



SUBMIT TO: PINELLAS COUNTY BOARD OF COUNTY COMMISSIONERS 400 S. FT. HARRISON AVENUE ANNEX BUILDING – 6 TH FLOOR CLEARWATER, FL 33756	 <h1 style="text-align: center;">REQUEST FOR PROPOSAL</h1>
ISSUE DATE: May 5, 2015	PROPOSAL SUBMITTALS RECEIVED AFTER SUBMITTAL DATE & TIME WILL NOT BE CONSIDERED
TITLE: Charter Review Facilitator	RFP NUMBER: 145-0141-P (SS)
SUBMITTAL DUE: May 28, 2015 @ 3:00 P.M. AND MAY NOT BE WITHDRAWN FOR 120 DAYS FROM DATE LISTED ABOVE.	PRE-PROPOSAL DATE & LOCATION: NOT APPLICABLE
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: 727/464-3925	
<p style="text-align: center;"><u>THE MISSION OF PINELLAS COUNTY</u></p> <p>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.</p>	 JOSEPH LAURO, CPPB/CPPB Director of Purchasing

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 AND ASSOCIATES, INC D/B/A

MAILING ADDRESS: 719 EAST PARK AVE CITY/STATE/ZIP Tallahassee FL 32301

COMPANY EMAIL ADDRESS: KURTSPITZER@KSANET.NET

***REMIT TO NAME:** KURT SPITZER

(As Shown On Company Invoice)

PHN: 850 561 0904 **FAX:** (850) 222 4124

CONTACT NAME: KURT SPITZER

PRINT NAME: KURT SPITZER

EMAIL ADDRESS: KURTSPITZER@KSANET.NET

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, INCLENGTH OF TIME COMPANY HAS BEEN IN BUSINESS: 26 yearsBUSINESS ADDRESS: 719 EAST PARK AVEHOW LONG IN PRESENT LOCATION: 20 yearsTELEPHONE NUMBER: 850 561 0904FAX NUMBER: 850 222 4124TOTAL NUMBER OF CURRENT EMPLOYEES: 5 FULL TIME _____ PART TIMENUMBER OF EMPLOYEES YOU PLAN TO USE TO SERVICE THIS CONTRACT: 2

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. KSA
COMPANY: PINELLAS COUNTY CRC

ADDRESS: 315 COURT STREETTELEPHONE/FAX: 727-464-3377

CONTACT: _____

CONTACT EMAIL: _____

www.pinellascounty.org
COMPANY EMAIL ADDRESS: _____

3. KSA
COMPANY: Lee County CRC

ADDRESS: 14658 AERIE WAY DRTELEPHONE/FAX: 239-565-0234CONTACT: DAVID OWEN

CONTACT EMAIL: _____

DAVID.M.OWEN1145@GMAIL.COM
COMPANY EMAIL ADDRESS: _____

2. ANALYTICA
COMPANY: Hillsborough County

ADDRESS: 601 E. Kennedy BLVDTELEPHONE/FAX: 813-272-6582CONTACT: ERIC JOHNSON

JOHNSONE@HILLSBOROUGHCOUNTY.ORG
CONTACT EMAIL: _____

COMPANY EMAIL ADDRESS: _____

4. ANALYTICA
COMPANY: POLK COUNTY

ADDRESS: 330 W. CHURCH STREETTELEPHONE/FAX: 863-534-7605CONTACT: JIM FREEMAN

LINDA McDONNELL
CONTACT EMAIL: _____

LINDAMCDONNELL@POLK-COUNTY.NET
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.

Entity	Year
Broward County Charter Review Commission	2007
Columbia County Charter Commission	2000
Columbia County Charter Review Commission	2003 2012
Deltona Study Commission <i>(Municipal Incorporation Feasibility Study)</i>	1990
Indian River County Commission <i>(County Commission Proposed Charter)</i>	2007
Lee County Charter Review Advisory Commission	1999 2003 2007
Leon County Charter Study Committee	2000
Okaloosa County Charter Study Commission	1996
Pinellas County Charter Review Commission	1998 2004 2006 2010
Polk County Charter Commission	1998
Polk County Charter Review Commission	2001 2010
Tallahassee-Leon County Consolidation Commission	1991
Wakulla County Commission <i>(County Commission Proposed Charter)</i>	2008

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

1989 - Kurt Spitzer & Associates, Inc.

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

DESCRIPTION	FEE
LUMP SUM COMPENSATION NOT TO EXCEED: (Inclusive of all costs but Travel)	\$ 50,000.
TRAVEL LUMP SUM NOT TO EXCEED:	\$ 5,000.
TOTAL:	\$ 55,000.

SECTION F ELECTRONIC PAYMENT**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 SPITZER AND ASSOCIATES

Company Name

Authorized Signature (for payment acceptance)

KURT SPITZER

Printed Signature/Title/Department

850-561-0904

Phone Number

W-9 REQUEST FOR TAXPAYER ID NUMBER AND CERTIFICATION

Form W-9 (Rev. August 2013) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification	Give Form to the requester. Do not send to the IRS.
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Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) KURT SPITZER AND ASSOCIATES	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ <input type="checkbox"/> Other (see instructions) ▶ _____	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 City, state, and ZIP code Tallahassee, FL 32301	Requester's name and address (optional)
	List account number(s) here (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 <i>How to get a TIN</i> 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.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="10" style="text-align: left; padding: 2px;">Social security number</th> </tr> <tr> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="10" style="text-align: left; padding: 2px;">Employer identification number</th> </tr> <tr> <td style="width: 30px; height: 30px;">59</td> <td style="width: 30px; height: 30px;">-</td> <td style="width: 30px; height: 30px;">29</td> <td style="width: 30px; height: 30px;">77</td> <td style="width: 30px; height: 30px;">02</td> <td style="width: 30px; height: 30px;">1</td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> <td style="width: 30px; height: 30px;"></td> </tr> </table>	Social security number																				Employer identification number										59	-	29	77	02	1				
Social security number																																									
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59	-	29	77	02	1																																				

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 dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and			
3. I am a U.S. citizen or other U.S. person (defined below), and			
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.			
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest 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.			
Sign Here	<table style="width: 100%;"> <tr> <td style="width: 60%;"> Signature of U.S. person </td> <td style="width: 40%;"> Date 5-27-15 </td> </tr> </table>	Signature of U.S. person	Date 5-27-15
Signature of U.S. person	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 www.irs.gov/w9 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 you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made 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, your allocable share of any partnership income 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 the 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, company, 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 301.7701-7).

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 presume 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.

SECTION G – ADDENDA ACKNOWLEDGMENT FORM

Proposal Title: Charter Review Facilitator

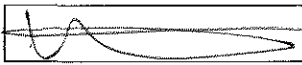
Proposal No: 145-0141-P (SS)

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

ADDENDA NO.

SIGNATURE/PRINTED NAME

DATE RECEIVED

#1	 KURT SPITZER	5-20-15

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'.