

AGREEMENT FOR PROFESSIONAL CONSULTING SERVICES

THIS AGREEMENT, entered into this 7th day of November, ~~2002~~²⁰⁰¹, by and between the BOARD OF COUNTY COMMISSIONERS OF NASSAU COUNTY, FLORIDA, a political subdivision of the State of Florida, hereinafter referred to as the "County", and KURT SPITZER & ASSOCIATES, hereinafter referred to as "Spitzer".

WHEREAS, the County requires professional consulting services to determine the redistricting of Nassau County's current County Commission, which best promote the creation of districts as nearly equal in population as possible for representation by the Board of County Commissioners, hereinafter referred to as the "Project"; and

WHEREAS, the County desires Spitzer to provide the professional consultant services responsive to the completion of the Project.

FOR and IN CONSIDERATION of ten and no/100 dollars (\$10.00) and other mutually agreed upon consideration, the parties agree as follows:

SECTION 1. GENERAL CONDITIONS

1. Assignment of Work - The County is hiring Spitzer to provide the above-named services in accordance with Exhibit "A" (Consultant's Proposal). Spitzer shall perform no work under this Agreement until such time as the

Agreement is executed by the Parties. Spitzer hereby agrees to waive any claim for compensation for any work performed without written authorization.

2. Consulting Responsibilities

A. It is the intention of the County that Spitzer be held accountable for its work. Spitzer shall be responsible for the accuracy of the work and shall promptly correct errors and omissions without additional compensation. Acceptance of the work by the County will not relieve Spitzer of the responsibility for subsequent correction of any errors and/or the clarification of any ambiguities.

B. Spitzer represents that it has secured or will secure, at its own expense, all personnel necessary to complete this Agreement; none of whom shall be employees of or have any contractual relationship with the County. All of the services required hereunder will be performed or provided by Spitzer.

SECTION 2. SERVICES TO BE FURNISHED BY SPITZER

Spitzer shall provide the services as set forth in Exhibit "A", which services include, but are not limited to, the following:

1. General Duties

A. Meet with the Board of County Commissioners and appropriate staff to discuss and determine their objectives regarding relevant criteria.

B. Participate in public hearings at the appropriate time(s) and place(s).

C. Draft district lines that result in compact, logical districts (avoiding contrived or bizarre-shaped districts), and that do not dilute minority-voting strength.

D. Adhere to allowable deviation in population between districts.

E. To the extent possible, avoid splitting neighborhoods with district boundaries.

2. Duties Regarding Data

A. Data Collection and Shaping - Spitzer shall collect and reshape necessary data for use in analysis and mapping data sets, including, but not limited to, preliminary and final census data tables, existing district boundaries, municipal boundaries, census tracts, census mock groups, roadway and drainage rights-of-way center lines and natural acres (i.e. - wetlands, water bodies, and conservation lands).

B. Data Analysis and Mapping - Spitzer will utilize the information gathered through meetings with the Board of County Commissioners and staff, and at public hearings to determine the criteria and operating standards to be used to draft district boundaries. Meetings will not exceed ten (10). Those boundaries shall be based upon the March, 2001, final census data ("census data") regarding population and demographic data. Spitzer's boundary analysis shall incorporate, at a minimum, census data regarding voting age population and racial composition. Once drafted, Spitzer shall provide the information to the Board of County Commissioners. Spitzer agrees to provide revisions to the map to accommodate adjustments proposed by the Board of County Commissioners.

C. Final Report - Spitzer shall issue a final report documenting the full methodology used in the analysis process. Said report shall describe: (1) the districting criteria adopted and used by the County; (2) the degree to which those criteria were met; (3) the population of each proposed district; (4) the variation of each proposed district population from the population average for all districts; and (5) a series of maps detailing existing and proposed boundaries, and any maps or charts Spitzer deems necessary to explain or illustrate the proposed plan.

SECTION 3. TIME OF SERVICE

Spitzer shall plan and execute the performance of all services provided for under this Agreement, upon execution of the Agreement, in such a manner as to insure their proper and timely completion with the understanding that the deadline for adoption of the redistricting plan is December 31, 2001, and that the last scheduled meeting of the Board of County Commissioners at which such a plan can be adopted is December 27, 2001.

SECTION 4. PAYMENT SCHEDULE/INVOICING REQUIREMENTS

1. Subject to Section 5 below, the County shall make payments to Spitzer for work performed within thirty (30) days of the presentation of an invoice detailing all work performed, in accordance with the Florida Prompt Payment Act, Florida Statutes, Section 218.70, *et seq.*

2. Should an invoiced amount for fees earned appear to exceed the work effort believed to be completed, or exceed the "not to exceed" amount previously approved, the County may, prior to processing the invoice for payment, require Spitzer to submit satisfactory evidence to support the invoice. All invoices requesting payment for reimbursables or expense items (as defined in Exhibit "A") must have copies of actual invoices or receipts attached which support the amount invoiced.

3. Invoices not properly prepared (mathematical errors, billing not reflecting actual work done, no signature, etc.) shall be returned to Spitzer for correction.

SECTION 5. COMPENSATION TO CONSULTANT

1. The County shall compensate Spitzer not to exceed \$15,000.00 for authorized work, inclusive of subcontractors used by Spitzer. A payment of \$7,423.86 will be made within thirty (30) days of execution of this Agreement, which represents the final payment invoiced by Spitzer.

2. Spitzer shall invoice the County at hourly rates and travel as specified at page 26 of the Proposal to Provide Services, attached as part of this contract as Exhibit "A" for services beyond those in Section 2.

3. Expenses directly attributable to performance of the authorized work shall be invoiced separately, and are included in cost estimates set forth in Exhibit "A". Such expenses may include long distance telephone charges and travel. Any travel expenses shall be paid in accordance with Florida Statutes, Section 112.061.

4. In the event that this Agreement is terminated under the provisions of this contract, the total and complete compensation due Spitzer shall be as established by the County based upon the County's determination of the

percentage of work effort completed to the date of termination.

SECTION 6. AMENDMENT

This Agreement may only be amended upon mutual, written agreement of the parties. Spitzer shall perform no services contemplated pursuant to any amendment to merit compensation beyond that provided for by this Agreement unless such services and compensation therefore shall be provided for in appropriate written authorization or amendments to this Agreement.

SECTION 7. ASSIGNMENT/SUBCONTRACTING

Spitzer shall perform this Contract. Except for subcontractors specified in Exhibit "A", no assignment or use of subcontractors shall be allowed without the prior written consent of the Board of County Commissioners.

SECTION 8. SATISFACTORY PERFORMANCE

All services to be provided by Spitzer under the provisions of this Agreement shall be performed to the reasonable satisfaction of the County.

SECTION 9. CONSULTANTS ACCOUNTING RECORDS

Records of expenses pertaining to all services performed shall be kept in accordance with generally accepted accounting principles and procedures.

Spitzer shall retain all records relating to this contract for a period of at least three (3) years after final payment under this Agreement is made. All records shall be kept in such a way as will permit their inspection pursuant to Chapter 119, Florida Statutes. In addition, the County reserves the right to audit such records.

SECTION 10. OWNERSHIP OF PROJECT DOCUMENTS

Upon completion or termination of this Agreement, all records, documents, tracings, plans, specifications, maps, evaluations, reports, and other technical data, other than working papers, prepared or developed by Spitzer under this Agreement shall be delivered to and become the property of the County. Spitzer, at its own expense, may retain copies for its files and internal use. The County shall not reuse any design plans or specifications to construct another project at the same or a different location without Spitzer's specific written verification or adaptation or approval.

SECTION 11 - INSURANCE COVERAGE

Spitzer shall provide a Certificate of Insurance naming the Board of County Commissioners of Nassau County, Florida, as an additional Insured. Spitzer shall procure, pay for, and maintain at least the following insurance coverages and limits:

Workers Compensation - Spitzer must carry at least the limits as required by law.

Employers Liability Insurance of not less than \$100,000.00 for each accident.

Comprehensive General Liability Insurance - including, but not limited to, independent contractor, contractual, premises/operations, products/completed operation and personal injury covering the liability assumed under indemnification provisions of this Agreement, with limits of liability for personal injury and/or bodily injury, including death, of not less than \$300,000.00, each occurrence, and property damage of not less than \$100,000.00, each occurrence (combined single limits not less than \$300,000.00, each occurrence will be acceptable unless otherwise stated). Coverage shall be on an "occurrence" basis, and the policy shall include broad form property damage coverage, and fire legal liability of not less than \$50,000.00 per occurrence.

SECTION 12. INDEMNIFICATION

Spitzer does hereby agree to indemnify, defend, and save harmless the County and all members of its Board, its officers and employees, from and against all losses and all claims, demands, payments, suits, actions, recoveries, expenses, attorney's fees, and judgments of every nature

and description. Including claims for property damage and claims for injury to or death of persons, or on account of, any claim or amounts recovered under the "Workers' Compensation Law" or of any other laws, by-laws, ordinance, order or decree brought or recovered against it by reason of any act of negligence or omission of Spitzer, its agents, or employees, except only such injury or damage as shall be occasioned by the sole negligence of the County. Spitzer agrees that the first ten and no/100 dollars (\$10.00) of compensation received under this contract represents specific consideration for this indemnification obligation.

SECTION 13. EQUAL EMPLOYMENT OPPORTUNITY CLAUSE FOR CONTRACTS NOT SUBJECT TO EXECUTIVE ORDER 11246

In carrying out the contract, Spitzer shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

SECTION 14. INDEPENDENT CONTRACTOR STATUS AND COMPLIANCE WITH THE IMMIGRATION REFORM AND CONTROL ACT OF 1986

Spitzer acknowledges that it is functioning as an independent contractor in performing under the terms of this Agreement, and it is not acting as an employee of

Nassau County. Spitzer acknowledges that it is responsible for complying with the provisions of the Immigration reform and Control Act of 1986, located in 8 U.S.C. Section 1324, *et seq.*, and regulations relating thereto. Failure to comply with the above provisions of this contract shall be considered a material breach and shall be grounds for immediate termination of the contract.

SECTION 15. PROHIBITION AGAINST CONTINGENT FEE

Spitzer warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Spitzer, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for Spitzer, any fee, commission, percentage, gift, or any other consideration, contingent upon or resulting from the award or making of this Agreement.

SECTION 16. SUCCESSORS AND ASSIGNS

Spitzer shall not assign, sublet, or transfer its interest in this Agreement without the written consent of the County.

SECTION 17. DISPUTES

Any dispute arising under this contract, which is not disposed of by agreement, shall be decided by a mediator,

who shall reduce his/her decision to writing and furnish a copy to both parties. Claims disputes, or other matters in question between the parties to this Agreement arising out of or relating to this Agreement or breach thereof, shall be submitted to mediation in accordance with mediation rules as established by the Florida Supreme Court. Mediators shall be chosen from the Supreme Court approved list of mediators in the Fourth Judicial Circuit and the cost of mediation shall be borne by Spitzer. The decision of the mediator shall be final and conclusive unless determined by a court of competent jurisdiction to be fraudulent, capricious, arbitrary, or so grossly erroneous as to necessarily imply bad faith or not supported by substantial evidence.

SECTION 19. TERMINATION OF AGREEMENT

The County reserves the right to cancel this Agreement, without cause, by giving thirty (30) days prior written notice to Spitzer of the intention to cancel, or with cause, if at any time, Spitzer fails to fulfill or abide by any of the terms or condition specified herein.

Failure of Spitzer to comply with any of the provisions of this Agreement shall be considered a material breach of contract and shall be cause for immediate

termination of the contract at the discretion of the County.

In addition to all other legal remedies available to the County, the County reserves the right to cancel and obtain from another source any services which have not been provided within a reasonable period of time from the date of order or request, as determined by the County.

In the event that sufficient budgeted funds are not available for a new fiscal period, the County shall notify Spitzer of such occurrence, and the Contract shall terminate on the last day of the then current fiscal period without penalty or expense to the County.

SECTION 20. AGREEMENT TERM

This Agreement will become effective on the date of execution first written above and shall remain in effect until all obligations provided for in the Agreement are met by Spitzer and the County, unless terminated at an earlier date under other provisions of this Agreement.

SECTION 21. EXTENT OF AGREEMENT

This Agreement, together with Exhibit "A", represents the entire written Agreement between the County and Spitzer.

SECTION 22. PUBLIC ENTITY CRIMES

Spitzer is directed to the Florida Public Entity Crimes Act, Florida Statutes, Section 287.133, specifically Section 2(a), and the County's requirement that Spitzer comply with it in all respects prior to and during the term of the Contract.

SECTION 23. USE OF AGREEMENT BY OTHER AGENCIES

The County agrees that should the Nassau County School Board wish to utilize this Agreement, Spitzer hereby agrees that the School Board may avail itself of all terms and conditions within this Agreement and its Exhibit "A", including price, in a separate agreement, and in that event, Spitzer shall provide the services necessary for the School Board's redistricting in the manner outlined in this Agreement and its Exhibit "A".

SECTION 24. GOVERNING LAW AND AGREEMENT EXECUTION

This Agreement shall be governed by the Laws of the State of Florida. This Agreement executed the day and year first written above.

BOARD OF COUNTY COMMISSIONERS
NASSAU COUNTY, FLORIDA



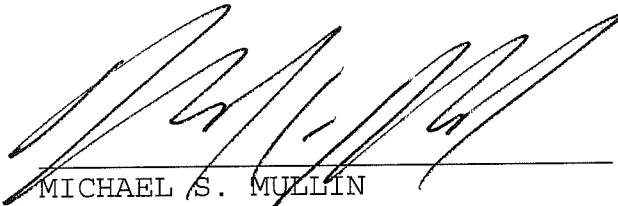
NICK D. DEONAS
Its: Chairman

ATTEST:



J. M. "CHIP" OXLEY, JR.
Its: Ex-Officio Clerk

Approved as to form by the
Nassau County Attorney



MICHAEL S. MULLIN

KURT SPITZER AND ASSOCIATES



KURT SPITZER
Its: President

h/anne/agreements/redistricting-spitzer

*Proposal to Provide Consulting Services
on the*

**Reapportionment of School Districts
and
County Governments**

prepared by

Kurt Spitzer & Associates
719 East Park Avenue
Tallahassee, Florida 32301



Table of Contents

Topic	Page
<i>INTRODUCTION</i>	1
Overview	2
<i>QUALIFICATIONS</i>	4
Competence, Technical Capabilities and Experience	4
Professional Accomplishments and References	10
<i>PROJECT APPROACH And WORKPLAN</i>	17
Defining Objectives and Approach	17
Data Collection and Shaping	18
Data Analysis and Mapping	18
Final Report	19
<i>FEES and RATES</i>	20
Example Process	20
Cost Sharing Alternatives	21
<hr/>	
<i>Resumes</i>	<i>Appendix "A"</i>
<i>Materials re: Pinellas County Redistricting</i>	<i>Appendix "B"</i>
<i>Example Process</i>	<i>Appendix "C"</i>

INTRODUCTION

This document presents a Proposal for Professional Services and a description of qualifications concerning the reapportionment or redistricting of School Board and County Commission districts. Three firms have joined together for the purposes of this Proposal.

- KSA is a Tallahassee-based consulting firm that focuses exclusively on services for local government in Florida. Such services include management, financial and organizational analysis, and governmental relations. Kurt Spitzer is President and owner of KSA. He has over 21 years of experience in working with a wide variety of local governments throughout the State of Florida. Mr. Spitzer will serve as Project Manager and lead Consultant for the redistricting Project (the “Project”).

- PBS&J is a nationwide, multi-disciplinary planning and engineering firm with headquarters in Miami. PBS&J has 18 regional offices throughout Florida, including Tallahassee. The company’s Information Systems division has extensive experience in the use of a variety of Geographic Information Systems and mapping technologies. PBS&J will provide data processing and mapping services for the Project.

- Cobb Cole and Bell (CCB) is a Daytona Beach based law firm that has extensive experience in representing county governments and school districts. Additionally, the firm served as counsel to the Florida House of Representatives on reapportionment matters after the 1991

redistricting effort in Florida. When requested to do so, CCB will provide legal advice to Counties or School Districts concerning redistricting plans.

Overview

All county governments and school districts in Florida should consider redrawing the boundaries of the County Commission or School Board districts this year. Such “redistricting” is a function of the legislative branch of the local government and is primarily based on data provided by the Bureau of the Census (the “Bureau”) of the US Department of Commerce.

The Bureau has now completed the 2000 census of the American population. Such data is compiled every ten years. “Preliminary” data was made available to the President in December 2000. “Final” data was released in March 2001.

Preliminary data included only a single population estimate for each of the 50 states. It was useful only in determining changes in the *number* of congressional seats for each state. Final data includes population counts and racial information by census tract and block. “Block” data literally shows voting age and racial population counts by very small geographic areas – “blocks” – and can be used in redistricting efforts.

The types of data that are available this year are more numerous than that which existed in 1991. Since each respondent to the census form had many more choices to select in 2000 in terms of race, much more data (and permutations thereof) are available in 2001.

There will be other significant differences between the redistricting processes used in 2001 as compared to those of 1991 due to several factors, including:

- Computer Technology – Capabilities through the use of Geographic Information Systems and computer mapping technologies have improved very significantly over the past ten years. The new systems are much more accurate, quicker, “user friendly” and less expensive to use.

- Legal Parameters – Court cases have significantly altered the types of criteria that are used when redrawing district lines. Most significantly, boundaries that have “bizarre” shapes that are drawn exclusively to create districts that are composed of a majority of minority residents are probably illegal. Likewise, however, districts that are drawn to dilute minority voting strength would also probably be ruled illegal. The challenge to create districts that address a wide variety of statutory, judicial and community-based criteria and objectives could be more difficult than it was in 1991.

QUALIFICATIONS

We believe that our Project Team is uniquely equipped to address the needs of School Districts and County governments as relates to reapportionment matters, based on the following qualifications:

- Knowledge of and ability to work with Florida local governments
- Experience in working on reapportionment projects
- Experience in working with Geographic Information Systems, computer mapping technologies and database management
- Experience in litigating redistricting plans

1. Competence, Technical Capabilities and Experience

KSA

KSA provides services exclusively to local government in Florida. Kurt Spitzer has worked with Florida local governments for over 21 years, including 10 years with the Florida Association of Counties (FAC) and over 11 years as President of KSA.

KSA completed one of the few redistricting projects that have been undertaken by a major local government in Florida since the early 1990's. In 1999, KSA was retained by the Pinellas County Commission to assist in their redistricting effort.

In 1998, the voters of Pinellas County had adopted an amendment to their charter that changed the method of drawing districts for the County Commission. The change went from five districts where the Commissioner was elected on an "at-large" basis but was required to live in a specific residence area, to a system of seven County Commissioners with three elected at-large and four from single-member districts. KSA was retained to perform four basic tasks:

1. To conduct public hearings as to how to best implement the newly adopted districting scheme. Mr. Spitzer conducted four public hearings in various locations throughout the county to garner public sentiment and input concerning local criteria to be used in the redistricting process.
2. To recommend new district lines. Mr. Spitzer prepared several versions of draft district maps and one final recommendation.
3. To prepare a final report to the County Commission.
4. To work with County Commissioners and staff, especially those from the Office of the County Attorney and Planning Department. Mr. Spitzer attended numerous meetings

with individual Commissioners and staff before the final maps were unveiled. He also attended workshop sessions and hearings of the County Commission.

1990 census data was used. The base data was adjusted by the Planning Department to account for estimates in population growth in various locations throughout the county. Census tract and block data were then imported into individual voter precincts. A policy decision was made by the Commission in cooperation with the Supervisor of Elections to not split voter precincts between County Commission districts. Voter precincts were therefore the smallest “building block” that was used when crafting the new districts.

Mr. Spitzer took the suggested criteria garnered from the public meetings, worked closely with the County Attorney and developed draft district lines. Said draft districts were then discussed with each individual County Commissioner. Subsequently, a final draft was “work-shopped” by the County Commission. The final districting plan was subsequently adopted at a public meeting with no changes from the original, draft version.

PBS&J

PBS&J is an employee-owned firm and that has served the planning and engineering needs of Florida communities since it was founded in Miami, Florida in 1960. PBS&J is ranked 33rd on *Engineering News-Record's* annual list of the largest engineering consulting firms in the nation and continues to be the largest engineering consulting firm based in the state. It has a staff of 2,200 professional employees in 60 offices throughout the U.S. and abroad. Eighteen of these offices are located in Florida. Its corporate structure allows it to draw upon the technical

resources of the entire firm, as needed, to successfully accomplish any assignment. This means it can provide world-class technology and services to all of its clients.

PBS&J numbers among its clients many cities, counties, special districts, state and federal agencies, industries, and private entities. Being Florida-based, much of its experience is drawn from solving problems unique to Florida. Its large volume of repeat business reflects the firm's commitment to professionally completing assignments on time and within budget. It seeks innovative but practical solutions to problems when more traditional approaches do not meet the client's needs.

The PBS&J *Information Solutions (IS) Division* was created to address the information management needs of clients through innovative use of technology. The IS Division provides geographic information systems (GIS), database design and management, and web site development services. Often in determining the best solution for disseminating data, these services are intertwined. Therefore, PBS&J has brought the skills necessary to meet these demanding needs into one group focused on maintaining technical excellence and researching new solutions.

- *GIS services* focus on needs and data analysis, and application development. They have implemented these services throughout all disciplines within the firm.

- *Database design and management services* include leading in the design of table structures and relationships to accommodate complex data integration needs. Additionally, PBS&J is

highly experienced in the customization of database interface applications. Its staff has implemented solutions on a variety of platforms including MS Access, SQL Server and Oracle.

- *Web development solutions* encompass both GIS and database management services in addition to designing basic Internet and Intranet web sites. It has incorporated mapping components and active server pages into its web site development to allow clients full access to all aspects of their data through a simple web browser environment.

The PBS&J IS staff includes ESRI-certified instructors, programmers, hardware and network installation specialists, and analysts familiar with engineering problems and procedures. PBS&J has the ability to assist its clients in hardware and software selection, installation, networking, training, base data acquisition, database set-up, data management, and implementation of a complete system.

PBS&J is an ESRI Business Partner, Reseller, Developer, Corporate Consultant and authorized beta testing site. It takes full advantage of this position, which allows its developers first hand knowledge of ESRI application design fundamentals and new programming initiatives. PBS&J is often among the first to test, use and implement solutions for new ESRI products including, ArcInfo 8, ArcSDE, ArcIMS, and ArcFM.

Ms. Donna Huey would be leading PBS&J's GIS mapping efforts for the Project. Ms. Huey has 10 years of GIS experience working with both county and local governments as well as private

organizations. This experience includes extensive hands-on use of ArcInfo and ArcView for purposes of data analysis and application development. Additionally, Ms. Huey has direct experience working with TIGER files and census data.

Supporting Ms. Huey specifically on this project is an extensive and highly qualified GIS Program staff throughout the State. In Tallahassee, and immediately accessible to KSA, is William Pollock. Mr. Pollock also has an extensive background with the use of the ESRI product line, along with a Master's degree in Planning.

PBS&J's work in Florida and other geographic areas with respect to GIS based mapping and utilization of census data for spatial analysis and project development is well recognized. It has completed major GIS mapping projects for Miami-Dade Water and Sewer Authority, Broward County, Florida DOT Turnpike District, Walt Disney World, and Orange County as well as planning related projects in all major geographic areas of the Country. Examples of some of these projects and others are described in greater detail herein.

Cobb Cole & Bell

CCB is a full-service, general practice firm that is located in Daytona Beach. Allen Watts will serve as lead counsel for the Project. Mr. Watts chairs the firm's administrative law department and practices primarily in local government, administrative law, environmental and land use law. He has extensive experience in representing School Districts and County Commissions.

Mr. Watts participated in the 1982 reapportionment validation proceedings before the Florida Supreme Court (*In re Apportionment Law*, 414 So. 2d 1040 (Fla. 1982)) and advised the Volusia County School Board and County Council in their 1992 redistricting, which adopted the same district boundaries for both bodies. His law firm served as counsel to the Florida House of Representatives in defending its 1992 reapportionment plan. He drafted and successfully defended on appeal a county charter amendment converting the school board elections to a nonpartisan basis (*County of Volusia v. Quinn*, 700 So.2d 474 (Fla. 5th D.C.A. 1997)). In his capacity as counsel to numerous county charter commissions, he has given extensive advice concerning the use and requirements of single member districting and at-large elections.

KSA, PBS&J and CCB can devote the resources needed to immediately initiate the Project. Neither of the firms anticipates other projects coming due within the next several months that would require the devotion of an extraordinary amount of time. If necessary, additional qualified project consultants are available to assist with the Project.

2. Professional Accomplishments and References

Pinellas Redistricting Plan

This project was discussed in an earlier section of this Proposal. Please see correspondence from the Chairman, newspaper articles and copies of editorials, in Appendix B. References include the following:

Honorable Calvin Harris, Chairman
Pinellas County Commission
315 Court Street
Clearwater, FL 33756
727/464-3377

Susan Churuti, County Attorney
Pinellas County Commission
315 Court Street
Clearwater, FL 33756
727/464-3354

Representative examples of other projects and programs that KSA has undertaken that are relevant to the Project include:

- Charter Government – KSA has assisted or staffed numerous charter study and charter review commissions in Florida, including those in Polk, Pinellas, Okaloosa, Lee and Leon Counties. KSA also staffed the Tallahassee-Leon County Consolidation Commission and other committees examining municipal structure and incorporations.¹
- Local Government Study Commission II - Florida's second Commission examining local government retained KSA to provide expertise on local government finance, structure and service delivery practices. The Study Commission was created by the Legislature to make recommendations for both statutory and constitutional changes affecting cities, counties and special districts.

Reference: Samuel Bell

Phone: 850-222-3533

¹ Numerous references available upon request.

- Florida Taxation and Budget Reform Commission - KSA was Project Manager of a team retained by the Taxation and Budget Reform Commission in 1991. The project examined trends in local government revenue and expenditure patterns from 1980 to 1989, projected those trends through the year 2000, and made corresponding recommendations to the TBRC. The resulting database contained well over 3,000,000 entries of information and is unique in the State of Florida.

Reference: Tom Slade

Telephone: 850-681-6400

References for PBS&J's GIS projects with specific aspects related to the City needs for redistricting efforts include the following:

Miami-Dade Water and Sewer Authority Wastewater Facility Analysis

Miami-Dade Water and Sewer Department was under a consent decree from the Environmental Protection Agency (EPA) as a result of their sanitary sewer overflow problems. PBS&J was contracted by MDWASD to inventory the entire system and provide recommendations on pump station rehabilitation to correct the overflow problems. The service area of MDWASD covers approximately 400 square miles, contains three major wastewater treatment plants, has about 1500 miles of force main, 300 miles of gravity sewer, and about 900 pump stations. GPS, GIS and CAD were used to locate the system components and develop detailed maps of the entire network.

Two separate analyses were then conducted for the overall study. The first analysis dealt with determining the approximate populations for each of the more than 900 pump station service areas in five-year intervals through the year 2015. This was accomplished this by using a GIS coverage of census tracts. PBS&J first built the data base of the census tracts with the necessary

population estimate data. Next, census tracts were combined with a GIS coverage of the pump station service areas. This split assigned tract information to pump station areas. After running a mathematical calculation to make population estimates relative to new areas, PBS&J were then able to produce a data base showing population estimates by pump station service area.

The second analysis dealt with calculating water and wastewater flows for each pump station service area. This was accomplished by taking a street network GIS coverage of Dade County that contained address ranges in its data base for each street (geocoded) and using it to match a non-GIS data base file that contained over 400,000 water meter locations by address. This created a GIS coverage containing "points" representing each water meter, at the same time maintaining all original data base information on flow. This allowed the team to "overlay" these water meters with our pump station service area boundaries. Once the combined GIS data base of water meters and pump stations was produced, the project team was then able to produce statistical data summarizing water and wastewater flow by each pump station service area. In addition, this combined data base allowed the project to produce summaries of flow for pump stations by other descriptive data such as meter types and revenue class.

With the results of this data PBS&J was able to accurately calculate the actual pump station flows from sewage prior to any additional flow from infiltration. This project resulted in PBS&J creating a virtual dynamic model to track rainfall and its impacts on the system.

The creation of the Virtual Dynamic Rain Gauge was key to saving the MDWASD millions of dollars for pump station rehabilitation throughout the service area. An integral piece of the Virtual Dynamic Rain Gauge program is the collection of up to date rainfall information. PBS&J worked closely with WSI, who provides weather data to most television stations, in order to develop the appropriate algorithms to convert the satellite imagery to numeric values representing rainfall amounts.

By overlaying the satellite image with the grid for the service area we can calculate actual rainfall amounts for each cell. A new image is collected and new values recalculated every fifteen minutes. Using this process we can re-route the flow from pump stations in heavy rainfall

areas to those areas receiving less rainfall. By re-routing the flow we are able to prevent sanitary sewer overflows.

The Virtual Dynamic Rain Gauge program is a perfect example of the incorporation of many data types and formats to provide a valuable management tool and to solve the complex needs of our clients.

Contact Name: William Brandt
Telephone: 305-669-7612

Orange County, Florida - Utility Master Plan

PBS&J is currently working on a major update to the countywide Utility Master Plan for Orange County Utilities (OCU), Florida. OCU had previously developed the water and wastewater master plans that were adopted in 1987. These master plans, as amended, were the basis for Capital Improvement Plans (CIPs) developed annually since that time. As the existing master plans are over a decade old, the County authorized PBS&J and a team of sub consultants to implement the updates to the water and wastewater master plans and also to develop a utility-wide reclaimed water master plan.

Master plans rely heavily on population projections, growth projections, and on regulatory requirements. PBS&J is currently developing a methodology using state-of-the-art information management and GIS tools to update the Master Plan. This methodology integrates hydraulic modeling with water billing records, property appraiser and planning data, and population projections data to generate flow projections, distribute flow across various parcels, and compute nodal demands for hydraulic models. This unique methodology makes the Master Plan a “dynamic and living” document that can be updated with minimal effort when new population and parcel data becomes available.

Services provided to Orange County under this Utility Master Plan update included the development of a conversion tool to translate proprietary Vision GIS data into ESRI shapefile

format as well as creation of mapping templates for all of the standard Utilities Department map products. The conversion tool and map template applications were custom designed utilizing ArcView supported by Avenue and Visual Basic programming. Both the conversion tool and template programs were designed for ease of use by the end user as these would be repeatedly used by the Utilities Department throughout their GIS migration and after establishment of the enterprise GIS.

Contact Name: Dan Broome
Telephone: 407-836-6731

City of Roswell, Georgia - Comprehensive Plan Update

PBS&J's Transportation Planning and Information Solutions groups teamed with a firm specializing in urban planning to update the City of Roswell's 2020 Comprehensive Plan. PBS&J's contributions included: (1) conducting a comprehensive transportation plan with recommendations for Roswell's road system, transit service, bicycle and pedestrian facilities; (2) assisting the prime with public involvement for transportation issues; (3) assisting the City in coordinating the transportation plan with other jurisdictions and transportation providers; (4) relating transportation conditions and capital improvements to the road impact fee program; (5) building numerous GIS databases in support of all elements of the Plan including, natural resources, transportation, housing, historical and archeological resources, and existing / future land use; (6) conducting multiple GIS spatial analyses for future land use planning by City sub-areas; (7) producing all presentation mapping for the Plan submittal to the Georgia Dept. of Community Affairs; and (8) producing a Plan summary fold out document displaying the land use and transportation elements, for public distribution. Other important components of the project included extremely close coordination and project management between the prime urban planning consultant and PBS&J. This was needed because of the stringent requirements for consistency between the land use and transportation plans. Also important was the delivery of all GIS data to the City in ArcView format, along with a set of high resolution natural color digital orthophotos used in mapping, for continued long term usage in the City's GIS.

Contact Name: Jerry Weitz
Telephone: 770-641-3780

Columbia County Future Land Use Map Update

PBS&J's Transportation Planning and Information Solutions groups teamed with a firm specializing in urban planning to update the Columbia County 2020 Comprehensive Plan. PBS&J's contributions included: (1) evaluation of the County's transportation system and production of future transportation recommendations (2) assisting the prime with public involvement for transportation issues; (3) building numerous Geographic Information Systems (GIS) databases in support of all elements of the Plan including, natural resources, transportation, historical resources, community facilities and existing / future land use; (4) conducting various GIS spatial analyses; and (5) producing all presentation mapping for the Plan submittal to the Georgia Dept. of Community Affairs and the Columbia County public web site. A unique aspect of this Comprehensive Plan study was the addition of a Greenspace Planning Element. This element was added to address the State of Georgia program for a 20% preservation of urban area "open space". In this element PBS&J utilized GIS to locate proposed greenway corridors along the Savannah River and 100 yr. Floodplains within the County. GIS was also used to identify and quantify the amount of land within, aquifer recharge areas, state parks and historic preservation areas, vacant land with a preservation tax deferment, and other existing vacant land. Other important components of the project included extremely close coordination and project management between the prime urban planning consultant and PBS&J, as well as the delivery of all GIS data to the County in ArcView format for continued long term usage in the County's GIS.

Contact Name: Kendall Jones
Telephone: 706-868-3424

PROJECT APPROACH and WORKPLAN

1. Defining Objectives and Approach

There are several alternative approaches that a County or District could take concerning the redistricting process. These should be clearly identified early during the Project and appropriate policy decisions made, including those concerning:

- Whether to utilize a committee to work with the consultant or to have the consultant work directly with elected officials and staff.
- The timing of public hearings on the redistricting criteria and proposed maps. For example, should public hearings be held prior to the initial drafting of maps to garner input on local districting criteria? Alternatively, should draft maps be prepared first and then taken to public workshops?
- The extent to which natural and significant man-made boundaries will be recognized.
- The extent to which neighborhoods will not be split by district boundaries.
- The extent to which municipal boundaries will be recognized.
- The extent to which existing Commission or School District boundaries will be utilized and preserved.
- The percentage deviation in population that will be allowed between districts.
- Drafting district lines creating districts that are compact and avoid “bizarre” shapes.
- Identifying other communities of interest to be considered.
- Drafting district lines creating districts that do not dilute minority voting strength.

- The extent to which other data (besides the traditional base data needed for reapportionment) will be utilized.

During the initial phase of each engagement, the consultant will first meet with members of the County Commission/School Board and appropriate staff to determine their objectives regarding the above criteria.

2. Data Collection and Shaping

The consultant will collect and reshape necessary data for use in the analysis and mapping portions of this project. As previously mentioned, these data layers can be supplemented if necessary from PBS&J's in-house data library. Data sets will include but not be limited to existing district boundaries, municipal boundaries, census tracts, census block groups, street centerlines, natural areas such as wetlands, waterbodies and conservation lands, and preliminary and final census data tables.

3. Data Analysis and Mapping

The consultant will utilize the information gathered through meetings with elected officials, staff and the public regarding the criteria and operating standards to be used to draft district plans. Said criteria and standards will be used to establish a model for the GIS application. ArcView and ArcInfo will be used with appropriate resource allocation algorithms and known boundary constraints to generate draft district boundaries based on the newly available population and

demographic data from the Census 2000 files. At a minimum the following census data will be utilized in the boundary analysis:

- Voting age population
- Racial composition

Once drafted, district boundary maps can be plotted for review by elected officials, staff or the public. Comments will be received regarding the draft boundary maps. Those comments would be incorporated into the analysis to provide for alternative district boundary maps and revisions thereto.

4. Final Report

The Final Report would document the full methodology used in the analysis process. It would describe the districting criteria adopted and used by the County or School District, and the degree to which those criteria were met. The Report would also include the population of each proposed district and the variation of each proposed district population from the population average for all districts.

The Final Report would also include a series of maps to detailing the following:

- Existing boundaries.
- Proposed boundaries.
- Maps or charts deemed necessary to explain or illustrate the proposed plan.

FEES and RATES

The following hourly Fee Schedule² would be used when discharging Project tasks:

▪ Project Manager	\$150
▪ Project Consultant	\$140
▪ Senior Information Solutions Analyst/Developer	\$135
▪ Information Solutions Analyst/Developer	\$120

Expenses directly attributable to the redistricting effort would be separately accounted for and billed. "Expenses" include but are not limited to long distance telephone, overnight mail, travel, etc. Time spent traveling to and from a redistricting project will be billed at 50% of the normal hourly rate.

Example Processes

Attached at Appendix C is a representative example of a redistricting process that a County Commission or School Board could utilize. Depending on the number of hearings or other meetings to attend and the number of revisions to draft district maps, the example in Attachment C would cost between \$25,000 and \$35,000.

² Note that fixed, lump sum Project cost estimates that include all fees and expenses can also be prepared.

Redistricting efforts that require multiple public hearings/workshops, several meetings with elected officials and staff, and many revisions to draft maps would be more costly. Depending on the number of meetings and revisions to proposed maps, costs in larger, complex jurisdictions could exceed \$100,000 or more.

Cost Sharing Alternatives

District boundaries in some counties are shared (i.e. they are coterminous) between County Commissioners and School Board members. To the extent that both governing bodies in such counties retain the practice of keeping the boundaries the same, the cost of redistricting could be shared equally and reduced by approximately 40% to 50% to each jurisdiction.

In situations where the boundaries of County Commissioners and members of the School Board are not coterminous, the ability to reduce costs to individual bodies still exists. The census data to be used in County "XYZ" will be the same whether it is used by the School District or the County Commission. The costs associated with collecting and shaping the data will remain roughly the same whether used by a single jurisdiction or both. The cost to either jurisdiction for that component of the project could therefore be reduced proportionately.

Appendix A

KURT SPITZER

Post Office Box 867
719 East Park Avenue (32301)
Tallahassee, FL 32302-0867

850/561-0904
850/222-4124 (FAX)
kspitzer@worldnet.att.net

Summary

Experienced in city and county structure and finance, policy development and governmental relations. Twenty-four years experience in working with state and local government in Florida. Skills include organizational analysis, legislative relations, internal administration, development of new programs and services, oral and written communication, and internal/external consensus building.

1989 - Kurt Spitzer & Associates, Inc.

President and owner. KSA is a governmental relations and management consulting firm specializing in services for local government. Governmental services include legislative and state agency relations, and studies concerning charter government, management and municipal incorporation. Management services include financial and organizational analysis, consensus building and long-range planning.

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. Had 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. Responsible for the overall management of two statewide conventions per year and numerous other education/training events. Statewide conventions draw 500-700 people. Responsible for the development, marketing and management of the Association's trade show held in conjunction with its statewide meetings. Responsible for building of consensus among the Association's committees and Board of Directors in its legislative policy development process. Direct the Association's legislative program. Coordinate 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

Served as 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.

1976 - 1978 Dixon, Shear, Brown & Stephenson, Attorneys at Law

Served as Business Manager of 25+ member law firm. Responsible for the overall management of the business. Areas of responsibility included personnel, finance, building management, insurance, purchasing and accounting.

1974 - 1976 Florida Board of Regents, Office of Personnel & Faculty Relations

Served as Research Associate in the statewide personnel office for the State University System. Major responsibilities included the development of personnel policies and procedures affecting faculty and staff employment within the system.

Education: M.S.P.A. (Public Administration)
Florida State University --- August, 1975

B.A. (Political Science and Biology)
University of South Florida --- June, 1974

Current Memberships:

American Society of Association Executives
Florida Society of Association Executives
Tallahassee Society of Association Executives
American Society for Public Administration
University of South Florida Alumni Association
Florida State University Alumni Association
Tallahassee Chamber of Commerce
21st Century Council

Personal: Born May 31, 1952. Raised in St. Petersburg area. Married with two children. Tallahassee resident since 1974. Enjoys reading and sports.

Donna M. Huey

Manager, Information Solutions Program
PBS&J

Education

B.S., Zoology, University of South
Florida, 1991

Certifications

U.S. Army Corps of Engineers
Certified Wetland Delineator
Certified ESRI ArcView Instructor

Professional Affiliations

National Association of
Environmental Professionals
Florida Association of
Environmental Professionals
Society of Wetland Scientists
Southeast Regional ArcInfo User
Group

Ms. Huey has more than nine years of experience in environmental consulting and geographic information system (GIS) technology. She has been a project manager for numerous environmental and GIS projects, including system needs assessments, application development, data collection/creation, ecological constraints analysis, threatened and endangered species research and monitoring, and wetland and strategic habitat assessment. Ms. Huey has focused specific attention during her career to the development of permit and environmental document management systems using GIS technology and has developed the Geographic Permit Management and Compliance System (GPMACS) currently in use by a number of our clients.

As senior technical coordinator for the National IS Division, Ms. Huey is responsible for hardware and software selection and maintenance, proposal preparation, project scheduling and budgeting. She is involved in both national and international business development for the IS Division. Ms. Huey has considerable experience in needs and systems analysis, data migration and conversion, photo interpretation, and is a certified ArcView instructor. She has utilized numerous software platforms for GIS and database integration including ARC/INFO, ArcView, Avenue, PC ARC/INFO, Intergraph, MGE, Geomedia, and MS Access and is familiar with UNIX, NT and Windows 98 operating systems.

Her representative project experience includes:

Walt Disney Imagineering, Long Term Permit Support – Her responsibilities include maintaining continuous contacts with several departments within WDI in order to be up-to-date with the development and permitting activities occurring over the entire Walt Disney World (WDW) property. Responsibilities include review of design progress submittals, conflict resolution between design detail and permit conditions, tracking submittal and approval dates of all agency notification packages, preparing agency notification packages, and coordinating with outside consultants working on behalf of WDI.

Under this project, Ms. Huey also led in the development of a GIS Permit Tracking System for WDI's Permitting and Planning Department. The development of this system involved coordination of several operating entities within the WDW Corporation. The system is utilized not only to monitor permits and permit conditions, but multiple layers of environmental and reference information, including wells, soils, land use, archeological resources, stormwater structures, municipal boundaries, property ownership, roadways, rain gauges, and sampling stations. WDI uses the system to analyze new project locations for possible development constraints, in order to detect problems during all phases of design, thereby eliminating many costly design changes. Ms. Huey continues to work with WDI on the expansion of this database, and currently maintains the database at three separate locations on WDW property. Upon completion of each phase of implementation, Ms. Huey provides on-site training to the operators of the management and tracking system.

City of Celebration, Geographic Permit Management & Compliance System – Ms. Huey also led in the development of a GIS Environmental Management system for Disney's Celebration project. This experience included compilation of several hundred permit conditions into a single database and creating a desktop GIS query system utilizing ArcView. Her responsibilities for this project include updating all appropriate WDI personnel when new permits are issued for the project and generating reports that outline the necessary compliance actions required by the numerous permits.

The Scotts Company, Environmental Permit and Document Management System – As both project manager and lead technical professional on this project, Ms. Huey developed an integrated environmental permit and document management system for The Scotts Company. The system was designed to manage permits for all of their facilities worldwide and utilizes MS Access and ArcView. The design involved programming in both Visual Basic and Avenue to develop the customized user interfaces and automated data entry and data retrieval systems. Ms. Huey led the user needs analysis, system development, implementation, and training for this system.

Florida Department of Transportation's Turnpike District, Geographic Permit Management and Compliance System – Ms. Huey has developed GIS-based permit management system for Florida Department of Transportation's Turnpike District. This system also utilizes the integration of ArcView with MS Access and is utilized by the entire environmental permitting staff. Ms. Huey provided both ArcView and system specific training for the end users and led the design, development and implementation of the system. Ms. Huey continues to provide ongoing technical support to the Turnpike for additional customization to the system as the user needs arise.

U.S. Sugar Corporation, Land Planning and Precision Farming Pilot Study – Ms. Huey served as project manager for the GIS portion of a land planning and precision farming pilot study for the U.S. Sugar Corporation. Her duties included extensive research into hardware and software available for precision farming applications, as well as development of a pilot study for potential applications. Ms. Huey managed the data conversion required for both the land planning and pilot study, assisted in the creation of several new graphical and non-graphical databases for the project, and was responsible for conducting a series of focus group meetings to assess potential user needs and system structure which culminated in a full implementation report for future GIS development.

Central Florida Transportation Authority, LYNX, Customer Service Center Application – Ms. Huey acted as project manager for the final stages of the LYNX Customer Service Center Application project. Her duties included oversight and quality control of all graphical and non-graphical databases developed and delivered as final products to LYNX. Ms. Huey also performed evaluation and testing of the application developed by PBS&J for LYNX Customer Service personnel and managed the final deployment of the application. The application developed gives customer service center representatives the capability to locate the addresses of callers and their desired destinations, as well as provide information regarding appropriate bus routes, schedules and fares.

Greater Orlando Airport Authority, GOAA, Environmental Documentation System – Ms. Huey led the development of an electronic environmental documentation system for GOAA. This system was designed with a graphical user interface in ArcView to allow point-and-click access to all environmental and design data layers for the airport property. Customized menu and loading options give users automated access to underlying database tables containing permit information, contamination assessment reports and facilities inventory data. User documentation and training was provided by Ms. Huey in delivering this product for use by GOAA staff.

Pinellas County NPDES Permit Management System – As project manager, Ms. Huey conducted a needs assessment with Pinellas County to determine their requirements for a database management system to track data necessary for the NPDES MS4 permit reports to EPA. Based upon these requirements Ms. Huey assisted in the design of a customized MS Access database complete with user login security options to be used throughout Pinellas County and by the 22 permit co-applicants. User manuals were prepared and training courses were provided to all users.

Disney Animal Kingdom Vegetation Mapping and Analysis – Ms. Huey acted as project manager in the creation of a detailed vegetation map for Disney's Animal Kingdom theme park. Her responsibilities included oversight of photointerpretation, groundtruthing, and the development of a customized user interface in ArcView to manage the map and the associated detailed plant species list. This project also included the collection of digital video and shade analysis throughout the park.

City of Tucson Environmental Management System – Ms. Huey acted as both project manager and lead technical professional on the development of an Environmental Management System for the City of Tucson Office of Environmental Management. The system was designed to manage permits, facilities and sampling for the City and utilizes MS Access and ArcView. The design involved programming in Avenue to develop the customized user interfaces and automated data entry and data retrieval systems. Ms. Huey led the user needs analysis, system development, implementation, and training for this system.

Houston Metro Bus Stop Inventory – Ms. Huey served as the lead technical professional for the bus stop inventory for Houston Metro. Her duties included the database design, development of the data dictionary for use with the Trimble GPS equipment for collection of bus stop amenities, data collection quality control and final delivery of the GIS data to Houston Metro for the over 10,000 bus stop points.

Nashville Metro Aviation Authority GIS Needs Assessment – Ms. Huey assisted in conducting a GIS needs assessment for the Nashville Metro Aviation Authority. Her responsibilities included facilitation of end user interviews, assessment of industry trends, review of available hardware and software, development of manpower projections and quality control of the final user needs report.

Ms. Huey has also worked with teams of biologists conducting threatened and endangered species assessments. This experience includes bald eagle

monitoring, gopher tortoise habitat assessments, and redcockaded woodpecker and scrub jay censuses. Her responsibilities have also included assistance in preparation of jurisdictional declaratory statement petitions, dredge and fill permit applications, gopher tortoise incidental "take" permit applications, and gopher tortoise management plans.

Publications

"Implementation of Geographic Information Systems (GIS) in Environmental Permit Compliance for the City of Celebration, Florida," presented at the ESRI National Users Conference, San Diego, California, July 1997.

"Utilization of GIS as a Management Tool in U.S. Environmental Protection Agency National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer Permit Compliance," presented at the ESRI National Users Conference, San Diego, California, 1998.

William H. Pollock

GIS – Application/Integration

PBS&J

Education

M.A., Community Planning,
Graduate Program in Planning
College of Architecture, Design,
and Construction
Auburn University, 1996

B.A., Geography, Auburn
University, 1994

Mr. Pollock's background includes a wide-range of expertise in Geographic Information Systems (GIS) specializing in Application and Integration.

His representative project experience includes the following:

- **Florida Department of Agriculture and Consumer Affairs (FDACS) and Pest Incident Control System (PICS) project** –GIS Consultant involved in all aspects of the *Application Development Project: Lifestyle*, including needs assessment, design development, testing, implementation, and maintenance. The PIC project encompassed a three-tier architecture, with Oracle 8j and ArcSDE 8.0.2 as the database layer, Microsoft Transaction Server 2.0 as the business layer, and Visual Basic 6.0 and MapObjects 2.0a as the presentation layer. Responsibilities included the design and development of the GIS interface presentation layer. Duties encompassed installation, configuration, tuning, and data loading of ArcSDE; in addition to research, consultation, and acquisition of GIS software, data acquisition and maintenance plan.
- **Bureau of Information Systems/GIS Section Florida Department of Environmental Protection – Systems Project Analyst.** Responsibilities included GIS project coordination, design, and implementation. Provided project support and application development as a bridge between environmental support staff and the GIS technology. Spatial data management and coordination with emphasis on data accuracy and assuring integrity through scientific methods including Global Positioning Systems (GPS), for supporting the environmental application development user community. Worked under the general supervision of a Systems Project Administrator and assisted in the supervision of a project team. Provided team leadership and coordination of data collection methods, spatial data standards, and computerized preparation of maps. Managed projects associated with GIS Map Library Management, ensured accuracy, scope, integrity of data, and accessibility of information to users. Determined the sources to be used for map automation and conversion based on established criteria, the methodologies required to properly translate the data, the specification for work done by outside organizations, levels of resolution, coordinate systems, projections, and map procedures. Coordinated with management, project team, and end user staff to establish the requirements and specifications for proposed new or redesigned applications. Conducted data functional and integration analysis; determined the most efficient design approach, and calculated time and cost estimates for use in project planning.
- **Bureau of Information Systems/GIS Section, FDEP – Scientific/Engineering Programmer.** Spatial data management, programming, and computer support for the departmentwide Geographic Information System. Assisted team to support GIS projects in database

development. Wrote, tested, and documented computer programs for GIS operations based on program specifications, and maintained computer programs and documentation. Directed and supervised Florida State University (FSU) intern staff and provided technical assistance in output of spatial data in the form of maps, magnetic media, and network access. Solved operational problems such as identifying new technologies, identifying the necessary communication links, and troubleshooting devices used in the GIS section.

- **Florida Geological Survey, FDEP – GIS Analyst.** Used AutoCAD, ArcView, and ARC/INFO for the purpose of subsurface geological mapping (GRIDS and TINS) of southwest Florida, generating structure contour and isopach maps for use in ecosystem management, resource permitting, rules enforcement, conceptual frameworks for groundwater flow models, and baseline geologic and hydrogeologic research.
- **Division of Recreation and Parks, Office of Park Planning, FDEP – GIS Analyst and Cartographer.** Used AutoCAD, ArcView, and ARC/INFO to digitize, edit, attribute, and create geographic database for the State parks, resulting in the production of resource maps for each park's Unit Management Plan and for the FDEP Technical Services GIS Library.
- **FSU, Department of Geography – Instructor: World Geography, Computer Cartography, and Laboratory Assistant.** Instruction in map reading, spatial data analysis, geographic concepts and world regions. Curriculum included concepts and methods of the practice and process of digital cartography, and Lab hardware and software assistance to students.
- **Alabama Mapping and Planning Solutions, LIC – Partner, Planner, and GIS Analyst.** Planning and GIS development services at the regional and municipal scales for the purposes of Land Use and Comprehensive Planning, Community Development, and Natural Resource Management.
- **City of Eufaula, Alabama, Water Works and Sewer Board – Cartographer and Planning Assistant to Eufaula's WHPP Committee.** Spatial and attribute database generation of potential public groundwater contamination sources, contaminant source and wellhead protection area mapping, and management plan development (zoning, ordinances, regulations, public education) for Local Wellhead Protection Program effort.

C. ALLEN WATTS

Allen Watts is a senior partner at Cobb Cole & Bell. He chairs the administrative law department and practices primarily in local government, administrative law, environmental and land use law.

He graduated magna cum laude, first in his class from Stetson University College of Law in 1971, and is admitted to practice before the United States Supreme Court, numerous other Federal courts and the state courts of Florida and North Carolina.

Mr. Watts served for six years as counsel to the Volusia County School Board and now serves as special counsel to the School Board of Palm Beach County on school concurrency. He was the initial city attorney for DeBary, Deltona, and Palm Coast, three of Florida's newest cities. He is a former professor of legislative and constitutional law and has served as counsel to the charter commissions in Brevard, Volusia, Polk, Flagler and St. Johns Counties and as special counsel to school boards, cities and counties throughout Florida. During his 29-year career, he has been involved in numerous landmark local government cases.

He participated in the 1982 reapportionment validation proceedings before the Florida Supreme Court (*In re Apportionment Law*, 414 So. 2d 1040 (Fla. 1982)) and advised the Volusia County School Board and County Council in their 1992 redistricting, which adopted the same district boundaries for both bodies. His law firm served as counsel to the Florida House of Representatives in defending its 1992 reapportionment plan. He drafted and successfully defended on appeal a county charter amendment converting the school board elections to a nonpartisan basis (*County of Volusia v. Quinn*, 700 So.2d 474 (Fla. 5th D.C.A. 1997)). In his capacity as counsel to numerous county charter commissions, he has given extensive advice concerning the use and requirements of single member districting and at large elections.

He also serves as President of 1000 Friends of Florida, a member of the Board of Visitors of the College of Arts and Sciences, Stetson University, and a member of the Florida Bar Appellate Court Rules Committee.

Appendix B

Pinellas County Expands Its County Commission

BY COMMISSIONER SALLIE PARKS, PINELLAS COUNTY

On Tuesday, November 2, 1999, Pinellas County voters elected to change the nature of the County Commission. From five county commissioners elected at-large, the commission will increase to seven members, three elected at-large and four elected from single-member districts. Change isn't easy, even when change is inevitable. Here's how one county accomplished the gargantuan task of restructuring its County Commission and changing its Home Rule Charter.

The story of expanding the commission actually began in 1980. That's when Pinellas County, by special act of the Florida Legislature, was granted a Home Rule Charter, which outlines certain powers and responsibilities connected with the Board of County Commissioners. In order to ensure that the Home Rule Charter continues to meet the needs of the citizens of Pinellas County, a Charter Review Commission convenes to review the document and make suggestions as to its revision once every six years. When the Charter Review Commission met in 1998, they proposed several changes to be considered. Key, among them, was a recommendation that the Pinellas County Commission be expanded from five representatives elected at-large to seven members elected at-large. The proposal was to go to the state Legislature for approval, then to the voters for ratification.

However, as the Charter Review Commission's recommendation went to Tallahassee, it was modified by the County's Legislative Delegation. Under a local bill sponsored by Rep. Rudy Bradley (D-St. Petersburg), the original recommendation became a mixture of voter representation. Four commission positions were to represent single-member districts and three positions were to be elected at-large. Local reaction to the proposal was mixed. Some thought single-member districts would foster ward politics, others maintained that single-member districts would allow new faces to run for office, without the expense of having to campaign countywide. The issue was put on the ballot, and in November 1999, Pinellas County voters made their decision.

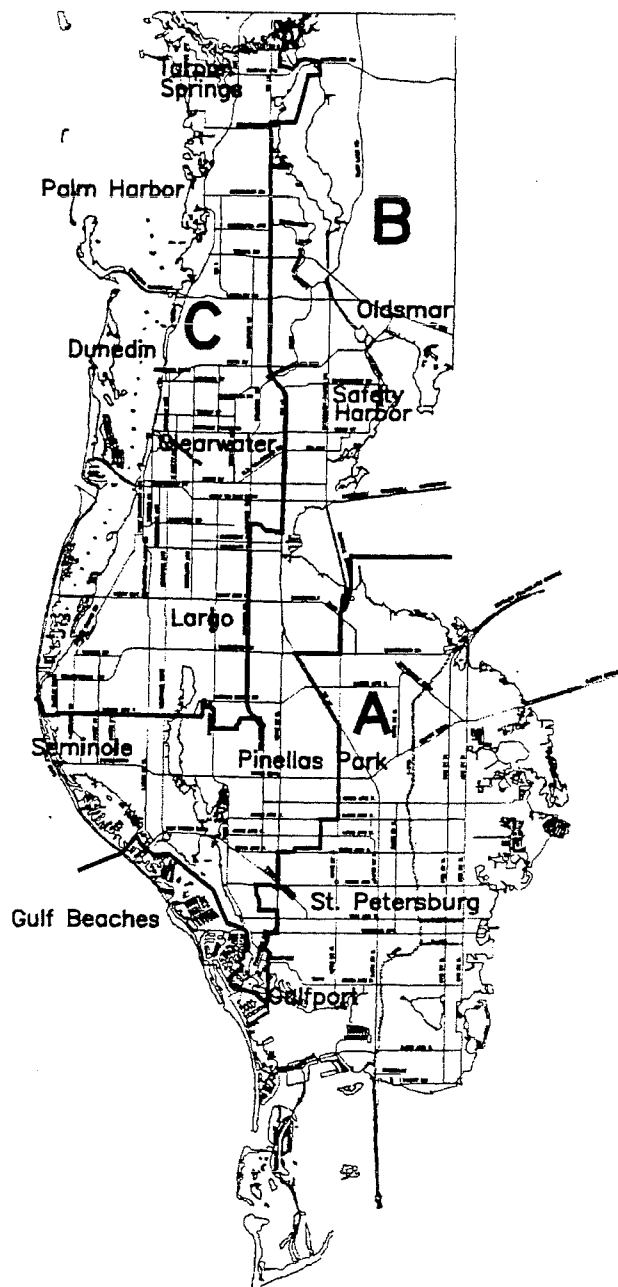
Only 46,830 voters, or about 8% of the county's registered voters, participated in the election. After all the votes were tallied, the results were extremely close. The people spoke, and 23 votes made the difference. Pinellas County would have a new, expanded County Commission.

The County Commission now tackled the rather daunting task of redrawing the map of Pinellas County districts to accommodate a seven commissioner system. To achieve as objective a perspective as possible, the commission enlisted the services of an outside agent, Kurt Spitzer, a Tallahassee-based government consultant who was engaged for the county's 1998 Charter Review Commission. In order to accommodate candidates who would be interested in filling the

additional commission seats, the board gave Spitzer a scant three months to draw the new lines. Spitzer rolled up his sleeves and went about his task.

The county commissioners set the criteria, along with legal restrictions as recognized by the courts. Each district was to have a nearly equal number of residents; ballpark numbers called for 225,000 for single-member districts and about

AT-LARGE DISTRICTS



300,000 for the at-large districts. District boundaries, where possible, were to respect municipal borders, voting precincts and neighborhood boundaries. Also, the new district delineations would attempt to observe natural or man-made boundaries; the districts were to be somewhat compact, rather than have meandering appendages.

Spitzer held four public meetings, in various areas of the county, during the redistricting process. Out of a population of more than 900,000 residents, only 150 people attended the meetings to give input. South county minorities wanted assurance that one district would encompass their neighborhoods; north county residents wanted the districts to be balanced; and beach residents wanted to remain separate from mainlanders.

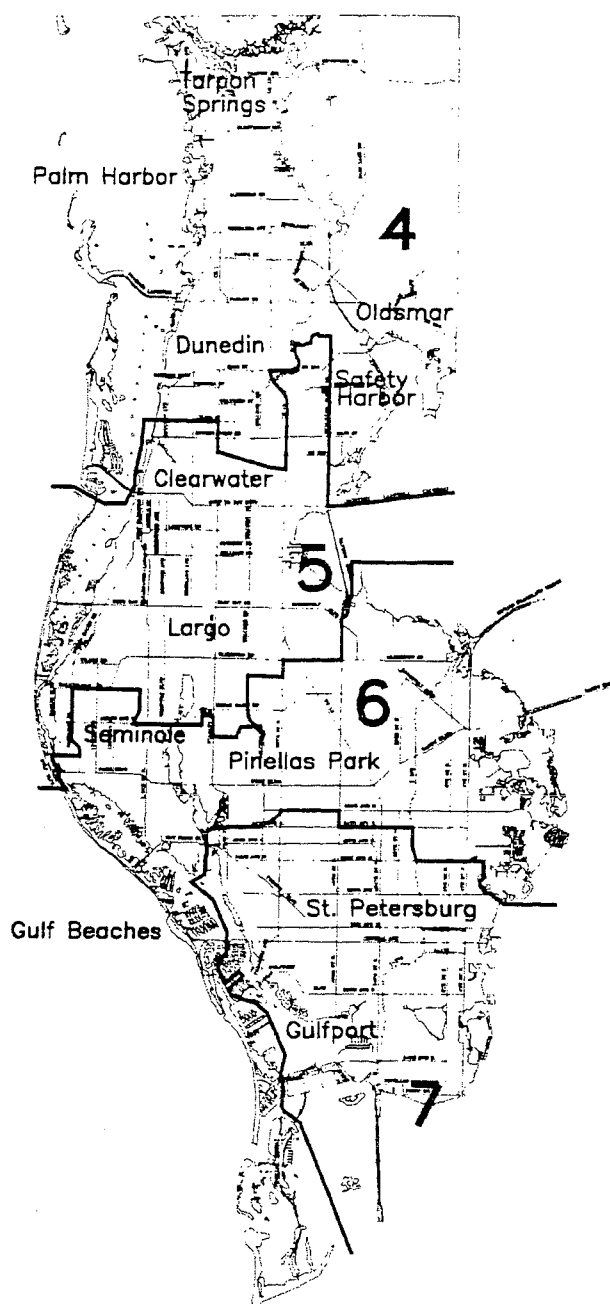
Spitzer presented his final plans to the Board of County Commissioners, and the public, in February of this year. (See map illustration or find details, including population figures, via the Pinellas County Internet website at www.co.pinellas.fl.us/bcc.) The four single member districts divide the county fairly evenly from east to west, comprising north county, two mid-county and south county zones. At-large districts tend to run lengthwise, north and south, along the peninsula, creating western, central and eastern divisions. District boundaries follow the population figures outlined by the commission fairly closely. Lines may be tweaked in 2002 to reflect population adjustments based on the year 2000 Census.

After measuring public reaction to the new maps at a public hearing, the Pinellas County Commission voted unanimously to approve the redistricting plan, as submitted, on February 15, 2000. In November, voters will choose four county commissioners from the single-member districts, along with one at-large seat. The remaining two at-large seats will be up for election in 2002.

I will not be seeking re-election in November, so at least three new faces will be seen on the board. However, I throw my support behind the concept of a seven-member commission and am confident that commission members will work closely with those who will be joining them to affect a smooth transition. Pinellas County has always prided itself on maintaining a unified vision of progress and controlled development. As we enter the 21st century, we have endeavored to bring prosperity and a superior quality of life to all our citizens. As we face the challenges the new millennium undoubtedly will bring, our new commission will be able to reach deeper into the community for the suggestions and solutions that our business and community leaders, indeed all of our citizens, can bring to the discussions. In the final analysis, we are one county; we must never lose that vision. However, we are composed of 900,000 individuals, and we must never lose touch with each of their voices.

The new Pinellas County Commission goes to work in November, as we all enter a new era of county leadership. I am very excited to see the results. ①

SINGLE MEMBER DISTRICTS



The Mercer Group, Inc.

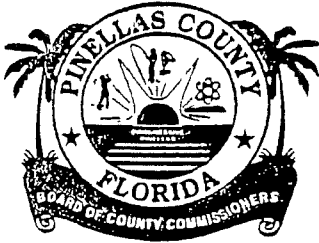
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E-Mail: mercerc@mindspring.com

ATLANTA • EAST LANSING • SANTA FE • WASHINGTON



PINELLAS COUNTY
BOARD OF COUNTY COMMISSIONERS

PHONE (727) 464-3363 • FAX (727) 464-3022 • 315 COURT STREET • CLEARWATER, FLORIDA 33756

ROBERT B. STEWART
CHAIRMAN

February 18, 2000

Mr. Kurt Spitzer
Kurt Spitzer & Associates
PO Box 867
Tallahassee, FL 32303

Dear Kurt:

Now that "the lines" have been approved by the Board of County Commissioners, I want to thank you for doing such a first rate job for the Board and the citizens of Pinellas County.

The Board was very pleased with your efforts and results. Throughout the potentially charged process, you remained calm, professional and attentive to the public's comments and concerns.

Congratulations on completing this tough assignment in such a fine fashion. Pinellas County is indebted to you!

Sincerely,

Robert B. Stewart
Chairman
Pinellas County Commission

cc: Members, Board of County Commissioners
Fred Marquis
Susan Churuti



MEMORANDUM

TO: Board of County Commissioners
Pinellas County

FROM: Kurt Spitzer

DATE: February 15, 2000

RE: County Commission Districts Boundaries

Under separate cover, you have been provided with my recommendation for the proposed district boundaries for the Pinellas County Board of County Commissioners.

The proposed district boundaries were developed based upon state and federal requirements, and public comments received during the four hearings that were held last month. A summary of the guidelines that I used appears below.

1. Population

The districts must be as nearly equal in population as is practical. I used year 2000 population projections from the county planning department, which are the best estimates currently available. Planning staff estimates the county's current population to be at approximately 902,000 permanent residents.

Since it is not possible to craft districts that are exactly equal in population, the Commission adopted a policy allowing up to a 3% level of tolerance as being an acceptable difference in population from one district to another. This results in the following characteristics:

<u>District Type</u>	<u>Average Population</u>	<u>Tolerance</u>
Single Member	225,500	6,700
At-Large (residence area)	300,700	9,000

2. Units of Measurement

The smallest unit of measurement used was voter precincts. Planning staff has imported its population projections into each specific voter precinct. Precincts were not split to accommodate district boundaries. Doing so would have been confusing to voters and administratively complex for the Supervisor of Elections.

3. Man-made and Natural Boundaries

I tried to follow existing natural or man-made boundaries when it was possible and practical to do so, such as major highways, bridges and water-bodies.

4. Municipal Boundaries

I largely avoided splitting municipal boundaries. This was impossible to accomplish in three areas: St. Petersburg, because of its size; Clearwater, because of its geographic location; and, other municipal areas where small pockets of annexed land have crossed precinct boundaries. The later case was unavoidable because of the pattern of annexation in Pinellas County.

5. Unincorporated Areas

I tried to attain an objective requested by some residents to not divide the unincorporated areas. This has been largely achieved in the north end of the county with the single-member district.

6. District Shape

The districts are relatively compact. Recent court decisions have rejected districts that have "bizarre" shapes, such as the "bug splat" example that was discussed during the public hearings and at a meeting of the Board when districting criteria were initially reviewed.

7. No Discriminatory Intent or Effect

The shape of the districts may not result in a significant dilution of the voting strength of a minority population in the County. The single member districts keep the African American neighborhoods intact in the south St. Petersburg and in the north-central areas of the county.

Memorandum
February 15, 2000
Page three

8. Neighborhoods Generally

I have attempted to not split individual neighborhoods. This may not have been entirely possible although I believe that (for the most part) this objective has largely been met.

9. Overlapping District "Grids"

The plan developed attempts to balance the tendency toward more narrow views from Commissioners elected from single-member districts with countywide perspectives by providing that the residence areas of the at-large Commissioners cover as many single-member districts as is practical.

On matters of purely local concern, county commissions typically defer to the Commissioner whose district includes the area in which an issue or problem has arose. Generally, this is true even when elected on an at-large basis.

So as to minimize the possibility of on-going alliances between single-member and at-large Commissioners that are based exclusively on geographic area, the districting plan is intentionally designed to provide that the at-large residence areas include as many single-member districts as is reasonably possible. For example, the western at-large district covers three single-member districts and the mid-county at-large district covers four of the single-member districts. Because of the geography of the county, the eastern at-large district only covers two of the single-member districts.

Since the single-member districts generally run an east-west pattern, the at-large districts generally follow a north-south pattern. The objective to have the at-large districts cover as many single-member districts as possible necessarily resulted in a division of more cities and unincorporated areas. However, since Commissioners from these districts are elected by all of the voters countywide, I felt that such divisions were not as significant as they might have been in the single-member districts.

Please feel free to contact me if I may provide you with further information.

KS/pg

PLC

METRO & STATE

SECTION
B

— WEDNESDAY, FEBRUARY 16, 2000 ■ THE TIMES

7 new voting districts okayed

■ County commissioners say it's not a perfect plan, but the redrawn districts created by a consultant are the best option.

by **EDIE GROSS**
Times Staff Writer

CLEARWATER — It may not be pretty, but it's ours.

A redistricting proposal that carves Pinellas County into four jagged-edge single-member voting districts and three at-

large districts was approved unanimously Tuesday night by the County Commission.

Fifteen people spoke during the public hearing at the County Courthouse in Clearwater. Several drew their own redistricting maps that they asked the commission to consider. But commissioners said

the plan created by Tallahassee consultant Kurt Spitzer was the best option.

"I think the only thing I've heard that we could all agree on is, we do not have a perfect plan," said Commissioner Bob Stewart. "I think the other thing we'd all agree on is we're not going to be able to please everyone."

Voters narrowly approved a Nov. 2 referendum expanding the County Commission from five members elected countywide to seven members, three elected

countywide and four elected from single-member districts.

The commission hired Spitzer to come up with boundaries for those districts, which needed to be fairly equal in population. Spitzer tried to elicit public opinion, but, for the most part, residents ignored the issue. Fewer than 90 attended the four public hearings Spitzer held in January.

Even those who criticized the maps Please see **DISTRICTS 4B**

Districts

from 1B

Tuesday night had relatively minor complaints.

Residents of Countryside did not like how the plan split them between single-member districts 4 and 5.

"One of your goals was to avoid dividing communities of interest," said Bill Jonson, president of the Countryside Northridge Homeowners Association.

Clearwater residents Don and Lucile Casey were unhappy that their neighborhood, Del Oro Groves, was drawn outside of District 5, which includes most of Clearwater and Largo.

"We do not wish to be singled out as dangling participants, which is what we are on this map," said Lucile Casey, pointing to her community, which is now in the southeast corner of District 4.

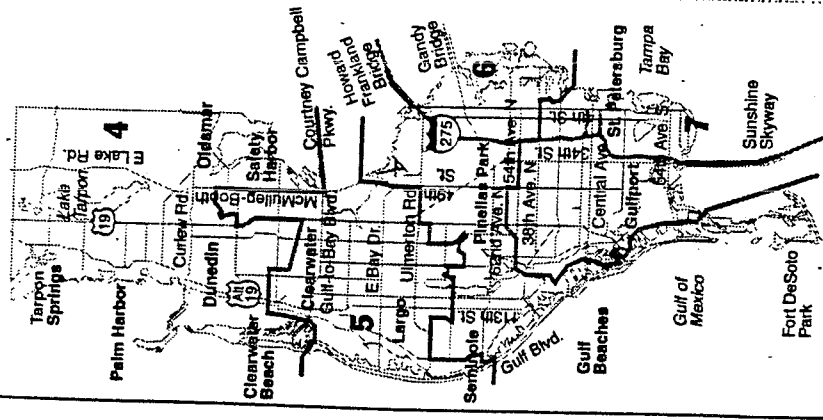
"We're concerned because we've been a long-established Clearwater neighborhood, and now we're going to be represented by someone up in Tarpon Springs."

Residents of unincorporated areas around Seminole, Largo and Kenneth City also objected to being divided into three single-member districts.

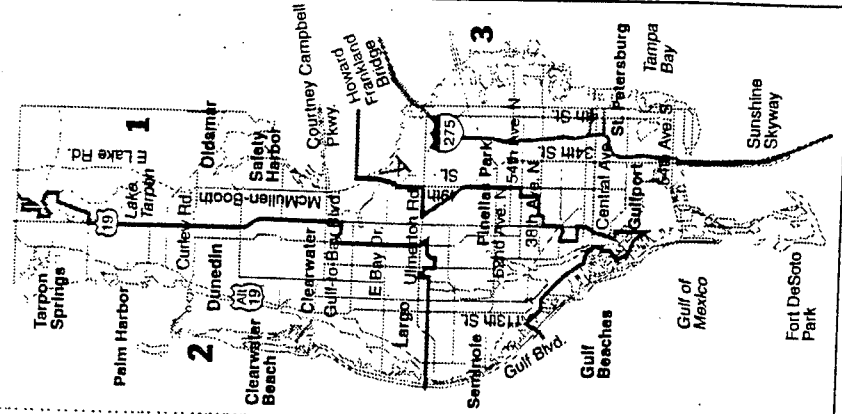
"The unincorporated area is a community in its own right," said Charles Fleer, who lives in unincorporated Seminole. "What has happened here ... is you have fragmented that community."

Commissioner Sallie Parks urged those residents to consider the benefits of having more than one single-member district com-

Single-member districts



At-large districts



missioner representing them.

"I know it's less than perfect for all of us," Parks said of the plan. "But it's about as good as we're going to get."

The plan received praise from residents of south St. Petersburg, who gain a minority-influenced district in District 7, which is 21 percent African American. North Pinellas residents who wanted the unincorporated communities of Palm Harbor and East Lake kept together also left Tuesday's meeting happy.

Times art

"I know you can't make everybody happy, but at least you made people up in the northern unincorporated area happy," said Palm Harbor resident Scott Fisher.

Voters will elect commissioners to all four single member seats, and to at-large seat 3 in November. The lines likely will be redrawn after April 2001 when new census figures are available.

Residents unhappy with the current plan are counting on that.

"They'll hear from us again," Don Casey said.

File

EDITORIALS

Pinellas districts are well drawn

The proposed maps for Pinellas' new County Commission districts won't please everybody, but they represent a good-faith effort to carry out voters' desire for more representative county government. Pinellas commissioners should approve the maps, which create four single-member districts and three at-large districts to replace the current system of five commissioners elected countywide. Any further tinkering would risk delaying a reform that already is long overdue.

For the most part, the maps drawn by Tallahassee consultant Kurt Spitzer create compact districts that keep natural communities intact. Few grumbles have been heard about the four proposed single-member districts, which generally divide the county along existing east-west corridors.

The only oddly shaped animal is at-large District B, which snakes from St. Petersburg to the Pasco County line. Spitzer said he stretched the at-large districts north and south to lessen the chance that single-member and at-large commissioners would form alliances based only on geography. He also acknowledges District B was shaped in part by

his desire to place the homes of Commissioners Calvin Harris and Barbara Sheen Todd, who are less than halfway through their terms, in separate districts.

Some north Pinellas residents perceive a more nefarious plot. They are concerned that six of the seven commissioners elected through these maps could reside south of Ulmerton Road. That's theoretically possible but highly unlikely. In fact, six of seven could reside *north* of Ulmerton, too. Only single-member District 7 is drawn entirely south of that thoroughfare. To the extent it matters, these maps are likely to produce a commission that more accurately represents Pinellas' geography than the current system typically has.

In any case, Pinellas residents should be beyond such parochial conspiracy theories. The county has been torn by periodic north-south divisions, but most of its problems — transportation, water, social services — are shared by residents countywide. Last November, voters approved changes intended to produce a more accessible and representative County Commission. These maps would make the voters' wishes a reality.

Appendix C

County Commission/School Board Redistricting Example Process

Task	Activity	Lead Project Team Member
1. Initiate Project	<ul style="list-style-type: none"> ▪ Brief Commission/Board/staff on Project ▪ Discuss process ▪ Develop timeline 	Project Manager/Consultant Project Manager/Consultant Project Manager/Consultant
2. Initial Data Analysis	<ul style="list-style-type: none"> ▪ Collect and reshape data ▪ Import existing district boundaries into GI system ▪ Import significant environmental and geographic features into system ▪ Analyze population and minority composition of existing districts 	GIS Developer/Analyst GIS Developer/Analyst GIS Developer/Analyst Project Manager/Consultant
3. Initial Public Hearings ¹	<ul style="list-style-type: none"> ▪ Assist in conducting initial series of hearings to: <ul style="list-style-type: none"> a. Explain redistricting process and parameters to public b. Gather public input on local criteria to be used in redistricting process 	Project Manager/Consultant
4. Prepare Initial Drafts of Maps	<ul style="list-style-type: none"> ▪ Prepare initial alternative draft maps ▪ Meet with individual members of the Commission/Board and staff to review and discuss maps 	GIS Developer/Analyst Project Manager/Consultant Project Manager/Consultant
5. Revise Draft Maps ²	<ul style="list-style-type: none"> ▪ Revise maps based on input received 	GIS Developer/Analyst Project Manager/Consultant Project Manager/Consultant
6. Public Workshop(s) ²	<ul style="list-style-type: none"> ▪ Meet with individual members of the Commission/Board and staff to review and discuss maps 	Project Manager/Consultant
7. Revise Draft Maps ²	<ul style="list-style-type: none"> ▪ Assist in conducting public workshop based on draft maps ▪ Revise maps based on public input received 	GIS Developer/Analyst Project Manager/Consultant Project Manager/Consultant County/Board Attorney or Project Attorney Project Manager/Consultant
8. Prepare Final Report	<ul style="list-style-type: none"> ▪ Meet with individual members of the Commission/Board and staff to review and discuss maps ▪ Review maps for legal sufficiency 	Project Manager/Consultant
9. Public Hearing	<ul style="list-style-type: none"> ▪ Prepare Final Report ▪ Adopt Maps during public hearing 	Project Manager/Consultant County/Board Attorney or Project Attorney

¹ Note that a fundamental question for the County Commission or School Board is whether to have public hearings before or after maps are initially drafted. Having hearings first allows for a more objective input on local criteria. Having hearings after initial drafts are prepared allows the public to react to proposed district boundaries.

² Steps 5, 6 and 7 could be repeated several times, depending on the complexity of the demographics and public sentiment.



STATEMENT

(Federal EIN 59-2977021)

TO: Nassau County Board of County Commissioners
 Attention: Walter Gossett, County Coordinator
 PO Box 1010
 Fernandina Beach, Florida 32035-0101

DATE: March 6, 2002 (1st Invoice sent January 15, 2002)

RE: Nassau County Redistricting Project

RECEIVED
 COUNTY COORDINATORS
 OFFICE
 02 MAR 15 AM 9:12

Professional Services

DATE	SERVICE	HOURS	
10/22/01	Conference call with Mr. Mullins, Mr. Gossett and Ms. Cannon.	0.60	
10/24/01	Review data.	0.60	
11/02/01	Meeting with W. Pollock of PBS&J to review/prepare maps.	2.50	
11/06/01	Travel to Fernandina Beach (4 hours divided by 2)	2.00	
11/07/01	Prepare for and meet with Board of County Commissioners.	2.00	
11/07/01	Travel back to Tallahassee (4 hours divided by 2)	2.00	
11/09/01	Telephone conference with Mr. Gossett.	0.50	
12/17-18/01	Travel 3.5 divided in half and return	3.50	
12/17/01	Attendance at county commission meeting and presentation.	5.00	
12/17/01	Telephone conference with Gossett; meeting with Pollock in map 1-d.	1.00	
12/21/01	Meet with W. Pollock on 1-d and 1C plot	1.00	
02/22/02	Meet with W. Pollock on narrative descriptions report	1.00	
	TOTAL HOURS	21.70	\$3,255.00
10/31/01	PBS&J Sr. IS Professional – October (\$135 per hour)	4.00	540.00
11/30/01	PBS&J Sr. IS Professional – November (\$135 per hour)	17.50	2,362.50
12/31/01	PBS&J Sr. IS Professional – December (\$135 per hour)	5.50	742.50
02/25/02	PBS&J Sr. IS Professional – January/February (\$135 per hour)	1.00	135.00
Expenses (expense reports attached)			
11/07/01	Travel		157.10
12/18/01	Travel		140.96
11/30/01	PBS&J Copies		9.00
12/31/01	PBS&J Copies		1.80
12/31/01	PBS&J PC – Computer		60.00
02/28/02	PBS&J PC – Computer		20.00
	TOTAL EXPENSES		\$4,168.86
TOTAL DUE			<u>\$7,423.86</u>

RECEIVED
 4-24-02 AM

*Please make check payable to Kurt Spitzer and Associates, Inc., and mail to
 719 East Park Avenue, Tallahassee, FL 32301. Thank You!*

Post Office Box 867 • Tallahassee, Florida 32302 • 850/561-0904 • FAX 850/222-4124


KS&A

KURT SPITZER & ASSOCIATES, Inc.
 Post Office Box 867
 917 East Park Avenue (32301)
 Tallahassee, Florida 32302-0867
 (850) 561-0904

Expense Report

Employee	Purpose
Kurt Spitzer	Nassau County Commission - Redistricting
Date	11/07/01

Date	Description	Transportation	Lodging	Meals	Other	Total
11/07/01	National Car Rental (divided in half)	68.15	88.95			
11/07/01	Holiday Inn, Jacksonville Airport		88.95			
TOTALS		\$68.15	\$88.95			\$157.10


 KURT SPITZER 12/11/01
 DATE

NATIONAL
CAR RENTAL

RA 504162560 Inv 50003428334
Rental 05-NOV-2001 08:40 PM
TALLAHASSEE ARPT
Return 07-NOV-2001 10:10 AM
JACKSONVILLE INTL ARPT

KURT A SPITZER
Vehicle # 11267117
Model CENTURY 4D
Class Driven FCAR Class Charged ICAR
License# YMA3804 State/Province VA
M/Kms Driven 053
M/Kms Out 18929
M/Kms In 19882

Charges	No Unit	Price	Amount
T & M	2 Days	49.00	98.00*
UNLIM M/KM	0 M/Kms		0.00*
REFUELING	9 Gals	1.60	14.40
CONCESSION RECOUP FEE			10.89*
FL SCHRG/TIRE&BATT FEE			4.10*
FLA LICENSE FEE			0.82*
SALES TAX 07.000 %			7.97
FFTXRSU			0.12

Total Charges USD 136.30

Paid By AMEX 3002 -136.30

Amount Due USD 0.00

* Taxable Items
Subject to Audit
Frequent Flyer 2021052945 Credit to DELTA

FFTXRSU is a recoupment of tax on
Frequent Flier miles earned

Holiday Inn

OF JACKSONVILLE AIRPORT
 1-95 At Airport Road
 Jacksonville, FL 32229-0409
 904/741-4404

Holiday Inn Priority Club Member, I have requested delivery of the Florida Times-Union during my stay. I understand that should I not want delivery, the price of the paper (\$3.50 daily) will be deducted from my bill.

Name & Address:

BRITZER
 183 FOREST LAIP

ALL HASSEE

FL 322121749

MISSAU

Room	337-11
Arrive Date	11/20/01
Dept. Code	11/20/01
Folio #	6
Room Rate	55.00
Account	2-17817
Mid/Seg.	4-17817

Independently owned and operated by MMI Hotel Group.
 I authorize you to bill the full balance of my account to my credit card which was presented upon registration.
Rapid Check-OutSM

The management is not responsible for any valuables not secured in safety deposit boxes provided at the front office. I agree that my liability for the charges is not waived and agree to be held personally liable in the event that the indicated person, company or association fails to pay for any part or the full amount of such charges.

AUTO MAKE: _____
 LICENSE #: _____

DATE	CODE	REFERENCE	ID	DESCRIPTION	CHARGE	PAYMENT	BALANCE
11/06	411	87	XXX	401-0000	.74	.00	.74
11/06	815	1106000	XXX	COMM SERV TAX	.11	.00	.85
11/06	411	72	XXX	808-7328	.74	.00	1.59
11/06	815	1106001	XXX	COMM SERV TAX	.11	.00	1.70
11/06	411	73	XXX	808-7328	.74	.00	2.44
11/06	815	1106002	XXX	COMM SERV TAX	.11	.00	2.55
11/06	411	74	XXX	808-7328	.74	.00	3.29
11/06	815	1106003	XXX	COMM SERV TAX	.11	.00	3.40
11/06	412	79	XXX	850-222-4938	4.11	.00	7.51
11/06	815	1106004	XXX	COMM SERV TAX	.62	.00	8.13
11/06	412	70	XXX	850-222-4938	5.46	.00	13.59
11/06	815	1106005	XXX	COMM SERV TAX	.82	.00	14.41
11/06	411	151	XXX	596-6035	.65	.00	15.06
11/06	815	1106006	XXX	COMM SERV TAX	.65	.00	15.71
11/06	111	1106007	NOB	SUSET ROOM	65.00	.00	80.71
11/06	811	1106008	NOB	SALES TAX	3.45	.00	84.16
11/07	411	11	YYY	596-6035	.48	.00	84.64
11/07	815	1107000	XXX	COMM SERV TAX	.07	.00	84.71
11/07	815	1107001	NOB	AMERICAN EXPRESS	.00	-82.95	.00
TOTAL							.00

ACCT. NO. 27835414804200E 190E

CARD MEMBER NAME BRITZER

ESTABLISHMENT NO. & LOCATION
 JACKSONVILLE AIRPORT
 1-95 AT AIRPORT ROAD
 JACKSONVILLE, FL 32229

CARD MEMBER'S SIGNATURE _____

DATE OF CHARGE	11/20/01	FOLIO NO./CHECK NO.	11-201-001
AUTHORIZATION	537522	95.00	
	540438	112.00	
		.00	
PURCHASES & SERVICES			
TOTAL AMOUNT		95.00	

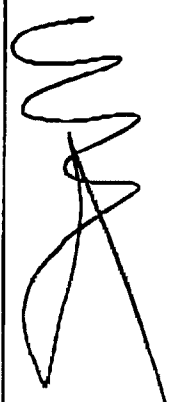
KS&A

KURT SPITZER & ASSOCIATES, Inc.
Post Office Box 867
917 East Park Avenue (32301)
Tallahassee, Florida 32302-0867
(850) 561-0904

Expense Report

Employee:	Kurt Spitzer	Purpose:	Nassau County Commission - Redistricting
Date:	12/17/01		

Date	Description	Transportation	Lodging	Meals	Other	Total
12/17/01	Hertz Car Rental (divided in half)	50.65				50.65
12/17/02	Fuel charge	14.06				14.06
12/18/01	Holiday km, Gainesville		76.25			76.25
	Totals	\$64.71	\$76.25			\$140.96



11/15/02

KURT SPITZER

DATE

Holiday Inn

Name & Address

SPITZER
SPE FOREST LAKE

TALLAHASSEE FL 323121743

*NASSAU
COUNTY*

Room	202-14
Arrive Date	12/17/01
Dept. Date	12/18/01
Folio #	0
Room Rate	69.95
Account	2-CAMEX
MicroSeg	4-88T

Page 1

OPERATED BY AN INDEPENDENT OWNER
UNDER FRANCHISE FROM HOLIDAY INNS, INC.

The management is not responsible for any valuables not secured in safety deposit boxes provided at the front office. The guest understands and agrees to be personally liable for all charges incurred at the hotel.

SIGNATURE

I authorize you to bill the full balance of my account to my credit card which was presented upon registration.

EXPRESS CHECK - OUT

SIGNATURE

DATE	CODE	REFERENCE	I.D.	DESCRIPTION	CHARGE	PAYMENT	BALANCE
1217	114	1217000	MEB	DISCOUNT ROOM	69.95	.00	69.95
1217	511	1217001	MEB	SALES TAX	4.20	.00	74.15
1217	853	1217002	MEB	COUNTY TAX	3.13	.00	77.28
1218	913	1218000	STR	AMERICAN EXPRESS	.00	77.28	.00
				TOTAL			.00

1 800 468 4684
PAY WITH CARD ONLY

ACCT. NO. 1234567890123456
CARD MEMBER NAME SPITZER
ESTABLISHMENT NO. & LOCATION HOLIDAY INN TALLAHASSEE FL
CARD MEMBER'S SIGNATURE <i>[Signature]</i>

DATE OF CHARGE 12/18/01	FOLIO NO./CHECK NO. 01-000000-0
AUTHORIZATION 123456	I.D. 1234
PURCHASES & SERVICES	
TOTAL AMOUNT	77.28

KURT SPITZER

CC

RR 358102032 #01RN

VEH 01398/7593262 CLS Q4 01 ECP4 LIC: FL 1W196T

FUEL: 8/8 OUT 8/8 IN

#1: 22139109 CDP: 00089

RES 0000000089

PREPARED BY: 2842/FLTAL10

COMPLETED BY: 2842/FLTAL10

RENTED: 12/17/01 11:00 @ HLE - TALLAHASSEE

RETURN: 12/18/01 17:11 @ HLE - TALLAHASSEE

PLAN IN: MCLD RATE CLASS: Q4

PLAN OUT: MCLD

MILEAGE IN 26200 TR-X MILES

MILEAGE OUT 26016 MILES ALLOWED

MILES DRIVEN 185 MILES CHARGED

DAYS 2 @ \$ 44.99 / DAY \$ 89.98

SUBTOTAL TS 89.98

LDW DECLINED

LIS DECLINED

PAI, PEC DECLINED

FLA SURCHG TS 4.70

TAX 7.000 % ON TAXABLE TTL OF \$ 94.68 \$ 6.63

CHARGED ON AMX XX8364148093XXX \$ 101.31

RENT FP AMX XX8364148093XXX

STATEMENT OF CHARGES - NOT VALID FOR RENTAL

CLR# 9068073 TID 01

JAX I-10 TRKSTOP
101 US HWY 301 S
BALDWIN FL

AMERICAN EXP RPT
SPITZER/K
REF# 112131-9461000
DATE 12/17/01 23:2

PUMP # 01
PRODUCT SILVER
SELF SERVICE LEVEL
GALLONS 12.028
PRICE/GAL: \$ 1.169
FUEL SALE \$ 14.06

Unit Posting Log

Monday, December 17, 2001

Period: 02/2002 Posting Seq: 4333
 Posting Date: 11/29/01 2:56:32 PM
 Posted by: 09haynes Transaction File: 09WWCOLDR
 PBSJ

Period ending 11/30/01

2:33:42 PM

Unit	Table	Name	Project	Task	Account	Quantity	Cost Amount	Billing Amount	Billing Extension
09CCI	<Default>	09 Color Copies-TT09							
10/29/01	Color/Pollock		071066.01	BREV	477.00	24.000	14.40	14.40	14.40
10/03/01	Color/Pollock		071066.01	BREV	477.00	1.000	0.60	0.60	0.60
11/05/01	Color/Pollock		071066.01	BREV	477.00	11.000	6.60	6.60	6.60
11/05/01	Color/Pollock		071066.01	LEVY	477.00	20.000	12.00	12.00	12.00
11/05/01	Color/Pollock		071066.01	NASS	477.00	15.000	9.00	9.00	9.00
10/04/01	Color/Pollock		071066.01	PIN1	477.00	40.000	24.00	24.00	24.00
10/28/01	Color/Pollock		071066.01	PIN1	477.00	90.000	54.00	54.00	54.00
10/31/01	Color/Pollock		071066.01	PIN1	477.00	20.000	12.00	12.00	12.00
10/04/01	Color/Pollock		071066.01	PIN1	477.00	2.000	1.20	1.20	1.20
11/26/01	Color/Hoke		091003.01		477.00	6.000	3.60	3.60	3.60
11/16/01	Boatman/Color		091003.01		477.00	1.000	0.60	0.60	0.60
11/19/01	Boatman/Color		091003.01		477.00	1.000	0.60	0.60	0.60
11/19/01	Boatman/Color		091003.01		477.00	67.000	40.20	40.20	40.20
11/20/01	Boatman/Color		091003.01		477.00	20.000	12.00	12.00	12.00
11/21/01	Boatman/Color		091003.01		477.00	1.000	0.60	0.60	0.60
10/08/01	Color/Chang		091003.03		477.00	40.000	24.00	24.00	24.00
10/05/01	Color/Chang		091003.03		477.00	3.000	1.80	1.80	1.80
10/02/01	Color/Chang		091003.03		477.00	13.000	7.80	7.80	7.80
10/05/01	Color/Simpay		091003.03		477.00	30.000	18.00	18.00	18.00
10/08/01	Color/Boatman		091003.03		477.00	4.000	2.40	2.40	2.40
10/01/01	Color/Boatman		091003.03		477.00	30.000	18.00	18.00	18.00
10/25/01	England/Color		091003.03		477.00	6.000	3.60	3.60	3.60
11/12/01	England/Color		091003.03		477.00	6.000	3.60	3.60	3.60
10/05/01	Color/Boatman		091003.03		477.00	12.000	7.20	7.20	7.20
10/02/01	Color/Boatman		091003.03		477.00	5.000	3.00	3.00	3.00
10/02/01	Color/Boatman		091003.03		477.00	2.000	1.20	1.20	1.20
10/04/01	Color/Boatman		091003.03		477.00	13.000	7.80	7.80	7.80
10/08/01	Color/Simpay		091003.04		477.00	45.000	27.00	27.00	27.00
11/02/01	Color/Shaw		091003.06		477.00	1.000	0.60	0.60	0.60

Unit Posting Log

Monday, January 14, 2002

Period: 03/2002 Posting Seq: 4133
 Posting Date: 12/28/01 12:49:59 PM
 Posted by: 09kayres Transaction File: 09COLORWEST
 PBSJ

Period ending 12/31/01

1:27:33 PM

Unit	Table	Name	Project	Task	Account	Quantity	Cost Amount	Billing Amount	Billing Extension
09CC1	<Default>	09 Color Copies-T109							
12/04/01	color printer		071066.01	BREV	477.00	12.000	7.20	7.20	7.20
12/17/01	color printer		071066.01	LEVY	477.00	12.000	7.20	7.20	7.20
12/17/01	color printer		071066.01	MASS	477.00	3.000	1.80	1.80	1.80
11/29/01	color printer		091003.03	1799	477.00	7.000	4.20	4.20	4.20
12/10/01	color printer		091003.03	1799	477.00	1.000	0.60	0.60	0.60
12/10/01	color printer		091003.03	1799	477.00	66.000	39.60	39.60	39.60
11/28/01	color printer		091003.03	1799	477.00	7.000	4.20	4.20	4.20
12/03/01	color printer		091003.03	1799	477.00	18.000	11.40	11.40	11.40
12/07/01	color printer		091003.06	9999	477.00	9.000	5.40	5.40	5.40
11/28/01	color printer		091003.06	9999	477.00	4.000	2.40	2.40	2.40
12/04/01	color printer		671072.99		477.00	2.000	1.20	1.20	1.20
11/29/01	color printer		775161.04		477.00	1.000	0.60	0.60	0.60
12/04/01	color printer		775173.21		477.00	30.000	18.00	18.00	18.00
12/06/01	color printer		775173.21		477.00	5.000	3.00	3.00	3.00
12/04/01	color printer		780601.03		477.00	20.000	12.00	12.00	12.00
12/04/01	color printer		886000.00	EG09	724.00	0.000	0.00	0.00	0.00
12/05/01	color printer		886000.00	EG09	724.00	1.000	0.80	0.80	0.80
12/11/01	color printer		886000.00	EG09	724.00	1.000	0.80	0.80	0.80
12/11/01	color printer		886000.00	EG09	724.00	70.000	42.00	42.00	42.00
12/18/01	color printer		886000.00	T109	724.00	2.000	1.20	1.20	1.20
				Unit Totals		272.000	163.20	163.20	163.20
				Final Totals		272.000	163.20	163.20	163.20

General Ledger Posting Summary
 RF:TC:67:0T C/N FL Trans Design TC67
 477.00 REPRODUCTIONS
 Total for RF:TC:67:0T

Debits	1.20	Credits	1.20
	1.20		1.20

Unit Posting Log

Monday, January 14, 2002

Period: 03/2002 Posting Seq: 1643

Posting Date: 12/12/01 2:49:46 PM

Posted by: 09haynes Transaction File: 09GIS

PBSJ Period ending 12/31/01 1:26:09 PM

Unit	Date	Description	Name	Project	Task	Account	Quantity	Cost Amount	Billing Amount	Billing Extension
09PCG		<Default>	09-PC GIS							
11/23/01		computer/mitchell		070554.17	0303	473.00	4.000	20.00	20.00	20.00
11/02/01		computer/mitchell		070554.17	0303	473.00	14.000	70.00	70.00	70.00
11/09/01		computer/mitchell		070554.18	3700	473.00	37.500	187.50	187.50	187.50
11/16/01		computer/mitchell		070554.18	3700	473.00	40.000	200.00	200.00	200.00
11/23/01		computer/mitchell		070554.18	3700	473.00	19.000	95.00	95.00	95.00
11/30/01		computer/mitchell		070554.18	3700	473.00	34.000	170.00	170.00	170.00
11/30/01		computer/lewis		070554.18	3700	473.00	12.000	60.00	60.00	60.00
11/23/01		computer/pollock		071066.01	BREV	473.00	3.000	15.00	15.00	15.00
11/16/01		computer/pollock		071066.01	BREV	473.00	11.000	55.00	55.00	55.00
11/30/01		computer/pollock		071066.01	BREV	473.00	16.000	80.00	80.00	80.00
11/09/01		computer/pollock		071066.01	BREV	473.00	5.000	25.00	25.00	25.00
11/23/01		computer/pollock		071066.01	LEVY	473.00	3.000	15.00	15.00	15.00
11/16/01		computer/pollock		071066.01	LEVY	473.00	8.500	40.00	40.00	40.00
11/09/01		computer/pollock		071066.01	LEVY	473.00	8.000	40.00	40.00	40.00
11/16/01		computer/pollock		071066.01	LEVY	473.00	8.000	40.00	40.00	40.00
11/09/01		computer/pollock		071066.01	LEVY	473.00	8.500	42.50	42.50	42.50
11/16/01		computer/pollock		071066.01	LEVY	473.00	2.000	10.00	10.00	10.00
11/30/01		computer/mitchell		090391.62	NASS	473.00	31.000	155.00	155.00	155.00
11/09/01		computer/pollock		090873.01		473.00	6.000	30.00	30.00	30.00
11/16/01		computer/pollock		090873.01		473.00	4.000	20.00	20.00	20.00
11/30/01		computer/pollock		090873.01		473.00	14.000	70.00	70.00	70.00
11/23/01		computer/pollock		090873.01		473.00	22.000	110.00	110.00	110.00
11/30/01		computer/lewis		090925.11		473.00	32.000	160.00	160.00	160.00
11/30/01		computer/lewis		090927.01		473.00	14.000	70.00	70.00	70.00
11/30/01		computer/lewis		090935.01	0001	473.00	16.000	80.00	80.00	80.00
11/09/01		computer/crecy		091203.01		473.00	2.000	10.00	10.00	10.00
11/09/01		computer/crecy		091203.01		473.00	2.500	12.50	12.50	12.50
11/02/01		computer/crecy		091203.01		473.00	5.000	25.00	25.00	25.00
11/06/01		computer/crecy		091203.01		473.00	2.000	10.00	10.00	10.00

Unit Posting Log

Monday, January 14, 2002

Period: 03/2002 Posting Seq: 4392

Posting Date: 12/31/01 12:15:39 PM

Posted by: 09hayres Transaction File: 09GIS

PBSJ

Period ending 12/31/01

1:26:50 PM

Unit	Table	Name	Project	Task	Account	Quantity	Cost Amount	Billing Amount	Billing Extension
09PCG	<Default>	09-PC GIS							
12/07/01	09 Computer/Pollock		020289.94	0001	473.00	4.000	20.00	20.00	0.00
12/07/01	09 Computer/Pollock		071066.01	BREV	473.00	4.000	20.00	20.00	20.00
12/31/01	09 Computer/Pollock		071066.01	LEVY	473.00	2.000	10.00	10.00	10.00
12/21/01	09 Computer/Pollock		071066.01	LEVY	473.00	4.000	20.00	20.00	20.00
12/21/01	09 Computer/Pollock		071066.01	MASS	473.00	3.500	17.50	17.50	17.50
12/31/01	09 Computer/Pollock		071066.01	PIN2	473.00	2.000	10.00	10.00	10.00
12/21/01	09 Computer/Pollock		071066.01	PIN2	473.00	1.000	5.00	5.00	5.00
12/31/01	09 Computer/Pollock		091203.01		473.00	2.000	10.00	10.00	10.00
12/21/01	09 Computer/Pollock		091203.01		473.00	25.000	125.00	125.00	125.00
12/14/01	09 Computer/Pollock		091203.01		473.00	26.000	130.00	130.00	130.00
12/07/01	09 Computer/Pollock		091203.01		473.00	31.000	155.00	155.00	155.00
			Unit totals			104.500	522.50	522.50	502.50
			Final totals			104.500	522.50	522.50	502.50

General Ledger Posting Summary

RN:EG:01:0E	Info Solution EG01	Debits	20.00	Credits	
473.00	PC - COMPUTER		20.00		
	Total for RN:EG:01:0E				
RN:EG:07:0E	Info Solutions EG07		82.50		
473.00	PC - COMPUTER		82.50		
	Total for RN:EG:07:0E				
RN:EG:09:0E	Info Solution EG09		420.00		
473.00	PC - COMPUTER		420.00		
739.00	LESS COMPUTER DIR CHGS		420.00		
	Total for RN:EG:09:0E		522.50		
	Totals		522.50		522.50

Posting Seq: 4392
Posting Date: 12/31/01 12:15:39 PM

Unit Posting Log

Thursday, March 14, 2002

Period: 05/2002 Posting Seq: 4589
 Posting Date: 02/28/02 11:43:38 PM Transaction File: D9GSL0G
 Posted by: 09haynes

PBSJ Period ending 02/28/02

8:43:34 AM

Unit	Table	Name	Project	Task	Account	Quantity	Cost Amount	Billing Amount	Billing Extension
09PCG	<Default>	09-PCG GRS							
01/31/02	Creecy/Computer		070554.18	3700	473.00	4.000	20.00	20.00	20.00
01/31/02	Lewis/Computer		070554.18	3700	473.00	3.000	15.00	15.00	15.00
02/28/02	Mitchell/Computer		070554.18	3900	473.00	47.000	235.00	235.00	235.00
01/31/02	Mitchell/Computer		070554.18	3900	473.00	36.000	180.00	180.00	180.00
02/28/02	Mitchell/Computer		070554.18	4900	473.00	39.000	195.00	195.00	195.00
01/31/02	Mitchell/Computer		070554.18	4900	473.00	88.000	330.00	330.00	330.00
02/28/02	Mitchell/Computer		070554.18	7900	473.00	35.000	175.00	175.00	175.00
01/31/02	Mitchell/Computer		070554.18	9700	473.00	2.000	10.00	10.00	10.00
02/28/02	Pollock/Computer		071066.01	LEVY	473.00	2.000	10.00	10.00	10.00
01/31/02	Pollock/Computer		071066.01	LEVY	473.00	2.000	10.00	10.00	10.00
02/28/02	Pollock/Computer		071066.01	MASS	473.00	1.000	5.00	5.00	5.00
01/31/02	Pollock/Computer		071066.01	MASS	473.00	3.000	15.00	15.00	15.00
02/28/02	Pollock/Computer		071066.01	MASS	473.00	4.000	20.00	20.00	20.00
01/31/02	Pollock/Computer		090391.62	PN12	473.00	2.000	10.00	10.00	11.00
01/31/02	Lewis/Computer		090391.62		473.00	1.000	5.00	5.00	5.50
02/28/02	Mitchell/Computer		090391.62		473.00	1.000	5.00	5.00	5.50
01/31/02	Mitchell/Computer		090410.06	1000	473.00	2.000	10.00	10.00	10.00
02/28/02	Mitchell/Computer		090708.07	0110	473.00	2.000	10.00	10.00	10.00
01/31/02	Lewis/Computer		090708.07	0110	473.00	3.000	15.00	15.00	15.00
01/31/02	Pollock/Computer		090925.11		473.00	36.500	182.50	182.50	182.50
01/31/02	Lewis/Computer		090935.01	0001	473.00	10.000	50.00	50.00	50.00
01/31/02	Mitchell/Computer		090935.01	0001	473.00	48.000	240.00	240.00	240.00
02/28/02	Mitchell/Computer		090935.01	0001	473.00	4.500	22.50	22.50	22.50
01/31/02	Stimpay/Computer		090956.51	2000	473.00	16.000	80.00	80.00	80.00
01/31/02	Creecy/Computer		090956.51	2000	473.00	11.000	55.00	55.00	55.00
01/31/02	Pollock/Computer		091203.01		473.00	26.000	130.00	130.00	130.00
02/28/02	Pollock/Computer		091203.01		473.00	48.000	240.00	240.00	240.00
01/31/02	Pollock/Computer		091203.01		473.00	32.000	160.00	160.00	160.00
01/31/02	Pollock/Computer		091203.01		473.00	2.000	10.00	10.00	10.00