



## Quotation for Strategic Planning West Virginia Division of Natural Resources



February 12, 2018



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Since 1953



February 12, 2017

Ms. Angela White Negley  
Property and Procurement Office  
West Virginia Division of Natural Resources  
324 4<sup>th</sup> Avenue  
South Charleston, WV 25303

Dear Ms. Negley:

Thank you for the opportunity to propose our management consulting services. The following proposal contains our thoughts on an approach to assist West Virginia Division of Natural Resources in an inclusive, iterative, and public strategic planning process.

The Hill Group's 65-year history of strategy development for organizations across sectors and industries coupled with our depth and breadth of knowledge and experience with state and local government and strategy development uniquely positions us to partner with you on this effort. We have facilitated large-scale visioning, public participation, and data-driven planning processes for many public entities.

Our proposed approach leverages this collective experience and expertise in guiding you to articulate a vision and high-level goals for the future, to develop a series of actionable steps to fulfill your mission and vision, and to ensure pertinent stakeholders remain engaged for long-term implementation success. It would be a pleasure to partner with you on this important work. Please let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Chris W. Brussalis".

Chris W. Brussalis  
President & CEO

CWB/jrp  
Attachments

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## Introduction

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The West Virginia Division of Natural Resources (DNR) aims to provide and administer a long-range comprehensive program for the exploration, conservation, development, protection, enjoyment, and use of the natural resources of the State of West Virginia.

The agency now seeks to develop a strategic plan that will guide its strategy and operations for the next three-to-five years, articulating the major pillars and goals that will drive the work of nearly 825 full-time and 1,000 part-time staff across four separate sections and two offices. Together, the staff of DNR are responsible for thirty-five state parks spanning more than 77,000 acres, 20,000 miles of fishable streams and rivers, nearly half-a-million acres of public wildlife management areas and state forests, and a myriad of regulatory and enforcement activities that continue to make West Virginia an international destination for outdoor activities and adventure.

The Hill Group, Inc. – a 65-year-old management consulting firm based near Pittsburgh, Pennsylvania – is prepared to partner with DNR and its many stakeholder across the state to facilitate planning. We have partnered with a number state governments and agencies, for-profit, and non-profit organizations on large-scale planning efforts, some of which is described in the References section of this proposal.

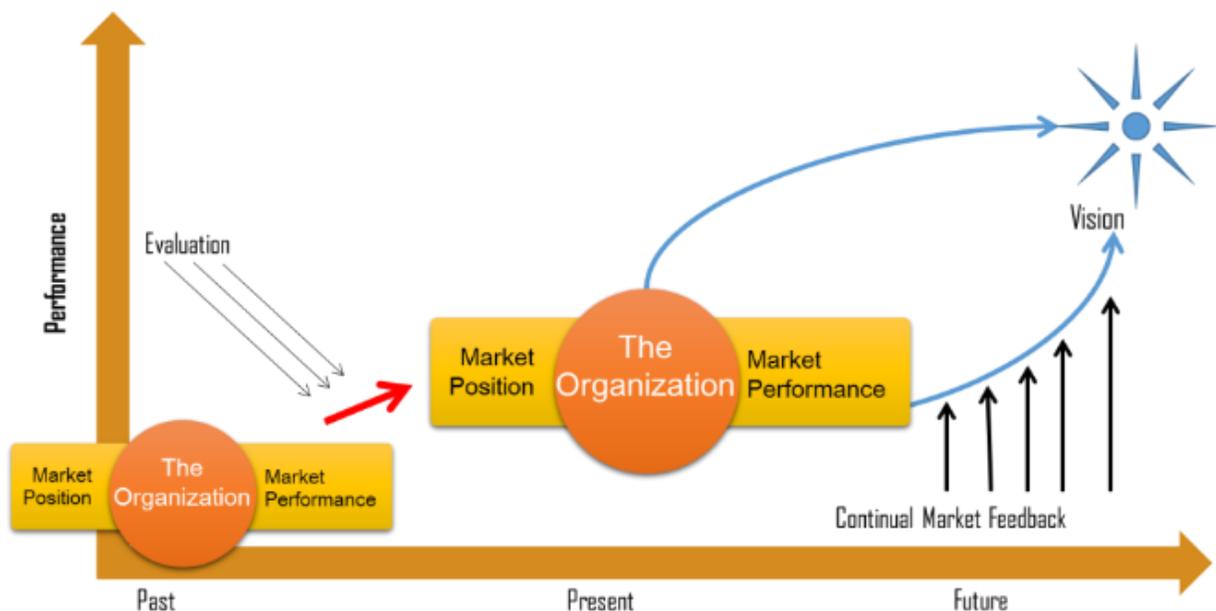
For this project, in alignment with the scope of work provided, we propose a partnership with DNR to design a thorough planning process, meaningfully engage a significant number of diverse stakeholders from around West Virginia, and convene a core Steering Committee to move through a iterative strategy development process. This will result in refine mission, vision, and values statements, a series of major initiatives, and an actionable plan for achievement for DNR.

## Planning Philosophy and Framework

The following section provides insight on The Hill Group’s approach to strategic planning. This philosophy and our frameworks for planning and stakeholder engagement serve as the foundation for our work together. The project goal is then defined and a detailed project methodology follows along with a timeline, deliverables, and references from similar projects.

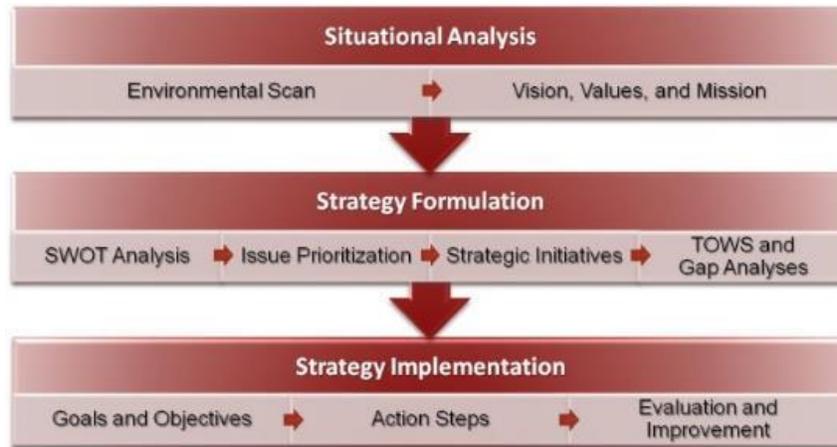
Strategic planning is a powerful management tool designed to help organizations adapt to anticipated environmental changes. It provides an overview and analysis of the organization and its relevant environment – describing the organization’s capabilities and recognizing key external factors affecting its success. The strategic planning process prescribes an action plan of how the organization will capitalize on its strengths and minimize or mitigate its weaknesses or threats in the context of the needs and expectations of its industry and target market. An effective strategic plan is regularly used and frequently revised to reflect new trends or developments in the marketplace. The strategic plan is both an analytical tool and a working document that guides action over a specified period of time, enabling the organization to achieve its vision (Figure 1).

Figure 1: Strategy of the Enterprise



The Hill Group's framework for strategic planning (Figure 2), like many strategic planning models, typically contains three phases: Situational Analysis, Strategy Formulation, and Strategy Implementation. Time devoted to each phase of the strategic planning process may vary depending upon the current state of DNR. The model is flexible enough to change as needs dictate.

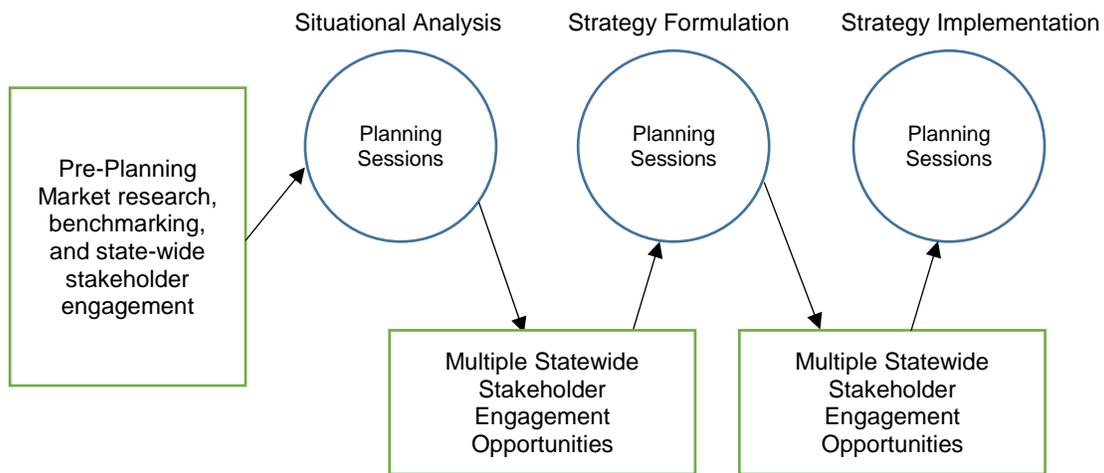
Figure 2: Strategic Planning Framework



The ideal application of the strategic planning framework requires sufficient time between planning sessions to allow for thorough stakeholder engagement. At each step in our process, consultants will engage key stakeholder groups to communicate the questions, findings, and recommendations of the Steering Committee and garner feedback to inform planning. The Hill Group's stakeholder and market research-driven approach to planning improves the quality of the strategic plan while maximizing the likelihood of stakeholder acceptance and successful implementation of strategies.

To maximize the effectiveness of the planning process, technical expertise from the Steering Committee members will be combined with input from internal and external stakeholders. Several opportunities are provided for additional stakeholders to review the team’s work and provide feedback throughout the process. The following diagram (Figure 3) depicts the general stakeholder engagement framework for this planning process. Additional planning sessions and stakeholder feedback opportunities are included in the project methodology detailed in the following pages.

Figure 3: Overview of Stakeholder Engagement Process



The Hill Group will use these processes and techniques to incorporate market data and actively engage stakeholders to formulate a comprehensive and effective Strategic Plan. Utilizing this framework, DNR will have the market and stakeholder intelligence that will enhance the ability to generate strategic initiatives, goals, and action steps necessary for long-term strategy development and annual operating plans.

## Project Methodology

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The goal of this project is to facilitate and develop a new multi-year strategic plan for DNR.

This project goal will be accomplished in three phases.

Phase	Description
<b>Task 1:</b> Preliminary Research and Analysis	Design a planning process and conduct primary and secondary market research to inform the strategy development process for DNR
<b>Task 2:</b> Strategic Planning Meeting Facilitation	Prepare for and facilitate at least one 1.5-to-2 day strategic planning retreat with DNR leadership and possible facilitate other planning sessions to gather intel for strategy development
<b>Task 3:</b> Strategic Plan Development	Draft and finalize a new vision, mission, set of values or core beliefs, strategic initiatives, goals, objectives, and action plans for implementation, including a process for prioritization and sequencing

Each phase is operationalized through a series of project objectives and tasks. Performance of these objectives and tasks will lead to the achievement of the project goal.

## **Task 1: Preliminary Research and Analysis**

### **1. Establish project vision, refine scope, and develop stakeholder participation strategies**

- 1.1. Review anticipated project outcomes and overall project plan, timeline, and milestones with DNR
- 1.2. Develop project management protocols and methods of regular communication between consultants and DNR, including no fewer than one Steering Committee meeting two months throughout the process with conference call touch points in between (or other cadence as requested)
- 1.3. Inventory and select a diverse group of stakeholders to compose the Steering Committee team to include DNR and possibly other stakeholders
- 1.4. Identify key stakeholder groups to be interviewed and involved in focus groups, possibly including other DNR entities, state government departments, natural resource stakeholders throughout the state, and others
- 1.5. Identify and develop strategies to engage other internal and external stakeholders to collect the necessary information outlined in the following objectives, utilizing interviews, focus groups, and electronic surveys
- 1.6. Work with DNR and Steering Committee to develop a process to identify, collect, and analyze relevant data throughout the planning process

### **2. Conduct market research and benchmarking to understand DNR's evolving operating environment**

- 2.1. Work with Steering Committee to develop questions and protocols for interviews, focus groups, and surveys to be deployed throughout the planning process
- 2.2. Develop a schedule, agendas, and supporting materials for interviews, focus groups, and surveys
- 2.3. Collaborate with DNR team to develop a Strategic Planning Website (or similar) to inform the public and collect stakeholder input (DNR will program and/or develop and host the site, if needed)
- 2.4. Work with Steering Committee to publicize and promote stakeholder engagement opportunities to be held throughout the state
- 2.5. Facilitate and capture written input for all pre-planned stakeholder engagement activities, possibly including:
  - Up to 3 electronic or paper-based surveys (printing costs to be covered by DNR)
  - Up to 25 telephone interviews with key stakeholders throughout West Virginia
  - Up to 15 in-person interviews with stakeholders throughout West Virginia

- Up to 10 community input meetings or stakeholder focus groups throughout West Virginia
  - A one-day Natural Resources Planning Summit for external stakeholders (if desired)
- 2.6. Synthesize all written input from stakeholder engagement activities and create a Primary Research Report that identifies stakeholder preferences and priorities to inform planning
  - 2.7. Conduct secondary market research using publicly-available data sources to analyze trends in natural resources policy and management or other topics identified by Steering Committee or stakeholders
  - 2.8. If warranted, benchmark and profile up to five peer, competitor, and aspirant Divisions or Departments to inform planning
  - 2.9. Synthesize secondary research and benchmarking findings and create a Secondary Research Report that identifies issues or trends for consideration by the Steering Committee throughout the planning process

## **Task 2: Strategic Planning Meeting Facilitation**

### **3. Facilitate a Situational Analysis session and stakeholder feedback opportunities**

- 3.1. Facilitate one half-day planning session with the Steering Committee to:
  - Review the strategic planning process
  - Review the Primary and Secondary Market Research Reports and initial stakeholder feedback
  - Conduct an environmental scan to identify internal or external issues that may impact West Virginia natural resources across the macro, industry, competitive, and internal environments
- 3.2. Facilitate up to three additional stakeholder engagement opportunities (likely interviews or focus groups) to efficiently and effectively collect data and insight in order to validate and refine outcomes

### **4. Facilitate a Strategic Planning Retreat for DNR focused on Strategy Formulation and Strategy Implementation**

- 4.1. Facilitate a 1.5-to-2 day retreat with the Steering Committee and DNR leadership to:
  - Review the strategic planning process
  - Review the Primary and Secondary Market Research Reports and initial stakeholder feedback
  - Review outcomes from Environmental Scan
  - Review and, if needed, refine DNR mission and evaluate its current relevance
  - Envision the future for DNR and modify its vision, if necessary
  - Discuss values or beliefs statements that DNR can use to guide daily operations, inform stakeholders, and define organizational culture
  - Identify internal strengths and weaknesses and external market opportunities and threats via SWOT and TOWS analyses (Figure 4)
  - Utilize quantitative and qualitative decision-making tools to prioritize issues (Figure 5)
  - Assess the relative probability and impact of each internal and external issue using tools such as the Three-Dimensional Issue Plot (Figure 6)
  - Define overall priority areas or strategic initiatives
  - Conduct a gap analysis (Figure 7) for each priority area or initiative to articulate the desired future state, the current operational state, and the activities necessary to reach future desired state
  - Draft short, medium, and long-range goals and objectives for agricultural sectors
  - Identify benchmarks of success for formative and summative evaluation of goal achievement

Figure 4. TOWS Matrix

**TOWS Matrix Analysis**  
 This tool begins the process of strategy development by systematically creating strategies based on strengths, weaknesses, opportunities, and threats from the SWOT Analysis. This is not an exhaustive tool. It is meant to jump start the strategy development process.

	Opportunities	Threats
Strengths	Strategies that use Strengths to take advantage of Opportunities	Strategies that use Strengths to avoid or mitigate Threats
Weaknesses	Strategies that take advantage of Opportunities by overcoming Weaknesses	Strategies that minimize Weaknesses and avoid or mitigate Threats

Figure 5. Pareto Analysis and Issue Prioritization (Sample)



Figure 6. Three-dimensional Issue Plot (Sample)

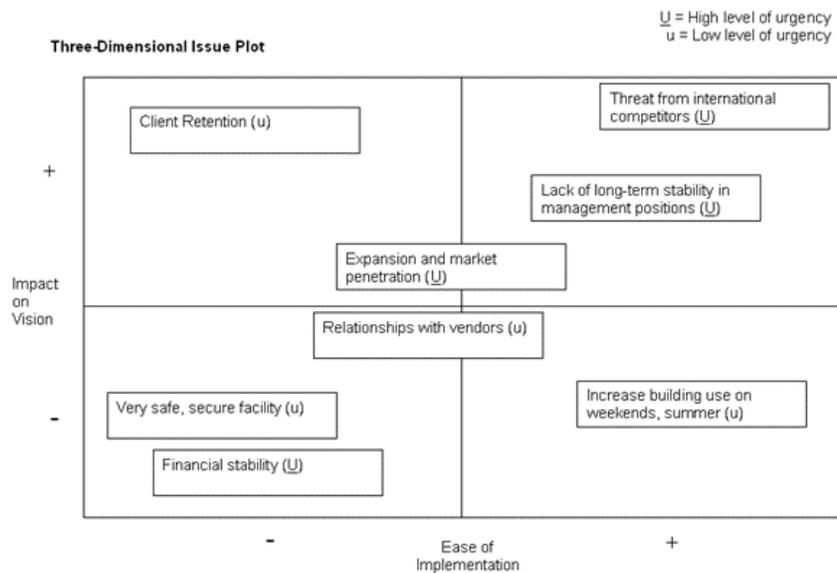


Figure 7. Gap Analysis Worksheet

Present Situation	Gap	Targeted Situation
For example: List <b>current</b> competencies, resources, organization, competition, technology, customer needs, strategy, etc.	For example: List <b>deficiencies</b> between the present situation and the targeted or desired situation. What do you need <i>more of or less of</i> to get to targeted situation?	For example: List <b>desired</b> competencies, resources, organization, technology, customer needs, probable competition, etc.

- 4.2. Facilitate up to three additional stakeholder engagement opportunities (likely interviews or focus groups) to efficiently and effectively collect data and insight in order to validate and refine outcomes

### **Task 3: Strategic Plan Development**

#### **5. Develop a detailed strategic plan and action plan for implementation**

- 5.1. Work with Steering Committee or, if desired, a select group of staff members through a half-day session to detail SMART action plans aligned with goals and objectives:
  - Translate goals into SMART (specific, measureable, actionable, realistic, time-sensitive) objectives
  - Ensure accountability in implementation by identifying champions, start dates, completion dates, effectiveness/efficiency measures, resources/budgets, and dependencies for all operating plans
  - Estimates of scheduling and dependencies
  - Estimates of necessary resources
- 5.2. Develop a full draft of the strategic plan no later than Fall 2018 and solicit feedback through up to two rounds of reviews and edits
- 5.3. Incorporate feedback from Steering Committee and DNR leadership and finalize a strategic plan
- 5.4. If requested, recommend an electronic project management software such as Cascade, Achieve IT, Taskstream, or Nuventive TracDat to facilitate the implementation, management and evaluation of the strategic plan<sup>1</sup>
- 5.5. Provide advice and counsel on a discipline of strategic management that DNR can deploy to manage plan implementation and develop a culture of continuous improvement

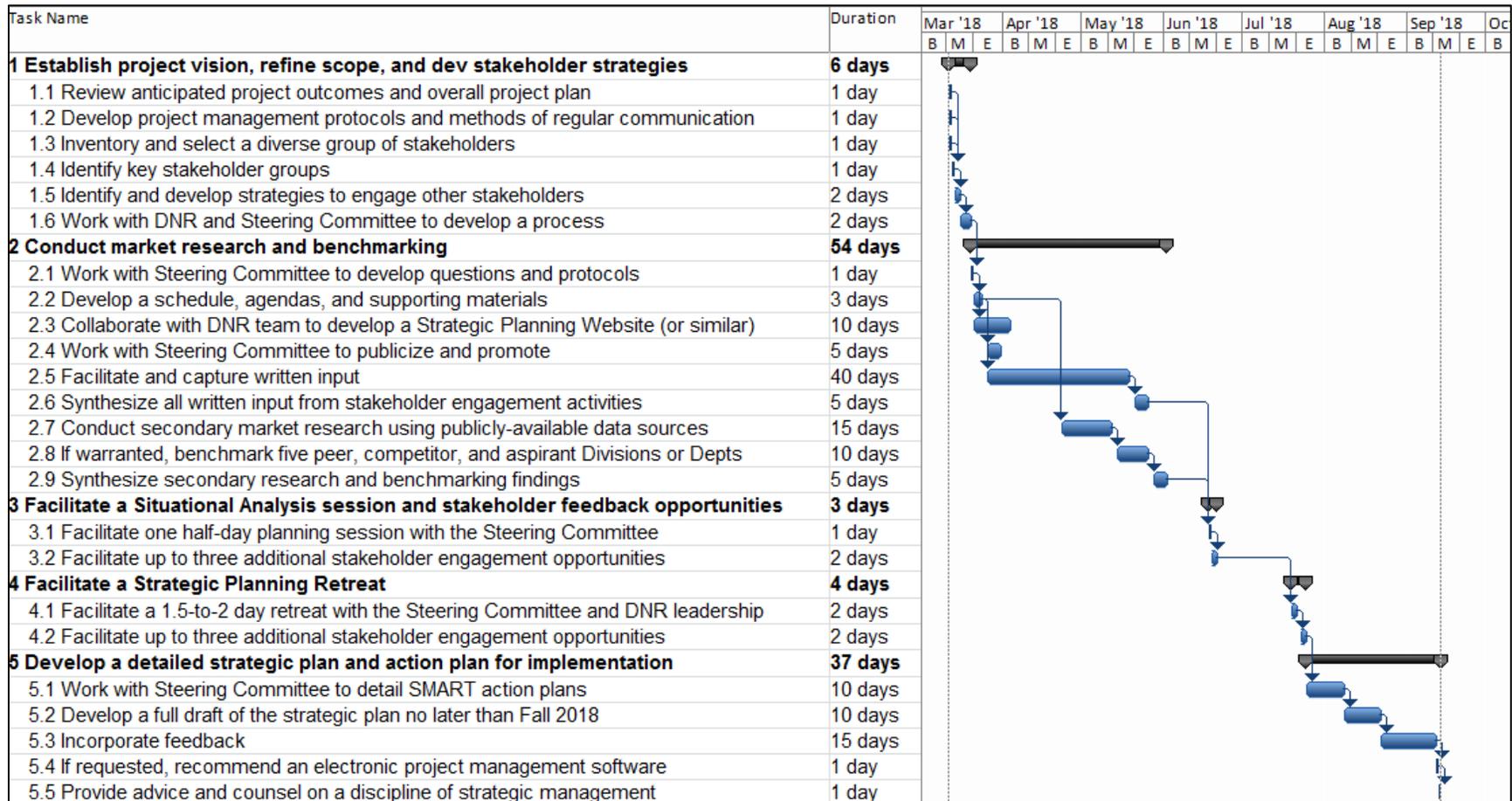
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<sup>1</sup> Fees for the purchase of strategic plan management software are not included in this proposal.

## Project Timeline

This project is expected to take approximately 8 months to complete from March to September 2018 (Figure 8). All timelines depend upon the ability to receive information from DNR and schedule meetings with stakeholders.

Figure 8. Project Timeline



## Deliverables

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The following deliverables will be provided throughout this project:

- Finalized design for a stakeholder engagement and strategic planning process that is approved by DNR
- Identification and characterization of key project stakeholders and strategies to meaningfully engage them throughout the process
- Plans for and facilitation of various stakeholder engagement events and opportunities to perform market research and gather input for strategic planning
- If desired, a strategic planning website to inform and garner feedback from stakeholders (website to be programmed/developed and hosted by DNR, if desired)
- A Primary Research Report that synthesizes findings from all stakeholder engagement activities
- A Secondary Research Report that synthesizes findings from research on relevant trends and issues along with benchmarks and profiles of peer and aspirant organizations or initiatives
- Facilitation of a 1.5-to-2 day strategy retreat and up to 2 additional half-day retreats to conduct the Situational Analysis, Strategy Formulation, and Strategy Implementation phases of strategic planning
- Facilitation of additional stakeholder engagement activities between Steering Committee planning meetings to test ideas developed
- A 3-to-5 year strategic plan for DNR that articulates mission, vision, and values and priorities strategic initiatives with goals, objectives, and action plans for achievement
- Recommendations on software for strategic management implementation and evaluation

## Qualifications and Experience

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### About The Hill Group

Founded in 1953, The Hill Group, Inc. is a premier provider of management counsel, specializing in strategy, operations, and measurement. Our firm serves a wide range of private and public sector clients, including large corporations, institutions, nonprofits, and governments. Through sound strategy services, innovative solutions, and exceptional care, The Hill Group helps organizations focus to improve performance and to achieve results.

**Strategy** – *Envisioning an organization’s future, capitalizing on its opportunities, identifying strategic priorities, and implementing positive change.*

- Strategic Planning
- Business Planning
- Design & Facilitation of Planning Processes
- Decision Support & Analysis
- Turn-Around Management
- Market Research & Analysis
- Balanced Scorecard Design & Implementation

**Operations** – *Ensuring that an organization is efficiently and effectively utilizing its resources to its full potential.*

- Process Improvement
- Organizational Capacity Reviews & Assessments
- Business Modeling & Resource Allocation
- Turn-Around Management

**Measurement** – *Increasing an organization’s performance through measurement and continuous improvement.*

- Business Analytics & Intelligence
- Employee Opinion Surveys
- New Hire Surveys
- Exit Surveys & Interviews
- Internal & External Service Surveys
- 360-Degree Feedback Surveys
- Organizational Core Competency Development & Management
- Integrated Talent Management Processes

## Project Team

### Chris W. Brussalis, President & CEO – Project Principal-in-Charge



Chris Brussalis is President and CEO of The Hill Group, Inc. He is also Adjunct Professor of Management and Policy at the Heinz College, Carnegie Mellon University where he developed the College's course on Environmental Policy and Planning. Chris provides counsel in strategy to numerous *Fortune* 500 corporations, large institutions, and state governments. In addition to his professional efforts, Chris owns and operates an agricultural enterprise of his own, a small farm in southern Allegheny County, Pennsylvania. He is active in public policy and economic development and was appointed by Pennsylvania's Governor to serve on the Commonwealth's Small Business Council and by the Secretary of the Air Force as one of 100 distinguished American leaders to attend the National Security Forum. Chris serves on several boards, including the national ALS Association (former Executive Committee and Chair of Public Policy/Advocacy), American Society for Competitiveness, Regional Learning Alliance (Chairman), Leadership Pittsburgh (Past Chairman), Phi Delta Theta International Fraternity (Treasurer) including oversight of its international foundation, Eberly College of Business at Indiana University of Pennsylvania, and Waynesburg University MBA and Doctor of Nursing programs. Driven by the growth of the firm's higher education practice, Chris recently completed another doctorate from Northeastern University where he researched the impact of higher education on economic and workforce development.

### Jordan R. Pallitto, Vice President, Consultant – Project Manager



Jordan Pallitto, Vice President with The Hill Group, specializes in strategy development and business planning across sectors. He is a Pennsylvania Association of Nonprofit Organizations (PANO) *Standards for Excellence* Licensed Consultant. He currently serves as Chairman of the Board of The Consortium for Public Education, on the Board of Directors of the Community Foundation of Westmoreland County (now part of the Pittsburgh Foundation), Pennsylvania Association of Nonprofit Organizations, Hempfield Area Education Foundation, and on the advisory board for the Robert Morris University Health Services Administration program. He is a graduate of Leadership Development Initiative XV, a program of Leadership Pittsburgh, Inc, and a recipient of Pittsburgh Magazine's 40 Under 40 Award for 2015. He also serves as adjunct staff and lecturer at the Heinz College at Carnegie Mellon University. Jordan earned a Bachelor of Arts degree from Allegheny College and a Master of Science degree from the Heinz College at Carnegie Mellon University.

**Christina Stacey Brussalis, Vice President, Consultant – Project Support**



Christina Stacey Brussalis is Vice President of The Hill Group, Inc. Christina specializes in fundraising, media relations, strategic communications planning, and advocacy, helping corporate, nonprofit, and government clients build and maintain public support. She has led winning grassroots campaigns and has helped her clients launch ambitious and successful fundraising initiatives. Christina served both the administrations of Presidents William J. Clinton and George W. Bush in the White House and the Department of Defense and was Communications Director for U.S. Representative Jason Altmire. Christina also led outreach efforts for the Lawrence County (PA) District Attorney’s Office, where she implemented county-wide education initiatives and community events. She is past President of the Children’s Festival Chorus of Pittsburgh and a proud troop leader of Girl Scout Cadettes. Christina is a graduate of Baldwin-Wallace College in Berea, Ohio.

**Courtney Strauss, Consultant**



Courtney Strauss is a native Pittsburgher who earned her Bachelor of Arts degree from the University of Pittsburgh and a Master of Public Management from Carnegie Mellon University’s Heinz College. Courtney’s past work experience includes roles at Film Pittsburgh, Assemble, and Hillel Jewish University Center of Pittsburgh where she worked on creating and implementing data analysis and social media strategies, programming for young adult and arts initiatives, grant writing, and beyond. Courtney has served on various boards and committees, including J’Burgh and Pittsburgh Poetry Collective. She currently serves as a mentor, ambassador, and Teaching Assistant at the Heinz College. Courtney completed Carnegie Mellon University’s Future Faculty Program and recently guest lectured for CMU’s Heinz College Management Consulting course.

**Lauren N. Schuetz, Consultant**



Lauren Schuetz recently moved to Pittsburgh from Naples, Florida to join the team at The Hill Group. Lauren previously worked at Florida Gulf Coast University in the Office of The President, serving as the Director of Board Operations, where she worked with the Board of Trustees. Lauren earned her Bachelor’s Degree in Communication and her Master’s Degree in Public Administration, both from Florida Gulf Coast University. Lauren’s time in Higher Education has allowed her to work with various Boards and Committees on strategic planning and implementation. Lauren currently serves on the Board of the FGCU Alumni Association and volunteers with Big Brothers Big Sisters and Susan G. Komen Race for the Cure.

## References

<b>Rivers of Steel National Heritage Area – Strategy Development and Business Planning</b>	
<p>The Hill Group has partnered with the Rivers of Steel National Heritage Area on several strategic alliance and business planning projects since 2010. In 2015 The Hill Group provided business planning recommendations and analysis of a potential acquisition of a Pittsburgh area nonprofit organization. Consultants engaged many stakeholder groups from both organizations and evaluated strategic initiatives and outcomes on their adherence to Rivers of Steel's mission, vision, and values. Final recommendations focused on organizational structure and sustainability, program strategy, and opportunities for increased revenue and funding. Following The Hill Group's report, Rivers of Steel decided to execute the acquisition and expand its programmatic reach in Western Pennsylvania.</p>	
Reference	<p>August R. Carlino, President and CEO                      Rivers of Steel National Heritage Area                      623 E. Eighth Avenue                      Homestead, PA 15120</p>

<b>Point Park University – University and School-Level Strategic Planning</b>	
<p>The Hill Group partnered with Point Park University for multiple projects over the past decade on leadership transition and long-term planning projects. The most recent engagement included a market assessment and strategic plan development for the School of Business at Point Park. An quantitative and qualitative analysis of industry trends and needs informed the creation of a demand-driven strategic plan for the School, which will include the design and development of new programs to meet industry needs and the creation of new teaching and learning environments to maximize value to students, community, and the University. As part of planning, The Hill Group performed quantitative analysis of industry and regional demographic trends, facilitated multiple focus groups to engage hundreds of stakeholders, and facilitated long-term planning conversations with School and University leadership.</p>	
Reference	<p>Dr. Paul Hennigan, President                      Point Park University                      201 Wood Street                      Pittsburgh PA 15222-1984</p>

<b>Pennsylvania Workforce Investment Board – Statewide Workforce Analysis, Stakeholder Engagement, and Organizational Assessment</b>	
<p>Beginning in 2000, The Commonwealth of Pennsylvania and Pennsylvania Workforce Investment Board (PA WIB) began to take note that vacancies in health care occupations were increasing while enrollments in training and education were declining across the state. The Hill Group has partnered with the Commonwealth since this time to help the PA WIB and one of its advisory committees, Pennsylvania Center for Health Careers (PCHC), understand the dynamics behind these trends; assess its capacity and role in developing public policies to affect the trends; and develop and implement strategies to increase the number of people entering in and practicing health care professions in the Commonwealth. Specific initiatives include The Retention of Health Care Workers in the Commonwealth, Increasing Pennsylvania's Clinical Education Capacity, and Addressing Priority Issues in Selected Allied Health Occupations.</p>	
Reference	<p>Hon. Sandi Vito                      Former Secretary of Labor and Industry                      Commonwealth of Pennsylvania                      1171 S Cameron St.                      Harrisburg, PA 17104</p>

## Fee

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The fee for professional services and related deliverables for this project is \$69,500.00, detailed by project task and travel and lodging expenses as follows:

Phase	Professional Services Fee	Travel and Lodging Costs
Task 1: Preliminary Research and Analysis	\$20,000.00	\$1,500.00
Task 2: Strategic Planning Meeting Facilitation	\$24,000.00	\$1,500.00
Task 3: Strategic Plan Development	\$21,000.00	\$1,500.00
Subtotals	\$65,000.00	\$4,500.00

Professional service or travel requirements significantly above and beyond this proposed scope may require a change order. Both parties must agree upon additional costs or change orders in advance.

Respectfully submitted,



Chris W. Brussalis  
President & CEO

For additional information, please contact:

The Hill Group, Inc.  
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Carnegie, PA 15106-2456  
412.722.1111  
412.722.1220 FAX  
cbrussalis@hillgroupinc.com  
www.hillgroupinc.com

**Exhibit A – Pricing Page**

**REQUEST FOR QUOTATION  
West Virginia Division of Natural Resources  
Strategic Plan Development and Facilitation Services  
Exhibit A - Pricing Page**

Item No.	DESCRIPTION	Unit of Measure	Quantity	Amount
4.1.1	Task I: Preliminary Research and Analysis	Job	1	\$ 21,500.00
4.1.2	Task II: Strategic Planning Meeting Facilitation	Job	1	\$ 25,500.00
4.1.3	Task III: Strategic Plan Development	Job	1	\$ 22,500.00
<b>TOTAL:</b>				\$ 69,500.00

INCLUDING TRAVEL AND LODGING COSTS

THE HILL GROUP, INC.  
Company Name

  
Authorized Signature

FEB 12, 2018  
Date

JORDAN R. PALLITTO  
VICE PRESIDENT

# Purchasing Affidavit

STATE OF WEST VIRGINIA  
Purchasing Division

## PURCHASING AFFIDAVIT

**CONSTRUCTION CONTRACTS:** Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

**ALL CONTRACTS:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

**"Debt"** means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"Related party"** means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: THE HILL GROUP, INC.

Authorized Signature: [Signature] Date: FEB 12 2018

State of PENNSYLVANIA

County of ALLEGHENY, to-wit:

Taken, subscribed, and sworn to before me this 12 day of February, 2018.

My Commission expires 11-5, 2021.

**AFFIX SEAL HERE**

**NOTARY PUBLIC**

[Signature]

*Purchasing Affidavit (Revised 01/19/2018)*

Commonwealth of Pennsylvania - Notary Seal  
Lisa A. Moretti, Notary Public  
Allegheny County  
My commission expires November 5, 2021  
Commission number 1001855  
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES



THE HILL GROUP ™  
Management Consultants

Improve Focus. **Achieve Results.**  
*Since 1953*