

**BOCC CONTRACT  
APPROVAL FORM**

(Request for Contract Preparation)

**CONTRACT  
TRACKING NO.**

CM3134

**GENERAL INFORMATION**Requesting Department CM/TDCContact Person: Marshall EyermanTelephone: (904) 530-6010 Fax: ( ) Email: meberman@nassaucountyfl.com**CONTRACTOR INFORMATION**Name: JLL | Hotels & Hospitality GroupAddress: One Front Street Suite 2100, San Francisco, California 94111

City

State

Zip

Contractor's Administrator Name: Bethanie DeRose Title: Senior Vice PresidentTelephone: (609) 457-5361 Fax: ( ) Email: bethanie.derose@am.jll.com**IDENTIFY WHO WILL SIGN CONTRACT ON BEHALF OF CONTRACTOR (NAME AND EMAIL ADDRESS)**Authorized Signatory Name: Daniel FentonAuthorized Signatory Email: dan.fenton@am.jll.com**CONTRACT INFORMATION**Contract Name: Nassau County Tourism Development PlanDescription: Develop tourism strategic plan

GOODS AND/OR SERVICES TO BE PROCURED, PHYSICAL LOCATION, ETC.

Total Amount of Contract: \$195,000 plus expenses (10%) = \$214,500

APPROXIMATE IF NECESSARY

Source of Funds/Account: 137 .523.552.55.531000. Termination/Cancellation: \_\_\_\_\_Authorized Signatory: Board Chairman

IDENTIFY WHO WILL SIGN CONTRACT ON BEHALF OF BOCC

Contract Dates: From: execution to: 12 monthsStatus: X New        Renew        Amend#        WA/Task OrderHow Procured:    Sole Source    Single Source    ITB    RFP    RFQ    Coop.    Other   **If Processing an Amendment:**

Contract #: \_\_\_\_\_ Increased Amount to Existing Contract: \_\_\_\_\_

New Contract Dates: \_\_\_\_\_ to \_\_\_\_\_ Total or Amended Amount: \_\_\_\_\_

*Continued on next page*

**CHECKLIST***Review/Complete before sending contract for final signature*

Requirement	Description	Complete By
Contract, Exhibits and Appendices	1) The contract and all documents incorporated by reference in the contract, including exhibits and appendices are attached (including E-Verify, Pricing, Scope, etc.) and properly identified; and 2) All such documents have been read and agreed to in their entirety by originating department and staff members who have obligations under this contract.	Dept
Name, Address, Contact Person	The full name, address, legal status (i.e., corporation, partnership, etc.) and contact person of other party are included.	Dept
Understanding	Written contract matches the verbal understanding of all parties. All terms and conditions conform to the final negotiations/agreement of the parties.	Dept
Competition/Conflicts and Existing Contracts/Compliance	This contract does not conflict with any other contracts, promises or obligations of the BOCC. The requesting department verifies the BOCC can comply with all terms and conditions.	Dept Cnty Atty
Other Necessary Agreements	All other necessary agreements or waivers referred to in contract have been obtained and are attached and properly identified for reference.	Cnty Atty
Indemnification	BOCC may not indemnify, hold harmless, be liable to, or reimburse any other party to the contract for claims, lawsuits, damages, attorney fees, or losses incurred by that party in connection with the contract.	Cnty Atty
Term of Contract	Start and end dates of contract are included. Any renewals are included.	Cnty Atty
Warranties/Guarantees	Warranties or guarantees give satisfactory protection.	Cnty Atty/Risk
Insurance	Risk manager has or will approve insurance clauses. Levels confirmed in requirements	Dept
Governing Law	The contract is governed under the laws of the State of Florida. The contract may be silent on this issue but in no event will another state's law govern the agreement.	Cnty Atty
Confidentiality Agreements	All nondisclosure clauses include exceptions regarding disclosure as required by law. If not applicable, indicate "n/a."	Cnty Atty
Printed/Typed Names	Names of all persons signing contracts are printed or typed below signatures.	Router

**APPROVALS PURSUANT TO NASSAU COUNTY PURCHASING POLICY**

1. Marshall Eyerman 1/27/2022  
Department Head/Contract Manager Date
2. Marshall Eyerman 1/27/2022  
Procurement Date
3. Daniel Fanger Marshall Eyerman 1/28/2022  
Office of Mgmt & Budget Date
4. Denise C. May 2/3/2022  
County Attorney Date

**COUNTY MANAGER – FINAL SIGNATURE APPROVAL**

5. Taco E. Popey AICP 2/3/2022  
County Manager Date

**RETURN ORIGINAL(S) TO CONTRACTS MANAGEMENT FOR DISTRIBUTION AS FOLLOWS:**

Original: Clerk's Services; Contractor (original or certified copy)  
Copies: Department; Procurement; RLS Distribution; Clerk Services BOCC

**CONTRACT FOR PROFESSIONAL TOURISM STRATEGY AND DESTINATION  
DEVELOPMENT SERVICES IN NASSAU COUNTY, FLORIDA**

**THIS AGREEMENT** made and entered into on \_\_\_\_\_,  
by and between the **BOARD OF COUNTY COMMISSIONERS OF NASSAU COUNTY**,  
a political subdivision of the State of Florida, hereinafter referred to as "County", and  
**JONES LANG LASALLE AMERICAS, INC.**, located at One Front Street, Suite 2100,  
San Francisco, California 94111, hereinafter referred to as "Consultant":

**WHEREAS**, County desires to obtain professional services for the development  
of a County-wide Tourism Strategy and Destination Development Strategic Plan. Said  
services are more fully described in the *Proposal* dated November 22, 2021, attached  
hereto and incorporated herein as Exhibit "A"; and

**WHEREAS**, Consultant desires to render certain consulting services as  
described in the *Proposal* dated November 22, 2021, and has the qualifications,  
experience, staff and resources to perform those services; and

**WHEREAS**, County, through a competitive selection process conducted in  
accordance with the requirements of law and County policy, and based upon  
Consultant's assurance that it has the qualifications, staff, experience and resources,  
County has determined that it would be in the best interest of Nassau County to award a  
contract to Consultant for the rendering of those services described in the *Proposal*  
dated November 22, 2021.

**NOW THEREFORE**, in consideration of the mutual covenants and agreements  
hereinafter contained, the parties hereto agree as follows:

**ARTICLE 1 - EMPLOYMENT OF CONSULTANT**

County hereby agrees to engage Consultant, and Consultant hereby agrees to  
perform the services set forth in the *Proposal* dated November 22, 2021.

**ARTICLE 2 - SCOPE OF SERVICES**

2.1 Consultant shall provide professional services in accordance with the *Proposal* dated November 22, 2021.

2.2 Services requested by County or County's representative that are in addition to the *Proposal* dated November 22, 2021 will be considered additional services and reviewed, at that time for additional fees. Any additional services shall be mutually agreed upon and provided in writing.

**ARTICLE 3 - COUNTY'S RESPONSIBILITY**

Except as provided in the *Proposal* dated November 22, 2021, County shall provide Consultant with all required data, information, and services regarding the requirements and objectives for the services under this Agreement. Consultant shall rely upon the accuracy and completeness of any information, reports, data supplied by County or others authorized by County.

County's responsibilities are to furnish required information, services, render approvals and decisions as necessary for the orderly progress of Consultant's services. County hereby designates the Assistant County Manager, or his designee, to act on County's behalf with respect to the *Proposal* dated November 22, 2021. The Assistant County Manager, or his designee, under the supervision of the County Manager, shall have complete authority to transmit instructions, receive information, interpret and define County's policies and decisions with respect to materials, elements and systems pertinent to Consultant's services.

**ARTICLE 4 - TERM OF AGREEMENT**

The term of this Agreement shall begin upon full execution of this Agreement by all parties and terminate one (1) year thereafter. The term of this Agreement may be

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extended upon mutual written agreement between both parties. Any extension of the term under this Agreement shall be in one (1) year increments, unless otherwise agreed to by the parties, and shall be in County's best interest and sole discretion. Any agreement, amendment or modification to the term of the Agreement shall be subject to fund availability and mutual written agreement between County and Consultant.

## **ARTICLE 5 - COMPENSATION**

**5.1** Consultant shall be compensated in accordance with the *Proposal* dated November 22, 2021.

**5.2** Consultant shall prepare and submit to the Assistant County Manager, for approval, an invoice for the services rendered, with a copy provided to [invoices@nassaucountyfl.com](mailto:invoices@nassaucountyfl.com). Invoices for services shall be paid in accordance with the Florida Prompt Payment Act. All invoices shall be accompanied by a report or statement identifying the nature of the work performed, the hours required and compensation for the work performed. The report or statement shall show a summary of fees. County reserves the right to withhold payment to Consultant for failure to perform the work in accordance with the provisions of this Agreement, and County shall promptly notify Consultant in writing if any invoice or report is found to be unacceptable and will specify the reasons therefor. Consultant will have thirty (30) days to cure any failure upon written notice.

**5.3** All representation, indemnifications, warranties and guaranties made in, required by or given in accordance with this Agreement, as well as all continuing obligations indicated in this Agreement, will survive final payment and termination or completion of this Agreement.

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**5.4 Final Invoice:** In order for both parties herein to close their books and records, Consultant will clearly state "Final Invoice" on Consultant's final/last billing to County. This indicates that all services have been performed and all charges and costs have been invoiced to County and that there is no further work to be performed on the specific project.

## **ARTICLE 6 – EXPENSES**

Consultant shall be responsible for all expenses incurred while performing the services, unless otherwise detailed in the *Proposal* dated November 22, 2021. This includes, without limitation, license fees, memberships and dues; automobile and other travel expenses; meals and entertainment; insurance premiums; and all salary, expenses and other compensation paid to Consultant's agents, if any, hired by Consultant to complete the work under this Agreement.

## **ARTICLE 7 - STANDARD OF CARE**

Consultant shall exercise the same degree of care, skill, and diligence in the performance of the services as is ordinarily provided by a professional under similar circumstances, at the same time, and in the same locality. At County's sole discretion, Consultant shall, at no additional cost to County, re-perform services which fail to satisfy the foregoing standard of care.

## **ARTICLE 8 - DOCUMENTS**

The documents which comprise this Agreement between County and Consultant are attached hereto and made a part hereof and consist of the following:

- 8.1** This Agreement; and
- 8.2** The *Proposal* dated November 22, 2021 attached hereto Exhibit "A"; and
- 8.3** *Certificate of Liability Insurance* attached hereto as Exhibit "B"; and

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**8.4** Any work authorizations, written amendments, modifications or addenda to this Agreement.

#### **ARTICLE 9 - EQUAL OPPORTUNITY EMPLOYMENT**

In connection with the work to be performed under this Agreement, Consultant agrees to comply with the applicable provisions of State and Federal Equal Employment Opportunity statutes and regulations.

#### **ARTICLE 10 – TRUTH-IN-NEGOTIATION/PUBLIC ENTITY CRIMES AFFIDAVIT**

Consultant certifies that wage rates and other factual unit costs supporting the compensation are accurate, complete, and current at the time of contracting. The original contract price and any additions thereto shall be adjusted to exclude any significant sums by which County determines the contract price was increased due to inaccurate, incomplete, or non-current wage rates and other factual costs. Consultant represents that it has furnished a Public Entity Crimes Affidavit pursuant to Section 287.133, Florida Statutes.

#### **ARTICLE 11 - INDEMNIFICATION**

Consultant shall indemnify and hold harmless County and its officers and employees from liabilities, damages, losses, and costs, including but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of Consultant and other persons employed or utilized by the Consultant, in the performance of the Agreement.

#### **ARTICLE 12 - INDEPENDENT CONSULTANT**

Consultant undertakes performance of the services as an independent consultant under this Agreement and shall be wholly responsible for the methods of performance. County shall have no right to supervise the methods used, but County shall have the

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right to observe such performance. Consultant shall work closely with County in performing services under this Agreement.

#### **ARTICLE 13 – EXTENT OF AGREEMENT**

**13.1** This Agreement represents the entire and integrated agreement between County and Consultant and supersedes all prior negotiations, representations, or agreement, either written or oral.

**13.2** This Agreement may only be amended, supplemented, modified, changed or canceled by a duly executed written instrument.

#### **ARTICLE 14 - COMPLIANCE WITH LAWS**

In performance of the services, Consultant will comply with applicable regulatory requirements including federal, state, and local laws, rules regulations, orders, codes, criteria and standards.

#### **ARTICLE 15 - INSURANCE**

Consultant shall maintain such commercial or comprehensive general liability, workers compensation, professional liability, and other insurance as is detailed in Exhibit "B" and as is appropriate for the services being performed hereunder by Consultant, its employees or agents.

#### **ARTICLE 16 – ACCESS TO PREMISES**

County shall be responsible for providing access to all project sites (if required), and for providing project-specific information.

#### **ARTICLE 17 - TERMINATION OF AGREEMENT**

**17.1 Termination for Convenience:** This Agreement may be terminated by County for convenience, upon thirty (30) days of written notice to Consultant. In such event, Consultant shall be paid its compensation for services performed prior to the



termination date. In the event that Consultant abandons this Agreement or causes it to be terminated, Consultant is liable to County for all loss pertaining to this termination.

**17.2 Default by Consultant:** In addition to all other remedies available to County, County may terminate this Agreement for cause should Consultant neglect, fail to perform, or observe any of the terms, provisions, conditions, or requirements herein contained. Prior to termination, County shall provide written notice of the specific conditions warranting default, and County shall allow thirty (30) days for Consultant to cure.

#### **ARTICLE 18 - NONDISCLOSURE OF PROPRIETARY INFORMATION**

Consultant shall consider all information provided by County and all reports, studies, calculations, and other documentation resulting from Consultant's performance of the services to be proprietary unless such information is available from public sources. Consultant shall not publish or disclose proprietary information for any purpose other than the performance of the services without the prior written authorization of County or in response to legal process.

#### **ARTICLE 19 – UNCONTROLLABLE FORCES**

**19.1** Neither County nor Consultant shall be considered to be in default of this Agreement if delays in or failure of performance shall be due to uncontrollable forces, the effect of which, by the exercise of reasonable diligence, the non-performing party could not avoid. The term "uncontrollable forces" shall mean any event which results in the prevention or delay of performance by a party of its obligations under this Agreement and which is beyond the reasonable control of the nonperforming party. It includes, but is not limited to fire, flood, earthquakes, storms, lightning, epidemic, war, riot, civil disturbance, sabotage and governmental actions.

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**19.2** Neither party shall, however, be excused from performance if nonperformance is due to forces, which are preventable, removable, or remediable, and which the nonperforming party could have, with the exercise of reasonable diligence, prevented, removed, or remedied with reasonable dispatch. The nonperforming party shall, within a reasonable time of being prevented or delayed from performance by an uncontrollable force, give written notice to the other party describing the circumstances and uncontrollable forces preventing continued performance of the obligations of this Agreement.

#### **ARTICLE 20 - GOVERNING LAW AND VENUE**

This Agreement shall be governed by the laws of the State of Florida. All legal action necessary to enforce the Agreement will be held in Nassau County, Florida.

#### **ARTICLE 21 - MISCELLANEOUS**

**21.1 Non-waiver:** A waiver by either County or Consultant of any breach of this Agreement shall not be binding upon the waiving party unless such waiver is in writing. In the event of a written waiver, such a waiver shall not affect the waiving party's rights with respect to any other or further breach. The making or acceptance of a payment by either party with knowledge of the existence of a default or breach shall not operate or be construed to operate as a waiver of any subsequent default or breach.

**21.2 Severability:** Any provision in this Agreement that is prohibited or unenforceable in any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions hereof or affecting the validity or enforceability of such provisions in any other jurisdiction. The non-enforcement of any provision by either party shall not constitute a

waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.

**21.3 Public Records:** County is a public agency subject to Chapter 119, Florida Statutes. IF CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT (904) 530-6010, RECORDS@NASSAUCOUNTYFL.COM, 96135 NASSAU PLACE, YULEE, FLORIDA 32097. Under this Agreement, to the extent that Consultant is providing services to County, and pursuant to section 119.0701, Florida Statutes, Consultant shall:

a. Keep and maintain public records required by the public agency to perform the service.

b. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the agreement term and following completion of the Agreement if Consultant does not transfer the records to the public agency.

d. Upon completion of the Agreement, transfer, at no cost, to the public agency all public records in possession of Consultant or keep and maintain public records required by the public agency to perform the service. If Consultant transfers all public records to the public agency upon completion of the contract, Consultant shall

destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Consultant keeps and maintains public records upon completion of the Agreement, Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

e. A request to inspect or copy public records relating to a Nassau County contract for services must be made directly to the Nassau County Custodian of Public Records. If Nassau County does not possess the requested records due to Consultant maintaining the public records, then Nassau County shall immediately notify Consultant of the request for records. Consultant must provide the records to Nassau County or allow the records to be inspected or copied within a reasonable time. If Consultant does not comply with Nassau County's request for records, Nassau County shall be entitled to enforce the contract provisions herein for failure to comply with the terms of the contract. Any Consultant which fails to provide public records to Nassau County within a reasonable time may also be subject to penalties as provided under Section 119.10, Florida Statutes, including punishment by fine or may be guilty of committing a misdemeanor of the first degree for any willful and knowing violation.

**21.4** The provisions of this section shall not prevent the entire Agreement from being void should a provision, which is of the essence of the Agreement, be determined to be void.

## **ARTICLE 22 – EMPLOYMENT ELIGIBILITY**

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Consultant must comply with F.S. 448.095 and use the United States Department of Homeland Security's E-Verify system ("E-Verify") to verify the employment eligibility of all persons hired by Consultant during the term of this Agreement to work in Florida. Additionally, if Consultant uses subcontractors to perform any portion of the Work (under this Agreement), Consultant must include a requirement in the subcontractor's contract that the subcontractor use E-Verify to verify the employment eligibility of all persons hired by subcontractor to perform any such portion of the Work. Consultant must include a requirement in the subcontractor's contract that the subcontractor use E-Verify to verify the employment eligibility of all persons hired by subcontractor to perform any such portion of the work. Answers to questions regarding E-Verify as well as instructions on enrollment may be found at the E-Verify website: [www.uscis.gov/e-verify](http://www.uscis.gov/e-verify).

#### **ARTICLE 23 - SUCCESSORS AND ASSIGNS**

County and Consultant each binds itself and its director, officers, partners, successors, executors, administrators, assigns and legal representatives to the other party to this Agreement and to the partners, successors, executors, administrators, assigns, and legal representatives.

#### **ARTICLE 24 - CONTINGENT FEES**

Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Consultant 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 Consultant, any fee, commission, percentage, gift or any other consideration contingent upon or resulting from the award or making of this Agreement.

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**ARTICLE 25 - OWNERSHIP OF DOCUMENTS**

Consultant shall be required to work in harmony with other consultants relative to providing information requested in a timely manner and in the specified form. All documents, records, disks, original drawings, or other information shall become the property of the County upon completion for its use and distribution as may be deemed appropriate by County.

**ARTICLE 26 - FUNDING**

This Agreement shall remain in full force and effect only as long as the expenditures provided for in the Agreement have been appropriated by the Nassau county Board of County commissioners in the annual budget for each fiscal year of this Agreement and is subject to termination based on lack of funding.

**ARTICLE 27 - NOTICE**

**27.1** Whenever either party desires or is required under this Agreement to give notice to any other party, it must be given by written notice either delivered in person, sent by U.S. Certified Mail, U.S. Express Mail, air or ground courier services, or by messenger service, as follows:

**COUNTY**

Marshall Eyerman, Assistant County Manager  
96135 Nassau Place  
Yulee, Florida 32097  
904-530-6010  
[meberman@nassaucountyfl.com](mailto:meberman@nassaucountyfl.com)

With a copy to the Procurement Manager at:

96135 Nassau Place, Suite 2  
Yulee, Florida 32097  
(904) 530-6040  
[procurement@nassaucountyfl.com](mailto:procurement@nassaucountyfl.com)

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**CONSULTANT:**

Daniel Fenton, Executive Vice President  
Jones Lang LaSalle Americas, Inc.  
One Front Street, Suite 2100  
San Francisco, California 94111  
(831) 298-7215  
(408) 309-3450 (mobile)  
[dan.fenton@am.jll.com](mailto:dan.fenton@am.jll.com)

Bethanie DeRose, Senior Vice President  
Jones Lang LaSalle Americas, Inc.  
One Front Street, Suite 2100  
San Francisco, California 94111  
(831) 298-7215  
(609) 457-5361 (mobile)  
[Bethanie.derose@am.jll.com](mailto:Bethanie.derose@am.jll.com)

**27.2** Notices shall be effective when received at the address specified above. Changes in the respective addresses to which such notice may be directed may be made from time to time by any party by written notice to the other party. Email and facsimile are acceptable notice effective when received, however, notices received (i.e.; printed) after 5:00 p.m. or on weekends or holidays, will be deemed received on the next business day. The original of the notice must additionally be mailed as required herein.

**27.3** Nothing contained in this Article shall be construed to restrict the transmission of routine communications between representatives of Consultant and County.

**ARTICLE 28 - DISPUTE RESOLUTION**

**28.1** County may utilize this section, at their discretion, as to disputes regarding contract interpretation. County may send a written communication to Consultant by email, overnight mail, UPS, FedEx, or certified mail. The written notification shall set

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forth County's interpretation of the Agreement. A response shall be provided in the same manner prior to the initial meeting with the County Manager. This initial meeting shall take place no more than twenty (20) days from the written notification of the dispute addressed to Consultant. Consultant should have a representative, at the meeting that can render a decision on behalf of Consultant.

**28.2** If there is no satisfactory resolution as to the interpretation of the Agreement, the dispute may be submitted to mediation in accordance with mediation rules as established by the Florida Supreme Court. Mediators shall be chosen by County and the cost of mediation shall be borne by Consultant. Consultant shall not stop work during the pendency of mediation or dispute resolution.

**IN WITNESS WHEREOF**, the parties hereto have executed this Agreement as of the day and year first written above.

**BOARD OF COUNTY COMMISSIONERS  
NASSAU COUNTY, FLORIDA**

\_\_\_\_\_  
AARON C. BELL  
Its: Chairman  
Date: \_\_\_\_\_

Attest to the authenticity of the  
Chairman's signature:

\_\_\_\_\_  
JOHN A. CRAWFORD  
Its: Ex-Officio Clerk

Approved as to form and legality by the  
Nassau County Attorney:

\_\_\_\_\_  
MICHAEL S. MULLIN

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**JONES LANG LASALLE AMERICAS, INC.**

Daniel Fenton

By: Daniel Fenton

Its: Executive Vice President

Date: 2/5/2022

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*Exhibit "A"*

# **Nassau County Tourism Strategy & Destination Development**

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Prepared for Nassau County, Florida  
November 22, 2021

**JLL**

# Contact

Jones Lang LaSalle Americas Inc.

## **Contact Information:**

Daniel Fenton  
Executive Vice President  
One Front Street Suite 2100  
San Francisco, California 94111  
T +1 831 298-7215  
M +1 408 309-3450  
dan.fenton@am.jll.com

Bethanie DeRose  
Senior Vice President  
M +1 609 457 5361  
bethanie.derosé@am.jll.com

November 19, 2021



Taco Pope  
County Manager  
96135 Nassau Pl.  
Suite 1  
Yulee, FL 32097

RE: Nassau County, Florida Tourism Strategy and Destination Development Strategic Plan.

Dear Taco:

Jones Lang LaSalle Americas, Inc. (JLL) is pleased to present our proposal to support Nassau County's efforts to augment, grow, and strategically evolve the tourism economy to expand the value-adding benefits of tourism to the community by creating new products and revenue streams that will create jobs, expand the economy, and improve the quality of life/place for visitors and citizens through the development of a County-wide Tourism Strategy and Destination Development Strategic Plan to address the next five to 10-years.

JLL's Tourism and Destination Advisory practice brings national expertise in destination development, tourism and DMO planning. From large destinations like San Francisco and Miami, to smaller, niche communities like Fort Collins, Colorado and Waco, Texas, where we have developed custom solutions and strategic plans to guide smarter tourism investment for counties and convention and visitors' bureaus across the country.

We will deliver a Destination Strategic Plan that is actionable with tangible priorities and clear implementation strategies for the County. Our process for Nassau County ensures that the resulting plan will build on the success of Amelia Island and focus on the key need areas across the five-districts of the County including increasing the tourism economy off island and into new areas of Nassau County. This will include strategies to increase current and future visitor flow and spending across all tourism sectors, identifying what additional or new infrastructure may be needed and assess the current tourism product to determine market strength for future development opportunities. Additionally, JLL understands that the success of Amelia Island brings with it new challenges with the sustainability and capacity of the existing tourism ecosystem. JLL will address these issues as part of the County-wide planning effort.

We pride ourselves on our thoughtful and tailored approach we bring to destinations at the city and county levels. Our entire process is centered around gathering useful insight from a variety of sources, consensus among key stakeholders and merging that with our combined years of experience – resulting in new, innovative strategies, ready to support Nassau County's vision for the future.

We are confident that our approach will exceed the expectations of the County and enable the expansion of tourism into a county-wide landscape with tangible recommendations for new product. We understand this is more than a marketing plan and JLL's approach to Nassau County will deliver on the needs of the County to develop off island while exponentially adding to the value of the tourism ecosystem. Thank you for allowing us the opportunity to present our proposal.

A handwritten signature in black ink, appearing to read 'Daniel Fenton', written over a circular stamp.

**Daniel Fenton**  
Executive Vice President  
Director of Global Tourism Practice.  
T +1.408-309-3450 | dan.fenton@am.jll.com

**We would be honored  
to be your partner.**

# Qualification & capabilities



# JLL firm profile

**Jones Lang LaSalle Incorporated, incorporated in 1997, is a Maryland corporation. References to “JLL,” “the Company,” “we,” “us” and “our” refer to Jones Lang LaSalle Incorporated and include all of its consolidated subsidiaries, unless otherwise indicated or the context requires otherwise. Our common stock is listed on The New York Stock Exchange (“NYSE”) under the symbol “JLL.”**



JLL is a Fortune 500 company with annual revenue of \$18.0 billion, operations in over 80 countries and a global workforce of over 93,000 as of December 31, 2019. We provide services for a broad range of clients who represent a wide variety of industries and are based in markets throughout the world. Our clients vary greatly in size and include for-profit and not-for-profit entities, public-private partnerships and governmental (“public sector”) entities looking to outsource destination development services.

JLL provides a full range of tourism strategy services for both public and private clients seeking to maximize the impact of tourism on their destinations. Our team has extensive experience in providing not only destination development services, but also a full range of advisory services that enhance the destinations in which we work. Our global platform and diverse service and product offerings position us to take advantage of the opportunities in a consolidating industry and to successfully navigate the dynamic and challenging markets in which we compete worldwide.

*As per the request of the RFQ, JLL does not have any pending litigation and is in good standing.*

JLL is a leading professional services firm that specializes in tourism strategy advisory. We shape the future of tourism for a better world by creating solutions, building relationships and most of all, using data to recommend tailored strategy approaches to every destination. JLL is a leader in enhancing destinations. As a practice, the Hotels and Hospitality Group maintains 49 global offices. In the last five years, the group’s 350-strong global team has helped solve nearly 5,300 unique client challenges by completing advisory, valuation and asset management assignments. We have worked with more than 50 cities, regions, states and international destinations – partnering to attract visitors and make their destinations more competitive.



# Team facilities and resources

**Cities, states and countries across the globe are leveraging the tourism industry to drive new growth, expansion of industry and long-term sustainability for their communities on the world stage. Our team provides the expertise to drive new destination thinking in a globally competitive landscape.**

## Top firm

*No. 1 in Forbes Best Employers for Diversity in America for 2021*

*Named to Bloomberg Gender-Equality Index for second year in a row*

*Score of 100 for Best Places to Work for Disability Inclusion*



JLL has the resources to analyze Nassau Counties tourism assets on behalf of Nassau County and the Board of County Commissioners and the to deliver a more sustainable and balanced destination for the future.

JLL is globally leading reentry into the workforce. Our policies and procedures as a fortune 500 company are setting the standards for others. We will bring that expertise to Nassau County CVB for this project. Additionally, we are globally connected, conducting remote work seamlessly for clients for over the last 16 months. The supporting work of this project will be managed from JLL's New York office. JLL's Hotels & Hospitality Group is made up of 35 full-time staff, four of which will be dedicated to directly assisting Nassau County.

**47** Offices

**23** Countries

**350** Global specialists





# Who we are

## Award and accolades

### We know destinations

With a 20+ year track record in helping destinations identify strategic advantages, JLL's Global Tourism and Destinations team is uniquely positioned to partner with destinations to build and enhance their tourism infrastructure. We serve as guides in the strategic management of tourism in a sustainable manner consistent with economic goals and cultural values shaped by preservation of natural resources, community desires and visitor industry needs.



#### Proven methods

We are practitioners and are thought-leaders in the tourism industry and apply that expertise to build destination strategic plans.



#### Leveraging expertise

To date, JLL has advised over 50 destinations on destination strategic plans, organizational assessments, asset optimization strategies, and visitor profiles worldwide.



#### Outcome oriented

We pride ourselves on partnering with clients to produce implementation focused results. Why undergo a strategic planning effort, if you can't implement it?

Fortune  
Fortune 500 Company list  
(2015-2020)



World's Most  
Admired Companies  
Fortune Magazine  
5th year in a row



100 Best Corporate Citizens in  
the United States  
CR Magazine  
5th year in a row



100 Best Companies  
Working Mother  
3rd year in a row

Drucker WSJ Management  
Top 250  
(2017-2018, 2020)



A LinkedIn Top  
Company  
(2016 - 2018)



Dow Jones Sustainability  
Index North America  
4th year in a row



Perfect Score on the Human  
Rights Campaign Foundation's  
Corporate Equality Index  
6th year in a row



50 out Front: Best Places for  
Women and Diverse Managers  
Diversity MBA Magazine  
2018



Best Places to Work in  
Money Management  
Pensions and  
Investments  
4th year in a row



America's Most Just  
Company in the Real Estate  
Industry  
Forbes  
4th year in a row



A 2019 Military  
Friendly® Employer  
Victory Media



World's Most Ethical Companies  
Ethosphere Institute  
13th year in a row



Top 70 Companies for  
Executive Women  
National Association for  
Female Executives  
4th year in a row



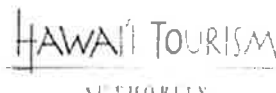
Energy Star Sustained  
Excellence Award  
U.S. Environmental  
Protection Agency  
8th year in a row





# JLL Tourism

## Past Clients:



The JLL clients above are a representative sample that has received a broad base of tourism support.

## Current Clients Include:



## Tourism Strategy Services

JLL provides a full range of tourism strategy services for both public and private clients seeking to maximize the impact of tourism on their destinations. Our team has the breadth and depth of experience in providing not only destination development services, but also a full range of advisory services that enhance the destinations in which we work. Tourism strategy services include:

- Industry Research
- Destination Strategic Planning
- Visitor Surveys
- Governance
- Sales Team Deployment
- Accountability
- Goal Setting
- CVB & Convention Center Coordination
- Event Prospecting
- Enhancing Citywide Events
- Marketing Strategy
- Target Markets
- Branding
- ROI Based Campaigns
- Sports Development
- Creating New Signature Events
- Current Events Metrics
- Event Strategy



# We know *seaside* destinations

The JLL team collectively brings ample experience and knowledge of a variety of seaside destinations. Our team has completed projects for the following destinations:

## **Carlsbad, CA**

Tourism Study & Strategic Plan



## **Broward County, FL**

Culture Tourism Plan



## **Jacksonville, FL**

Tourism Asset Research & Analysis



## **Sarasota County, FL**

Destination Strategic Plan



## **Miami Beach, FL**

City & CVB Sales and Marketing Plan



## **Volusia County (Daytona Beach), FL**

Tourism Marketing Study



## **Walton County (Santa Rosa Beach), FL**

Strategic Plan



In addition to –



# We understand *county* dynamics

The JLL team has worked across complex geographical localities and multiple jurisdictions to complete strategic planning processes for urban and rural communities. Our team has completed projects for the following destinations:

## **Wake County, NC**

10-Year Destination Strategic Plan



## **Louisville-Jefferson County Metro, KY**

10-Year Destination Master Plan



## **Lake County, CA**

Tourism Research & Analysis



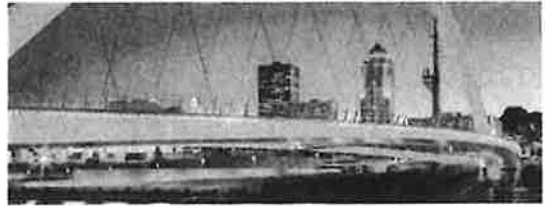
## **St. Mary's County, MD**

Tourism & Hospitality Master Plan



## **Greater Des Moines, IA**

Destination Strategic Plan



## **Pierce County, WA**

Tourism Funding & Asset Plan



In addition to –



*Thought Leadership*

# International Tourism Readiness & Planning

*JLL knows that cities are global hubs accelerating business, innovation and job creation all around the world. That is why our team is committed to global partnerships to further this industry's impact. JLL has worked with leading global think tanks to advise on policy and operationalize it into practice.*



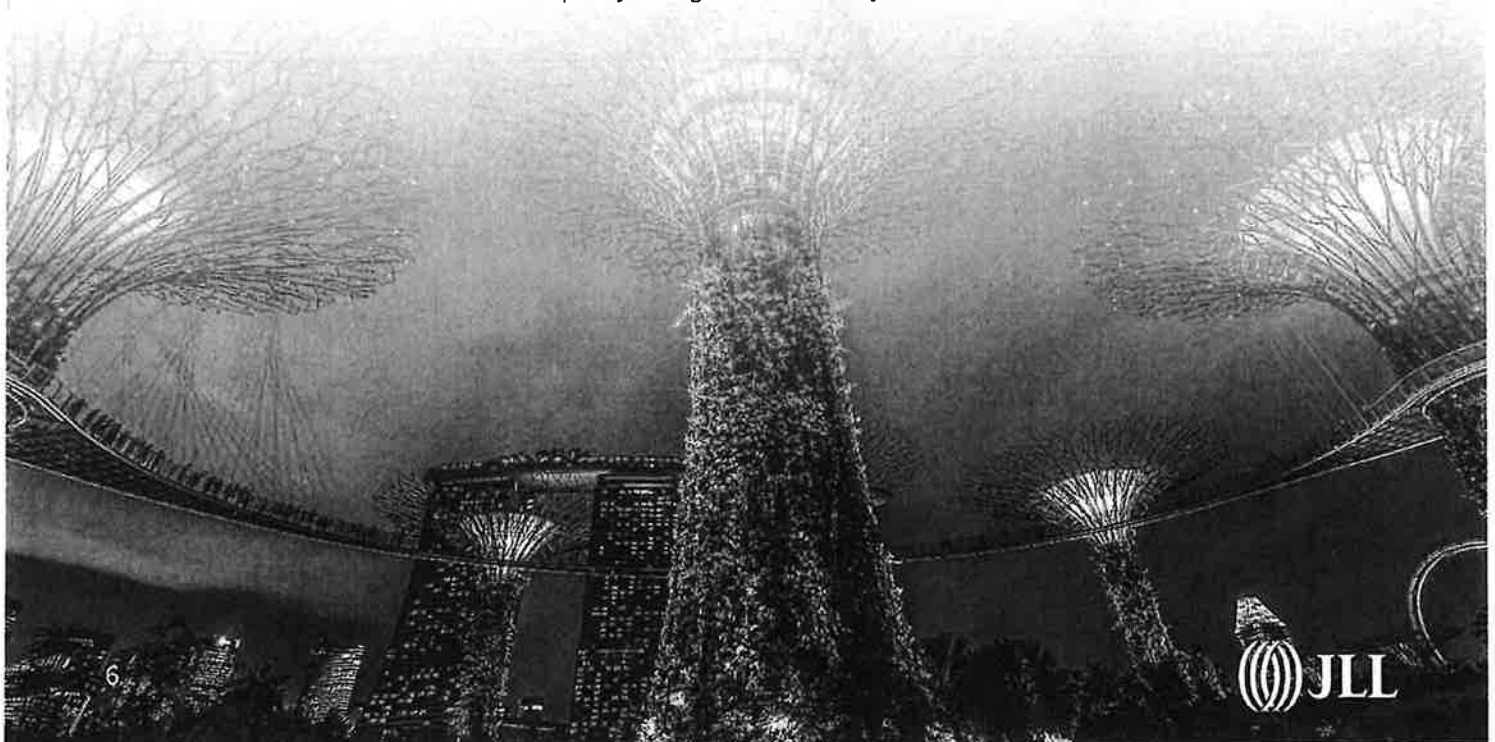
In 2019, JLL released a joint research report with the World Travel & Tourism Council (WTTC) on global tourism readiness. The research indexed 50 global cities and their positioning for a successful tourism industry based on 75+ data points using JLL & WTTC's joint expertise in the field. Our methodology developed five-typologies of destinations.



Our team works closely with Destinations International to support destination marketing organizations in achieving their ambitions. Our practice lead, Dan Fenton, was a former chair of this international organization. Bethanie DeRose and Juliet Velazquez currently sit on the Global Leadership and Convention Sales and Services Committees for Destinations International to support JLL's global reach and are instrumental in providing strategic recommendations influencing policy change in the industry.



Through our work with the World Economic Forum (WEF), JLL is able to be a leading advisory voice on issues related to emerging markets, sustainability and competitiveness. JLL & WEF understand the importance of tourism to drive the health and success of adjacent industries i.e., retail, restaurants, transportation and overall quality of place.



# Team organization



**Dan Fenton**

Executive Vice President  
*Project Oversight*



## Project Management



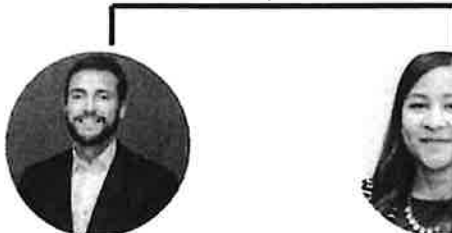
**Bethanie DeRose**

Senior Vice President

*Project Role:*  
*Day to day project management*  
*Liaison to AITDC*  
*Manage all stakeholder engagement*  
*Lead research initiatives*  
*Manage project deliverables*



## Project Support



**Mitchel Anzivino**

Associate



**Juliet Velazquez**

Associate

*Project Role:*  
*Market research support*  
*AITDC resource*  
*Project deliverable support*

# Project team resumes



**Dan Fenton**

Executive Vice President  
Director of Global Tourism  
Project Oversight

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M: +1 408.309.3450  
dan.fenton@am.jll.com

## Current responsibilities

Dan heads up the Global Tourism Team within JLL's Hotels & Hospitality Group specializing in research, tourism strategy and destination planning. He is the past Chairman of the Board of Destinations International where he launched several initiatives designed to drive more effective practices across Destination Marketing Organizations. Dan also served as President and CEO of Team San Jose for 15 years and was a Principal in the Strategic Advisory Group. Prior to that, Dan was in general management and sales/marketing leadership positions with hotel companies.

## Experience

Dan blends his knowledge of trends in the national and international tourism and hospitality sectors to bring a "big picture" view to what makes destinations more competitive and how communities can set themselves apart. This knowledge was thoroughly applied to help develop the Meet Hawai'i brand and direction. With this perspective, he understands what questions need to be asked and uses that context to evaluate and leverage the resulting data.

- Hawai'i Tourism Authority
- Miami Beach Convention & Visitors Bureau
- Visit Sarasota County
- Philadelphia Convention & Visitors Bureau
- Visit Denver
- Houston Convention & Visitors Bureau
- Greater Raleigh Convention & Visitors Bureau
- Charlotte Regional Visitors Authority
- World Travel & Tourism Council – Tourism Readiness Research
- Destinations International
- Rochester Convention & Visitors Bureau, Minnesota
- Finger Lakes Regional Tourism Council, New York
- Walton County Florida
- St. Mary's County, Maryland

## Prior experience

Before joining JLL, Dan was a Principal for Strategic Advisory Group, which was acquired by JLL in early 2016, for five years. Prior to joining Strategic Advisory Group, he served as President and CEO of Team San Jose for 15 years.

## Education and affiliation

Dan is a graduate of Cornell University where he received a Bachelor's degree, with distinction, in hospitality administration and management. He also serves on the York School Board of Trustees as an advisor to the Philanthropy Committee and is the chair of the Diversity Committee.

## About Dan

Dan is a passionate professional who is currently leading efforts with past graduates of prominent hotel schools like Cornell, NYU and Miami to intentionally seek and educate diverse candidates about the potential in hospitality careers. That is a recent initiative of Dan's, but not the only one. Dan has been on the Board of Trustees for his high school, the York School, in California for several years. Dan is the chair of the Diversity Committee and helped launch a program at called "Fenton scholars" that is an intentional recruiting plan to identify and support lower social economic African American and LatinX students to attend an internationally recognized independent school.

When Dan is not leading these passion projects, you can find Dan in his favorite role of all, uncle and now grand uncle to his nieces and nephews and when concerts resume, he will be front row at the next Tower of Power show.

# Project team resumes



**Bethanie DeRose**

Senior Vice President

M: +1 609.457.5361  
bethanie.derose@am.jll.com

## Current responsibilities

Based in New York, Bethanie DeRose is a Senior Vice President with JLL's Hotels & Hospitality Group specializing in tourism strategy, destination development and management. She assists clients with destination strategic planning, tourism readiness and sustainability, convention center asset management, public facility feasibility and overall destination positioning.

## Experience

Bethanie has extensive experience in long-term destination and tourism planning efforts having completed over 50 projects domestically for destinations including Miami Beach, Florida; Philadelphia, Pennsylvania; Houston, Texas; and Denver, Colorado among many others. Internationally, Bethanie has been involved in convention center planning in Central America and global tourism readiness planning in Europe and Asia.

Bethanie has also worked closely with industry associations including the World Travel and Tourism Council on a Global Tourism Readiness project as well as Destinations International on the conventions and meetings product audit. She also serves on various Destinations International committees.

In addition, Bethanie's experience includes hospitality operations management, sales planning, goal setting and capital project management. Bethanie personally oversaw and managed the renovation and capital improvement plan of a 334-room hotel in Atlantic City following Hurricane Sandy's impact in New Jersey.

She's worked in the hotels and convention industries for nearly 10 years and is an expert at strategy and planning.

## Prior experience

Before joining JLL, Bethanie was an Associate Consultant with Strategic Advisory Group, which was acquired by JLL in early 2016. Bethanie was with Strategic Advisory Group for nearly three years. Prior to that position she was in the General Manager's office at the Chelsea Hotel in Atlantic City.

## Education and affiliation

Bethanie has a bachelor's degree from Rutgers University and recently graduated with Certified Destination Management Executive (CDME) courses through Destinations International.

## *About Bethanie*

Bethanie grew up in Atlantic City, NJ and worked in tourism since she was old enough to walk. Bethanie's parents ran a PR and marketing firm together where the casinos were their client base, and she was their helper. Watching her mom lead a company taught her a lot about the power of leadership and the importance of women in lead roles. When Bethanie wasn't at the Parker and Partners office, she started out waiting tables and worked her way up to running a 330-room boutique hotel on the beach as an AGM. Servicing visitors is something that she has been doing since childhood. Tourism planning is something Bethanie grew up in and innately understands as critically important to a destination's ecosystem.

When Bethanie isn't traveling for client work, you can find her in Atlantic City coaching middle school girls basketball with her former coach from 8th grade. Bethanie is passionate about giving young girls the opportunity to learn leadership through sport. Additionally, Bethanie and her husband volunteer with Field of Dreams and Hoops for All programs focused on providing opportunities for the physically and mentally disabled to participate in sport.

# Project team resumes



## Juliet Velazquez

Associate, Tourism and  
Destination Development

M: +1 305.778.1272  
juliet.velazquez@am.jll.com

### Current responsibilities

As part of the Strategic Advisory and Asset Management team with JLL's Hotels & Hospitality Group, Juliet Velazquez assists clients with developing strategic plans for destination growth, developing ways to optimize the effectiveness of tourism assets and overall destination positioning.

### Experience

Juliet joined JLL in June 2021, with over eight years of tourism experience at the Greater Miami Convention and Visitors Bureau, one of the U.S.'s primary International destinations. As a marketing strategy professional, she is proficient in identifying and organizing high-level strategies into actionable steps. Her most recent experience in long-term destination and tourism planning efforts includes work with domestic projects for Las Vegas, Nevada; and Dallas, Texas.

She has also worked closely with industry associations including the World Travel and Tourism Council, through the Global Tourism Readiness project as well as Destinations International on the Global Leadership Committee, Convention Sales and Services Committee, and Event Impact Calculator Product Development Committee. As a recipient of the Destinations International 30 Under 30 Award in 2019, Juliet is also involved with Destinations International's 30 Under 30 Alumni council.

### Prior experience

In her previous roles, Juliet served at the Greater Miami Convention and Visitors Bureau (GMCVB) providing business analytics expertise to the Convention Sales team utilizing her strong analytic, research, organizational, and presentation skills. Prior to The GMCVB, she served as a Public Information Specialist for the City of Miami Beach focusing on Marketing and Communications as Editor of MB Magazine.

### Education and affiliation

Juliet has a bachelor's degree from Florida International University, where she completed her studies in 2011 in Communications and Public Relations, as well as a certificate in Tourism & Hospitality Marketing.

## About Juliet

Juliet is a first generation American of Bolivian and Peruvian descent and comes from a large family. She is the middle child of three but was raised with an additional six first cousins which are like brothers and sisters.

Her earliest memories were in hotels and restaurants, since many of her family members started their careers in hospitality. Because of that, one of her passions is ensuring that everyone has a voice and a seat at the table within the Tourism & Hospitality Industry. This led her to be actively involved and spearheading the Diversity, Equity and Inclusion efforts for the Greater Miami CVB. Through her work with Destinations international, she is also an advocate for young professionals and is a strong proponent for mentorship in the industry.

During her free time, Juliet loves exploring all things design related and spending time doing water activities with her family.



# Project team resumes



**Mitchell Anzivino**

Associate, Tourism and  
Destination Development

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M: +1 603-772-7433  
mitchel.anzivino@am.jll.com

## Current responsibilities

Based in New York, Mitchel Anzivino is an Associate with JLL's Hotels and Hospitality Group since June 2021, specializing in tourism strategy, destination development and management. His role includes collaborating with clients to organize data to build strategy and produce optimized recommendations. In addition, he assists clients with tourism readiness and sustainability, public facility feasibility, convention center asset management, overall destination strategic planning and destination positioning.

## Experience

Joining the JLL team in June 2021, Mitchel brings multiple years of hospitality and tourism experience. He has comprehensive knowledge in asset utilization, capital planning and due diligence support having recently completed domestic projects for Las Vegas, Nevada; and Dallas, Texas. Internationally, Mitchel has improved financial and operational performance of luxury hotels throughout Riyadh, Saudi Arabia; Amman, Jordan; Kuwait City, Kuwait and London, England by enhancing management operating systems, forecasting strategies, and brand positioning.

Mitchel also continues to collaborate with the World Travel and Tourism Council on creating a standard for Global Tourism Readiness. He is skilled in interpreting and organizing data from several sources to deliver analytics that both build strategic insights and drive optimizations for clients.

## Prior experience

Before joining JLL, Mitchel was a consultant at Carpedia Hospitality for 2 years, an implementation-based consultancy focused on improved profitability and asset management within the hospitality sector.

## Education and affiliation

Mitchel graduated from New York University in 2018 with a bachelor's degree in Hospitality and Tourism Management.

## *About Mitch*

Mitch grew up in southern New Hampshire as a 3rd generation American with Italian roots. He has always had a passion for the hospitality and tourism industry and thoroughly enjoys immersing himself in new communities or cultures. Whether traveling for leisure or business he will always take time to seek out an authentic activity or food and beverage experience. In his free time, he enjoys spending time with family and friends, trying new restaurants in New York City, and can often be found on a golf course weekend mornings

Mitch is also an active ally in many of JLL's Business Resource Groups including: GenAll, Asian Business Professionals Network, Building Pride, Black Professionals Network, and Latino Empowerment. These networks have provided him a great resource for making meaningful connections while learning about the importance of inclusivity.

# Key Phases

**We pride ourselves on the inclusive, research-based approach with an outcome that creates a new exciting path for Nassau County.**

*JLL's four-phase approach will address all aspects of the tourism ecosystem in Nassau County both on and off-island to develop a strategic roadmap to sustainably expand the tourism economy across the County.*



## Phase 1 **Listen | Meet**

- Meet with County leadership and establish the AITDC as the steering committee
- Align with County and BOCC priorities for tourism, existing plans and objectives for visioning Nassau County's future
- Conduct County-wide stakeholder and resident Interviews, Focus Groups & Survey
- Conduct County-wide site visits
- Establish County-wide zones/districts for the Study's focus
- Continued stakeholder engagement



## Phase 2 **Research | Gather**

- Initiate data gathering
- County-wide Market Study aligned with zones/districts
- County-wide Lodging Inventory Analysis
- Competitive Positioning Benchmarking by zone/district for the County
- County-wide Demand Driver Scorecard
- County-wide tourism Readiness and Ecosystem Assessment
- Leisure Event Valuation across the County



## Phase 3 **Vision | Strategize**

- County-wide Priority Identification
- County-wide Product Development Plan
- Value Map across the County for expansion of TDT
- Organizational Positioning for expansion of tourism support across the County

## Phase 4 **Activate | Recommend**

- Final Plan Development
- County-wide Metrics
- County-wide Plan Deliverable with Milestone Timeline

# Phase 1



**Listen | Meet**

## **Outcome:**

Bringing together all levels of involvement from Nassau County from the Board of County Commissioners to the rural business owners and established tourism stakeholders to ensure that all input is considered, and all lines of communication remain accessible.

## **Alignment Meeting & Review Existing/Ongoing County Plans**

JLL meets with County leadership including the BOCC to kick-off the planning process

JLL will meet with County leadership to set the foundation for the priorities of the plan. JLL will evaluate and discuss the priorities of the County Commission to include in this planning process including:

- Expand the Tourist Development District to be county-wide, and identifies new/expanded revenue generation models.
- Create new products, opportunities, and revenue streams across the whole of Nassau County
- Explore sports-tourism, agri-tourism, eco-tourism and similar other opportunities
- Other priorities as appropriate for a county-wide tourism development strategy

JLL will work with the County leadership to develop a target list of stakeholders including existing relationships with the AICVB and its partners at the municipalities across the county.

## **Meet with Tourist Development Council**

JLL has had great success utilizing an inclusive steering committee for planning process to work as a sounding board for implementation

The steering committee for the strategic planning process will be the existing Tourist Development Council (AITDC) with additional members as appointed by County leadership. The group will meet monthly throughout the planning process to provide input, refine messaging act as a sounding board for the team, in addition to helping focus concepts into priorities and measurable strategies for implementation across the county.

**JLL will meet with the consultant teams for the Environmental Branding and EDSA Harmonizing Plan, the County Recreation Plan as well as the initiatives to understand the focus and confirm opportunities for alignment.**

## **Integrated JLL Advantages for Nassau County:**

- ✓ Continued meaningful engagement with the Steering Committee. The meetings are not just “reporting out” sessions.
- ✓ Broad based collection of input from key stakeholders, resident, and strategic partner organizations.
- ✓ Input from nontraditional community thought leaders extends the feedback and provides guidance into the areas of the County that are positioned for growth.

# Phase 1



Listen | Meet

## Outcome:

Bringing together all levels of involvement from Nassau County from the Board of County Commissioners to the rural business owners and established tourism stakeholders to ensure that all input is considered, and all lines of communication remain accessible.



## Countywide Stakeholder Engagement: Interviews, Focus Groups & Survey

Broad-based multi-platform outreach creates buy-in and enhances the chances of successful plan implementation.

Engaging stakeholders, thought leaders, developers and community residents across the county in a thoughtful discussion of local assets, needed direction, concerns, opportunities and potential involvement in the destination's future.

JLL will work with the project leadership to identify tourism stakeholders that will be impacted by the project county-wide. JLL will conduct:

- Focus groups allocated by County district/zone (multiple groups per district)
- Town Hall input sessions across the County
- Individual community leader interviews across the County
- County-wide stakeholder survey with smart questions designed to probe respondents based on their interest areas for opportunities

The JLL project team is dedicated to this proven process of "engagement-driven" results. Our stakeholder survey is meant to live on past inception of the project, and ideally being done annually or bi-annually moving forward.

While this engagement will be comprehensive in the front-end of the planning process, stakeholder engagement will continue throughout the duration of the project.

JLL will work to ensure the incorporated and unincorporated areas across all five county districts have an opportunity to participate in the process.

# Phase 2



## Research | Gather

### Outcome:

Gathering all data points, trends, and current inventory assessments to get a picture of the current state of tourism across the County including both mature tourism localities and localities that may be new to the tourism economy in the destination.

### Current Positioning Market Study

Identify all current destination assets in Nassau County

Assembling a comprehensive list of the tourism product and assets that comprise the destination's landscape. Including all private and public assets, hotels, resorts, attractions, amusements, event facilities, parks, golf courses, etc. In addition to identifying demographic data, supportive destination infrastructure, trends, and demand drivers. JLL will review all past reports to gain an understanding of historic results as well as the current internal and external reporting packages. This is an important indicator of successes and opportunities as well as the current breakdown of market segments. JLL will prepare a SWOT analysis that will help the County adjust for new opportunities and prioritize destination improvements that are needed to improve the overall group and destination experience. This review and analysis will include how the area utilizes its many assets as well as how Nassau County currently positions itself as a destination. This will include both existing destination brands of Nassau County, Amelia Island as well as Jacksonville and the western areas of the County that may be new to tourism development. The SWOT analysis will be a key point in the evaluation process because of the ability for all of the stakeholders to review the objective research laid out in a simple platform for discussion about the County's future.

### Lodging Inventory Analysis

Evaluate the county-wide hotel market to include class, scale, and performance

Surveying hotel operators throughout the destination to conceptualize their sources of business most accurately. The results of which will assist in guiding categorization of business drivers influenced by the destination organization or by other sources. This evaluation provides clarity on key market segments and develops projections for future business demands. JLL will use proprietary information on hotel performance gathered from our global hotel database. We will assess the core hotels performance as well as current business mix. JLL will make recommendations related to specific hotel types that MAY be important for future planning.

The lodging analysis will be conducted county-wide and therefore also take into consideration the existing TDT collection and potential expansion if the District were to grow to encompass all of Nassau County. This will impact funding considerations in a later phase.

### Integrated JLL Advantages for Nassau County:

- ✓ As part of completing **Phase Two**, Nassau County will have exclusive access to JLL's proprietary tools, continuing the on-going work of destination enhancements.
- ✓ JLL's exclusive tools include:
  - ✓ Demand Driver Scorecard
  - ✓ Lodging Inventory Analysis and annual hotel survey platform
  - ✓ Tourism Readiness Sustainability Assessment



## Research | Gather

# Phase 2

### Outcome:

Gathering all data points, trends, and current inventory assessments to get a picture of the current state of tourism across the County including both mature tourism localities and localities that may be new to the tourism economy in the destination.

### Competitive Position Benchmarking

Identifying the tourism assets of current competitors and aspirational destinations

JLL will study comparable and competitive destinations with like assets and geographies to Nassau County. JLL will consider the dynamics of the mature destination with the districts/zones for the tourism economy's expansion across the county when surfacing potential benchmarks for study with County leadership.

Once identified, preparing a side-by-side comparison of all the tourism product and assets that comprise each destination's landscape. JLL's research will include benchmarking successful competitive destinations based on comparable assets, landscape and overall positioning. JLL will also study the destination management and marketing organization structure to help determine the best path forward for a county-wide tourism effort.

JLL will work with Nassau County project team to understand additional information that would help in understanding future opportunities based on successful destinations in the region and across the country. We will evaluate how Nassau County compares with its competitive destinations in areas to include airlift, transportation, hotel package, specialty spaces, amenities and assets in the different districts/zones across the county. JLL will identify the most strategic investment opportunities for the areas of the County that are in the early stages of a tourism development plan.

### Tourism Readiness Ecosystem Assessment

Utilize the JLL Tourism Readiness Index to provide assessment of key infrastructure & policies influencing tourism readiness

The Tourism Readiness Index was developed through a partnership between JLL and WTTC to understand direction, needs and ramifications of tourism policy and development. Taking into consideration the following factors: Environmental Health, Tourism Infrastructure, Connectivity, Air Quality Index, Stability and many more.

The approach to tourism readiness will benefit both the mature and new areas of the tourism economy across Nassau County. This approach will also highlight community needs to welcome visitors and be "ready" for tourism. Growth in the tourism economy and expansion of the overall tourism ecosystem will drive new benefits to new areas of Nassau County but the ability to connect to the industry through new product, potential infrastructure needs and the overall visitor experience will need to be considered in order for the tourism economy to have the desired impact.

Additionally, being "ready" for tourism expansion across the county can positively impact a resident's quality of life by improving the overall quality of place. JLL's approach will make recommendations on expanding the tourism ecosystem into the county to benefit a broader community while ensuring those communities are ready to receive new tourists.



**Outcome:**

Gathering all data points, trends, and current inventory assessments to get a picture of the current state of tourism across the County including both mature tourism localities and localities that may be new to the tourism economy in the destination.

## Demand Driver Scorecard

Score current destination demand drivers on JLL's proprietary assessment tool on assets county-wide

This rating of destination assets helps determine marketing opportunities, content development and future resource investments for each individual asset. It also provides a relative understanding of how each asset can potentially work within the destination ecosystem.

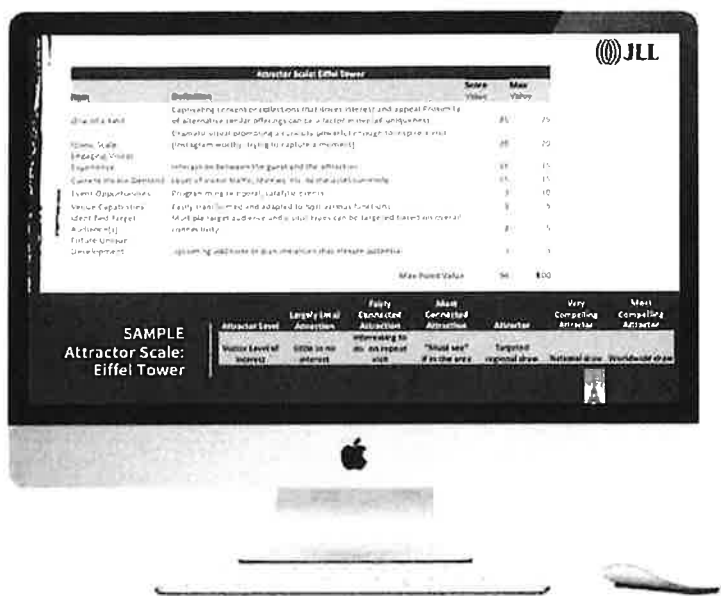
The Demand Driver Scorecard will assess existing assets across the county. Outcomes will not only lead to recommendations related to those existing assets as stated above, it will also identify product gaps. By understanding the existing demand drivers and the potential product gaps, i.e., hotel inventory, sports field inventory, off-island attractions, etc. JLL will be able to make recommendations to positively expand the tourism ecosystem, particularly off-island.

This assessment approach will live past this planning effort to be an ongoing tool available to the destination and its partners. JLL will conduct a review of the specific tourism assets that will increase Nassau County's competitiveness. These may include new or improved venues including those that relate to enhancing the ability to attract different kinds of events including sporting events. In addition, JLL will recommend new assets that are needed to enhance Nassau County's competitiveness in key markets.

## Leisure Event Valuation

Help county-wide events visualize their role in driving overnight business

Events can be important contributors to destination business. JLL's proprietary Leisure Event Valuation tool can help event planners, civic leaders, and destination leadership make important investment decisions about programming and messaging to deliver greater levels of visitation across the county.



 **Exclusive JLL Product**

### Event Matrix – Draft Outcomes



## Program Components

**Event Matrix Program Components**

- Tourism Promotion – Destination Impact
- Benefit to the Destination Brand
- Innovation - uniqueness
- Evidence of Partnerships
- Organizational Structure & Management Capability
- Economic Impact (Direct Spending)
- Quality of Research – understanding of audience
- Suitable Target Market (s)
- Comprehensive Marketing Plan/Approach
- Funding plan
- Evaluation/Measurement Plan
- Room nights
- Scale of Project – future potential

Max Score of 65 Points  
5 points per category max



# Phase 3

Vision | Strategize

## Outcome:

Develop county-wide destination priorities and values. Determine a county-wide tourism mission and vision that aligns with the existing vision for Nassau County's future growth and in parallel recommend organizational structure to manage implementation of the plan to include expansion of TDT.

## County-wide Priority Identification

Vetting outcomes from first half of phased approach to identify focus areas

JLL will use the information and feedback gathered from Phases One and Two to classify destination priorities and key focus areas. These areas will address short and long-term programs, tactics, and investments that address the needs of residents, visitors, business owners, employees, and customers. JLL will also propose key economic and qualitative visitor metrics that will complement the desire for long term sustainability. The resulting priorities will be included as part of the implementation Strategic Business Plan.

## Organizational Positioning & Recommendations

Review of existing AITDC & AICVB organizational structure and functions, marketing and sales plan direction, brand architecture, and other operational topics to ensure implementation can be successful through one or multiple destination marketing organizations

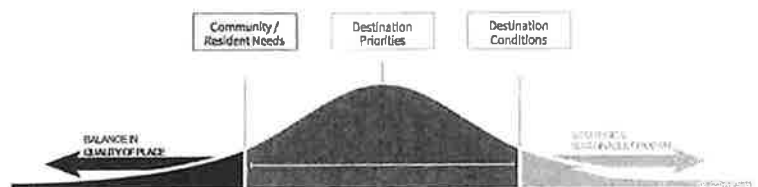
Conduct assessment on organizational operations, process, procedures, resources, etc. JLL will work with key partners who are involved in tourism to gain an understanding effectiveness of the current structure. JLL will make recommendations where there are opportunities to strengthen current models or propose changes. JLL will work with the County to determine strategic organizational recommendations for implementation of the plan county-wide and if that could or should stay with the existing organization or if additional organizations will need to be created to support implementation across the County.

## Value Map

Establish desired destination conditions and sets goals for long-term impact

JLL will plot the County values against the priorities identified above to establish wants and needs for the destination ecosystem including stakeholders and visitors. JLL will recommend and propose shared values, desired conditions, and expected visitor and use behavior. JLL will develop a desired economic model for a more sustainable tourism future. In essence "growth in visitation without proactive sustainability practices is not desirable".

## Destination Planning Achieves Balance



## Integrated JLL Advantages for Nassau County:

- ✓ Uniquely identified focus areas and priorities, tailored to the destination.
- ✓ Tangible recommendations with metrics to ensure accountability and a communication plan for all stakeholders to understand success.
- ✓ Suggestions for upgrades to achieve suggested managed growth.
- ✓ Sets a long-term vision with values based on broad based consensus.



# Phase 4



**Activate | Recommend**

## Outcome:

Provide final recommendations and plan development for county-wide implementation, in addition to milestone timeline and deliverables. A Tourism Strategic Plan document/report will be developed and delivered in collaboration with the steering committee and project partners.

## Final Plan Development

Provide direction and recommendations on operational refinements

Producing a recommended multi-year tourism strategic plan that is both unique to the County and capable of inspiring action and implementation across the community to reach the prescribed vision. This will range from established demand generators to developing plans to begin investment in the visitor economy.

## Metrics

Implementation of a multi-year tourism plan requires clear measurement and reporting of results

JLL has developed an effective and clear system for categorizing reporting standards for destinations. As we conduct this planning work, concepts for metrics will be captured and developed to ensure the destination efforts deliver effective methods for reporting overall destination performance, indicators of future travel opportunities and direct impacts from programming. We will look at metrics from the vantage point of driving destination awareness and conversion to new business. JLL will evaluate the current methodologies used and validate the approach and suggest new approaches where applicable. We will take the information gained in the project immersion phase and gain agreement on the specific sales and marketing activities that will be evaluated to determine current metrics and reporting. As a key component of ongoing success, we will work with the County project leadership to create a manageable and effective measurement plan and a stakeholder communication plan to keep the industry informed. This will include key metrics that will be reported to a broad base of tourism and hospitality stakeholders. We are firm believers in accountability and driving measurable results and will work with the region on key metrics to measure success.

## Deliverables

Critical milestones and actions to start implementation across the County

At the completion of this planning work, a full comprehensive Tourism Strategic Plan will be presented to the destination leadership. The Plan will include a series of recommendations with a timeline and implementation plan. JLL will review the draft with the County leadership, town managers key stakeholders, and elected officials. The deliverables will include:

- Outline
- Draft
- Final plan, including: Executive Summary, Goals, Objectives, & Tactics
- Town/District sub plans highlighting connection points to the overall county Plan

## Integrated JLL Advantages for Nassau County:

- ✓ Actionable plan with new metrics to measure and guide milestones of implementation.
- ✓ Milestones that are agreed to by the project leadership and understood by stakeholders. JLL's approach is to create a roadmap that is aspirational and will require focus, however, is also achievable and motivational to the internal teams.
- ✓ The JLL team will be available to answer questions and provide clarification to support a successful implementation of the Plan. We are committed to not just create the plan, but support success of the recommendations and the future of the destination.

# Similar Projects

## Galveston, Texas Destination Sustainability Study

The goal of the Destination Sustainability Planning process that was undertaken by the Galveston Island Park Board (GIPB) and the Galveston Island Convention & Visitor Bureau (GICVB) was to analyze the destination's current positioning and identify and recommend direction for the sustainable growth of the Island's tourism industry. The focus areas included: generating offseason or shoulder season growth, creating management policies to support the sustainable growth of the industry and positioning the Island to increase its capture of high value visitors who engage deeply with the destination's offerings, become ambassadors and return in the offseason.

A thorough evaluation of the destination's assets and amenities were conducted as part of the research plan. Additional research was conducted among residents of the Island to assess the sentiment of the local community when it comes to the tourism and hospitality industry. Furthering the local research, focus groups were conducted with key stakeholders and community leaders to dig in further on the local resident's goals as well as pain point for the study's focus. The study found that overwhelmingly, the local community is supportive of the industry. At the core of the community's concerns are areas of traffic and congestion, home sharing policies and the environmental protection of the island's natural assets.



### We Move Destinations *Forward*

- Delivered in 2020, Galveston's plan included Milestones, New KPI's and Resource Considerations.
- JLL was invited to the Galveston Island Tourism Summit in 2021 to discuss the strategic plan outcomes.
- Our team is being invited back to facilitate a panel discussion on plan implementation & progress.



### Galveston Tourism Summit

[galvestonsummit.com](https://galvestonsummit.com) • 1 min read



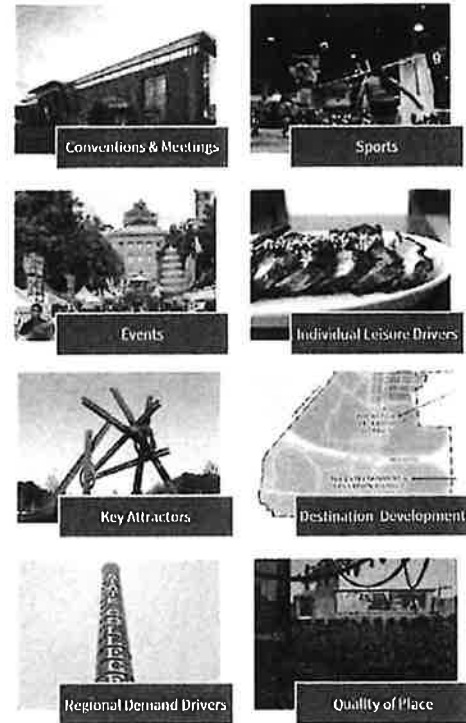
# Similar Projects

## Destination Planning for Raleigh/Wake County, North Carolina

The Greater Raleigh Convention and Visitors Bureau selected JLL to orchestrate a 5-year Destination Strategic Plan. The planning initiative sought to provide a unified vision for the destination's future across the entire county. All 13 municipalities were engaged along with input from over 1,800 stakeholders to help construct the final plan.

The process analyzed convention center optimization, product development opportunities and funding priorities. The assessment highlighted the need for expansion of the Convention Center and creation of new facilities – adding a multi-use indoor sports complex and possible multi-use MLS Stadium. JLL worked with the marketing team to assess current activities and ensure that the plan results could be directly leveraged to enhance marketing efforts going forward.

The Destination Strategic Plan included clearly stated recommended action steps within the identified priorities designed to grow total visitation to the destination. Each town was presented a separate tourism mini-plan related to where the municipalities' assets aligned with the plan's priorities. The future path to business success and renovations/expansions were highlighted for Raleigh's major public-use.



## We Move Destinations *Forward*

- Delivered plan in 2019
- Presented plan at GRCVB's Annual Meeting to over 500 attendees
- A year later the CEO presented on outcomes
- 3-years later, Destinations international is using our plan as a case study of an organization making progress on planning process

# Similar Projects

## Destination Master Plan for Louisville, KY

Louisville Tourism selected JLL to develop a 10-year Destination Strategic Plan. The plan's process looked across the entirety of the destination landscape to identify new opportunities for future positioning and development. This kind of initiative had never been done in Louisville before.

The outcome unified stakeholders and the broader industry on the key priorities as well as set the vision for the destination's development. The Plan made recommendations in seven priority areas each with action steps and milestone achievements for the Louisville Tourism team to target for success in implementation.

In addition to the Destination Strategic Plan, JLL was also engaged to conduct an organizational review and a convention center optimization analysis in parallel with the primary study. The outcomes of the organizational review aligned the Louisville Tourism team with the recommendations of the Plan to manage a successful roll out. It also identified where there might be additional needs for team resources. Additionally, the convention center optimization analysis set goals for a 5–7-year period to grow the Kentucky International Convention Center's production and impact on the business community and grow revenues to \$10 million. These initiatives complemented each other for implementation.

These initiatives complemented each other for implementation.

Here: <https://www.gotolouisville.com/about-us/destination-strategic-plan/plan/>



### *We Move Destinations **Forward***

- Delivered a 10-year plan, mid pandemic that was widely accepted by destination stakeholders
- Plan interfaced with multiple research partners
- The Plan was CEO's legacy project, allowing the organization to transition to a new CEO seamlessly
- A year later, plan implementation is underway and on track.

# References

JLL is proud of our work history and encourages you to contact our past clients. We have included four contacts that we believe align most closely with the Nassau County Convention & Visitors Bureau Project. We would be happy to provide more project contacts as needed.



**Greater Raleigh CVB (Wake County)**

**Dennis Edwards**

**President & CEO**

**919.645.2656**

**[dedwards@visitraleigh.com](mailto:dedwards@visitraleigh.com)**

**Project Type: 10-Year County-wide Destination Strategic Plan**

**Project Completed: August 2018**



**Louisville Tourism**

**Cleo Battle**

**President & CEO**

**(502) 560-1464**

**[cbattle@gotolouisville.com](mailto:cbattle@gotolouisville.com)**

**Project Type: Destination Master Plan**

**Project Completed: October 2020**



**Broward County, Florida**

**Earl Bosworth**

**Cultural Department Director (former)**

**(954) 786-4602**

**[Earl.Bosworth@copbfl.com](mailto:Earl.Bosworth@copbfl.com)**

***Current Assistant City Manager with Pompano Beach***

**Project Type: County-wide Tourism & Culture Plan**

**Project Completed: October 2015**

**Current Project: City of Pompano Beach Tourism Strategic Plan**

**Project Complete: pending City approval, December 2021**

# Project Timeline and Cost Proposal

*JLL proposes the following 10-month timeline and cost proposal for completing the Tourism Strategic Plan for Nassau County. JLL assumes a December start to kick the process off.*

The timeline and fees below include time for six JLL team visits with the first being kick-off meetings throughout the County, four trips for working sessions during the process and a final presentation session. JLL's project team can be available for additional site visits as needed and is committed to being in Nassau County as often as the project demands.

JLL has proposed a fee schedule below to complete the four-phased planning process. JLL estimates applicable travel expenses at 10% of the total project costs.

Nassau County   Timeline Proposal											
Scope Step / Month	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Phase 1 - Listen   Meet											
Phase 2 - Research   Gather											
Phase 3 - Vision   Strategize											
Phase 4 - Activate   Recommend											

Nassau County   Cost Proposal		
Scope Step	Fee by Phase Completed	
Phase 1	\$	55,000
Phase 2	\$	45,000
Phase 3	\$	45,000
Phase 4	\$	50,000
<b>Total:</b>	<b>\$</b>	<b>195,000</b>
plus applicable travel expenses		



*We would be honored to be your partner.*

#### **About JLL**

JLL (NYSE: JLL) is a leading professional services firm. JLL shapes the future of Tourism for a better world by using the most advanced technology to create rewarding opportunities, amazing destinations and sustainable solutions for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of \$18.0 billion, operations in over 80 countries and a global workforce of over 92,000 as of September 30, 2020. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.

#### **About JLL Hotels & Hospitality**

JLL's Hotels & Hospitality Group is a 350-strong global team in over 20 countries also closed more than 7,350 advisory, valuation, tourism strategy and asset management assignments. Our hotel valuation, brokerage, asset management and destination strategy consultancy services have helped more hotel investors, owners and operators achieve high returns on their assets than any other real estate advisor in the world.

To find out more, talk to JLL.

**[jll.com/hospitality](http://jll.com/hospitality)**

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Exhibit "B"



# CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
01/06/2022

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<b>PRODUCER</b> Marsh USA, Inc. 1166 Avenue of the Americas New York, NY 10036		<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b> <b>E-MAIL ADDRESS:</b>		<b>FAX (A/C, No):</b>
CN102841098-GC-GAU-21-22		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURED</b> Jones Lang LaSalle Americas, Inc. c/o Risk Management 200 East Randolph Drive Chicago, IL 60601		<b>INSURER A:</b> Endurance Assurance Corporation		11551
		<b>INSURER B:</b> Sampo America Insurance Company		11126
		<b>INSURER C:</b> Endurance American Insurance Company		10641
		<b>INSURER D:</b> American Guarantee and Liability Insurance Company		26247
		<b>INSURER E:</b>		
		<b>INSURER F:</b>		

**COVERAGES**      **CERTIFICATE NUMBER:** NYC-011252555-01      **REVISION NUMBER: 1**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	X	X	GGP30000016901	11/15/2021	11/15/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 4,000,000
B	<b>AUTOMOBILE LIABILITY</b>	X	X	GAR30012852800	11/15/2021	11/15/2022	<b>COMBINED SINGLE LIMIT (Ea accident)</b> \$ 3,000,000
C	<input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			GUR30012657500	11/15/2021	11/15/2022	BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
D	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input type="checkbox"/> <b>EXCESS LIAB</b> DED \$ RETENTION \$			AUC 5944269-13	11/15/2021	11/15/2022	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Re: Florida

Additional Insured (Liability) ATIMA, where required by written contract: Nassau County Board of County Commissioners, 96135 Nassau Place, Suite 6, Yulee, FL 32097 and Amelia Island Convention & Visitors Bureau, 2398 Sadler Road, Suite 200, Fernandina Beach, FL 32034

Waiver of subrogation is applicable where required by written contract.

## CERTIFICATE HOLDER

## CANCELLATION

Nassau County Board of County Commissioners 96135 Nassau Place, Suite 6 Yulee, FL 32097	<b>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</b>
	<b>AUTHORIZED REPRESENTATIVE</b>  <i>Marsh USA Inc.</i>

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<b>PRODUCER</b> Aon Risk Services Central, Inc. Chicago IL Office 200 East Randolph Chicago IL 60601 USA	<b>CONTACT</b> NAME: PHONE (A/C No. Ext): (866) 283-7122      FAX (A/C No.): 800-363-0105 E-MAIL: ADDRESS:														
<b>INSURED</b> Jones Lang LaSalle Americas, Inc. 200 East Randolph Drive Chicago IL 60601 USA	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A: Lexington Insurance Company</td> <td>19437</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Lexington Insurance Company	19437	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Lexington Insurance Company	19437														
INSURER B:															
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

**COVERAGES**
**CERTIFICATE NUMBER:** 570091180475

**REVISION NUMBER:**

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Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  <b>GEN'L AGGREGATE LIMIT APPLIES PER</b> <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMPROP AGG
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION						EACH OCCURRENCE AGGREGATE
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH F L EACH ACCIDENT E L DISFASE-EA EMPLOYEE E L DISFASE-POLICY LIMIT
A	E&O-PL-Primary			084145352 Claims Made SIR applies per policy terms & conditions	04/01/2021	04/01/2022	Each Claim \$1,000,000 Annual Aggregate \$1,000,000

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The limits as described above attach over Self-Insured Retentions held by Jones Lang LaSalle. RE: Florida.

Holder Identifier :

Certificate No : 570091180475

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1/1/2023

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1/6/2022

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<b>PRODUCER</b> Lockton Companies 1185 Avenue of the Americas, Suite 2010 New York NY 10036 646-572-7300	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b> <span style="float: right;"><b>FAX (A/C, No):</b></span> <b>E-MAIL ADDRESS:</b> <b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> LM Insurance Corporation <span style="float: right;"><b>NAIC #</b> 33600</span> <b>INSURER B:</b> Liberty Insurance Corporation <span style="float: right;">42404</span> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>
<b>INSURED</b> 1342065 Jones Lang LaSalle Americas, Inc 200 E. Randolph Drive Chicago IL 60601	

**COVERAGES** 1st **CERTIFICATE NUMBER:** 18141786 **REVISION NUMBER:** XXXXXXXX

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY		NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$
	<b>UMBRELLA LIAB</b> <b>EXCESS LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$
A A B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N <input type="checkbox"/> N/A	Y WA5-62D-094741-022 (AOS) WC5-621-094741-042 (WI) WA7-62D-094741-032 (MA)	1/1/2022 1/1/2022 1/1/2022	1/1/2023 1/1/2023 1/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES** (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 Florida

## CERTIFICATE HOLDER

**18141786**

 Nassau County Board of County Commissioners  
 96135 Nassau Place, Suite 6  
 Yulee FL 32097

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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