

Charter Consulting Qualifications
Kurt Spitzer and Associates

Kurt Spitzer and Associates (KSA) was incorporated in 1989. Prior to forming KSA, Kurt Spitzer was employed by the Florida Association of Counties (FAC) for over 10 years. KSA's primary focus is to provide services to Florida local governments. KSA has provided consulting services on charters to the following:

- Broward County Charter Review Commission
- Columbia County Charter Commission
- Columbia County Charter Review Commission - *two occasions*
- Deltona Incorporation Study Commission (*municipal incorporation feasibility study*)
- Indian River County Commission (*BCC proposed charter*)
- Lee County Charter Review Advisory Commission - *three occasions*
- Leon County Charter Study Committee
- Leon County Charter Review Commission
- Okaloosa County Charter Study Commission
- Pinellas County Charter Review Commission - *three occasions*
- Polk County Charter Commission
- Polk County Charter Review Commission - *three occasions*
- Tallahassee-Leon County Consolidation Commission

KSA has acquired an extensive knowledge of charter policies and practices in Florida, and a familiarity with the best staffing practices for a CRC, including:

- Schedule and Timeline – KSA is able to facilitate the development of a schedule and timeline for the work of the CRC, where issues would be identified for general review; then narrowed to issues for discussion and possible consideration/debate as proposed charter amendments; and then adoption of issues for placement on the ballot for consideration of the electorate.
- Briefing Papers – All agenda items and answers to research questions raised by the CRC will be prepared in written format and delivered to the Review Commission in a timely manner.
- Consensus Building – Through working with numerous boards and commissions for more than 35 years, we are skilled in the development of a commonly shared consensus on the CRC. Our philosophy is to present all sides of a policy for the consideration of the CRC members, while leaving the final debate and decision-making authority to the CRC itself.
- Legal – KSA has worked with numerous attorneys on charters over the years. There are many different models for use of legal counsel in the charter review process, ranging from retention of special counsel for the CRC to the use of the county's in-house counsel. KSA is able to operate with either model or some combination of both.

- Public Education – KSA has prepared and coordinated numerous public education efforts, ranging from basic programs such as simple written brochures to more elaborate efforts including print, and radio spots.

KSA’s services concerning local government structure have not been limited to charter review commissions. Examples of other relevant experience include:

- Florida Taxation and Budget Reform Commission - KSA was the Project Manager of a team retained by the first Taxation and Budget Reform Commission to provide research and advisory services on local government revenue and expenditure patterns.
- Local Government Study Commission - Florida’s second Local Government Study Commission retained KSA to provide expertise on local government finance, structure and service delivery practices.

KSA has also served as the consultant to the following projects redistricting city or county commissions:

- Brevard County Commission
- Brevard County School Board
- City of Daytona Beach
- City of Ft. Lauderdale
- City of Ft. Myers (*a Voting Rights Act “pre-clearance” jurisdiction*)
- City of Pompano Beach
- Jefferson County Commission
- Leon County School Board
- Levy County Commission and School Board (*joint project*) - *twice*
- Nassau County Commission, School Board and Port Authority (*joint project*)
- Pinellas County Commission - *twice*
- Pinellas County School Board
- Sumter County Commission