SUBMIT TO:
PINELLAS COUNTY BOARD OF COUNTY COMMISSIONERS
400 S. FT. HARRISON AVENUE
ANNEX BUILDING – 6TH FLOOR
CLEARWATER, FL 33756

REQUEST FOR PROPOSAL

ISSUE DATE: May 5, 2015

PROPOSAL SUBMITTALS RECEIVED AFTER SUBMITTAL DATE & TIME WILL NOT BE CONSIDERED

PROPOSAL DUE: May 28, 2015 @ 3:00 P.M.
AND MAY NOT BE WITHDRAWN FOR 120 DAYS FROM DATE LISTED ABOVE.

DEADLINE FOR WRITTEN QUESTIONS: May 18, 2015 BY 3:00 P.M.
SUBMIT QUESTIONS TO: SUE STEELE, CPPB AT ssteele@pinellascounty.org
Phone: 727-464-4776 Fax: 727464-3925

THE MISSION OF PINELLAS COUNTY
Pinellas County Government is committed to progressive public policy, superior public service, courteous public contact, judicious exercise of authority and sound management of public resources to meet the needs and concerns of our citizens today and tomorrow.

PROPOSER MUST COMPLETE THE FOLLOWING
NO CHANGES REQUESTED BY A PROPOSER WILL BE CONSIDERED AFTER THE RFP OPENING DATE AS ADVERTISED. BY SIGNING THIS PROPOSAL FORM YOU ARE ATTESTING TO YOUR AWARENESS OF THIS POLICY AND ARE AGREEING TO ALL OTHER PROPOSAL TERMS AND CONDITIONS, INCLUDING ALL INSURANCE REQUIREMENTS.

PROPOSER (COMPANY NAME): Kurt Spitzer
Mailing Address: 719 East Park Ave
City/State/Zip: Tallahassee, FL 32301
Company Email Address: KurtSpitzer@ksa.net

REMIT TO NAME: Kurt Spitzer

FEIN#
Proper Corporate Identity is needed when you submit your proposal, specifically how your firm is registered with the Florida Division of Corporations. Please visit www.sunbiz.org for this information.

I HEREBY AGREE TO ABIDE BY ALL TERMS AND CONDITIONS OF THIS RFP, INCLUDING ALL INSURANCE REQUIREMENTS & CERTIFY I AM AUTHORIZED TO SIGN THIS RFP FOR THE PROPOSER.

AUTHORIZED SIGNATURE:

PRINT NAME/TITLE: Kurt Spitzer President

THIS FORM MUST BE RETURNED WITH YOUR RESPONSE
SECTION D – VENDOR REFERENCES

Proposal Title: Charter Review Facilitator
Proposal Number: 145-0141-P (SS)

THE FOLLOWING INFORMATION IS REQUIRED IN ORDER THAT YOUR PROPOSAL MAY BE REVIEWED AND PROPERLY EVALUATED.

COMPANY NAME: Kurt Spitzer and Associates, INC

LENGTH OF TIME COMPANY HAS BEEN IN BUSINESS: 26 years

BUSINESS ADDRESS: 719 East Park Ave

HOW LONG IN PRESENT LOCATION: 20 years

TELEPHONE NUMBER: 850-561-0904

FAX NUMBER: 850-222-4124

TOTAL NUMBER OF CURRENT EMPLOYEES: 5 FULL TIME _____ PART TIME

NUMBER OF EMPLOYEES YOU PLAN TO USE TO SERVICE THIS CONTRACT: __

All references will be contacted by a County Designee via email, fax, mail or phone call to obtain answers to questions, as applicable before an evaluation decision is made.

Proposers must have experience in work of the same or similar nature, and must provide references that will satisfy the County. Proposer must furnish a reference list of at least four (4) customers for whom they have performed similar services.

LOCAL COMMERCIAL AND/OR GOVERNMENTAL REFERENCES THAT YOU HAVE PREVIOUSLY PERFORMED SIMILAR CONTRACT SERVICES FOR:

1. COMPANY: Pinellas County CRC
   ADDRESS: 315 Court Street
   TELEPHONE/FAX: 727-464-3377
   CONTACT: __________
   CONTACT EMAIL: __________
   COMPANY EMAIL ADDRESS: __________

2. COMPANY: Hillsborough County
   ADDRESS: 601 E. Kennedy Blvd
   TELEPHONE/FAX: 813-272-6582
   CONTACT: Eric Johnson
   CONTACT EMAIL: JohnsonE@HillsboroughCounty.org
   COMPANY EMAIL ADDRESS: __________

3. COMPANY: Lee County CRC
   ADDRESS: 14658 Airways Blvd
   TELEPHONE/FAX: 239-565-0234
   CONTACT: David Owen
   CONTACT EMAIL: David.M.Owen1145@gmail.com
   COMPANY EMAIL ADDRESS: __________

4. COMPANY: Polk County
   ADDRESS: 330 W. Church Street
   TELEPHONE/FAX: 863-534-7605
   CONTACT: Jim Freeman
   CONTACT EMAIL: Linda McDonnell
   COMPANY EMAIL ADDRESS: __________
Pinellas County Board of County Commissioners
Proposal Number: 145-0141-P (SS)
Charter Review Facilitator

Proposal to Provide Consulting Services

to the

Pinellas County Charter Review Commission

Kurt Spitzer, Kurt Spitzer and Associates
in cooperation with
Herb Marlowe, Analytica Consulting
Qualifications and Experience

Kurt Spitzer and Associates (KSA) is a Florida corporation that was incorporated in 1989. Its primary focus is to provide services to Florida local governments. Kurt Spitzer is President and owner of KSA, and has over 30 years of experience working with Florida state and local governments.

This Proposal is submitted in cooperation with Analytica Consulting, a company owned by Dr. Herb Marlowe. Dr. Marlowe is a specialist in process architecture and facilitation. He combines expertise in process facilitation, creative thinking, conflict resolution and group decision making to help his clients develop consensus on effective strategies to achieve their desired results. He has extensive experience in working with numerous state and local governments, non-profit associations, charter commissions, etc. throughout Florida, including many projects in Pinellas County.

Mr. Spitzer has extensive knowledge of charter policies in Florida. KSA maintains its own database of practices and policies embedded in the 20 county charters in Florida. Through ongoing work with other charter counties, KSA is able to quickly perform research on answers to policy questions not readily available and can assist the Charter Review Commission in identifying issues for further examination in the review process. KSA is also able to identify persons from other jurisdictions to address the CRC on policy issues that it is considering.

Mr. Spitzer has served as staff or consultant to numerous charter study or review commissions, and other entities examining structural and service delivery mechanisms in city or county government, including services on county charters for jurisdictions ranging in size from under 30,000 to more than 1.7 million residents. An alphabetical listing of charter study or review commissions that have engaged KSA to provide consulting services appears on the next page.
<table>
<thead>
<tr>
<th>Entity</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broward County Charter Review Commission</td>
<td>2007</td>
</tr>
<tr>
<td>Columbia County Charter Commission</td>
<td>2000</td>
</tr>
<tr>
<td>Columbia County Charter Review Commission</td>
<td>2003</td>
</tr>
<tr>
<td>Columbia County Charter Review Commission</td>
<td>2012</td>
</tr>
<tr>
<td>Deltona Study Commission</td>
<td>1990</td>
</tr>
<tr>
<td>(<em>Municipal Incorporation Feasibility Study</em>)</td>
<td></td>
</tr>
<tr>
<td>Indian River County Commission</td>
<td>2007</td>
</tr>
<tr>
<td>(<em>County Commission Proposed Charter</em>)</td>
<td></td>
</tr>
<tr>
<td>Lee County Charter Review Advisory Commission</td>
<td>1999</td>
</tr>
<tr>
<td>Polk County Charter Commission</td>
<td>2000</td>
</tr>
<tr>
<td>Polk County Charter Review Commission</td>
<td>2001</td>
</tr>
<tr>
<td>Polk County Charter Review Commission</td>
<td>2010</td>
</tr>
<tr>
<td>Tallahassee-Leon County Consolidation Commission</td>
<td>1991</td>
</tr>
<tr>
<td>Wakulla County Commission</td>
<td>2008</td>
</tr>
<tr>
<td>(<em>County Commission Proposed Charter</em>)</td>
<td></td>
</tr>
</tbody>
</table>
Approach

We suggest that the approach taken by the CRC in 2015-16 should differ from that used in previous years. The process is detailed below. The purpose of this proposed process is to enable the Charter Review Commission to engage in two levels of analysis:

1. Technical changes to the existing charter that would improve procedural elements
2. Substantive changes to the charter that would enable County Government to provide more efficient and effective public services

In addition to all of the activities specifically identified in the Scope of Work, the consultants will assist the CRC in the following activities as detailed below.

Activity #1 Identification of key issues facing Pinellas County

The purpose of this activity is to identify the critical topics, trends and issues that the County as a whole will face over the next 5 to 10 years. Not all of these issues will be relevant to the Charter Review but identifying the issues will assist in framing the context in which the Charter Review Commission must do its work. The relevant or appropriate issues will be the focus of Activity #2.

These key issues will be identified from the interviews listed below, a review of any recent studies of relevance, and the consultant’s knowledge of issues facing Florida’s counties. The Consultant will conduct interviews with:

- Charter Review Commission members
- Board of County Commissioners
- Constitutional Officers
- County Administrator
- County Attorney
- President, Mayor’s Council
- President, Barrier Islands Council
- Mayors of St. Petersburg, Clearwater, Largo and Pinellas Park
Activity #2  Identification of key topics and issues which the Charter could address or impact

Based on the above information, the consultants will prepare a list of possible topics for the Charter Review Commission to examine. The list will be comprised of key long term topics that the Charter currently (or if revised) could or does address that would result in improved effectiveness and efficiency of public services or policy direction on key issues.

Additionally, the consultants, in working with the CRC Legal Counsel, will develop a separate list of technical or “housekeeping” recommendations for revisions to the existing charter that should be addressed.

Activity #3  Development of proposed process model for CRC discussion

We propose as a starting point for CRC consideration a process model consisting of three phases.

- Phase 1 would be a discussion of technical revisions to the current Charter that would address needed changes or improvements.
- Phase 2 would be a discussion of the key long term issues facing the County which could be addressed under the current charter or an amended charter. This discussion would include an analysis of the amendments that would be needed for the Charter to be an effective tool.
- Phase 3 would be the decisions by the CRC as to which Charter modifications to move forward to the County Commission.

Activity #4  Preparation for the initial working meeting of the CRC

In consultation with the Chair, an agenda for the initial meeting of the CRC will be developed and distributed. This agenda will address Commission role, product, and logistics, the two topic lists discussed above and the proposed three phase process model, information or support that the Commission might need, and any other relevant items. Assuming the three phase process model is adopted, this will include:

- Identification of speakers or resources that would be helpful for phase 1
- Identification of information that would be helpful to the CRC in determining which of the phase 2 topics should be examined in depth.
- Request that CRC members begin independent and separate discussions with their information sources as to which phase 2 topics are worthy of CRC discussion.

**Activity #5 Preparation for Phase 1**
Depending upon the nature of the technical or “housekeeping” topics, the needed informational resources will be identified and scheduled. Background materials if appropriate will be distributed.

**Activity #6 Phase 1 CRC meetings**
The number of these meetings will depend upon the number and complexity of the technical issues list. If after discussion there is a clear consensus of the CRC as to direction on that topic(s), it will be listed as a potential recommendation. If not, it will be listed as a phase 3 discussion topic.

**Activity #7 Phase 2 CRC meetings**
The phase 2 meetings are intended to address the more complex and difficult topics which have the potential to improve public services through various efficiency and/or effectiveness gains. These are by their very nature more difficult to address than the technical topics of phase 1. The first phase 2 discussion therefore will focus on which, if any, of these topics the CRC desires to address. Some topics may be so complex that it is outside of the time frame of the CRC to effectively understand and develop charter solutions. On others there may be such a lack of community consensus that it is impractical for the CRC to address them at this point in time. However, on others the CRC may determine that the combination of scope of the topic and potential for gain make them worthy of analysis and discussion. The first agenda of this phase is to select those phase 2 topics that the CRC wishes to discuss.

Assuming one or more will be selected, the next step is to develop the approach for each topic as to background information and speakers that are needed to provide an analysis of what charter changes would need to be made to be effective in addressing the topic as well as the pros and cons of such a change. Based on this discussion, meeting agendas and presentations will be scheduled.
Activity #8  Phase 3 Meetings

The purpose of phase 3 is to determine what recommendations for amendments will be made with respect to Charter changes, hold the required two hearings on those amendments and then make final recommendations. The phase 1 technical changes will be discussed first, followed by a discussion of phase 2 topics. The initial meetings of phase 3 will be carefully designed with the Chair and are the ones that require the highest level of facilitation to find amendments that can garner the fullest support of the CRC. The intent is to develop amendments that can garner a high level of consensus among the CRC members. This requires careful framing and strong facilitation of the discussion.

The decisions of these initial phase 3 meetings will be codified into charter amendments that will then be presented during the two required public hearings. Based on that input, the CRC will meet again to determine which recommended charter amendments will be sent to the public for their consideration in November of 2016. This decision will be based on the adopted rules. It is these recommendations which form the final report.
**Cost**

KSA and Analytica will provide services to the CRC for a cost not to exceed $50,000. Travel costs to and from the meetings of the CRC will be separately negotiated but may be included within the $50,000 cost estimate, depending upon the total number of meetings of the CRC and how often both consultants are expected to attend CRC meetings. Our fees will include other costs that are related to the project, such as overnight mail services, photocopies for CRC meetings, etc.

**Availability**

KSA and Analytica commit to working with the CRC to find a mutually agreeable schedule and service delivery process, including the consideration of reducing time commitments for other projects.
Kurt Spitzer

Employment

President and owner. KSA is a governmental relations and management consulting firm specializing in services for governments.

1979 - 1989 Florida Association of Counties, Inc.
The Florida Association of Counties is a voluntary, nonprofit organization that represents county governments before the Florida Legislature and state agencies, and provides extensive training, educational and communication services to elected officials and appointed staff. Governed by a 50+ member Board of Directors and a five member Executive Committee.

Served as Executive Director. Also served as Chief Lobbyist and as Director of Training and Development. Responsibilities included: Formulation and management of the Association's budget, collection and investment of Association's revenue, and identification of new sources of income; Overall management of two statewide conventions per year and numerous other education/training events; Development, marketing and management of the Association's trade show held in conjunction with its statewide meetings; Building of consensus among the Association's committees and Board of Directors in its legislative policy development process; Directed the Association's legislative program; and, coordinated the activities of 15+ individual county lobbyists during Legislative Session. Extensive speaking requirements in front of legislative committees and the general public.

1978 - 1979 Florida House of Representatives, Committee on Retirement, Personnel And Collective Bargaining
Legislative Analyst. Major duties included extensive oral and written communication relating to public sector employment in Florida. Responsible for the development and analysis of legislation affecting public sector employment and public sector employees in Florida.

Education

University of South Florida, Tampa
Bachelor of Arts - 1974
Political Science and Biology

Florida State University, Tallahassee
Master of Science in Public Administration – 1975
Herbert Marlowe, Ph.D.

Herb is a specialist in process architecture and facilitation. He combines expertise in process facilitation, creative thinking, conflict resolution and group decision making to help his clients develop consensus on effective strategies to achieve their desired results. In this project he will facilitate the discussions of the CRC as they address topics.

Herb has extensive experience with Florida county governments having led various strategic planning, organizational development and operational analyses projects. Projects in this area include:

- Strategic Plans: Pinellas County; Hillsborough County; Polk County; Charlotte County; and Collier County.
- Strategic Business Plans: Lee County; Brevard County.
- Strategic Plan: Palm Beach County Fire/Rescue Department.
- Strategic Plan, Criminal Justice and Mental Health: Palm Beach and Citrus Counties.
- Strategic Plan: Florida Association of Counties.
- Community Vision Plans: Alachua, Leon, and Palm Beach Counties
- Transportation for Economic Development Plan: Hillsborough County.
- Health and Human Services Analysis: St. Johns County; Polk County.
- Strategic Plan: Children’s Trust, Miami-Dade County.
- Organizational Development Projects: Broward County; Volusia County; Charlotte County; Osceola County; Martin County; Water Utilities of Palm Beach County; Broward County Property Appraiser, Alachua County Property Appraiser.
- Strategic Plans: Tourist Development Councils, Palm Beach and Lee Counties.
- Economic Development Plans: Gadsden; Hamilton; Baker; Suwanee; Glades region of Palm Beach County; Nassau and Taylor Counties.
- Compensation and Benefits Analysis: St. Lucie and Walton Counties; St. Lucie Supervisor of Elections.
- Post-disaster redevelopment plan: Monroe County.
- Feasibility analysis, Fairgrounds facility: St. Lucie County.
- Fire services cost reimbursement study: Alachua County and the City of Gainesville.
- Homelessness analysis: Pinellas County.
- Health indicators project: Martin County

Herb also has extensive experience in facilitating the work of various multi-stakeholder groups who are charged with addressing a particular public policy topic. Projects here include:
- Tampa Bay Water Coordinating Council (Hillsborough, Pinellas and Pasco counties, Cities of Tampa and St. Petersburg, Southwest Florida Water Management District)
- Southwest Florida Water Planning Alliance (Manatee, Sarasota, Charlotte and Desoto counties)
- Volusia Water Alliance (Volusia County, St. Johns Water Management District, all municipalities)
- Kissimmee River Restoration (Osceola and Polk Counties, SFWMD, Army COE, FDEP, Florida Wildlife, interest groups)
- Health Care Delivery (Volusia County, all three Hospital Taxing Districts)
- Health and Human Services Coordinating Council (Pinellas County, Juvenile Welfare Board, DJJ, Sheriff, Public Health, DOC)
- Behavioral health and criminal justice (County, Judiciary, Public Defender, State Attorney, Sheriff, mental health and substance abuse agencies) Palm Beach and Citrus Counties.
- Race Relations, St. Petersburg (multiple groups and interested persons)
- Homelessness Plan, Pinellas County (School Board, County, Juvenile Welfare Board, St. Petersburg, Clearwater, Chambers of Commerce, Allegany Franciscan Foundation, Service Providers, Homeless persons.
- Tampa Bay Health Collaborative (Pinellas Public Health, Hillsborough Public Health, Hospital representatives, behavioral health representatives, Allegany Franciscan Foundation, community health clinics)

With respect to Charter Review, Herb has facilitated the work of the Polk and Volusia Charter Review Commissions. In addition to his work with county governments, Herb has worked extensively with municipalities, local special taxing districts, public service professional organizations and state agencies. Examples of clients in these categories include cities such as St. Petersburg, Orlando, DeLand and Naples; taxing districts such as the Juvenile Welfare Board and the South Florida Water Management District; professional associations such as the Southeast Stormwater Association and the Florida Afterschool Network and state agencies such as the Florida Department of Health.

Herb’s facilitation work with private sector, public sector and third sector clients at local, state and national levels on a wide range of topics enables him to bring a diverse set of perspectives to any issue. His skills in active listening and idea synthesis assist clients to frame challenges and opportunities in new and solvable ways. His skills in conflict resolution and consensus building help groups work through challenges in constructive and synergistic ways that build better solutions in the end. His ability to translate ideas into practical steps facilitates the development of workable actions plans that lead to real progress. His use of technology and user-friendly visual language techniques clarifies complex issues, facilitates diagnosis of key issues, fosters creative thinking and consensus building and serves to illustrate roadmaps to desired ends.
Author of numerous books and articles, he received his Ph.D. from the University of Florida, where he specialized in process facilitation and strategy in the areas of organizational change and effectiveness. Herb’s full curriculum vitae and various writings will be found on www.analyticaconsulting.co.
## SECTION E – SCOPE OF WORK

### FEE AND EXPENSES

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>FEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LUMP SUM COMPENSATION NOT TO EXCEED: (Inclusive of all costs but Travel)</td>
<td>$50,000</td>
</tr>
<tr>
<td>TRAVEL LUMP SUM NOT TO EXCEED:</td>
<td>$5,000</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

PINELLAS COUNTY PURCHASING RFP – FORMAL/INFORMAL REVISED: 08/2014
Electronic Payment (ePayables)

The Pinellas County Board of County Commissioners (County) offers a credit card payment process (ePayables) through Bank of America. Pinellas County does not charge vendors to participate in the program; however, there may be a charge by the company that processes your credit card transactions. For more information please visit Pinellas County purchasing website at www.pinellascounty.org/purchase.

Would your company accept to participate in the ePayables credit card program?

☐ Yes  ☒ No

KURT SPITZEN & ASSOCIATES

Company Name

Authorized Signature (for payment acceptance)

KURT SPITZEN

Printed Signature/Title/Department

850-561-0904

Phone Number
# W-9 Request for Taxpayer ID Number and Certification

**Form W-9 (Rev. August 2013)**

**Request for Taxpayer Identification Number and Certification**

<table>
<thead>
<tr>
<th>Name (as shown on your income tax return)</th>
<th>SPLITZER AND ASSOCIATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business name/disregarded entity name, if different from above</td>
<td></td>
</tr>
</tbody>
</table>

- Check appropriate box for federal tax classification:
  - [ ] Individual/self-proprietor
  - [ ] Corporation
  - [ ] S Corporation
  - [ ] Partnership
  - [ ] Trust/estate

- [ ] Limited liability company. Enter the tax classification (e.g., corporation, S corporation, partnership).

- Exemptions (see instructions):
  - [ ] Exempt payee code (if any)
  - [ ] Exemption from FATCA reporting code (if any)

- Address number, street, and apt. or suite no.:
  - 719 E. PARK AVE
  - TALLAHASSEE, FL 32301

- Requestor's name and address (optional):
  - [ ]

## Part I  Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see How to get a TIN on page 3.

Note: If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

### Social security number
- [ ]

### Employer identification number
- [ ] 59-2777021

## Part II  Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and

2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividend payments you have received, and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

### Signature
- [ ]

### Date
- [ ] 5-27-15

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at www.irs.gov/w9. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

**Purpose of Form**

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you make to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued).

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee, if applicable, you are also certifying that as a U.S. person, you allocate share of any partnership interest from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from FATCA reporting, is correct.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester’s form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 31.7701-1).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to prepare that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.
Proposal Title: Charter Review Facilitator
Proposal No: 145-0141-P (SS)

PLEASE ACKNOWLEDGE RECEIPT OF ADDENDA FOR THIS RFP BY SIGNING AND DATING BELOW:

<table>
<thead>
<tr>
<th>ADDENDA NO.</th>
<th>SIGNATURE/PRINTED NAME</th>
<th>DATE RECEIVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>KURT SPITZEN</td>
<td>5-20-15</td>
</tr>
</tbody>
</table>

Note: Prior to submitting the response to this solicitation, it is the responsibility of the firm submitting a response to confirm if any addenda have been issued. If such document(s) has been issued, acknowledge receipt by signature and date in section above and return Addenda Acknowledgement Form with RFP. Failure to do so may result in being considered non-responsive.

Information regarding Addenda issued is available on the Purchasing Department section of the County's website at, www.pinellascounty.org/purchase/Current_Bids1.htm, listed under category 'Current Bids'.