
| 4.2.1.19 Vendors should explain how the solution can be adjusted to meet the growing and changing needs of the State. The State anticipates additional agencies may desire to participate in the solution in the future, the platform should be able to evolve alongside the State's operational, technical, and organizational growth, flexible and scalable to adapt to increased requirements in future years. | Deloitte's One-Stop-Shop Platform powered by ServiceNow is configurable to accommodate complex workflows across agencies and is scalable to meet future demand beyond the initial in-scope agencies. As a low to no-code platform, ServiceNow enables West Virginia flexibility to configure additional workflows, forms, reports, and dashboards to meet future operational, technical, and organizational needs. ServiceNow also provides several connectors to facilitate integration with commonly used systems.<br><br>Repeatable templates from the MVP will be leveraged to streamline onboarding processes for new agencies, minimizing disruption and expediting time-to-value. |
| 4.2.1.22 Vendor should be able to integrate with the State's Single Sign-On Solution. | Staff can log in via the SSO, an end-to-end secure foundation powered by ServiceNow and aligned with the state's IT standards. |
| 4.2.1.25 Vendor should provide constituents access to a digital wallet for payment, refund, and license/permit management. | The Application Management Portal will include a digital wallet that functions as a secure, centralized repository for a user's in-scope license, permit, or registrations as well as payments and related refunds. |
| 4.2.2.13 Vendor's solution must provide a real-time data exchange. | Application statuses and updates are synced back in real-time into the One-Stop-Shop Platform via a standardized REST API made available to all integrating agencies. |
| 4.2.2.14 Vendor's solution must be ADA compliant and meet the updated federal requirements. | West Virgina's One-Stop-Shop Platform gains ServiceNow's FedRAMP certified status and benefits from ServiceNow's commitment to the standards set by the ADA. ServiceNow embeds accessibility into the entire Product Development Life Cycle of its platform. ServiceNow continually enhances its platform and products continuously, adjusting features and optimizing experiences to provide users with the highest possible level of accessibility and conforming closely to WCAG standards. |

**Table 3. Requirements Addressed in Section B**

# Section C: Project Implementation

Deloitte will implement West Virginia's One-Stop-Shop Platform through a multi-phased Imagine, Deliver, and Run approach. By leveraging Agile methodologies and modern project management tools, our team will deliver a secure, user-friendly portal in 28 weeks to align with a go-live date prior to January 1, 2027, assuming a project start date of February 1, 2026. If the start date of the project shifts, Deloitte is open to conversations with the State to define mutually agreeable scope and timeline changes.

The first 28 weeks will be spent developing the MVP of the One-Stop-Shop Platform for the first production release, which will include two agencies. Our approach sets the initial go live date of August 22, 2026 (again, assuming a project start date of February 1, 2026). Maintenance and customer and call-center support begin after the first production release during which time the remaining five agencies that are in-scope can onboard between the initial go-live date and January 1, 2027. The State can prioritize additional agencies, permit and license types, and other improvements throughout the ongoing maintenance period up until the January 1, 2027, statutory deadline.

### *Imagine, Deliver, Run* Approach

Deloitte will implement the platform through three distinct phases: *Imagine*, *Deliver*, and *Run*. These three phases are summarized in below in Figure 9.

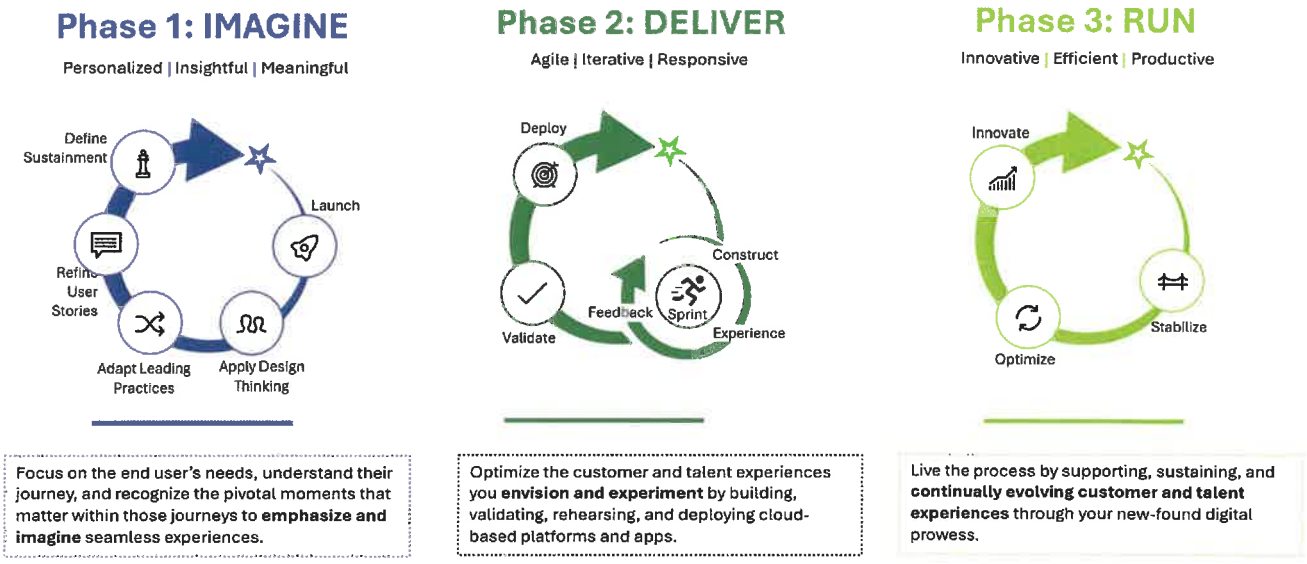


**Figure 9. Deloitte's IDR Methodology**

In the ***imagine*** phase we assess, plan, and gather requirements. We prioritize deep engagement with agencies and staff through collaborative discovery workshops and co-design sessions so that the in-platform experience is grounded in the real needs of applicants, agency staff, and the public from the outset. During this phase we collect information from agencies without existing permitting and licensing systems and those with existing systems to inform our approach to agencies that will integrate with the One-Stop-Shop Platform and those that will leverage its full capability to manage permits and licenses (*4 weeks*). Next, we ***deliver***. Here we employ Agile development cycles to rapidly build, test, and refine the One-Stop-Shop Platform's architecture, integrations, and components, continuously incorporating agency feedback to drive improvement (*20* weeks). Finally, we ***run,*** in which we operate alongside agency leadership to smoothly transition the platform, delivering train-the-trainer, supporting training and change management,

and post-launch support, while monitoring performance and enabling ongoing refinements (*4 weeks*). Deloitte has leveraged the *Imagine*, *Deliver*, *Run* framework for multiple ServiceNow implementations, including the engagement with the State of Ohio, detailed in the key insight box on this page.

We structured our implementation plan into actionable phases to deliver value early, adapt to stakeholder needs, and support continuous improvement over the entire project duration. Each phase builds from the previous, supporting a smooth transition from planning and development through enhancement, and rollout.

**KEY INSIGHTS**

Deloitte created **a one-stop, license processing portal in the State of Ohio** to support the license management and enforcement functionality to **27 boards across 228 professional and business license types.**

The platform allows the State to use common configurable components to support similar functionality across the different boards. The platform was flexible to allow data sharing between boards while also restricting the shared data to key data elements.

**Phase 1: *IMAGINE* – Assessment, Planning, and Design (Weeks 1-4)**

Our project kicks-off with a collaborative engagement session that brings together West Virginia regulatory agencies, IT leads, and constituents to craft a shared vision for the program and the planning and design of functionality to be implemented in each of the identified two-week development sprints. We will begin by formally launching the project and establishing essential project management tools and processes (*2 weeks*). Next, we will collaborate with West Virginia's leadership to strategically select the first agencies to participate in the platform onboarding and develop a Design Steering Committee of the selected agencies. For the MVP production release, we will select agencies with potential to deliver success early, drive user adoption, and generate enthusiasm for the tool, including one agency that does not have an existing permitting and licensing system and one agency with an existing system that can integrate with the One-Stop-Shop Platform.

Deloitte will host up to five (5), 90-minute Joint Application Design sessions and use Human Centered Design techniques, such as journey maps, to create a common framework and architecture for adoption by all agencies. We will identify key permits, licenses, and approval processes to onboard into the ServiceNow platform; document system requirements and workflows; and uncover current challenges and pain points (*2 weeks*). Our design sessions enable our team to thoroughly understand current state processes, identify all user personas and journeys, and document gaps between existing processes and ServiceNow capabilities. Requirements identified during this phase will be prioritized within the product backlog to guide delivery and meet critical business needs. Additionally, using the information gathered, during the Imagine Phase, we will develop a clear, strategic recommendation regarding integration versus in-portal submission.

During the *Imagine* Phase, we will create the following outputs and work products what will inform the remaining phases of the IDR process: Kickoff Materials, User Stories, Project Roadmap and Deliverable Schedule.

**Phase 2: *DELIVER* – Technology Development and Testing (Weeks 5-24)**

Building on the insights discovered during the *Imagine* phase, the *Deliver* phase brings West Virginia's One-Stop-Shop Platform to life through practical design, agile development, and rigorous validation tailored to the State's technical requirements. During this stage, Deloitte and West Virginia will develop an MVP of the One Stop Shop Permitting Platform by developing key features in agile sprints, facilitating early and ongoing value for the State with the flexibility to adapt and refine the solution through testing and feedback. Our agile sprints are 2-week periods wherein prioritized functionality identified in User Stories will be developed and tested. User stories to be included in a Sprint are confirmed during the Sprint Kickoff Meeting. Throughout

the Sprint, design clarification sessions and daily stand-ups help address questions, incorporate feedback and track progress. At the end, the team hosts a Show Back to demonstrate completed work and gather feedback before planning the next Sprint. All functionality configured in this phase will be tested and validated via systems, integration, QA, and accessibility testing.

Using this agile sprint methodology, the team will establish a scalable technical architecture; prioritize UI/UX excellence for all user groups (e.g., public users and agency users); enable intelligent, automated permit processing, and data and security management; and facilitate efficient, effective mobile and payment experiences. To provide a solution consistent with West Virginia's online presence, Deloitte configures branding and logos provided by West Virginia for each of the three portals.

To bring this platform to life, Deloitte will execute a series of coordinated steps grounded in technology development leading practices to meet West Virginia's unique needs. The process starts with confirmation of the high-level design of the ServiceNow system architecture and a detailed data blueprint, providing a solid foundation for integration, analytics, and compliance. Data ingestion is streamlined through a standardized intake form and mechanisms that support efficient capture and evaluation of permit data and criteria. The Deloitte team will facilitate and perform data import, providing a data migration template for agencies to populate. Migration of data is limited to any data that can be populated by State or Agency personnel into the standardized data migration template, with options available for additional services for digitizing or populating templates.

User experience is prioritized by developing intuitive wireframes and interfaces tailored for each group (e.g., public users and agency users), while secure user management - featuring role-based access controls, efficient onboarding, and strong authentication - protects sensitive information. Concurrently, a secure cloud environment is configured to support scalable performance.

The Deloitte team will then optimize the platform for mobile audiences so that the platform performs reliably across devices of varying screen size, including offline capabilities for field inspections, while a digital wallet provides access to permits and licenses as well as payment and refund workflows. Our team will integrate with West Virginia State Treasury's EGOV system, implement robust authentication and encryption, and build an API that record, validate, and confirm both payment and refund transactions while facilitating regulatory compliance.

By the conclusion of the *Deliver* phase, the MVP of West Virginia's One-Stop-Shop Platform will be prepared to stand as a secure, scalable, and user-friendly solution for the onboarded agencies, thoroughly tested and ready for state-wide stakeholder training. During the *Deliver* Phase, we will create the following outputs and work products what will inform the remaining phases of the IDR process: Sprint Plans and Status Updates, Sprint Showback materials, Updated User Stories, REST API Set up and Specifications, Data Migration Template, Training Plan, Train the Trainer Materials, and a disentanglement plan.

As we move into the *Run* phase of implementation, our focus will shift to launching live operations, driving user adoption, conducting train-the-trainer and establishing a framework for ongoing optimization of the onboarded agencies, enabling the platform's continued evolution and success in supporting the State's digital transformation journey.

**Phase 3: *RUN* - Rollout & Transition (Weeks 25-28)**

In the final phase, we focus on deploying the solution within the selected agencies and facilitating a smooth, efficient transition from internal review and readiness to agency-wide launch. Throughout this phase, our approach emphasizes testing, stakeholder engagement, and training —all with the goal of delivering a secure, high-performing, and user-friendly portal.

We begin with thorough user acceptance testing (UAT), preparing comprehensive test scenarios, supporting during the process, tracking and addressing any identified defects, and confirming that all functionality meets business requirements (*4 weeks*). Once UAT is complete, we migrate the solution production.

As the One-Stop-Shop Platform is deployed, we closely oversee the transition, providing continuous monitoring, rapid issue resolution, and responsive user support. To conclude the MVP, we deliver detailed documentation and targeted training for West Virginia's technical team so that they are well-prepared to use the portal after launch and help others troubleshoot technical issues.

During the *Run* Phase, we will create the following outputs and work products: Deployment Checklist, UAT Materials, Go Live Check list, Training Delivery Materials, Roll-out Communications, Monthly Maintenance and Call Center Reports.

**Operations and Maintenance (Weeks 29 - Beyond)**

After onboarding the initial agencies, the remaining in-scope agencies onboard to the One-Stop-Shop Platform leveraging the training and documentation developed during the MVP to enable West Virginia to meet the State's goal and regulatory deadline. A similar, multi-agency rollout was used in Deloitte's engagement with the Delaware Professional Licensing System which manages over 300 license types, as highlighted in the Key Insights box. The MVP will go live with initial agencies 28 weeks after contract start and additional agencies will be onboarded up until the State's aforementioned deadline.

**KEY INSIGHTS**

Deloitte designed, developed, implemented, and now supports the Delaware Professional Licensing System (DELPROS), a modern statewide platform for **managing over 300 license types across 38 professions**. Our solution enables online applications, renewals, fee payments, and case management, improving the Division's efficiency and **elevating the user experience for more than 100,000 active license holders and residents**.

**Implementation Timeline**

Our 3-year project plan and milestone schedule to configure and deploy the MVP and then provide maintenance and customer support is shown in Figure 10.

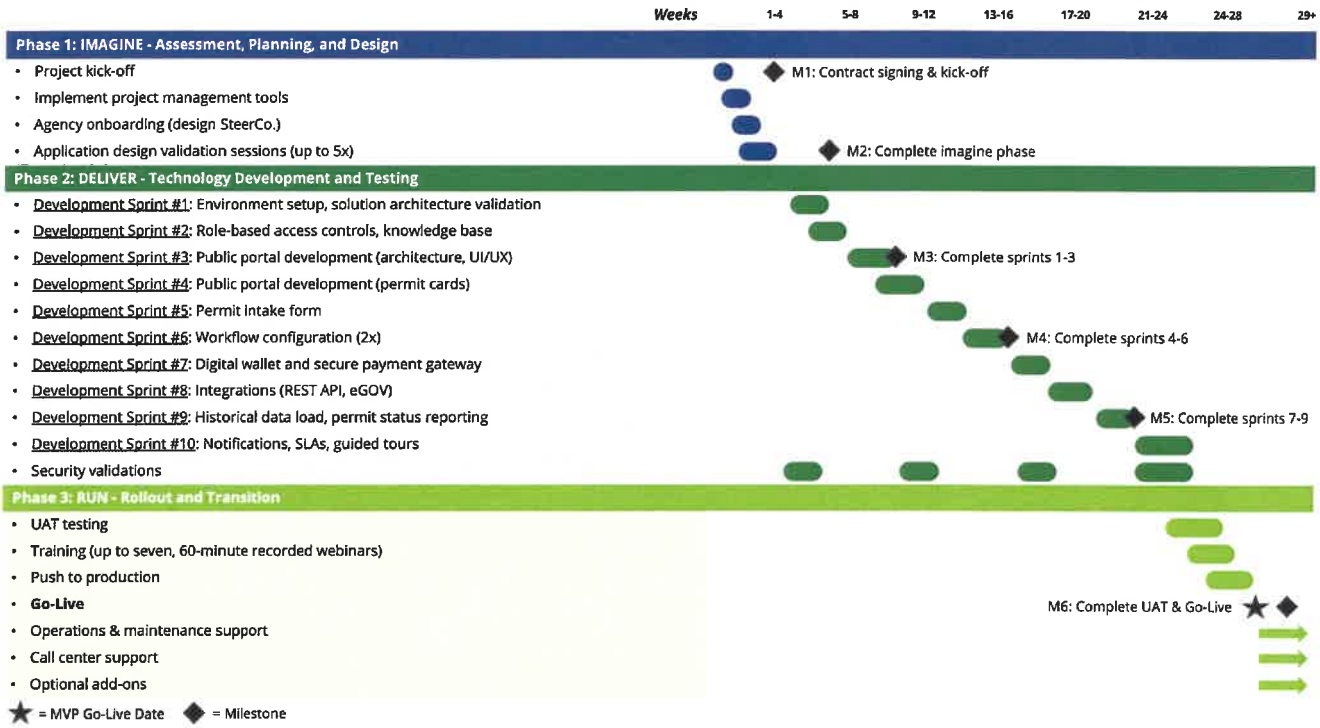


**Figure 10. 3-year project timeline**

As a highly risk-focused organization, comprehensive and proactive threat management activities will be a core focus of our One Stop Shop Portal for West Virginia. Our team's experience and our strategic approach are aligned to support identifying, assessing, and mitigating potential issues before they arise, including cybersecurity, financial and regulatory compliance risks. In reflection of this commitment to identifying and mitigating project delivery and implementation risks, our teams are continuously seeking additional ways to build early risk detection into anything we deliver.

### Project Management and Risk Mitigation

Our proposed team of qualified practitioners are prepared to support West Virginia's permitting and licensing vision throughout all stages of this engagement. Our approach for managing projects is based on industry leading practices, including the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) Guide. This approach has been our guide in delivering this work for other state government technology implementation engagements. We are committed to transparency and open, frequent communications with West Virginia and will work to proactively communicate any risks, achievements, issues, and proposed mitigation strategies with West Virginia in a timely manner. By leveraging our permitting and licensing advisors alongside experts with extensive experience in technology implementation for other state governments, we will deliver a balanced approach that combines an intimate understanding of the platform goals with a profound knowledge of the state's unique priorities and needs.

Tightly integrated with Agile methodologies, the team will create and maintain a project roadmap, establish clear milestones, track progress, and centrally manage resources to confirm alignment and accountability at every stage. We will use Microsoft Office for core functions like email, calendar, and meetings, and leverage ServiceNow's Agile Management Tools to meet agency preferences. ServiceNow's Agile Management tools enable the team to manage the backlog of features and requirements, maintain user stories, and track action items, risks, and issues, defects, and enhancements. These integrated tools

provide all stakeholders with continuous visibility into project priorities, progress, and interdependencies. We will make the project interface available and accessible to the State's implementation team. All work on this project will be performed in the United States, and we will not use technology to communicate with countries that are banned by the federal government. We also do not plan to use subcontractors on this engagement, but if the approach changes, we will report our use of subcontractors to the West Virginia Office of Technology and request the State's written consent. Lastly, Deloitte will perform quarterly progress reviews of the implementation plan to confirm that development process aligns with key milestones, provide opportunities for continuous improvement, and allow for agile adjustments in response to changing needs. This project management approach and set of tools has consistently allowed us to meet or surpass expectations for other complex, high-impact programs for state and local clients. Deloitte will look to the State's team to comply with deliverable review schedule as detailed in Section I, in which deliverable review will be completed in five (5) working days after delivery, unless a different number is mutually agreed upon.

**Training and Change Management**

Deloitte recognizes the scope, complexity and importance of West Virginia's digital transformation goals, aiming to replace up to 200 distinct manual permitting, licensing, and compliance processes with an automated, enterprise-wide platform. Our approach to training and change management is grounded in the State's Executive Branch Change Management Framework (WV OIT Policy 902), focusing on minimizing disruption and confirming readiness as agencies transition from paper-based, spreadsheet-driven or siloed operations to digital workflows in the One-Stop-Shop Platform. We will implement learnings from prior engagements involving training, such as our work with the California State Water Resource Control Board detailed in the call out box above.

**KEY INSIGHTS**

Deloitte designed, developed, and delivered a comprehensive training program for California State Water Resource Control Board staff participating in UAT, focusing on key system functionalities and outlining process changes.

**We created and facilitated a train-the-trainer curriculum** for Water Board staff, enabling them to effectively teach colleagues and end users how to navigate and utilize the CalWATRS system. Our deliverables included presentations, user instructions, training guides, FAQs, surveys, and practical exercises.

To empower agency staff to confidently and sustainably adopt the new solution, Deloitte's training strategy includes a "train-the-trainer" methodology. Our team will begin by working with West Virginia to identify up to two (2) trainers per agency. Identifying trainers early allows them to participate in design sessions, sprint show backs, and user acceptance testing so they gain familiarity with the system prior to formal training events. Platform success is contingent upon timely inputs from West Virginia testers before finalizing the solution and launching. We will develop a train-the-trainer plan that outlines the courses, topics, and audiences for our training materials and train-the-trainer sessions. Our train-the-trainer plan will cover the blueprint to deliver seven, one-hour immersive, role-based modules covering the Public Portal, the Application Management Portal, the Case Management Portal, Integration via the REST API, Dashboards and Reports, Data Migration, and Administrative Functions. Each module will include a knowledge check and is supported by a knowledge base article in the One-Stop-Shop platform to provide on-demand access to help in the system. The trainers will then cascade knowledge to their teams. To enable continuous learning and improvement, the train-the-trainer program covers how to update and publish knowledge articles so that trainers can develop and maintain their own on-demand materials available in the One-Stop-Shop Platform for users after go-live. The Knowledge Base is configured based on a user's role so that articles can be published for the general public and accessible on the Public Portal, for applicants on the Application Management Portal, or for internal leaders and staff in the Case Management Portal.

**Post-MVP Go-Live Customer Support and Call Center Services**

Our call center support structure will provide on-call technical assistance to users as needed. Our solution incorporates a tiered approach to incident management. Tier 1 support is facilitated through self-service options, utilizing comprehensive Knowledge Articles to empower users to resolve common issues independently. Users will be able to access these articles directly from the portal. For more complex incidents, Deloitte provides Tier 2 and Tier 3 support, offering access to Deloitte Staff with knowledge about the solution. In cases requiring advanced intervention, Tier 4 support is integrated with ServiceNow to address high-level technical challenges. Problems resulting in Tier 4 support will leverage the ServiceNow HiWave portal to request ServiceNow support. This tiered structure aims to streamline incident resolution time, confirming user issues are routed to the correct level of training and specialization needed to resolve. At all times and as important representatives of the State, our call center team will operate with the utmost empathy, consideration, and respect to deliver efficient and effective user experience and enhance overall user adoption of the One Stop Shop Permitting Platform.

After go-live, Deloitte will provide dedicated Call Center operations. Monday-Friday 9am – 5pm EST, our team will intake calls, emails, and incident reports and provide resolutions via a dedicated email address and phone number. Based on our experience, most calls regarding the portal will be related to questions about the permitting/licensing process or functions and not technical, so we anticipate West Virginia's permitting/licensing agencies will be the first line of support for callers who will then be routed to Deloitte's helpdesk for any technical questions about the portal. As a result, Deloitte will leverage the State's existing Incident Management system to track and resolve issues, unless an outside solution is preferred, in which case Deloitte can leverage ServiceNow for issue reporting, tracking, and monitoring. Our call center can handle up to 20 calls a day and we will respond to inquiries within an average of 1 hour per month for 50 percent of calls received.

The following table summarizes how our solution meets West Virgina's RFP requirements related to our Project Implementation Approach in Section C.

| RFP Requirements Addressed in Section C | How Requirement is Addressed |
|---|---|
| 4.2.1.1 Vendors should provide a methodology and explain in detail how they would develop and create a user-friendly dashboard interface with public-facing, and internal agency components as a One-Stop-Shop Permitting Portal. | Deloitte will employ a collaborative, user-centered design approach—leveraging agile development cycles, iterative stakeholder workshops, and tailored user experience testing—to build an intuitive One-Stop-Shop Platform. The Public Portal includes public-facing dashboards and the Case Management Portal includes agency facing dashboards. The One-Stop-Shop Platform user interface is accessible, efficient, and easily navigable for all users. |
| 4.2.1.12 Vendors should demonstrate strategic implementation of the tool for both agencies and public users, vendors should showcase their ability to seamlessly integrate with existing portals and permitting systems while enhancing functionality, accessibility, and user experience. | Deloitte's strategic implementation plan combines agile, phased onboarding and user-centered design to deliver a unified One-Stop-Shop Platform that efficiently integrates with existing portals and permitting systems, providing both agencies and the public with enhanced functionality, accessibility, and user experience through flexible configuration, robust API integrations, and a mobile-friendly interface. |
| 4.2.1.14 Vendors should demonstrate a comprehensive, flexible, and secure approach that supports interoperability, | Deloitte's approach recognizes that some agencies already have permitting and licensing systems while others do not. A REST API enables agencies with existing systems to push application statuses and updates back into the portal via a standardized API made available to all integrating agencies, facilitating continual user benefit |

| RFP Requirements Addressed in Section C | How Requirement is Addressed |
|---|---|
| minimizes disruption, and enhances operational efficiency. | from a centralized dashboard and notification experience while minimizing operational impact to the agency. For agencies without existing permitting and licensing systems, the One-Stop-Shop provides a single, digital solution to receive applications, manage them throughout the review, approval, and maintenance phases, communicate with applicants, track payments, and generate reports. By leveraging a flexible solution, West Virginia minimizes disruption and enhances operational efficiency with our One-Stop-Shop Platform. |
| 4.2.1.15 Vendors should provide a clear, strategic recommendation regarding integration vs. replacement of existing agency systems, along with a realistic implementation timeline that aligns with the statutory deadline outlined in W.Va. Code §5A-13-l et seq., which mandates full implementation of the One-Stop-Shop Permitting Program by January 1, 2027 | Deloitte's implementation plan includes an initial, 28-week timeframe to configure and deploy the MVP of the One-Stop-Shop Platform to production. During this 28-week timeframe, we will onboard at least two agencies, one agency with an existing system that will integrate with the One-Stop-Shop Platform, and one agency that does not have a system currently and will use the full functionality of the One-Stop-Shop Platform to manage permitting and licensing. Assuming a contract start date of February 1st or earlier, the go-live for the MVP will be no later than August 22nd, 2026. Through the MVP onboarding and training materials are updated based on feedback from West Virginia and the train-the-trainer program is completed to enable additional agency onboarding. The training materials are available after the production go-live for the remaining five agencies to onboard as soon as they are ready based on receiving training from their designated trainer, configuring their system to integrate via the One-Stop-Shop Platform's REST API, and populating the data migration template, which allows time for them to adequately onboard prior to the statutory deadline. |
| 4.2.1.16 Vendors should describe their approach on how to implement a "train-the-trainer" model, the vendor should deliver a structured, scalable training program that equips key agency users with the knowledge, tools, and confidence to train others effectively. | Deloitte will implement a structured, scalable "train-the-trainer" program that includes the development of a train-the-trainer plan, seven one-hour recorded webinars that include knowledge checks, and seven knowledge base articles to enable key agency users to gain the knowledge, skills, and confidence needed to effectively train and empower their colleagues. We also request that trainers participate in the Imagine and Deliver phase activities as well as UAT of the MVP to gain additional experience prior to training their staff. |
| 4.2.1.17 Vendors should describe how the solution provides a comprehensive, accessible, and self-paced learning platform like on-demand that supports both agency users and constituents after implementation. | The One-Stop-Shop Platform includes the configuration of a Knowledge Base, which is accessible within the platform and contains on-demand articles focused on key topics for agency users and constituents. Deloitte will work with West Virginia to configure up to seven Knowledge Bases (one per agency) to consolidate articles on similar topics. Further, Deloitte trains West Virgina's trainers and administrators to create and manage knowledge base articles so that they can create and maintain them over time. |
| 4.2.1.21 Vendors' solution must include a description of the project management approach and relevant tools to be utilized.<br>And<br>4.2.2.2 Vendors' solution must outline a structured, transparent, and collaborative methodology that ensures timely delivery, stakeholder alignment, and quality | To meet West Virginia's goals and timeline, Deloitte utilizes its agile IDR methodology throughout the lifecycle of the project. The Imagine Stage of our IDR methodology will include the planning and design of functionality to be implemented in each of the identified two-week development sprints. Requirements identified during this phase will be prioritized within the product backlog to guide delivery and meet critical business needs. Following this phase, we will move into our sprint-based development approach aligned with the Deliver Phase of the IDR approach, wherein prioritized functionality will be developed and tested through two-week sprint cycles. All |

| RFP Requirements Addressed in Section C | How Requirement is Addressed |
|---|---|
| assurance throughout the implementation lifecycle. | functionality configured will be tested and validated via systems, integration, QA, and accessibility testing. Once development is completed for all 10 development sprints User Acceptance Testing (UAT) and Training will pave the way for production go-live and then Operations and Maintenance and Customer and Call center support in the Run phase of our IDR methodology. Throughout, we utilize agile tools available within ServiceNow to manage the backlog of features and requirements, maintain user stories, and track action items, risks, and issues, defects, and enhancements. |
| 4.2.1.24 Vendor should guarantee that all work on this project will be performed in the United States. Use of technology to communicate with countries banned by the Federal Government is prohibited. | Deloitte will perform project work within the United States and technology or communication will not involve, or be accessible to, any countries prohibited by the Federal Government. |
| 4.2.2.1 Vendors must provide a solution for the development and creation of a one-stop shop permitting portal. | Our One-Stop-Shop Platform is comprised of three main components – a Public Portal, Application Management Portal, and Case Management Portal.<br><br>The Public Portal is a public-facing web-based resource where potential applicants can come to understand the permitting process and take steps to apply. It features search capabilities that enable users to easily locate the specific permit application they need and automated overviews to guide users on how to apply for a permit or license. Public users will be able to access the applications for onboarded agencies on demand. The portal also provides Knowledge Articles to guide users through each stage of the application process.<br><br>The Application Management Portal is where users can log on to apply for permits and licenses and manage existing applications and permits / licenses. Public users can upload and submit documents electronically, and the platform will deliver their permit applications to the appropriate agency. Additionally, users can track and monitor the status of their licenses throughout the entire application lifecycle and access digital wallet functionality. The portal includes a communication feature, allowing applicants to interact directly with agency personnel regarding their applications.<br><br>The Case Management Portal is built for West Virginia's internal agency users—those responsible for reviewing, processing, and approving license and permit applications. Here, agency users can log on and manage application review and routing from one unified platform, minimizing administrative burden. This solution dynamically receives applications and routes each case to the appropriate agency. Cases are integrated into relevant workflows to promote automation and streamline license processing, saving both agencies and applicants valuable time. The case management function also supports cross-team collaboration, includes task alerting, monitoring, and comprehensive reporting features via a Dashboard that aggregates permit and license data to show how many have been submitted for each type and status. In addition to facilitating agency personnel interaction, it allows agency users to |

| RFP Requirements Addressed in Section C | How Requirement is Addressed |
|---|---|
| | communicate directly with applicants for supporting information, document requests, or other inquiries.<br><br>The One-Stop-Shop Platform is powered by ServiceNow. Deloitte's services include the configuration of ServiceNow to meet West Virginia's requirements. West Virginia will procure the required licenses for ServiceNow prior to the start of the week 2 of the project. |
| 4.2.2.6 Vendor is responsible for ensuring any subcontractors utilized in this project are identified and reported to the WV Office of Technology and that such subcontractors (if applicable) always maintain compliance with the State's data security requirements. The Contractor may not assign, transfer, or subcontract any portion of the contract without the State's prior written consent. | Deloitte will promptly identify and report subcontractors engaged on this project are to the WV Office of Technology, maintain compliance with the State's data security requirements, and will not assign, transfer, or subcontract part of the contract without the State's prior written consent. |
| 4.2.2.11 Vendor's solution must be able to be migrated into one of the State's existing cloud tenants after full development. | Deloitte's services include the configuration of ServiceNow to meet West Virginia's requirements. West Virginia will procure the required licenses for ServiceNow prior to the start of week 2 of the project and as a result, West Virginia will own the ServiceNow environments and licenses. This provides flexibility for West Virginia to manage and maintain its instance without reliance on Deloitte or other vendors if needed. |
| 4.2.2.12 Vendor must make the project management interface available and accessible to the State's implementation team at no additional cost | Throughout the project management lifecycle, Deloitte utilizes agile tools available within ServiceNow to support project management. For example, ServiceNow is used to manage the backlog of features and requirements, maintain user stories, and track action items, risks, issues, defects, and enhancements |
| 4.2.2.16 Vendor must provide the State's team with access to a sandbox and production environment early on in the development stage. | Deloitte will configure three ServiceNow instances to support development (DEV), testing (TEST), and production (PROD). Deloitte will provide the State's team access to the three ServiceNow environments after week 9, which is the end of Sprint 2 when the environments have been set up and role-based access controls are established. |
| 4.2.2.17 Vendor must provide a disentanglement plan to the State within 6 months of contract award and maintain compliance with the requirements of ATTACHMENT A. | Deloitte will provide a disentanglement plan to the State within six months of contract award and will maintain compliance with the requirements of ATTACHMENT A. |
| 4.2.2.18 Vendor's solution must include and provide ongoing support and maintenance of the proposed solution for the duration of this contract including updates, bug fixes, etc. | After the MVP production go-live at the end of week 28 of the project, Deloitte provides ongoing support and maintenance of the One-Stop-Shop Platform. ServiceNow generally releases two platform upgrades each year. To remain supported by ServiceNow and up to date with technology improvements, while also balancing operational impacts of a platform upgrade, Deloitte will perform an annual platform upgrade of the One-Stop-Shop Platform during years 2 and 3 of the project. In addition to the annual platform upgrade, after the initial production release of the MVP, Deloitte provides up to 500 hours of operations and maintenance support for the One-Stop-Shop Platform to fix defects each year. |

**Table 4. Requirements Addressed in Section C**

# Section D: Security and Compliance

Deloitte's solution leverages the strengths of ServiceNow's secure and resilient platform to deliver a leading approach to security and compliance. By combining Deloitte's experience in operationalizing cybersecurity requirements with ServiceNow's mature and federally compliant infrastructure, we create a security environment that is adaptable yet robust. This partnership promotes a security-focused platform that addresses the State's evolving requirements and industry leading practices, spanning access controls, data protection, recovery planning, and ongoing support.

Our integrated approach supports strong alignment with federal and state standards, such as FedRAMP and NIST 800-53, and prioritizes transparency, accountability, and operational continuity. Deloitte's strategic governance, tailored to the State's needs, pairs with ServiceNow's advanced capabilities like granular role-based access, end-to-end encryption, and high-availability architecture. Through this collaboration, West Virginia gets a resilient solution designed to safeguard sensitive data, promote business continuity, and maintain compliance in a dynamic risk landscape.

Deloitte's solution is designed to address the State's evolving security and compliance needs. The following table provides a detailed mapping of our approach to each security related requirement in the RFP. This format facilitates transparency and allows for direct reference to how our solution meets or exceeds each standard, including role-based access control, data protection, system availability, and regulatory compliance. By presenting our responses in this way, we aim to facilitate clear understanding and alignment to the State's expectations.

| RFP Requirements Addressed in Section D | How Requirement is Addressed |
|---|---|
| 4.2.1.2 Vendors should describe how they would implement a flexible and secure Role Based Access Control system. | User access is managed through a flexible Role-Based Access Control (RBAC) system, where permissions are determined by user roles and enforced through detailed access control lists. Access can be set at various levels—application, record, or field—and adjusted based on factors like group or department. Roles and permissions can be updated or revoked as needed to maintain security.<br>ServiceNow includes preconfigured roles to address common needs, and Deloitte configures up to seven new roles to all for the update of data specific to the seven agencies included in the project. Further West Virginia can create additional roles, allowing access control to align with organizational requirements. |
| 4.2.1.13 Vendors should demonstrate how their solution would provide effective data security and protection, alongside ongoing support, maintenance, and adjustment of the program and dashboard to meet changing needs. | **Security and Protection:** The solution applies role-based access controls so users can access only data that is relevant to their responsibilities. For instance, license requesters are limited to viewing their submissions, while agency staff can view requests connected to their group.<br>**Support and Maintenance:** ServiceNow has a structured release cycle that includes feature updates twice a year, as well as monthly patches and hotfixes. Deloitte's Operations and Maintenance support includes services for one upgrade per year. Throughout the implementation, Deloitte limits customization that would impact future releases so that configurations are maintained during upgrades. When needed, Deloitte uses ServiceNow's ticketing portal where customers can request assistance with the platform capabilities, bugs, and other platform related questions.<br>**Solution Adjustments**: The platform and solution are built with scalability in mind, allowing adjustments and enhancements as West Virginia's needs develop over time. |

| RFP Requirements Addressed in Section D | How Requirement is Addressed |
|---|---|
| 4.2.1.20 Vendors should demonstrate commitment to high system availability, transparent maintenance practices, and rapid recovery protocols with downtime and planned maintenance windows being outside of business hours. | ServiceNow operates using a single-instance architecture, with each customer's data and applications kept separate. The platform is supported by 15 global data center pairs to maintain service availability during maintenance or unforeseen issues. Planned maintenance is conducted so that users continue to have access without noticeable performance changes. ServiceNow's architecture targets 99.8% availability for production environments, with aggregate quarterly uptime remaining at or above this level over the past three years. |
| 4.2.2.3 Vendor must agree to and meet all data security requirements identified by the Office of Technology, for the entirety of the project, including initial meetings, information gathering, development, and other preliminary stages. | ServiceNow's FedRAMP High environments comply with NIST SP 800-53 Rev 5 controls. Deloitte will coordinate with the Office of Technology to receive additional data security requirements and determine how they are met and notify West Virginia of any exceptions. |
| 4.2.2.4 Vendor's proposed solution must meet FedRAMP requirements. | The ServiceNow Government Community Cloud (GCC) is a dedicated, CONUS-based cloud environment specifically designed to meet federal security requirements. It holds FedRAMP High and DoD Impact Level 4 authorizations, supporting the secure processing, storage, and transmission of government data. The GCC environment includes integrated applications for IT automation and resource management, and serves federal, state, local, tribal, and other organizations with federal compliance needs.<br>More information can be found through ServiceNow at the following web address: https://www.servicenow.com/standard/other-documents/fed-ramp-customer-faq.html. Platform security and Tier 4 support for the FedRamp instance of ServiceNow will be the responsibility of ServiceNow, not Deloitte. |
| 4.2.2.5 Vendor must ensure all state Data is encrypted at rest and during transit. Encryption must meet FIPS 140-3 standard. | In regulated environments (e.g., FedRAMP High, State & Local Government), ServiceNow employs cryptographic modules that are validated under FIPS 140-3. All drives and storage media in these environments carry FIPS 140-3 certificates, so that data-at-rest encryption relies on these rigorously tested modules. For data-in-transit, all information exchanged between ServiceNow instances and clients is protected using Transport Layer Security (TLS) for HTTPS connections. This approach prevents interception and provides confidentiality during transmission. Additionally, ServiceNow supports customer-issued Secure Sockets Layer (SSL) / TLS certificates for integrations and MID servers, providing compliance with both state and federal security requirements. The cryptographic modules used are tested and certified by NIST-accredited labs, meeting the stringent requirements of FIPS 140-3. Since September 2020, all new deployments and certificates are validated to FIPS 140-3. This confirms that ServiceNow's encryption practices remain aligned with the latest federal and state cybersecurity expectations. |
| 4.2.2.7 Vendor's security controls must be in accordance with the NIST 800-53 standard. Vendor must provide evidence of this upon request | ServiceNow's FedRAMP High environments comply with NIST SP 800-53 Rev 5 controls. This is further detailed at the following web address: https://www.servicenow.com/standard/other-documents/fed-ramp-customer-faq.html |
| 4.2.2.8 Vendor must demonstrate how the | ServiceNow meets this requirement by aligning its security program with NIST SP 800-53 Rev 5 controls in its FedRAMP High environments, providing system integrity, |

| RFP Requirements Addressed in Section D | How Requirement is Addressed |
|---|---|
| solution implements a proactive, transparent, and standards-based security program that ensures system integrity and compliance with state cybersecurity expectations. Solution must provide security vulnerability scanning and routine reports of such testing of the system to the Office of Technology at routine intervals and upon request. | vulnerability management, and continuous monitoring. Security is embedded throughout the Software Development Lifecycle (SDLC), with continuous testing, code control procedures, and both pre-release and post-release penetration testing as standard practices.<br>For vulnerability management, ServiceNow integrates with leading scanners for automated, continuous identification and prioritization of vulnerabilities. The built-in Security Scanner performs routine configuration checks, and ongoing penetration tests are conducted on daily builds and major releases. West Virginia can also schedule annual penetration tests. Reporting is supported by real-time dashboards, customizable reports, audit trails, and compliance evidence packs, all of which can be provided on a quarterly basis, upon request, or at a different routine interval based on West Virginia's preferences. Additionally, ServiceNow's Coordinated Vulnerability Disclosure (CVD) program and integrated workflows provide transparency and collaborative remediation across IT and security teams. |
| 4.2.2.9 Vendor must commit to a clearly defined time period for addressing critical vulnerabilities, aligned with industry standards and state cybersecurity expectations. | ServiceNow maintains an ongoing infrastructure vulnerability program as described in the Cloud Vulnerability Management Standard Operating Procedure (SOP), using third-party commercial and in-house tools to identify vulnerabilities in the ServiceNow perimeter and for all cloud and corporate systems. Identified vulnerabilities feed into the overarching vulnerability monitoring and remediation program. As necessary, patching of affected systems, services or applications is undertaken promptly, in accordance with ServiceNow criteria and processes. ServiceNow sets a priority and remediation timeline based on risk exposure, Common Vulnerability Scoring System (CVSS) score, and executes based on the Service Level Agreements (SLAs) for each priority level. This could include a patching within 30 days. |
| 4.2.2.10 The vendor must implement a resilient, secure, and verifiable strategy that ensures business continuity and data integrity in alignment with the State's expectations and the Service Level Agreement (SLA) and implement and maintain a comprehensive backup and disaster recovery plan. | Deloitte will develop and implement a backup and disaster recovery plan to promote business continuity and safeguard data integrity. Deloitte will coordinate with the state to align on expectations and the SLAs. This plan will be specifically tailored to the State's operational requirements and will integrate ServiceNow's native backup and recovery processes, which are designed to protect client data and deliver rapid system restoration in the event of disruption. By leveraging ServiceNow's resilient, secure platform capabilities in conjunction with Deloitte's strategic planning, we deliver a unified strategy that focuses on data protection, continuity, and compliance.<br>ServiceNow is divided into two distinct environments for the purposes of business continuity (BC) and disaster recovery (DR). ServiceNow's corporate IT environment and its cloud data centers are both physically and logically isolated from each other. A disaster affecting ServiceNow's corporate environment could occur with little or no impact on the ability for the data centers within the private cloud to continue to operate.<br>In both cases, the BC and the DR procedures are supported by a series of tested processes, automations, and supporting documentation, allowing ServiceNow to act when availability of its cloud or critical supporting services are affected quickly and effectively.<br>ServiceNow's Information System Contingency Plan (ISCP) covers its cloud data center environments. Its scope includes all customer instances of the Now Platform, as well as those ServiceNow uses internally as an organization to support its business. The ISCP uses ServiceNow's Advanced High Availability (AHA) architecture. ServiceNow formally tests its recovery processes on an annual basis.<br>ServiceNow's organizational business continuity process covers its corporate environment and functional offices. It is therefore a separate process from that used in its cloud environment. The business continuity plan has been developed in collaboration with the entire business and includes ongoing Business Impact Assessments to understand the impact of the loss of any given systems, services, or physical locations. |

| RFP Requirements Addressed in Section D | How Requirement is Addressed |
|---|---|
| | ServiceNow offers an SLA for solution availability; the solution will have 99.8% availability for production instances, calculated monthly. This is further detailed at: https://www.servicenow.com/content/dam/servicenow-assets/public/en-us/doc-type/legal/customer-support-addendum-upgrades.pdf |
| 4.2.2.15 Vendor must provide 3-tier outage reporting. | Our call center uses a multi-tiered support approach to efficiently handle user issues. Tier 1 support provides users with self-service Knowledge Articles on the portal for quick resolution of common problems. Tiers 2 and 3 connect users to Deloitte staff for more complex technical help. For advanced issues, Tier 4 support leverages the ServiceNow HiWave portal to escalate directly to ServiceNow experts. This structure ensures users are routed to the right support level, speeding up resolutions and improving their experience.<br>Post go-live, Deloitte will offer dedicated call center support Monday–Friday, 9am–5pm EST, by phone and email. Most inquiries are expected to relate to permitting process questions and will be first handled by West Virginia permitting agencies before routing technical issues to Deloitte's helpdesk. Calls, emails, and incidents will be tracked through the State's Incident Management system or ServiceNow, as preferred. Our call center can manage up to 20 calls per day and aims to respond to 50% of inquiries within one hour. |

**Table 5. Security Requirements and Plan to Address**

# Section E: Qualifications and Experience

Deloitte brings a distinctive combination of national reach, local engagement, and hands-on experience delivering permitting, licensing, and certification solutions for public sector clients. Our team has supported permitting transformation efforts in more than ten states, guiding agencies through modernization with proven ServiceNow-enabled platforms and practical strategies that reflect a strong understanding of West Virginia's priorities.

We bring together seasoned professionals with experience spanning technology, operations, and public service, ready to help drive progress for state agencies and their stakeholders. Across our licensing and permitting engagements, we deliver solutions that are both immediately impactful and future ready. By applying user-centered methods and offering scalable, out-of-the-box technology, we streamline processes for permit applicants and staff while supporting transparency and operational efficiency.

The detailed tables below highlight additional details of Deloitte's experience delivering permitting solutions for government clients, with projects spanning a range of permitting types, programs, and methods:

| **California State Water Resources Control Board (SWRCB) \| California Water Accounting, Tracking, and Reporting System (Cal-WATRS)** | |
|---|---|
| **Overview** | *Client:* California State Water Resources Control Board |
| **Description of Project and Services** | Deloitte developed a first-of-its-kind digital system on a leading Public Sector Solutions Licensing, Permitting, and Inspection platform, integrated with ESRI ArcGIS, to centralize the management, reporting, and oversight of over 40,000 water rights records for the SWRCB. This cloud-based platform powers more than 70 workflows across water ownership, tracking applications, fee processing, billing, annual reporting, inspections, investigations, violations, and enforcement actions, supporting the work of over 250 staff. By standardizing Division of Water Rights data and moving away from manual and PDF-based forms, the system has driven meaningful improvements in data integrity, analysis efficiency, and operational effectiveness.<br><br>Centralized access is achieved through the integration of document management, advanced geospatial analysis with ESRI ArcGIS, and both historical and real-time data processing. Sophisticated geospatial features allow users to visualize water rights holdings as points, lines, and polygons, enabling network analysis such as stream tracing as well as satellite-driven evapotranspiration calculations. Automated Internet-of-Things (IoT) telemetry has replaced time-consuming manual data entry, providing continuous reporting of water diversions, which increases data accuracy and addresses legislative requirements for live usage tracking. The platform digitizes, scans, and indexes over 500,000 documents, unlocking actionable insights from a rich archive of more than seven million historical records, some dating to the nineteenth century. Robust document management tools make formerly inaccessible records readily available for both staff and public users, greatly improving access, transparency, and informed decision-making.<br><br>This solution was delivered through a multi-phase agile approach that combined thorough requirements discovery, iterative build cycles, rigorous user acceptance testing, and a strong change management emphasis. The robust project management approach was tailored to the client's needs for this continuously iterative, agile development, using client-centered project management technology to track workstream updates, risks, issues, and decisions. On-demand training and train-the-trainer programs fostered broad adoption and knowledge transfer throughout the agency. The result is an integrated, future-ready portal that connects operational workflows with modern technologies, delivering reliable, high-quality data for decision support, increasing compliance and enforcement efficiency, and enhancing transparency for internal and external stakeholders. The team incorporated privacy-by-design principles, securing sensitive data through end-to-end encryption (at rest and in transit) and implementing fine-grained access controls to safeguard both employee and citizen information. Accessibility mandates were a central pillar of development: every public and |

| | |
|---|---|
| | staff-facing interface was engineered and validated to meet Section 508 and WCAG 2.1 accessibility standards. |
| **Project Manager** | *Deloitte Project Manage: Roberto Cota (rcota@deloitte.com)*<br>*Client Name:* Jeff Parks<br>*Role:* Senior Water Resource Control Engineer Specialist, California SWRCB<br>*Phone:* +1 (916) 341-5319<br>*Email:* Jeff.Parks@waterboards.ca.gov |

**Table 6. California State Water Resources Control Board (SWRCB) Experience Summary**

| **Utah Department of Government Operations \| MyUtah – Utah Citizen Portal** | |
|---|---|
| **Overview** | *Client: Utah Department of Government Operations* |
| **Description of Project and Services** | Deloitte collaborated with the Utah Department of Government Operations to transform the state's service delivery through the development of MyUtah, the Utah Citizen Portal. This digital platform centralizes access to state services, offering citizens a streamlined and modernized experience. By leveraging a headless architecture hosted on ServiceNow, MyUtah dynamically retrieves user and service-specific information from state agencies, providing efficient, effective access through a single, centralized login.<br><br>The portal is designed to enhance user interaction by offering both desktop and mobile compatibility, accessibility and convenience for all users. Aligning with the state's design system, MyUtah promotes consistent branding and aligns to WCAG 2.1 accessibility standards, underscoring the commitment to inclusivity and ease of use. For state agencies, the headless structure of MyUtah offered significant advantages. Agencies can integrate their services into the portal without necessitating retraining for staff, thereby maintaining operational continuity and reducing disruption. This architecture allows agencies to retain full ownership of their data while optimizing processes to better utilize approved fee schedules, resulting in substantial cost savings.<br><br>The implementation of MyUtah has not only improved the user experience by centralizing service access but also empowered agencies to enhance service delivery without compromising data ownership. Using a headless API-driven approach, backed by secure login and identity verification, the portal protects user data while facilitating secure two-way data exchange. This allows users to interact with services, complete digital forms, and have their data securely transmitted to agencies, without expanding the scope of data retention or introducing complexities. This approach provides an inclusive, efficient, and secure digital platform that meets the needs of both users and agencies.<br><br>Through this initiative, Deloitte has delivered a transformative solution that aligns with the Utah Government's vision of improving service delivery, fostering transparency, and promoting efficient governance. MyUtah serves as a key example of Deloitte's ability to implement modernized portals that deliver numerous benefits to public users while simultaneously enhancing agency operations. |
| **Reference Information** | *Deloitte Project Manager: Laura Page (lpage@deloitte.com)*<br>*Client Name:* Jeff Nelson<br>*Role:* Manager of the Digital Transparency Team - MyUtah IT Manager<br>*Email:* jeffcnelson@utah.gov |

**Table 7. Utah Department of Government Operations Experience Summary**

| **Virginia Department of Health \| Office of Licensure and Certification Portal Modernization Project** | |
|---|---|
| **Overview** | *Client:* **Virginia Department of Health, Office of Licensure and Certification** |

| | |
|---|---|
| **Description of Project and Services** | The Deloitte team is collaborating with the Virginia Department of Health's Office of Licensure and Certification to transform and modernize the complaints intake and management process by developing a state-of-the-art portal that replaces cumbersome manual workflows with efficient, automated solutions.<br><br>The initiative worked to streamline the intake, categorization, assignment, and reporting of complaints, supporting timely investigations. By automating and expediting these critical steps, the project aims to accelerate reviews and investigations, reduce manual effort for staff, and enhance accountability, transparency, and efficiency throughout the complaints lifecycle, ultimately empowering the Virginia Department of Health to respond more effectively to complaints, uphold regulatory standards, and deliver better outcomes for the communities it serves. |
| **Reference Information** | *Deloitte Project Manager:* Catesby Beck (cbeck@deloitte.com) |

**Table 8. Virginia Department of Health Experience Summary**

| **NTIA \| Environmental Screening and Permitting Tracking Tool Project** | |
|---|---|
| **Overview** | *Client:* National Telecommunications and Information Administration Office of Internet Connectivity and Growth |
| **Description of Project and Services** | Deloitte successfully designed, built, and scaled the Environmental Screening and Permitting Tracking Tool (ESAPTT) for the NTIA Office of Internet Connectivity and Growth. This robust portal and Categorical Exclusion screening tool was developed to address the unprecedented volume of National Environmental Policy Act (NEPA) reviews required by the Broadband Equity, Access, and Deployment (BEAD) program—allocating $42.45 billion to expand high-speed internet access across the United States and anticipating over 10,000 NEPA screenings through 2026.<br><br>Deloitte led the development of this permitting tracking solution, dashboard, and screening tool, providing technical knowledge, skill and experience related to environmental review processes to support technology development. Leveraging agile methodologies and CI/CD integration, Deloitte delivered a minimum viable product within six months, enabling grant project tracking and digitized NEPA screening questionnaires through an online portal. Federal staff gained the ability to monitor incoming reviews based on regional assignments.<br><br>Over the course of seven major releases, Deloitte added significant functionality, including automatic generation of decision memos, an in-house tribal notification workflow compliant with Section 106, permit monitoring against NEPA milestones, integration with existing grants management systems, and a digital communication platform. Additionally, Deloitte developed training materials and user guidance to support adoption and use of the ESAPTT, providing comprehensive documentation, training, and demonstrations to NTIA staff, state broadband offices, and other federal agencies for a smooth rollout.<br><br>In parallel, Deloitte supplied policy guidance and documentation for security and compliance, aligning with federal requirements such as NIST and FedRAMP. The team supported agency security planning by transferring relevant policies and procedures, outlining responsibilities, and supplying governance support. Activities included developing detailed documentation around incident response, contingency planning, and vulnerability management, as well as supporting incident response planning and maintaining a knowledge repository for security program requirements.<br><br>Through this comprehensive, integrated approach, Deloitte delivered a secure, scalable solution that helped NTIA address the demands of the BEAD program, streamline environmental screening and review processes, and promote broad user adoption across federal and state partners. |

| | |
|---|---|
| **Reference Information** | *Deloitte Project Manager & Contact Information:* Drew Heath (drheath@deloitte.com)<br>*Client Name:* Jeff Link<br>*Role:* Director of Operations, Office of Internet Connectivity and Growth (OICG), NTIA<br>*Phone:* +1 (202) 482-6328<br>*Email:* jlink@ntia.gov |

**Table 9. NTIA Experience Summary**

The following table summarizes how our solution meets West Virgina's RFP requirements related to our Qualifications and Experience in Section E.

| RFP Requirements Addressed in Section E | How Requirement is Addressed |
|---|---|
| 4.3.1.4. Vendors should explain their experience managing sensitive data with encryption, access controls, and audit trails. | California SWRCB \| Cal-WATRS references experience fulfilling this requirement |
| 4.3.1.5. Vendors should highlight experience in training in NIST, CIS, FedRAMP, and state-specific security standards, including vulnerability scanning and incident response. | NTIA \| Environmental Screening and Permitting Tracking Tool Project references experience fulfilling this requirement |
| 4.3.1.6. Vendors should explain their Ability to tailor project management approach to agency needs, with tools like Jira, Smartsheet, or Microsoft Project for example. | SWRCB \| Cal-WATRS references experience fulfilling this requirement |
| 4.3.1.7. Vendors should show a history of successful "train-the-trainer" programs and on demand training portals for public and internal users. | SWRCB \| Cal-WATRS references experience fulfilling this requirement |
| 4.3.2.1. Vendor's employees must have security training and Vendor must provide records of such training upon request. | Utah Department of Government Operations \| MyUtah – Utah Citizen Portal references experience fulfilling this requirement |
| 4.3.2.2. Vendor must highlight training in WCAG 2.1 and Section 508 compliance for public-facing digital services. | Utah Department of Government Operations \| MyUtah – Utah Citizen Portal references experience fulfilling this requirement |
| 4.3.2.3. Vendor must show experience aligning solutions with state IT policies, privacy laws, and accessibility mandates. | SWRCB \| Cal-WATRS references experience fulfilling this requirement |
| 4.3.2.4. Vendor must demonstrate experience with Vulnerability scanning and reporting, Disaster recovery planning and drills, Encryption standards (e.g., AES-256), Role-based access control (RBAC). | NTIA \| Environmental Screening and Permitting Tracking Tool Project references experience fulfilling this requirement |

**Table 10. Requirements Addressed in Section E**

# Section F: Staffing Plan

A thoughtful and strategically aligned staffing plan is the engine behind the success of the One Stop Shop Permitting Platform. The team outlined in Figure 11 will work side by side with the State to deliver the MVP solution. The Personnel Bios below provide a summary of all identified personnel's experience and anticipated project responsibilities. All work will be performed in the United States.

For additional information, Deloitte has also provided full Personnel Resumes within Section H.

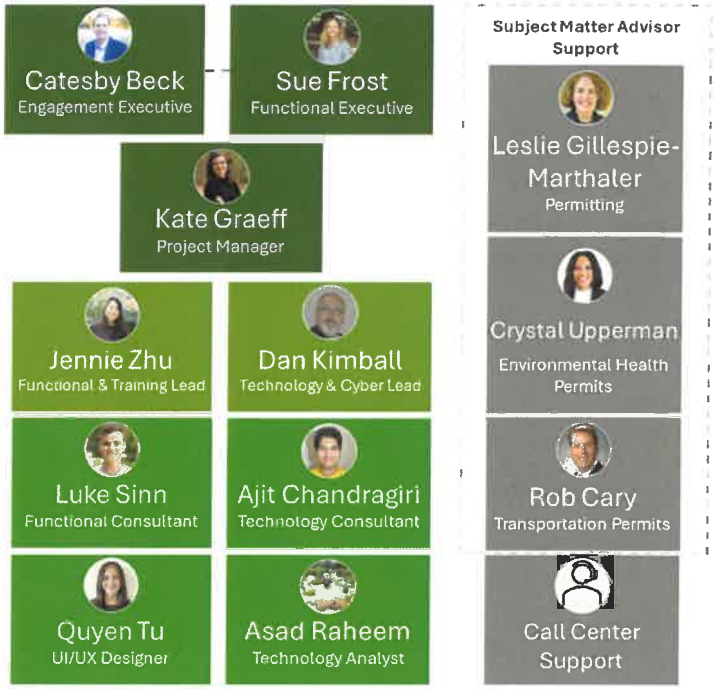


**Figure 11. Proposed Staffing Structure**

**Personnel Bios**

**Catesby Beck** will serve as an **Engagement Executive**. Catesby brings 18 years of experience managing large-scale business transformation and technology implementation projects, with a primary focus on state government modernization. He is recognized for his knowledge, skill, and experience in program management, cross-agency coordination, strategic planning, and organizational change leadership. Catesby is a certified Project Management Professional (PMP) and excels in driving cross-team coordination, establishing robust governance processes, and aligning statewide technology initiatives with legislative mandates and quality objectives.

**Sue Frost** will serve as a **Functional Executive.** Sue is Deloitte's environment market leader for government services. With over 20 years of experience in the environment, finance, and infrastructure domains, Sue is on a mission to create sustainable and resilient communities by effectively identifying, funding, and managing infrastructure projects. Sue holds an MBA from the University of Maryland, an MS in Energy and Environmental Management from the University of Denver, and BA from Wesleyan University.

**Kate Graeff** will serve as the **Project Manager**. She has 18 years of experience spanning digital transformation, strategy and innovation, and human centered design. Kate is skilled in supporting state agencies with workflows related to licensing facilities and has led multiple other ServiceNow implementations of automated workflows that drive process efficiency and

transparency. Kate's experience guiding executive leadership, driving innovation, and managing secure, scalable solutions will help meet project goals with advanced and reliable architecture.

**Jennie Zhu** will serve as the **Functional & Training Lead**. Based in West Virginia, Jennie brings 14 years of experience leading cross-functional teams delivering technology and permitting solutions. She has managed AI-enabled permitting projects for state agencies and has led multi-team efforts advancing environmental monitoring and stakeholder engagement. Jennie excels in designing engaging and effective training, executing Agile project delivery, managing change efficiently, and aligning technical and functional requirements for complex public sector initiatives.

**Dan Kimball** will serve as the **Technology & Cyber Lead**. With over 20 years of experience designing and delivering ServiceNow automation solutions for government clients, Dan excels at translating complex requirements into secure, scalable platforms that maximize uptime metrics. He has led multidisciplinary teams to develop integrated solutions, enforce development standards, and optimize IT processes across public sector and education projects. Dan's experience will deliver a permitting platform with robust, secure architecture, designed for efficient, effective integration of advanced capabilities.

**Leslie Gillespie-Marthaler** will serve as the **Permitting Subject Matter Advisor**. Leslie is a Specialist Leader with experience in federal and state permitting, environmental engineering, and regulatory program oversight. She has led major initiatives to streamline permitting processes and strengthen interagency collaboration. Leslie will leverage her knowledge, skill, and experience to view permitting processes from both the permit submitter's and reviewer's perspectives, promoting effective technological improvements that meet stakeholder needs while minimizing client burden. Her leadership at EPA Region 3 and the Tennessee Department of Environment and Conservation will ground technical development in real-world permitting requirements, regulatory best practices, and multi-agency collaboration.

**Crystal Upperman** will serve as the **Environmental Health Permits Subject Matter Advisor**. Crystal is an accomplished leader in environmental justice and public sector transformation, with deep experience advising federal and state agencies on integrating environmental health into permitting systems. She will utilize her experience directing large programs to develop standards and data-driven frameworks for more effective, inclusive permitting to effectively package technological outputs for reviewer use and ground system implementation in real-world permitting requirements.

**Rob Cary** will serve as the **Transportation Permits Subject Matter Advisor**. Rob has over 30 years of executive leadership experience in transportation modernization, including serving as Chief Deputy Commissioner for the Virginia Department of Transportation. At Deloitte, Rob advises clients on building integrated digital platforms that improve operational efficiency and service delivery while maximizing client ease of use. He specializes in streamlining permitting, digitalizing agency processes, and advancing technology-driven solutions for public agencies. Rob will drive technology-driven solutions that are user-friendly and align with the actual program context, thereby reducing client burden.

**Ajit Chandragiri** will serve as a **Technology Consultant**. With over 14 years of IT Service Management experience—including 9+ years specializing in ServiceNow—Ajit excels in gathering and translating business requirements into robust technical solutions. He leads platform development, system integration, and cloud configuration, aligning with security and technical standards throughout the project. Ajit's experience enables smooth, efficient implementation of ServiceNow customizations, effective API and data architecture, and ongoing support for testing, troubleshooting, and documentation across all technical aspects of the system.

**Asad Raheem** will serve as a **Technology Analyst**. Asad has a strong background in digital transformation, product management, and process improvement for public sector agencies. He has supported modernization initiatives for the IRS, FDA, and CMS, leading requirements gathering, solution design, and cross-team collaboration to implement technology solutions that automate legacy workflows and enhance user experience. Asad's experience in platform development, API configuration, AI workflow testing, GIS integration, and dashboard building delivers consistent technical execution and support for system testing, documentation, and troubleshooting throughout the project lifecycle.

**Luke Sinn** will serve as a **Functional Consultant**. Luke has a strong track record translating complex requirements into integrated, user-focused platforms, having led and supported deployments across multiple ServiceNow modules—including CSM, IRM, and custom applications. Luke excels in capturing and mapping current and future state processes, supporting test case development, and facilitating workshops and stakeholder engagement. His technical and functional skills enable him to translate end-user feedback into actionable insights.

**Quyen Tu** will serve as the **UI/UX Designer**. Quyen specializes in the design of ServiceNow service portals for both government and private sector clients. She leads projects from discovery through design QA, integrating user feedback and accessibility principles to deliver intuitive and effective user experiences. Quyen excels at crafting user-friendly interfaces, developing wireframes and prototypes, and facilitating collaborative design workshops. In this role, Quyen will advise on portal usability and accessibility, review designs for user-friendliness, and support end-user testing and feedback integration to deliver solutions that serve a diverse set of stakeholders.

### West Virginia Roles to Support a Collaborative Approach and Project Success

The success of the project hinges on timely inputs from West Virgina staff. With regards to the technical solution, we will work with the State throughout the project with a need for support from the State for tasks such as participating in design sessions and project meetings, participating in Sprint Showbacks and Clarification Meetings, executing User Acceptance Testing (UAT), making updates to the systems integrating with the One Stop Shop Platform according to the REST API specifications our team will provide, and training and communicating with users based on train-the-trainer events. Additionally, in developing our timeline for our implementation plan, Deloitte assumes the State will assign sufficient staff with appropriate decision-making authority to this effort to enable successful collaboration to make design decisions, identify appropriate stakeholders across the government, provide access to existing systems, and support implementation.

To encourage a successful outcome for West Virginia, we have outlined the West Virginia state resources that need to be assigned to the project to complement the Deloitte team:

| Role | Function/Role Description | Estimated % per Week |
|---|---|---|
| **Executive and Project Sponsor(s)** | Obtains commitment of West Virginia resources, provides a point of contact for escalation, and is responsible for strategic decision making.<br>Provides oversight, monitors the project, and provides strategic direction for the project or the business. | 0 - 5% |
| **Project Manager** | Works with the Deloitte Project Manager to manage all parts of the project, including leading the West Virginia team day to day and planning, executing, and reporting on the status of the project. Leads scheduling of meetings and JAD sessions with West Virginia stakeholders. | 10 - 25% |

| Role | Function/Role Description | Estimated % per Week |
|---|---|---|
| **Functional Advisors** | Actively participate in design review sessions to provide input, clarification, and confirmation that user stories are captured appropriately. Participate in sprint showbacks and clarification meetings, and review training materials to provide feedback on the solution. Provide testing support to validate the system meets system requirements. | 20 - 40% |
| **Training & OCM Lead(s)** | Leads the change management and training implementation to facilitate smooth adoption of the system. Responsible for developing and implementing communication plan and holistic training plan (Outside of the train-the-trainer sessions and materials Deloitte provides). Responsible for reviewing and approving Deloitte provided Train the Trainer and communication materials. | 40 - 60% |
| **ServiceNow Platform Architect** | Leads technical governance of configurations on the ServiceNow platform at the end of the project. | 5 - 10% |
| **ServiceNow Administrators** | Gains platform knowledge during the implementation, assisting with configuration during sprints, and for the ongoing administration and enhancement of the ServiceNow platform and deployed capabilities at the conclusion of the project. | 5 - 10% |
| **Integration POC(s) – West Virginia State Treasury's EGOV System and External Permit System Interface Development** | Provide input for the design logic for West Virginia State Treasury's EGOV system and Deloitte's REST API for external permitting system data that should be available in ServiceNow; team with Deloitte to test West Virginia State Treasury's EGOV and REST API integrations. | 5 - 10% |
| **Testing Lead** | Coordinates the execution of testing based on the testing schedule during the UAT testing cycle, including test script validation, testing session management, testing result review, issue log maintenance, issue escalation, etc. | 10-15% |

**Table 11. Role Descriptions**

The following table summarizes how our solution meets West Virgina's RFP requirements related to our Staffing Plan in Section F.

| RFP Requirements Addressed in Section E | How Requirement is Addressed |
|---|---|
| 4.3.1.1 Vendors should highlight a proven track record designing, deploying, or supporting permitting platforms for state or local agencies | Jennie Zhu has managed AI-enabled permitting projects for state agencies, including leading an Agentic AI Permitting accelerator on GCP for the Virginia Department of Environmental Quality. Quyen Tu designed a state onboarding portal that streamlined permitting and business approvals, while Leslie Gillespie-Marthaler and Rob Cary have led efforts to streamline state and transportation permitting processes. |
| 4.3.1.2 Vendors should present experience integrating with legacy systems, portals, and third-party tools using APIs, middleware, and secure data exchange protocols | Ajit Chandragiri leads ServiceNow platform development, system integration, and API/data architecture aligned with security and technical standards. Dan Kimball leverages ServiceNow IntegrationHub and orchestration to integrate third-party systems. Asad Raheem has hands-on API configuration and solution design across public sector modernization efforts. |
| 4.3.1.3 Vendors should describe Familiarity with scalable, secure cloud platforms (e.g., Azure, AWS, Google Cloud) and disaster recovery best practices | Kate Graeff has architected secure cloud environments. Jennie Zhu has led permitting accelerators on Google Cloud Platform. Dan Kimball designs security-optimized ServiceNow architectures and employs Advanced High Availability to support resilient, scalable operations. |

| RFP Requirements Addressed in Section E | How Requirement is Addressed |
|---|---|
| 4.3.1.8 Vendors should demonstrate familiarity with uptime guarantees, RTO/RPO metrics, and service-level reporting | Dan Kimball utilizes ServiceNow's Advanced High Availability architecture, enabling at least 99.8% monthly uptime and often exceeding 99.995%. Ajit Chandragiri configures and reports on SLAs/OLAs, providing robust service-level reporting. |
| 4.3.1.9 Vendors should explain experience working with multi-agency teams, gathering requirements, and managing change | Catesby Beck leads cross-agency coordination, governance, and organizational change, including coordinating nine interconnected projects with 20+ partner organizations for Virginia's Medicaid Enterprise System. Jennie Zhu, Asad Raheem, and Luke Sinn drive requirements gathering, workshops, stakeholder engagement, and Agile delivery to align technical and functional needs and manage change effectively. |

**Table 12. Requirements Addressed in Section F**

# Section G: Cost Proposal

Please see the Cost Submittal Worksheet submitted as a separate attachment for our cost proposal.

# Section H: Personnel Resumes

## Catesby Beck

**Proposed Project Role:** Engagement Executive

### BACKGROUND

Catesby Beck brings 18 years of experience managing large-scale business transformation and technology implementation projects, with a primary focus on state government. His knowledge, skill, and experience include program and project management, organizational change management, business process analysis, and strategic planning for complex IT systems. Catesby has delivered significant results on licensing, eligibility, and health and human services systems by leading cross-functional teams and stakeholders, establishing governance procedures, and overseeing successful implementations. He is a certified Project Management Professional (PMP) and is highly skilled at driving statewide technology modernization in high-visibility, mission-critical environments.

### QUALIFICATIONS

| | |
|---|---|
| **Relevant Education and Credentials** | • Bachelor of Arts, Economics, University of Mary Washington<br>• Project Management Professional (PMP), Project Management Institute |
| **Applicable Skills/ Qualifications** | • Program Management of Large-Scale State Government Initiatives<br>• Stakeholder & Organizational Change Management<br>• Business Process Analysis and Transformation<br>• Budget and Grant Planning & Execution<br>• Complex System Implementation in Public Sector |

### EXPERIENCE SUMMARY

- Led the implementation of ServiceNow for a state Health Department's IT, Procurement, Cybersecurity, Internal Audit, and Nursing Home Licensing offices. These projects have resulted in cost avoidance, accountability and transparency, and improved operations.
- Led the implementation of governance processes and tools for Virginia's groundbreaking Medicaid Enterprise System modernization, coordinating nine interconnected projects with over 20 partner organizations and leading the design and rollout of public-facing platforms.
- Directed the Virginia Department of Health's planning and management for the American Rescue Plan Act, overseeing strategy, budgeting, and operational execution for programs totaling $300M+.
- Managed vaccine management operations for the Virginia Department of Health, coordinating stakeholder efforts that improved the state's vaccination rate ranking to top ten nationally.
- Guided large-scale organizational change activities for multiple public sector clients, including business impact assessments, establishment of change management offices, and user adoption support for new eligibility and permitting systems impacting thousands of state users.
- Developed and executed strategies for workforce grant planning, including leadership labs, prioritization activities, and management frameworks to optimize $50M+ CDC-funded programs.
- Oversaw the analysis, design, development, and delivery of role-based training and computer-based learning programs, facilitating smooth, efficient transitions to new government technology platforms for over 3,000 state and local social services staff.
- Provided management and delivery leadership across business process analysis, technology implementation, budget control, and communications outreach for high-profile government modernization projects, resulting in on-time, on-budget, and on-strategy results.

## Sue Frost

**Proposed Project Role:** Functional Executive

### BACKGROUND

Sue is Deloitte's environment market leader for government services. With over 20 years of experience in the environment, finance, and infrastructure domains, Sue is on a mission to create sustainable and resilient communities by effectively identifying, funding, and managing infrastructure projects.

### QUALIFICATIONS

| | |
|---|---|
| **Relevant Education and Credentials** | • BA, Business Administration, Wesleyan University<br>• MS, Energy and Environmental Management, University of Denver<br>• MBA, University of Maryland<br>• Certified Corporate Sustainability Manager, Everblue Training Institute<br>• Envision Sustainability Professional, Institute for Sustainable Infrastructure |
| **Applicable Skills/ Qualifications** | • Environmental Permitting<br>• Technology Innovation<br>• Energy and Water Management<br>• Sustainable Infrastructure |

### EXPERIENCE SUMMARY

- Led the implementation of an energy and water management program at the Office of the Secretary of Transportation. Her team supported the Department of Transportation's achievement of transition from red to green status on the Sustainable and Energy Scorecard for water efficiency.
- Served as the lead for the University of Florida's Coastal Solutions' Synthesizing User Needs to Inform Data-Driven Approaches for Sewershed Enhancement Prioritization and Planning in Florida project to help the client understand the current landscape of sewershed enhancement planning and guide effective, efficient planning due to the shifting population and infrastructure pressures straining wastewater collection and treatment systems. The team is now supporting the development of a roadmap for Florida's wastewater collection to accommodate the new growth.
- Directed a team for Massachusetts Department of Transportation to design and implement business processes; and implemented Salesforce as an IT solution to increase realized revenue of 188 of revenue-generating leases which generates $75+ million/year revenue.
- Served as the lead project manager with the Federal Aviation Administration's sustainability team to promote sustainable building advancement through strategy and guidance development, identifying opportunities to acquire sustainable buildings within the leasing portfolio, facilitating the collection and management of utility data, and delivering training and awareness initiatives.
- Led a team for a transportation public entity supporting a large real property office portfolio optimization of 50k assets by establishing and operating a governance program to establish a clear, data-driven decision-making process from planning and programming through project execution; and developing and executing a strategic plan to reduce the agency's financial and physical footprint and set an industry standard in property management and sustainable buildings.

# Kate Graeff

**Proposed Project Role:** Project Manager

## BACKGROUND

Kate serves as the Solutions & Innovation Lead in Deloitte's ServiceNow practice, specializing in transforming digital services for state agencies and public sector organizations. She has 18 years of experience spanning digital transformation, strategy and innovation, and human centered design. She has experience supporting state agencies with workflows related to licensing facilities, as well as leading multiple other ServiceNow implementations of automated workflows that drive process efficiency and transparency.

Kate excels in leading multidisciplinary teams through the full solution lifecycle—from initial design and development to enterprise-wide adoption and continuous enhancement—driving measurable impact and innovation at scale.

## QUALIFICATIONS

| | |
|---|---|
| **Relevant Education and Credentials** | • Competing in the Age of AI, Harvard Business School Executive Education<br>• Super minds Fellowship, Massachusetts Institute of Technology<br>• Master of International Business, with Honors, Strategic management and Internation Consultancy, The Fletcher School at Tufts University<br>• BA, Summa Cum Laude, Diplomacy and World Affairs, Occidental College |
| **Applicable Skills/ Qualifications** | • Strategy, Innovation, and Digital Transformation<br>• ServiceNow Platform, including Public Sector Digital Services and AI/ NowAssist<br>• Workflow Automation & Process Optimization<br>• Human Centered Design |

## EXPERIENCE SUMMARY

- Developed workflow orchestration using ServiceNow, automating analytics processes and ticketing systems for state and local government clients—resulting in faster incident resolution and improved service delivery.
- Led multi-disciplinary teams in the deployment of automated workflows for State and Higher Education clients, integrating analytics dashboards and self-service portals to boost constituent satisfaction and reduce manual effort.
- Managed end-to-end product lifecycles, from initial concept and technical integration to post-launch training and ongoing support, ensuring continuous system performance and user engagement.
- Led the development of multiple technology assets, including accelerators for licensing & permitting
- Implemented a ServiceNow custom scoped application for Deloitte, driving user research, system design, development, implementation, and global launch.
- Advised executives on how to leverage analytics to assess and (re)build stakeholder trust, improve customer and employee loyalty, and protect organizational reputation.

# Jennie Zhu

**Proposed Project Role:** Functional & Training Lead

## Background

Based in West Virginia, Jennie Zhu is a climate and environmental researcher with 14 years of experience leading cross-functional teams from delivering technology solutions to managing international research programs. She has supported working groups focused on extreme weather events, AI and machine learning for climate science, capacity building activities for carbon and greenhouse gas (GHG) monitoring, and many more. Jennie applies this knowledge to lead development of technology solutions that address the needs of communities supported across state agencies.

## Qualifications

| | |
|---|---|
| **Relevant Education and Credentials** | • MBA, West Virginia University<br>• Master of Arts, Physical Geography, West Virginia University<br>• Bachelor of Arts, Anthropology, University of Minnesota |
| **Applicable Skills/ Qualifications** | • AI/ML Functional Leadership<br>• Cross-Functional Management<br>• Climate and Environmental Science<br>• Permitting Artificial Intelligence<br>• Client-Tailored Project Management |

## Experience Summary

- Managed the Agentic AI Permitting solution accelerator, based on Google Cloud Platform (GCP), for a large state environmental quality agency, aiming to evaluate and accelerate permitting applications across the state.
- Led a functional team alongside a technical team to develop AI proof-of-concepts to bring to market.
- Led capability development for Deloitte's Sustainability offering to accelerate timely development of solutions for sustainability, nature, and climate applications, leading to development of an AI-powered ecological monitoring tool, the foundation model trained off Earth observations, and a Generative AI pilot tool.
- Led multiple coinciding workstreams on designing and executing a first- of-its-kind nature- and biodiversity-related risk assessment for a regional financial institution, grounded in internationally accepted guidance and frameworks like Taskforce for Nature-related Financial Disclosures.
- Engaged in stakeholder interviews to identify processes and gaps, challenges, and opportunities.
- Managed 15 teams of international researchers across federal laboratories, universities, non-profits, and private industry to better understand drivers and impacts of climate change. Also led communications and outreach for the program.
- Contributed to the US Global Change Research Program and International Climate Variability and Predictability Program of the World Climate Research Program under United Nations auspices.
- Supported SilvaCarbon, an international cooperation program with goal to enhance capacity of monitoring and management of forest and terrestrial carbon and other GHG in developing countries.
- Managed workshops, meetings, and corresponding reports and outreach materials to provide capacity building in forest monitoring using state of the art techniques in ground measurements, remote sensing, satellite imagery, and variety of software like ArcGIS.

# Dan Kimball

**Proposed Project Role:** Technology & Cyber Lead

## Background

Dan has more than 20 years of experience helping clients identify and solve complex business problems using ServiceNow as an automation platform. He has more than 20 years of experience delivering security-optimized automation solutions across Public Sector and Commercial. With a background in IT Service Management, IT Operations Management and Orchestration solutions Dan has helped clients deal with standardizing and automating processes while solving business challenges.

## Qualifications

| | |
|---|---|
| **Relevant Education and Credentials** | • Associates of Science, Community College of Aurora<br>• ServiceNow ATF, Flow Designer, Integration Hub, and CSA<br>• CISSP: Certified Information System Security Professional |
| **Applicable Skills/ Qualifications** | • Advanced ServiceNow Automation<br>• IT Process Design and Automation |

## Experience Summary

- Led teams in designing, developing, and deploying enterprise ServiceNow solutions for government and higher education clients, achieving on-time and on-budget delivery.
- Utilized ServiceNow's Advanced High Availability (AHA) Architecture that enables at least 99.8% uptime for production instances on a monthly basis, often exceeding 99.995% uptime due to its advanced high-availability architecture.
- Designed advanced security architecture to manage sensitive data appropriately.
- Managed governance, architecture, and performance of ServiceNow platforms, including consolidating multiple instances and integrating workstreams into unified solutions.
- Oversaw design and code reviews, established development standards, and enforced sustainment policies to make sure solution stability and scalability.
- Directed automated process design, integrations, and implementation of ITSM and HR modules, aligning with industry best practices and minimizing customizations.
- Provided leadership across diverse teams—Consultants, Specialists, Managers, and subcontractors—spanning technology, operations, and organizational change management.
- Developed and executed strategies to drive business growth and deliver automated ServiceNow capabilities for state, local, and higher education sectors.
- Led service strategy initiatives, including customer assessments and market analysis, to establish centralized service catalogs and drive operational improvements.
- Coordinated functional and technical alignment for complex projects, enabling solutions that met client business needs and facilitated organizational transformation.

# Leslie Gillespie-Marthaler

**Proposed Project Role:** Permitting Subject Matter Advisor

## BACKGROUND

Leslie brings experience in structuring permitting oversight and streamlining permitting processes and procedures with focus on accuracy, timeliness, and customer service. Leslie also supported development, testing, and fielding of state and federal web-based systems to help achieve fit for use, compatibility, and effectiveness. She previously served as the Deputy Director and Acting Division Director for EPA Region 3 and State Revolving Fund Director for Tennessee Department of Environment and Conservation.

## QUALIFICATIONS

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| **Relevant Education and Credentials** | • Doctor of Philosophy, Environmental Engineering, Vanderbilt University<br>• Professional Degree, Engineering Management, George Washington University<br>• Master of Science, Civil Engineering, Georgia Institute of Technology<br>• Bachelor of Science, Environmental Engineering, United States Military Academy |
| **Applicable Skills/ Qualifications** | • Permitting Process Efficiency<br>• Governmental Technology Systems<br>• Federal and State Government<br>• Civil Engineering |

## EXPERIENCE SUMMARY

- Maximized opportunities to improve the health of the Mid-Atlantic region's streams, rivers, beaches, and estuaries providing a better environment for millions of Americans.
- Led a staff of 100 dedicated federal employees across four branches (drinking water, clean water, wetlands, state assistance and partnerships).
- Provided dynamic leadership and oversight for Clean Water Act and Safe Drinking Water Act across the Mid-Atlantic Region.
- Spearheaded collaborative far-reaching initiatives with Federal, State, Tribal, non-profit, academic, industry, and private sector partners protecting drinking water resources and infrastructure.
- Provided visionary leadership and oversight for a multi-state region focused on children and community environmental health.
- Oversaw deep collaboration and negotiations with Federal agencies, State, Tribal, non-profit, academic, industry, and private sector partners to produce dynamic solutions to protect human health and the environment.
- Determined strategic direction and initiatives for resilience and adaptation planning, priorities, and actions across the Mid-Atlantic region.

# Crystal Upperman

**Proposed Project Role:** Environmental Health Permits Subject Matter Advisor

## Background

Crystal is a distinguished leader and specialist advisor with over 20 years of experience in environmental, energy, and resilience consulting. She possesses a proven track record of developing and implementing pragmatic, solutions-oriented strategies for government clients, focusing on environmental compliance, risk management, and operational resilience. She provides strategic leadership in government and public services, helping clients integrate best-in-class environmental practices and climate resilience strategies.

## Qualifications

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| **Relevant Education and Credentials** | • PhD, Marine, Estuarine, and Environmental Sciences, College of Computer Mathematics and Natural Sciences & School of Public Health, University of Maryland<br>• MPA, Nonprofit Administration, Kennesaw State University<br>• BS, Environmental Science, Spelman College |
| **Applicable Skills/ Qualifications** | • Government Permitting and Regulatory Evaluation<br>• Environmental Justice and Equity Analysis<br>• Program Management and Transformation Leadership<br>• Stakeholder Engagement and Communication Strategy<br>• Data Analytics for Public Health and Environment<br>• Standards Development for Public Sector Programs |

## Experience Summary

- Led a large federal transformation initiative, combining three EPA offices into one National Program to oversee $3B in environmental justice funding: including developing standards, overseeing data collection/analysis, and aligning organizational strategy for permitting and public policy integration.
- Provided technical advisory to US Department of Transportation on the quantification, mapping, and reporting of federal investment benefits to disadvantaged communities, including development of custom justice indices and community evaluation frameworks.
- Supported city and state agencies on environmental justice assessments to inform project siting, stakeholder outreach, and optimal routing of infrastructure projects by emphasizing reduction of adverse impacts and maximization of social benefits in permitting.
- Evaluated environmental and climate impacts for municipal utilities, technology clients, and energy providers; produced stakeholder engagement strategies that ensured regulatory compliance and inclusion of community feedback in permitting decisions.
- Managed federal- and state-level grant programs for climate resiliency, ensuring compliance, stakeholder outreach, and robust program evaluation for health and environmental permitting.
- Led data analytics and research strategies for public health, permitting, and climate adaptation programs by translating complex technical data into outcomes for policy and resource allocation.
- Engaged with key public sector stakeholders—including federal, state, and local agencies, congressional offices, and Board-level committees—to build consensus, inform regulatory process design, and drive adoption of best practices.

## Rob Cary

**Proposed Project Role:** Transportation Permits Subject Matter Advisor

### Background

Rob is an executive transportation leader with over 30 years of progressive statewide management and engineering experience, specializing in large-scale, multi-program transportation modernization initiatives. As former Chief Deputy Commissioner of the Virginia Department of Transportation, Rob led the nation's third-largest state-maintained transportation network, driving metric improvements across all agency functions by advancing innovation, business process transformation, and digital solutions. At Deloitte, Rob serves as a national leader in the Transportation practice, delivering next-generation strategies and digital engineering solutions to state agencies.

### Qualifications

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| **Relevant Education and Credentials** | • B.S. Civil Engineering, Virginia Polytechnic Institute and State University<br>• Professional Engineer, Virginia (PE# 24772) & Florida (#98973)<br>• Sustainability Certificate, Sustainability Accelerator/MIT Sloan School of Management |
| **Applicable Skills/ Qualifications** | • Executive Leadership of Large State Agencies<br>• Program Design, Construction, Maintenance, Operations<br>• Transportation Technology: Digital Engineering, Asset Management, GenAI, Digital Twin<br>• Policy Development for Sustainable & Resilient Infrastructure |

### Experience Summary

- Provided executive leadership for Virginia Department of Transportation, directing 7,700+ employees, 3,700+ projects, and a $7.2B annual budget, advancing results in administration, planning, design, maintenance, and statewide operations.
- Led digital transformation initiatives for state DOTs, including modernizing business systems, maintenance management, permitting processes, and EV infrastructure implementation.
- Led process and technology transformation for major public sector clients, including the Utah DOT's Project Development System, Arizona DOT's Capital Project & Maintenance Modernization, and Virginia DOT's innovative digital twin and GenAI programs for asset management.
- Chaired environment and sustainability initiatives to reduce emissions and increase resiliency by championing advanced policy and technology adoption.
- Delivered successful public-private partnerships to support express lane expansion, electric vehicle infrastructure, and large-scale modernization of permitting and asset management functions.
- Managed policy direction, executive oversight, and program delivery across departments including technology, maintenance, finance, and strategic innovation.
- Implemented digital solutions, user-centric process redesign, and technology-driven organizational change to improve service delivery, transparency, and operational performance for multimodal transportation networks.
- Served as Program Manager to Federal Highway Administration and multiple state agencies on strategic integration of transportation data, policy, analytics, and next-gen infrastructure systems.

## Ajit Chandragiri

**Proposed Project Role:** Technology Consultant

### Background

Ajit has 14+ years in IT Service Management, including 9+ years in ServiceNow development and support. He translates business requirements into technical specifications and designs solutions using ServiceNow for ITSM needs. Ajit leverages his extensive knowledge and experience to deliver end-to-end methodologies within ServiceNow, including architecting technical implementations of IT Infrastructure Library (ITIL) processes.

### Qualifications

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| **Relevant Education and Credentials** | • Bachelor of Engineering, University Visveswaraya College of Engineering, Bangalore<br>• Certified System Administrator (CSA)<br>• Certified Application Developer (CAD)<br>• Certified Implementation Specialist: IT Service Management and Human Resource Management |
| **Applicable Skills/ Qualifications** | • ServiceNow development and support<br>• IT Service Management (ITSM)<br>• Architecting technical implementations of ITIL processes |

### Experience Summary

- Designed and implemented ServiceNow solutions tailored to IT Service Management requirements by applying technical specifications derived from business needs.
- Led implementations that meet or exceed client uptime, reporting, and other required metrics.
- Applied in-depth knowledge in ServiceNow to support technical delivery across ITIL-aligned processes.
- Utilized certified skills and broad platform experience to develop and support end-to-end ServiceNow implementations, from initial requirements through full deployment.
- Configured and created Response and Resolution SLAs (Service-Level Agreements) and OLAs (Operational Level Agreements) to report performance within ServiceNow. He has configured periodic reminder notifications for near-breach (70-90%) SLAs.

# Asad Raheem

**Proposed Project Role:** Technology Analyst

## BACKGROUND

Asad specializes in product management, business process improvement, and digital transformation for public sector clients. Asad has played a key role in supporting the Internal Revenue Service (IRS) and the Food and Drug Administration (FDA) in their modernization efforts. He works closely with client leadership to identify opportunities for leveraging technology to automate legacy processes, enhance user experiences, and meet evolving compliance requirements. Prior to Deloitte, Asad supported the Centers for Medicare and Medicaid Services (CMS) as a business process development analyst, contributing to process optimization and digital innovation initiatives.

## QUALIFICATIONS

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| **Relevant Education and Credentials** | • Bachelor of Science, Information Science, University of Maryland<br>• ICAgile Certified Professional (ICP), 2022<br>• Trained in PowerBI and SAFe for Teams |
| **Applicable Skills/ Qualifications** | • Product Management<br>• Business Process Improvement and Legacy System Modernization<br>• Digital Transformation |

## EXPERIENCE SUMMARY

- Prioritized and defined future system enhancements through requirements analysis, requirements gathering, and client collaboration; Developed multiple database schema PDM & Metadata diagrams for client presentation and approval.
- Supported the IRS in a product management role, leading requirements gathering and collaborating with business and IT leadership to modernize taxpayer and tax professional applications; translated client objectives into business and technical requirements for developments and testing by the agile delivery team; defined requirements and collaborated with internal delivery teams from Product to UX to SE to provide proper execution of client vision and timely delivery to consumer.
- Led teams in requirements gathering, solution design, and client communication for healthcare initiatives at CMS; translated business requirements for technical teams, managed API structures, and developed training materials.

# Luke Sinn

**Proposed Project Role:** Functional Consultant

## Background

Luke brings unique cross-functional experience in both technical and functional roles, primarily serving state government clients. He specializes in implementing a wide range of ServiceNow modules, including Integrated Risk Management, Customer Service Management, Public Sector Digital Services, and IT Service Management, and is skilled in developing custom solutions that address unique client needs. With a focus on both development and functional responsibilities, Luke consistently delivers technology-driven improvements by aligning solutions with organizational goals and emphasizing streamlined processes and clear communication.

## Qualifications

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| **Relevant Education and Credentials** | • Bachelor of Science, Security and Risk Analysis, The Pennsylvania State University<br>• ServiceNow Certified System Administrator (CSA)<br>• CompTIA Security+ (Plus)<br>• Certified SAFe 6 Practitioner (Scaled Agile Framework) |
| **Applicable Skills/ Qualifications** | • JavaScript, SQL, R, Python<br>• Tableau, Jira, ArcGIS, Microsoft Office Suite |

## Experience Summary

- Led cross-functional teams in ServiceNow deployments and implementations, ensuring cohesive collaboration, streamlined integration, and achievement of project milestones.
- Implemented multiple modules across the platform in addition to custom apps.
- Developed custom ServiceNow applications and tailored out-of-the-box capabilities to client business requirements.

# Quyen Tu

**Proposed Project Role:** UI/UX Designer

## Background

Quyen is a UX Designer with experience in designing ServiceNow service portals for both government and private sectors. She has led design projects from discovery to design QA, leveraging design thinking to solve complex design problems. She graduated from California State University of Northridge in Psychology and holds a certification in UX/UI Design from DesignLab. Additionally, Quyen is a Certified System Administrator (CSA) for ServiceNow.

## Qualifications

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| **Relevant Education and Credentials** | • Bachelor of Arts in Psychology, California State University of Northridge, 2014<br>• UX/UI Design, DesignLab, 2021<br>• ServiceNow Certified System Administrator (CSA), 2025 |
| **Applicable Skills/ Qualifications** | • Specialist: Figma, Lucidchart<br>• ServiceNow, Sketch<br>• Microsoft Suite, Adobe Acrobat |

## Experience Summary

- Designed an onboarding portal for a state government client, streamlining permitting and business approval processes by integrating multiple user authentication methods and tailoring workflows for applicants, business owners, and internal staff.
- Facilitated collaborative design workshops and conducted requirements gathering with senior management, translating operational needs into actionable ServiceNow interface designs and clickable prototypes for state government stakeholders.
- Developed wireframes, interactive prototypes, and high-fidelity ServiceNow mockups for government portals, ensuring alignment to both user journeys and agency brand standards.
- Led design for Public Digital Services Government Service Portal, mockup design workflows and user interactions within ServiceNow to support funding and application processes across multiple regions.
- Conducted comprehensive design quality assurance (QA) on ServiceNow builds to confirm fidelity between approved designs and delivered solutions; supported iterative improvements in direct collaboration with developers and business leads.
- Leveraged ServiceNow Workspace and Playbook to redesign agent workflows, improving usability for a Federal Agency.

# Section I: Assumptions

Ways of Working:

- One (1) week prior to kick off, the State will form a Platform Steering Committee comprised of representatives from the two prioritized pilot agencies and the Department of Administration. The Platform Steering Committee will meet at least once a week for status meetings and to make project and solution decisions. West Virginia will designate a chairperson for the committee to make final decisions as needed
- The scope of the engagement as documented above shall remain unchanged, except as otherwise agreed by Deloitte and the State in writing.
- The State will manage the logistics around scheduling interviews, meetings, and joint application design sessions for the Deloitte team and timely data request fulfillment.
- Deloitte will make diligent efforts to provide objective, evidence-based advice during the course of this engagement; will work collaboratively with the State to confirm plans, collect data, and refine deliverables per the project plan; and will identify and escalate issues on a timely basis.
- Changes to project assumptions, as well as engagement risks or challenges (e.g., pushback raised by any agencies or project participants/stakeholders), will be documented and communicated to appropriate individual(s) for discussion and approval. Roadblocks will be escalated by Deloitte and resolved by the State Project Leadership and/or the State Project Manager in by their target resolution dates to adhere to the engagement timeline. Should these challenges and roadblocks not be resolved, Deloitte will share with State Project Leadership the impact to timeline, scope, and fees in a timely fashion.
- Deloitte will define an approach for managing changes (e.g., institute a Change Advisory Board to govern enhancement requests, security updates, etc.)
- The State Project Manager will promote resolution of open risks and issues by their assigned target resolution dates and in a consistent manner along with leadership oversight of the responses.
- It is understood and agreed that the Services hereunder may consist of advice and recommendations, but all decisions in connection with the implementation of such advice and acceptance of recommendations shall be the responsibility of, and made by, the State.
- All Deliverables for which Deloitte has the primary responsibility to prepare will be subject to the review and approval of the State. The engagement plan and Deloitte's fees are based on the understanding that the review of a deliverable will be completed in five (5) working days after delivery, unless a different number of days is mutually agreed to. It is important that all deficiencies (if any) be identified at the time of the initial review in order not to delay the engagement or the availability of resources needed to make changes. Deliverables requiring only minor corrections, which Deloitte has agreed to undertake within specified times, will be deemed approved so that Deloitte's Services may continue as planned in order for Deloitte to carry on with the remainder of its Services where dependencies may exist.
- If the State does not respond / have feedback within 5 business days, the deliverable approval will be escalated per the defined escalation process. If feedback is provided, Deloitte will update the deliverable for review within 2 business days with the expectation that the State provide acceptance of the deliverable or coordinate with Deloitte to complete a working session to confirm any remaining updates within 2 business days.
- In the event of any delays caused outside of Deloitte's direct control, a change or deviation in scope, any failure of any stated assumptions, or the State's (or its vendor's) failure to meet their obligations, Deloitte's ability to perform as set forth herein may be adversely impacted and an equitable adjustment to scope, cost and schedule will be agreed to by the parties in a change order to account for the impact. If such change order is not mutually agreed to within fifteen (15) days of Deloitte's notification to the State of such impact, Deloitte may suspend or terminate the Services upon written notice to the State.

- Deloitte total fees estimate is based on the nature and scope of work, the expected resource requirements, and resource commitments from State of West Virgina, the anticipated duration, and the other project assumptions. Deloitte will work with State to manage the scope of the services within the fee estimate, but the parties agree that actual fees may differ from this estimate. Should either party identify appropriate changes in scope or other issues that would affect the estimated total fees, that party will inform the other party, and the parties will discuss and agree on the impact on the fee estimate in accordance with the Change Order process.

ServiceNow Licenses and Environment

- The State will procure licenses for ServiceNow (e.g., via Carahsoft contracts - GSA MAS 8F 47QSWA18D008 or OMNIA Region 4 R240303). The licenses need to be purchased by the State and fully available for the parties' purposes in carrying out the project plan without impediment by the end of the second week of the project. Licenses should cover the foundation of ServiceNow PSDS, Workflow Data Fabric, and 3 FedRamp Environments. Deloitte will work with West Virginia to confirm the required licenses to support the solution included in this proposal.
- Platform security and Tier 4 support for the FedRamp instance of ServiceNow will be the responsibility of ServiceNow, not Deloitte.
- The State will ensure mid-servers are up and running in order to connect instances to ServiceNow environments no later than 10 business days following project kick-off.
- Development resources from one state agency will be available for integration testing during SIT and UAT periods and will drive the design of the logic to determine what data should be available in ServiceNow.
- Development and Testing environments will be available to conduct testing and prepare for the push to Production.

Solution Architecture, Workflow Design, Integrations:

- The Deloitte team will be given timely access to data and documentation in electronic format where feasible to provide ease of use and manipulation for analysis (e.g., Excel rather than PDF, documented requirements vs. meeting recordings, etc.).
- Deloitte will align with West Virginia's security processes and leverage West Virginia's Single-Sign-On (SSO) for account creation, registration, maintenance, and sign-on using ServiceNow's built in capabilities. SSO must be available by the end of week 2 of the project.
- Workflows and approvals will be streamlined and consolidated as much as possible for a consistent user experience. Exceptions will be treated as enhancement requests. Enhancements are not in scope but can be prioritized as in scope through mutual agreement between State and Deloitte in accordance with the Change Order process.

Data Migration

- Deloitte will not conduct data clean up or conversion for historical data. Agency users can follow the approach for uploading historical data as outlined in Section B.
- Deloitte will provide one common template for all agencies to use to populate historical data to be loaded in ServiceNow.
- Deloitte will not perform data transformation unless State exercises optional Data Migration activities. Costs for these activities are covered in the Cost Sheet attachment.

# Section J: Deloitte's Exceptions

Per Section 21 of the Request for Proposal ("RFP"), dated October 24, 2025, the following is a list of exceptions, clarifications, or other proposed modifications in the bid from Deloitte Consulting LLP related to the General Terms and Conditions (GTC).

1. Section 9, Insurance. While we can generally agree to the listed amounts of insurance, we would like to discuss certain reasonable, industry standard changes to allow the provision to conform to our insurance policies, which align with standard policies of major national service providers.
2. Section 12, Liquidated Damages. We would like to discuss clarifications regarding the liquidated damages requirements, such as the following: the maximum amount at risk; a requirement that we would not be responsible for issues outside of our control, including but not limited to, issues cause by the State or any third party; that the applicable date would be set forth in accordance with a mutually agreeable project plan; that the liquidated damages would by the State's sole and exclusive remedy for violations of the clause; and the amount of fees payable per day, should the liquidated damage clause be violated, should be subject to discussion.
3. Section 13, Acceptance. We look forward to clarifying each party's obligations regarding acceptance of deliverables. For example, deliverables, rather than services, should be subject to review, and the review should be based upon whether the deliverables conformed to acceptance criteria in all material respects. Further, we should be able to rely upon any acceptance as final approval of such deliverables.
4. Section 14, Pricing. We would like to discuss the pricing requirement, given the length of the contract. An annual adjustment to pricing should be included, for example.
5. Section 15, Payment in Arrears. We would like to discuss the billing and payment criteria to be consistent with our standard practices. For example, all invoices should be due and payable within 30 days. We would like to retain the right to suspend or terminate services in case of non-payment.
6. Section 20, Cancellation. We would like to discuss the termination rights set forth in Section 20, including clarification that any termination for cause would be subject to a reasonable cure period, and clarifications regarding remedies in the event of breach.
7. Section 21, Time. We believe that a time is of the essence clause is not appropriate for commercially provided services, such as the professional services contemplated under the RFP.
8. Section 23, Compliance with Law. We would like to clarify that we would comply with any federal, state or local laws that are applicable to us in our performance of services hereunder.
9. Section 29, Warranty. We can agree that our services will be provided in a good faith and professional manner. We disclaim all other warranties. However, we look forward to discussing clarifications regarding this warranty, and are open to such suggestions.
10. Section 31, Privacy, Security and Confidentiality. While we can generally agree to reasonable confidentiality provisions, we would like to discuss the details and applicability of the State's Information Security Accountability Requirements. For example, we wish to discuss reasonable clarifications to the Business Associate Addendum.
11. Section 37, Indemnification. We are amenable to indemnifying you for claims alleging infringement by our Deliverables subject to our standard exceptions. We can also agree to a mutual indemnity for bodily injury, death or damage to real or tangible personal property. We will be happy to discuss any other indemnities you think are applicable to our services.
12. Section 40, Reports. We note the broad requirement to provide any reports that the Purchasing Division may request. We wish to clarify exactly which reports will be required.
13. Section 47, Disentanglement Clause. We would like to clarify that the terms of any transition shall be

set forth in a mutually agreeable change order between the parties. We would like to discuss other reasonable changes to the clause, such as the vendor not being responsible for "all costs associated with its disentanglement obligations."

14. New Sections to be Added. Except for the concepts broadly discussed here, we would like to add in (i) a limitation on damages provision that would limit our mutual liabilities to the fees paid under the agreement, and (ii) a provision detailing our respective responsibilities.