



**Agenda**  
**Tuesday, October 20, 2020**  
**9:30 a.m.**  
**Jekyll Island Convention Center**  
**JIA Committees and Meeting**

Due to the current Covid-19 pandemic, special remote procedures will be in place for this meeting. Anyone with web access should be able to hear and see the presentation during the meeting.

**Public Remote Attendance:**

- This meeting will be streamed at JIA's YouTube at:  
<https://www.youtube.com/channel/UCuWsJpfyPMTCr66XoVFLdOA>
- Meeting documents and public comments are available at:  
<https://www.jekyllisland.com/jekyll-island-authority/board-directors/>

**Chairman, Joseph B. Wilkinson, Jr. – Call to Order**

**I. Historic Preservation/Conservation Committee**

Bob Krueger, Chair

- A. Presentation of the 2020 Conservation Plan Update – Ben Carswell, Director of Conservation and Dr. Jay Exum, Exum Associates, Inc.
- B. Georgia Sea Turtle Center Update – Dr. Terry Norton, Georgia Sea Turtle Center
- C. Introduction of Michael Scott, Director of Historic Resources – Jones Hooks, Executive Director

**II. Finance Committee**

Bill Gross, Chair

- A. September Financials – Bill Gross, Chair
- B. Emergency Purchase of Incubator for Water/Wastewater Department – Marjorie Johnson, Chief Accounting Officer

**III. Human Resources Committee**

Buster Evans, Chair

- A. Policy Update, Recruiting and Selection Policy – Jenna Johnson, Director of Human Resources
- B. Recognition of Waylan Carter as the JIFD Firefighter of the Year by the Brunswick Exchange Club - Jenna Johnson, Director of Human Resources

**IV. Marketing Committee**

Joy Burch-Meeks, Chair

- A. Report from Marketing Department – Alexa Orndoff, Director of Marketing and Communications

**V. Legislative Committee**

Trip Tollison, Chair

- A. Report from Chair – Trip Tollison, Chair of the Legislative Committee and Jones Hooks, Executive Director
  - a. FY 2022 Funding Requests
    - i. Jekyll Island Campground Expansion
    - ii. Public Safety Complex

**VI. Committee of the Whole**

Joseph B. Wilkinson, Jr., Chair

- A. End of Season Summer Waves Report - Noel Jensen, Chief Operations Officer
- B. Golf Master Plan Insights for Consideration - Next Steps for the Jekyll Island Authority – Jones Hooks, Executive Director
- C. Special Purpose Local Option Sales Tax (SPLOST) 2016 Update - Construction of New Parking Areas – Noel Jensen, Chief Operations Officer
- D. Capital Request for Bike Path Rehabilitation - Jones Hooks, Executive Director and Noel Jensen, Chief Operations Officer
- E. Clam Creek Fishing Center Lease Renewal – Maria Humphrey, Lease Manager
- F. Master Plan Amendment Update, Georgia Power Substation – Melissa Cruthirds, General Counsel
- G. Executive Director’s Report– Jones Hooks, Executive Director
  - Update on Ransomware Attack
- H. Chairman’s Comments - Joseph B. Wilkinson, Jr., Chairman

**Adjournment**

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If Needed - 5 Minute Break

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**Board Meeting Agenda**

**Chairman, Joseph B. Wilkinson, Jr. – Call to Order**

**Action Item**

1. Minutes of the September 15, 2020 Board Meeting
2. Emergency Purchase of Incubator for Water/Wastewater Department
3. Policy Update, Recruiting and Selection Policy
4. Capital Request for Bike Path Rehabilitation
5. Clam Creek Fishing Center Lease Renewal

**Adjournment**

## 2020 UPDATE TO THE JEKYLL ISLAND CONSERVATION PLAN

### EXECUTIVE SUMMARY

For most of its history as a state property, Jekyll Island was operated without staff wholly dedicated to advancing the conservation and preservation of the Island's natural communities and wildlife. Even in the absence of a dedicated program, staff recognized the opportunity and responsibility to care for the Island's natural assets. For example, a former Materials and Purchasing Manager for the Jekyll Island Authority (JIA), Jan Caton, led the "Jekyll Island Sea Turtle Project", which was instrumental in positioning the JIA to create and operate the Georgia Sea Turtle Center (GSTC). Following the establishment of the GSTC in 2007, the JIA Board of Directors approved a comprehensive Conservation Plan in 2011, which serves as the foundation of this 2020 Update. By instituting a dedicated Conservation Mission and hiring a Conservation Director to join the JIA's executive leadership staff, the Board affirmed the priority of natural resource conservation with respect to all substantive decisions made across the organization. Along with the Jekyll Island Master Plan and the Jekyll Island Design Guidelines, the Conservation Plan is essential to JIA's dedication to maintain the delicate balance between nature and humankind in Jekyll Island State Park.

Following this Summary and the Introduction, Chapters 3 and 4, "Environmental Setting" and "Wildlife & Habitats" are more descriptive than prescriptive. Most action items pertaining to the resources described in these chapters appear in Chapter 5, "Management". Chapter 4 has been revised in this update to put more emphasis on wildlife. Since the 2011 Plan, JIA has prioritized wildlife monitoring and research. New wildlife goals are listed that draw on the substantial base of experience and knowledge that has been built over the past decade. This chapter of the Plan Update revises the Wildlife and Plant Priority Species lists, better defines the criteria for inclusion on those lists, and articulates the implications of Priority Species listing.

The 2011 Jekyll Island Conservation Plan was bold and aspirational in the scope of management strategies listed in Chapter 4. In updating this pivotal document in 2020, staff and stakeholders alike sought to refresh rather than moderate this challenge. Elements of the 2011 Plan remain to be accomplished, but with more resources in play and new challenges on the horizon, this update sets the bar higher. The approach of this Plan is akin to a football playbook. Not every strategic play will be able to be made in the period between plan updates. JIA's conservation and executive leadership, guided by the Plan, must prioritize plays according to their potential value, and expense, as opportunities are identified or created.

In terms of conservation land management, this Plan, like its predecessor, prescribes an active management approach, including measures such as wetland restoration, invasive plant control, native grassland management, and controlled burning. Passive conservation management can be more appropriate when natural areas are minimally impacted by historic legacies and ongoing threats and stresses associated with human uses and development. Conversely, many of the

habitats within Jekyll Island State Park have been impacted in ways that have reduced their ecological potential and can be enhanced in terms of their biodiversity and productivity for wildlife with an active, yet careful, management hand.

Throughout the Plan, content has been added to recognize the significant, escalating threat to natural resources posed by climate change as well as dynamics affecting conservation and development that will be imposed by rising sea level. A new, dedicated park-wide management objective has been added in this regard to Chapter 5 complementing the six other overarching objectives that were also included in the 2011 Plan. Addition of this material is consistent with Georgia's State Wildlife Action Plan and with the guidance of federal natural resources agencies.

Chapter 6 focuses on catalyzing a new arena for growth that will require structured, concerted effort. Entitled "Institutional Sustainability", it charges the JIA with evaluating its environmental footprint in terms of carbon emissions, material waste, and water use. Actions are identified that will be essential milestones in positioning the JIA to consider establishing targeted goals and timelines for reducing in its footprint.

Chapter 7 describes the process and intent of the "Environmental Assessment Procedure" or EAP. This is a JIA mandated environmental review process for projects with the potential to degrade the natural resources of the Park that was first implemented in 2012. The process draws on the perspectives and expertise of external stakeholders as well as key JIA staff. Lessons learned and adjustments made over the intervening years of implementing the EAP for 19 projects have been incorporated in this Plan Update. Special Protection Areas (SPAs) are also identified in this Chapter. New areas have been classified as SPAs and the mandate established by SPA classification has been more clearly defined.

The provision of nature-based education and outdoor recreation opportunities remains an explicit charge in the JIA Conservation Mission to which Chapter 8 is now dedicated. Few of the objectives listed in the Environmental Education chapter in the 2011 Plan still align with current priorities. Environmental Education "Gaps and opportunities", identified in the 2011 Plan, were responsive largely to the limited marketing and communications bandwidth that existed within the JIA at that time, resulting in a perception that the JIA did not promote existing opportunities enough. JIA's marketing strategies have since evolved with a heightened emphasis on telling the conservation story and highlighting Jekyll's unique assets as an ideal destination for families to learn and play in outdoor spaces. Accordingly, Chapter 8 is all-new material that aims to distill the landscape of nature-based education and outdoor recreation at Jekyll Island as it exists today.

In the broadest sense, this Conservation Plan, like its predecessor, establishes a set of conservation values and outlines a playbook for pursuing and prioritizing those values. As the Authority has evolved, so have its values as an institution. This Plan Update seeks to account for that evolution. Jekyll Island is a place like none other. The natural resources, public and private assets, and administrative structures that make up this unique State Park endow it with a

resistance to overdevelopment, but not an immunity. By reaffirming its commitment to this Plan, the JIA demonstrates its abiding faith in a simple but profound idea that is foundational to the existence of this place that is loved by so many – Jekyll Island’s ecological vitality and its economic vitality are inextricably linked and the preservation of its character depends upon actively holding these two otherwise opposing values in a careful balance that must be mutually empowering.

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*A complete draft of the proposed Conservation Plan Update will be available for public review and comment beginning October 16<sup>th</sup> at <http://jekyllisland.com/conservation-plan>*

DRAFT

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MEMORANDUM

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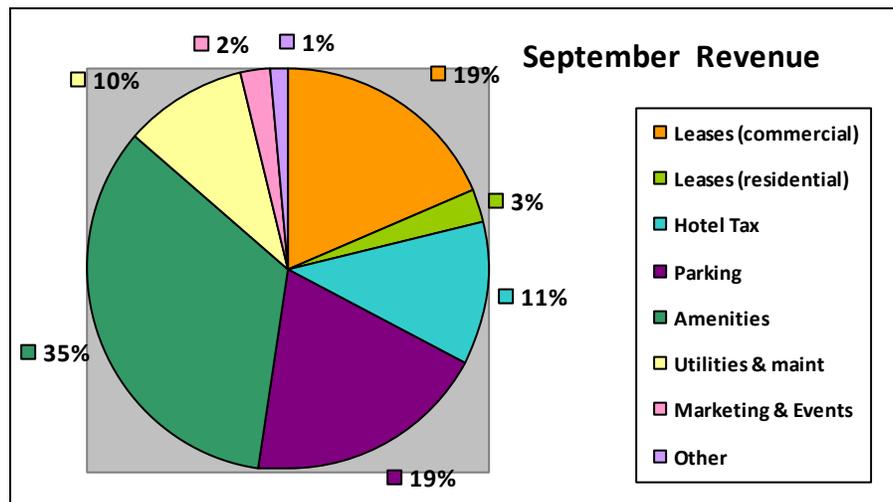
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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON  
**SUBJECT:** SEPTEMBER FINANCIAL STATEMENTS  
**DATE:** 10/12/2020

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## Revenues

Revenues for September were \$2,115,325 which reflects a favorable \$417K (25%) variance from budget. Revenues reflect a favorable \$1.2M (15%) variance from year to date budget and an unfavorable \$1.4M variance from the prior year to date revenues.



The largest variances for the month were:

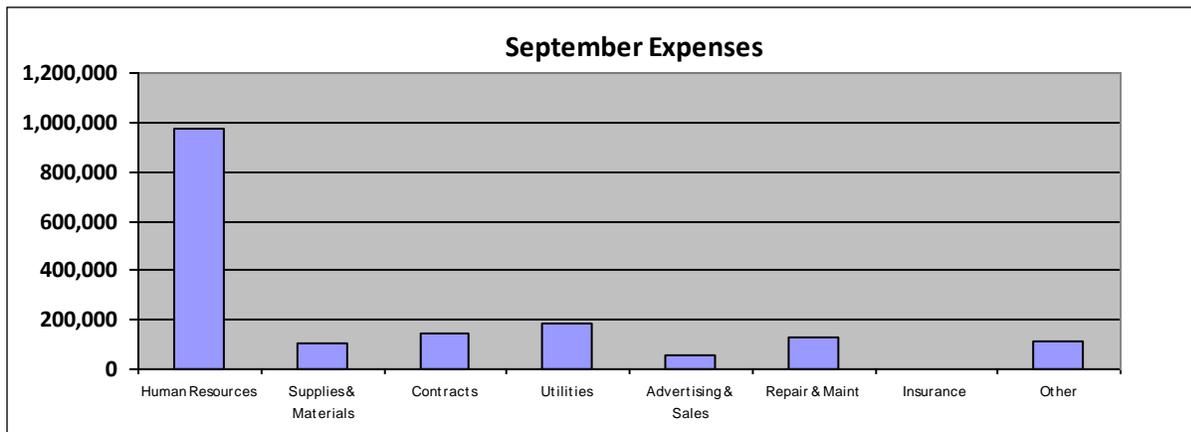
- Parking (+\$174K) – Traffic counts for the month were higher than September 2019. Revenues for both annual pass sales and daily parking fee sales were higher than budgeted.
- Convention Center (-\$59K) – The convention center housed 1 event this month, which was the Hillsdale College Hometown Series which brought in almost \$11K. They also had revenues of \$16K from pavilion rentals in the parks.
- Summer Waves (+\$78K) – The waterpark was open primarily on weekends this month, however we were able to keep it open a few weekends longer than last year.
- Campground (+\$63K) – Campground revenues continue to remain strong.
- Georgia Sea Turtle Center (+\$72K) – Attendance has been higher than anticipated during the pandemic.

## Expenses

Expenses were \$1,711,839 for September and reflected a favorable budget variance of \$365K (18%) for the month. Expenses also reflect a favorable \$1M (15%) variance from year to date budget and a favorable \$1.2M variance from Prior Year to Date expenses.

It is early in the year and we continue to monitor expenses. Most of the expense differences are assumed to be timing variances and will likely be spent by the end of the fiscal year. The largest budget variances for the month were:

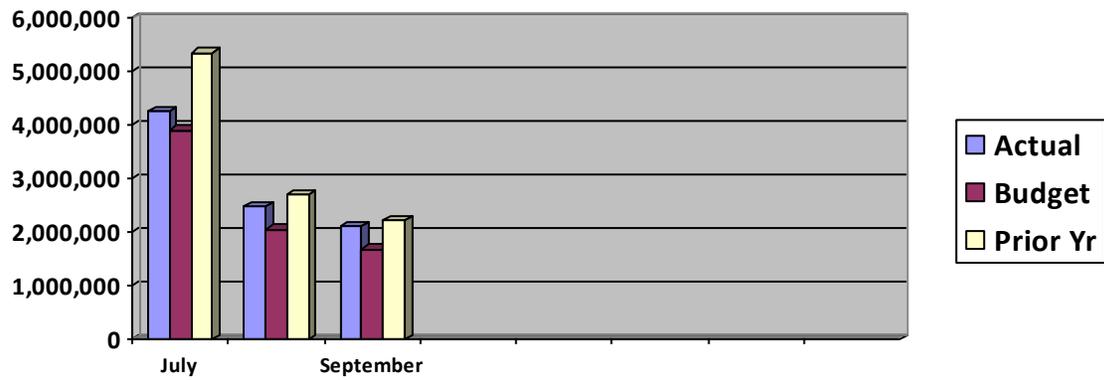
- Human Resources (-\$107K)
- Contracts (-\$100K)
- Supplies & Materials (-\$48K)
- Repairs – Facilities & Grounds (-\$46K)
- Advertising expenses (-\$43K)



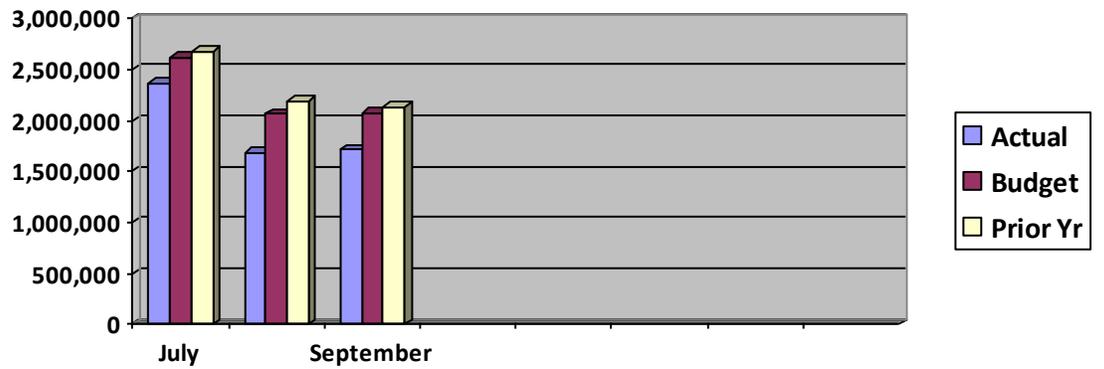
## Net Operating Cash

The Net Operating Cash Income for the month is \$403,487, which is a \$782K favorable variance from the budgeted net operating cash loss of \$378,713. Net Operating Cash Income reflects a favorable \$2.2M (243%) variance from year to date budget and an unfavorable \$188K variance from prior year to date income

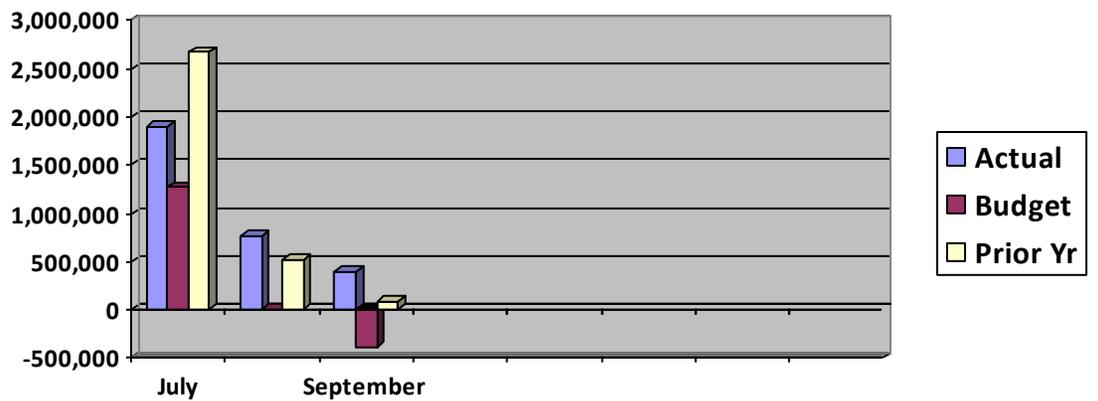
### FY2020 Revenues



### FY2020 Expenses



### Net Operating Cash



Jekyll Island Authority  
CONSOLIDATED BUDGET COMPARISON  
For the Three Months Ending September 30, 2020

	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		PRIOR YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
<b>Revenues</b>											
<b>Administration</b>											
Business Leases	393,967	396,729	(3)	-1%	1,273,612	1,269,079	5	0%	1,297,309	(24)	-2%
Hotel Tax	165,765	140,135	26	18%	598,370	501,605	97	19%	606,858	(8)	-1%
Tourism Development Fund	71,042	60,058	11	18%	256,444	214,974	41	19%	260,082	(4)	-1%
Parking	410,559	236,722	174	73%	1,478,224	998,461	480	48%	1,353,633	125	9%
Interest	452	800	(0)	-43%	1,311	2,400	(1)	-45%	2,948	(2)	-56%
Lot Rentals	61,030	2,000	59	2951%	106,712	6,000	101	1679%	90,866	16	17%
Foundation	443	459	(0)	-4%	2,387	2,858	(0)	-16%	2,439	(0)	-2%
Airport	1,079	2,334	(1)	-54%	5,484	7,001	(2)	-22%	-	5	0%
Administration revenue	21,600	25,612	(4)	-16%	40,860	40,006	1	2%	16,258	25	151%
Beach Village	-	-	-	0%	1,507	1,507	-	0%	4,520	(3)	-67%
Intern Housing	3,950	3,425	1	15%	12,750	12,925	(0)	-1%	12,925	(0)	-1%
<b>Total Administration</b>	<b>1,129,887</b>	<b>868,274</b>	<b>262</b>	<b>30%</b>	<b>3,777,662</b>	<b>3,056,815</b>	<b>721</b>	<b>24%</b>	<b>3,647,839</b>	<b>130</b>	<b>4%</b>
<b>Enterprises</b>											
Golf	174,142	130,028	44	34%	456,358	370,192	86	23%	413,908	42	10%
Convention Center	14,775	74,015	(59)	-80%	11,427	219,852	(208)	-95%	1,314,749	(1,303)	-99%
McCormick's Grill	18,328	16,671	2	10%	45,697	49,062	(3)	-7%	115,937	(70)	-61%
Summer Waves	107,303	28,853	78	272%	1,083,808	835,249	249	30%	1,197,635	(114)	-10%
Campground	153,476	90,855	63	69%	514,508	374,200	140	37%	367,965	147	40%
Life is Good	22,286	12,343	10	81%	70,924	45,617	25	55%	50,353	21	41%
Museum	45,606	41,652	4	9%	134,357	105,185	29	28%	178,846	(44)	-25%
Georgia Sea Turtle Center	155,235	83,675	72	86%	607,495	459,275	148	32%	657,613	(50)	-8%
Conservation	433	45	0	861%	2,306	604	2	282%	4,234	(2)	-46%
Miniature Golf & Bikes	24,712	12,741	12	94%	109,426	78,783	31	39%	99,539	10	10%
Water/Wastewater	144,243	159,299	(15)	-9%	486,497	486,369	0	0%	488,125	(2)	0%
Sanitation	47,755	50,171	(2)	-5%	141,257	144,284	(3)	-2%	143,501	(2)	-2%
Fire Department	7,981	4,350	4	83%	1,261,040	1,240,923	20	2%	1,190,890	70	6%
Tennis	4,296	6,774	(2)	-37%	25,249	26,036	(1)	-3%	25,906	(1)	-3%
Destination Mktg & Special Events	48,247	98,417	(50)	-51%	48,247	98,417	(50)	-51%	282,671	(234)	-83%
Guest Information Center	6,340	7,200	(1)	-12%	42,469	29,382	13	45%	61,557	(19)	-31%
Camp Jekyll & Soccer Fields	9,521	12,364	(3)	-23%	30,827	41,196	(10)	-25%	40,223	(9)	-23%
Landscaping, Roads & Trails	759	500	0	52%	2,042	2,950	(1)	-31%	2,291	(0)	-11%
Vehicle & Equipment Maintenance	-	-	-	0%	-	-	-	0%	552	(1)	-100%

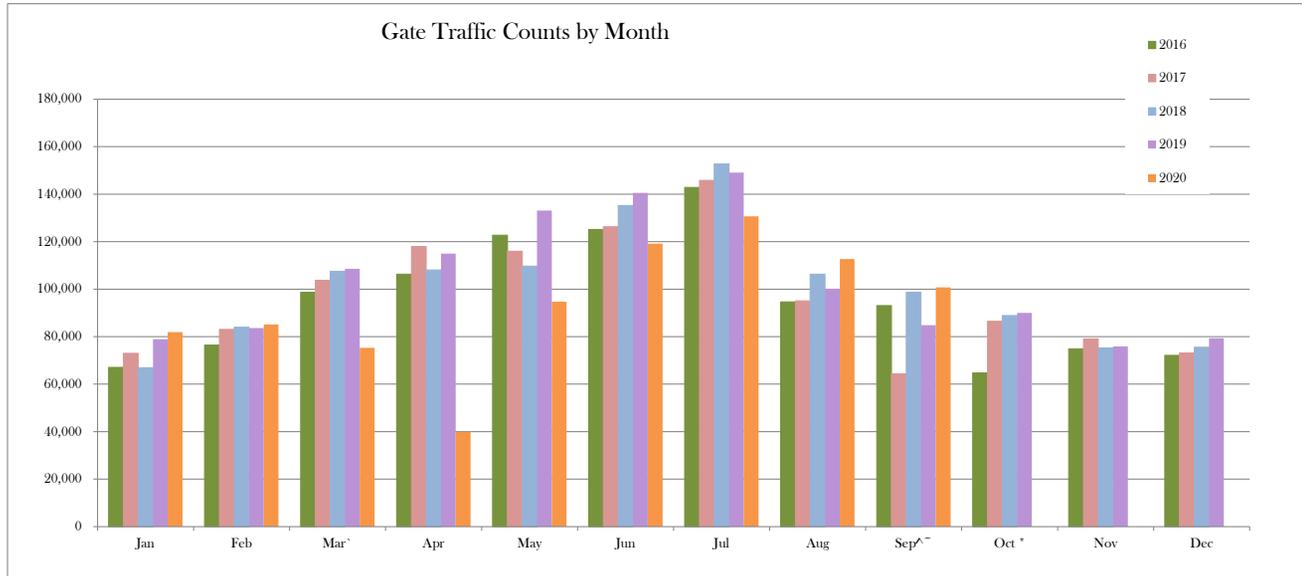
	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
<b>Total Enterprises</b>	<b>985,439</b>	<b>829,953</b>	<b>155</b>	<b>19%</b>	<b>5,073,935</b>	<b>4,607,575</b>	<b>466</b>	<b>10%</b>	<b>6,636,494</b>	<b>(1,563)</b>	<b>-24%</b>
<b>Total Revenues</b>	<b>2,115,325</b>	<b>1,698,227</b>	<b>417</b>	<b>25%</b>	<b>8,851,597</b>	<b>7,664,390</b>	<b>1,187</b>	<b>15%</b>	<b>10,284,333</b>	<b>(1,433)</b>	<b>-14%</b>
<b>Expenses</b>											
Human Resources	973,014	1,079,648	(107)	-10%	3,158,085	3,393,829	(236)	-7%	3,375,459	(217)	-6%
Supplies & Materials	101,552	149,378	(48)	-32%	242,472	398,714	(156)	-39%	391,520	(149)	-38%
Advertising & Sales	57,615	100,623	(43)	-43%	73,188	208,818	(136)	-65%	179,937	(107)	-59%
Repairs - Facilities & Grounds	111,198	156,766	(46)	-29%	294,074	441,656	(148)	-33%	446,844	(153)	-34%
Utilities	178,744	195,881	(17)	-9%	530,325	549,394	(19)	-3%	589,411	(59)	-10%
Insurance	2,515	3,808	(1)	-34%	577,965	587,941	(10)	-2%	581,147	(3)	-1%
Contracts	146,459	246,774	(100)	-41%	454,913	702,058	(247)	-35%	761,106	(306)	-40%
Rentals	42,910	52,397	(9)	-18%	127,425	147,783	(20)	-14%	236,642	(109)	-46%
Printing	16,323	3,068	13	432%	27,394	11,650	16	135%	54,800	(27)	-50%
Motor Vehicle	15,838	21,366	(6)	-26%	52,247	80,442	(28)	-35%	86,980	(35)	-40%
Telephone	10,391	10,286	0	1%	30,659	30,735	(0)	0%	30,452	0	1%
Equipment Purchase <\$1K	11,952	4,619	7	159%	15,743	10,011	6	57%	33,932	(18)	-54%
Equipment Purchase \$1K to \$5K	-	1,500	(2)	-100%	-	10,100	(10)	-100%	28,283	(28)	-100%
Travel	351	2,375	(2)	-85%	2,619	9,485	(7)	-72%	26,833	(24)	-90%
Dues	12,525	21,718	(9)	-42%	64,312	83,440	(19)	-23%	67,827	(4)	-5%
Credit Card Fees	30,452	26,702	4	14%	108,820	97,515	11	12%	113,566	(5)	-4%
Bank Fees	-	35	(0)	-100%	-	70	(0)	-100%	25	(0)	-100%
<b>Total Expenditures</b>	<b>1,711,839</b>	<b>2,076,940</b>	<b>(365)</b>	<b>-18%</b>	<b>5,760,241</b>	<b>6,763,643</b>	<b>(1,003)</b>	<b>-15%</b>	<b>7,004,764</b>	<b>(1,245)</b>	<b>-18%</b>
<b>Net Operating Cash Income **</b>	<b>403,487</b>	<b>(378,713)</b>	<b>782</b>	<b>-207%</b>	<b>3,091,356</b>	<b>900,747</b>	<b>2,191</b>	<b>243%</b>	<b>3,279,569</b>	<b>(188)</b>	<b>-6%</b>

\*\* Does not include depreciation or capital projects

## September 2020 Traffic Counts

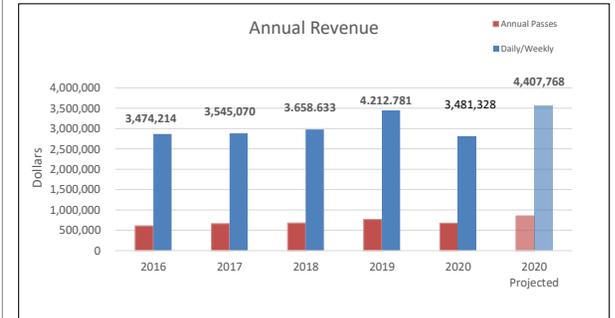
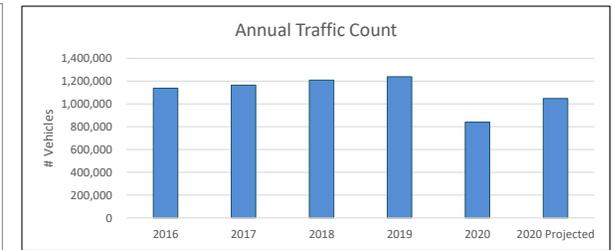
	2016			2017			2018			2019			2020 (LPR System: April)		
	Daily/Weekly	Annual Passes	Total	Gate Purchase	Pre-purchased	Total									
January	24,977	42,084	67,061	26,372	46,562	72,934	21,065	45,842	66,907	28,874	50,037	78,911	29,773	52,159	81,932
February	31,332	45,113	76,445	35,982	47,081	83,063	34,326	49,664	83,990	35,010	48,619	83,629	32,646	52,457	85,103
March	46,104	52,582	98,686	49,605	54,166	103,771	51,052	56,444	107,496	51,682	56,865	108,547	27,012	48,279	75,291
April	57,158	49,140	106,298	66,259	51,718	117,977	55,620	52,474	108,094	61,404	53,529	114,933	12,082	27,810	39,892
May	69,981	52,704	122,685	62,367	53,558	115,925	54,547	55,167	109,714	74,194	58,894	133,088	44,891	49,825	94,716
June	74,618	50,525	125,143	72,234	54,056	126,290	79,575	55,657	135,232	82,105	58,479	140,584	51,147	68,042	119,189
July	90,544	52,276	142,820	90,765	55,010	145,775	95,960	56,773	152,733	89,499	59,595	149,094	56,441	74,236	130,677
August	46,949	47,693	94,642	44,352	50,732	95,084	53,639	52,681	106,320	47,501	52,687	100,188	39,096	73,585	112,681
September	47,555	45,509	93,064	26,578	37,809	64,387	49,032	49,651	98,683	37,317	47,518	84,835	34,055	66,662	100,717
October	26,241	38,461	64,702	35,871	50,566	86,437	38,539	50,366	88,905	39,100	50,923	90,023	0	0	0
November	31,634	43,245	74,879	32,323	46,777	79,100	29,468	45,737	75,205	30,173	45,699	75,872	0	0	0
December	29,947	42,132	72,079	27,891	45,195	73,086	30,104	45,436	75,540	31,871	47,504	79,375	0	0	0
<b>Totals</b>	<b>577,040</b>	<b>561,464</b>	<b>1,138,504</b>	<b>570,599</b>	<b>593,230</b>	<b>1,163,829</b>	<b>592,927</b>	<b>615,892</b>	<b>1,208,819</b>	<b>608,730</b>	<b>630,349</b>	<b>1,239,079</b>	<b>327,143</b>	<b>513,055</b>	<b>840,198</b>

Year to Date Comparison	2016 YTD	2017 YTD	2018 YTD	2019 YTD	2020 YTD
	926,844	925,206	969,169	993,809	840,198



~Mar 2020 - Sept 2020 - COVID-19 outbreak

\* Oct 2016 - Hurricane Matthew  
 ^Sep 2017 - Hurricane Irma  
 ~Sept 2019 - Hurricane Dorian



October 8, 2020

Jekyll Island Convention Center  
 SMG and JIA combined  
 September Financial Review

SEPTEMBER	FY2021	2020	2019	2018	2017	2016	2015	2014
Number of Events	14	7	18	18	18	22	15	13
Event Days	20	30	39	27	22	41	18	23
Attendance	379	3672	6881	6126	4424	7426	3249	7676
Revenue	\$16,457act \$84,190 budget	\$268,138 Actual	\$400,202 actual	\$314,074 actual	\$224,600 actual	\$291,937 actual	\$133,581 actual	\$109,331 actual
Sqr. Ft. used	20,000	353,400						

It is hard to look at past numbers. We did have a “revenue” event this month Hillsdale College Hometown Series that was almost \$11K and with park rentals on weekends in demand we made \$16K.

**FUTURE Contracts Issued – 6 estimated revenue - \$146,000**

Conventions –3– Anticipated revenue \$125,000  
 Meetings –0– Anticipated revenue \$0  
 Banquet –0 – Anticipated revenue \$0  
 Weddings – 2 – Anticipated revenue \$13,000  
 Public Event –1- Anticipated revenue \$8,000

**PROPOSALS**

CVB – 12  
 Westin –3  
 CVENT- 3  
 Combined sites and planning meetings with all staff - 13

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

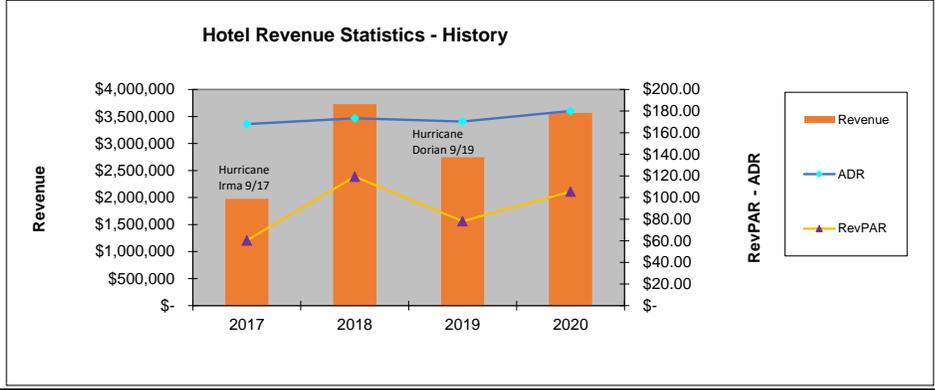
September 2020

### HOTEL STATISTICS AT-A-GLANCE

**Sep-20**  
 Total Revenue \$ **3,564,690**  
 Occupancy Rate **58.6%**  
 Rev PAR \$ **105.52**  
 ADR \$ **180.11**

**Sep-19**  
 Total Revenue \$ **2,747,127**  
 Occupancy Rate **45.9%**  
 RevPAR \$ **78.23**  
 ADR \$ **170.33**

**Sep-18**  
 Total Revenue \$ **3,728,010**  
 Occupancy Rate **68.9%**  
 RevPAR \$ **119.38**  
 ADR \$ **173.31**



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2020 Room Revenue	2019 Room Revenue	Revenue Variance	
Beachview Club	38	1,140	441	38.7%	\$ 207.61	\$ 80.31	\$ 91,557.10	\$ 27,013.30	\$ 64,544	239%
Home2Suites	107	2,994	1,882	62.9%	\$ 145.65	\$ 91.56	\$ 274,122.00	\$ 185,148.00	\$ 88,974	48%
Holiday Inn Resort	157	3,898	2,664	68.3%	\$ 165.35	\$ 113.00	\$ 440,483.38	\$ 385,951.04	\$ 54,532	14%
Days Inn & Suites	124	3,720	2,367	63.6%	\$ 148.31	\$ 94.37	\$ 351,038.00	\$ 242,393.04	\$ 108,645	45%
Hampton Inn	138	4,140	2,615	63.2%	\$ 159.57	\$ 100.79	\$ 417,284.00	\$ 270,195.00	\$ 147,089	54%
Jekyll Island Club Resort	200	6,000	3,067	51.1%	\$ 274.80	\$ 140.47	\$ 842,805.00	\$ 631,796.00	\$ 211,009	33%
Seafarer Inn & Suites	73	2,034	1,086	53.4%	\$ 139.51	\$ 74.49	\$ 151,509.18	\$ 107,795.11	\$ 43,714	41%
Villas by the Sea	132	2,897	1,558	53.8%	\$ 166.40	\$ 89.49	\$ 259,256.00	\$ 208,473.20	\$ 50,783	24%
Villas by the Sea - Jekyll Realty	19	570	232	40.7%	\$ 137.98	\$ 56.16	\$ 32,012.18	\$ 14,920.08	\$ 17,092	115%
Villas by the Sea - Parker Kaufman	13	390	305	78.2%	\$ 59.87	\$ 46.82	\$ 18,261.00	\$ 15,684.30	\$ 2,577	16%
Westin	200	6,000	3575	59.6%	\$ 191.99	\$ 114.39	\$ 686,362.00	\$ 657,758	\$ 28,604	4%
<b>Sep-20 Total</b>	<b>1,201</b>	<b>33,783</b>	<b>19,792</b>	<b>58.6%</b>	<b>\$ 180.11</b>	<b>\$ 105.52</b>	<b>\$ 3,564,690</b>	<b>\$ 2,747,127</b>	<b>\$ 817,563</b>	<b>29.8%</b>

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - September 2020

### HOTEL STATISTICS AT-A-GLANCE

**2020**

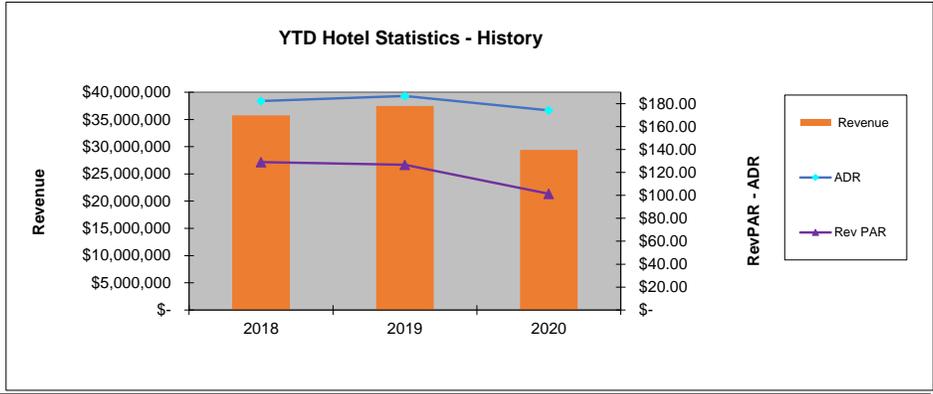
Total Revenue \$ **29,421,638**  
 Occupancy Rate **58.2%**  
 Rev PAR \$ **101.40**  
 ADR \$ **174.17**

**2019**

Total Revenue \$ **37,475,152**  
 Occupancy Rate **67.9%**  
 RevPAR \$ **126.70**  
 ADR \$ **186.73**

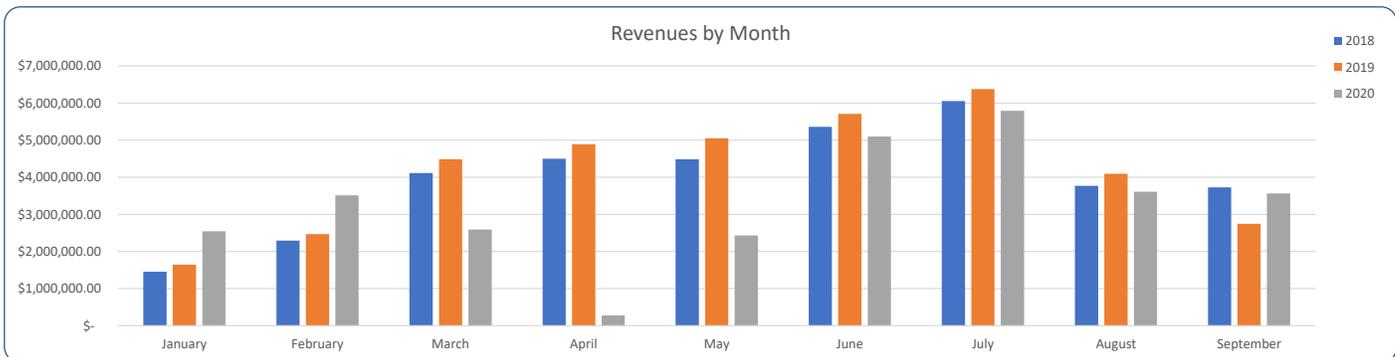
**2018**

Total Revenue \$ **35,753,681**  
 Occupancy Rate **70.8%**  
 RevPAR \$ **129.04**  
 ADR \$ **182.28**



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2020 Room Revenue	2019 Room Revenue	Revenue Variance	
Beachview Club	38	10,082	4,315	42.8%	\$ 196.19	\$ 83.97	846,577	633,736	\$ 212,842	34%
Home2Suites	107	25,258	16,095	63.7%	\$ 147.86	\$ 94.22	2,379,822	196,618	\$ 2,183,204	1110%
Holiday Inn Resort	157	35,930	21,711	60.4%	\$ 170.09	\$ 102.78	3,692,875	5,248,108	\$ (1,555,233)	-30%
Days Inn & Suites	124	30,132	19,667	65.3%	\$ 145.50	\$ 94.97	2,861,529	3,728,289	\$ (866,759)	-23%
Hampton Inn	138	36,758	20,235	55.0%	\$ 157.96	\$ 86.95	3,196,231	4,815,932	\$ (1,619,701)	-34%
Jekyll Island Club Resort	200	48,800	25,605	52.5%	\$ 245.19	\$ 128.65	6,278,042	8,655,691	\$ (2,377,649)	-27%
Seafarer Inn & Suites	73	19,429	11,094	57.1%	\$ 155.39	\$ 88.73	1,723,879	1,855,184	\$ (131,305)	-7%
Villas by the Sea	132	30,970	16,980	54.8%	\$ 159.61	\$ 87.51	2,710,102	3,363,365	\$ (653,263)	-19%
Villas by the Sea - Jekyll Realty	19	4,985	2,697	54.1%	\$ 133.01	\$ 71.96	358,741	294,636	\$ 64,106	22%
Villas by the Sea - Parker Kaufman	13	3,337	2,475	74.2%	\$ 99.49	\$ 73.79	246,231	220,839	\$ 25,392	11%
Westin	200	44,470	28,049	63.1%	\$ 182.81	\$ 115.30	5,127,607	8,462,755	\$ (3,335,148)	-39%
<b>2020 Total</b>		<b>290,151</b>	<b>168,923</b>	<b>58.2%</b>	<b>\$ 174.17</b>	<b>\$ 101.40</b>	<b>\$ 29,421,638</b>	<b>\$ 37,475,152</b>	<b>\$ (8,053,514)</b>	<b>-21.5%</b>
<b>2019 Total</b>		<b>295,782</b>	<b>200,696</b>	<b>67.9%</b>	<b>\$ 186.73</b>	<b>\$ 126.70</b>	<b>\$ 37,475,152</b>			
<b>2018 Total</b>		<b>277,078</b>	<b>196,148</b>	<b>70.8%</b>	<b>\$ 182.28</b>	<b>\$ 129.04</b>	<b>\$ 35,753,681</b>			



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**MEMORANDUM**

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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON, CHIEF ACCOUNTING OFFICER  
**SUBJECT:** EMERGENCY INCUBATOR REPLACEMENT – WATER/WASTEWATER DEPARTMENT  
**DATE:** 10/12/2020

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A specialized incubator at the Water/Wastewater department failed to keep temperature on September 30, 2020. This incubator is used to hold the wastewater Bio-Oxygen Demand (BOD) samples that must be housed at 20 degrees Celsius for five days before analysis can be done. Our EPD Wastewater Permit requires us to analyze BOD samples three days a week. Without this equipment staff was forced to send samples to an outside company at greater expense for storage and analysis.

An emergency purchase of a replacement Fisherbrand Isotemp 400 Refrigerated Incubator was made in the amount of \$5,755.95 on September 30<sup>th</sup> and the unit was delivered this past week.

Staff hereby requests ratification of the emergency expenditure of \$5,755.95 for the incubator from Water/Wastewater reserve funds.

# JEKYLL ISLAND-STATE PARK AUTHORITY

## POLICY MANUAL

Section: Human Resources Standards of Practice	Section: 3.1
	Effective Date: 7/20/15
Subject: Recruitment and Selection	Original Date: 6/12/00
	Revision Dates: 5/25/81

### **STANDARD**

The Jekyll Island-State Park Authority is an Equal Opportunity Employer. All positions shall be filled by qualified individuals without regard to race, creed, color, sex, national origin, age, religion, mental or physical disability or other factors not related to job-related qualifications for the position.

### **PRACTICE GUIDELINES**

#### **1. *Requesting to Fill a Vacancy:***

- a. To initiate recruitment for a new or vacated position, the department manager shall forward to Human Resources notification of any anticipated or current vacancies in authorized positions as provided by the classification plan and the budget.
- b. The Director of Human Resources shall review the request and verify proper classification prior to posting and recruitment.

#### **2. *Recruiting:***

- a. All recruitment advertising shall be administered by, coordinated through or approved by the Director of Human Resources.
- b. Vacant positions shall be advertised on a job posting list published by the Human Resources Department. Supervisors shall post published listings in a prominent location for employee viewing.
- c. Managers may request an internal-only posting for current JIA employees. These positions will be posted for applications on the employee self-service portal of HR system.
- d. Managers may request an all-applicant posting for recruitment of both internal and external applicants concurrently. These positions will be posted for applications on the Jekyll Island website for all applicants (internal and external).
- e. Vacancies will be posted for a period of no less than five (5) workdays from the job posting publication date.

#### **3. *Consideration of Current Employees:***

- a. Current employees, including temporary and seasonal, will be given first consideration for vacant positions; however, the Authority reserves the right to select external candidates.
- b. Selected internal applicants shall normally provide at least two (2) weeks notification of intent to leave the current position. An agreed upon start date by both supervisors involved must be achieved. The chosen applicant may have to postpone transfer if the transfer will create an undue hardship on the department losing the employee.

# JEKYLL ISLAND-STATE PARK AUTHORITY

## POLICY MANUAL

Section: Human Resources Standards of Practice	Section: 3.1
	Effective Date: 7/20/15
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#### **4. Application:**

- a. All persons expressing interest in employment with the Authority will be given the opportunity to submit an electronic application for open positions through the JIA website.
- b. Applicants who need assistance or accommodation to complete the application must contact Human Resources prior to the established closing date.
- c. Applications will be kept on file for ninety (90) days.

#### **5. Screening Applications:**

- a. The Human Resources Department may investigate any statement contained in the application and obtain evidence regarding the applicant's suitability for employment, including initial reference checks on applicants being considered for employment.
- b. The hiring manager or Human Resources will perform more in-depth reference checks regarding performance of applicants selected for prospective employment. All information will be forwarded to the Human Resources Department.
- c. A person may be disqualified as an applicant by the Human Resources Department for reasons including, but not limited to the following:
  - i. The applicant lacks any of the minimum requirements for the position;
  - ii. The applicant has been convicted of a crime or pattern of crimes of a nature that would arouse serious public doubt as to the suitability to assume the responsibilities of the position;
  - iii. The applicant has made a false statement of material fact in the application;
  - iv. The applicant has previously been dismissed from any position for failure of acceptable conduct, or other similar causes;
  - v. The applicant has failed to submit application correctly and, or failed to submit required documents (i.e. resume).
- d. Human Resources will refer to the hiring manager(s) applicants whose education, training, experience and other job-related qualifications are best suited for the position when compared to all applicants. Criteria for comparison are based upon minimum requirements as provided in job classification descriptions.
- e. All qualified applicants will be considered but may not necessarily receive an interview.

#### **6. Interviewing:**

- a. The hiring manager(s) shall review applications, conduct interviews, and make selections from those applicants referred by Human Resources.
- b. Human Resources staff will participate in the interview and selection process.
- c. Standardized core interview questions shall be used to interview each candidate.

# JEKYLL ISLAND-STATE PARK AUTHORITY

## POLICY MANUAL

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- d. Documentation of the interviews will be maintained and submitted to the Human Resources Department at the close of the recruitment effort and when selection is completed.

7. **Confidential Selection and Testing Materials and Records:** All selection and testing materials and records are confidential and are available only to those persons who need to know. Such materials will be secured in the Human Resources Department. Records which become outdated according to federal and state record keeping regulations will be shredded as to prevent disclosure of information concerning applicants.
8. **Job Offer:** The hiring manager and Human Resources will work together to prepare necessary documents and information to extend an offer of employment. The hiring manager will extend a job offer according to established guidelines and procedures.
9. **Job Acceptance of Current Employees:** If an offer of employment is made to a current employee, the employee's current supervisor and potential new supervisor shall determine a transfer date that will cause little interruption to normal business flow as possible.
10. **New Employee Orientation:** Human Resources staff will conduct new employee orientation explaining standard employment rules, regulations, procedures, expectations, benefits and JIA's mission and vision statements. Orientation is mandatory for all JIA employees.
11. **Employee File:** Human Resources staff will create an official Employee file containing all records pertinent to employment issues. If applicable, medical files will be created and maintained separately.
12. **Employment of Family Member and Close Personal Relationships:**
  - a. No person shall be employed or assigned in a position where his/her immediate family member would either supervise and/or affect the terms and conditions of employment or are supervised by a family member or someone with whom they have a close personal relationship as defined by this policy.
  - b. No employee shall advocate for or cause the advancement, appointment, employment, promotion, demotion or transfer of a family member or someone with whom they have a close personal relationship.
  - c. Employees who are family members or have a close personal relationship may not be hired, transferred or assigned permanently to work in positions within the same work unit. Exceptions may be made, with approval, for temporary work assignments to ensure ongoing operations.

# JEKYLL ISLAND-STATE PARK AUTHORITY

## POLICY MANUAL

Section: Human Resources Standards of Practice	Section: 3.1
	Effective Date: 7/20/15
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	Revision Dates: 5/25/81

- d. An employee who is a family member or has a close personal relationship with another employee cannot be permanently placed in a direct co-worker relationship with that person; cannot be directly supervised by that person; cannot report to the same immediate supervisor; cannot be placed in circumstances in which the nature of responsibilities may contribute to fraud, financial gain or where fiscal checks and balances can be compromised; and/or cannot be hired or assigned work that would otherwise create a conflict of interest.
- e. If current employees become family members or develop a close personal relationship, affected employees must immediately notify the Director of Human Resources so that appropriate steps may be taken to relieve the situation. Employees are prohibited from engaging in any form of a close personal relationship with another employee if they work directly for or supervise the employee with whom they are involved.
- f. Applicants/employees who fail to disclose a family member relationship or close personal relationship may be separated from employment if an alternative position is unavailable.
- g. A person who is a family member or has a close personal relationship with a member of the Authority board may not be employed by the Authority.

**13. *Temporary / Seasonal Employees:*** Recruitment may vary to employ temporary and seasonal employees. Variations from the standard practices shall be discussed and approved by Director of Human Resources prior to variation.

**DEFINITIONS:**

Family Member – A spouse; parents, siblings, children, grandchildren, grandparents, or spouse of any of these; or any other relative whom it can be demonstrated is a member of the employee’s/individual’s household. Also included is the child, parent, sibling, or grandparents of a spouse.

Close Personal Relationship – A relationship that involves cohabitation, dating, or consensual sexual contact of any kind.

For additional information or assistance, please contact the JIA Human Resources office.

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## Funding Requests

September 1, 2020

The Jekyll Island Authority (JIA) respectfully request consideration of funding for two (2) projects:

1. Jekyll Island Campground Expansion - \$2,948,154
2. Public Safety Complex - \$2,194,445

Project	State Funding Request	JIA Funding Provided	Project Cost
1. Jekyll Island Campground Expansion	\$2,948,154	\$422,405	<b>\$3,370,559</b>
2. Public Safety Complex	\$2,194,445	\$75,000	<b>\$2,269,445</b>
<b>Total State Funding Request</b>	<b>\$5,142,599</b>	<b>\$497,405</b>	<b>\$5,640,004</b>

The 2014 Jekyll Island Master Plan is the guide for land use on Jekyll Island. Two Master Plan Amendments were adopted on December 17, 2019 to convert land for the Campground and Public Safety Complex.

1. Campground Expansion – 12 acres
2. Public Safety Complex – 3 acres

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**MEMORANDUM**

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** JONES HOOKS, EXECUTIVE DIRECTOR & NOEL JENSEN, CHIEF OPERATIONS OFFICER  
**SUBJECT:** CAPITAL REQUEST FOR BIKE PATH REHABILITATION  
**DATE:** 10/16/2020

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Over the past several weeks, the Authority has had a company at the golf courses paving cart paths that were damaged during Hurricanes Matthew & Irma. These paths are part of the FEMA grant award for damage repair. To save money and allow for additional paving, staff leased concrete/asphalt recycling equipment to grind and recycle the materials that were removed from the golf course for reuse on Jekyll Island (at a cost of approximately \$60,000). This leased equipment remains in place until the end of October.

Staff request Board approval to issue a change order for Landscapes Unlimited, the cart path contractor, to begin work immediately after completion of the golf cart path work replacing and paving a section of bike path (Section A, 5,500 linear feet; see attachment) along North Beachview Drive. Additionally, based on discussions this week with representatives of Holiday Inn/Beachview Club, and the company's willingness to contribute 50% of the costs for the path behind the Holiday Inn/Beachview Club (Section C, 2,100 linear feet), staff also recommends moving forward with this section as well. The path would meet all current standards and would include asphalt milling and grading, undercut excavation and base prep, as well as concrete paving a path 4" in thickness and 8' wide. Total cost for section A would be \$259,500, and total cost for section C would be \$94,100. The JIA's share of section A would be \$259,500 and the JIA's share of Section C would be \$47,050 for a total cost to the JIA of \$306,550 to accomplish both bike path sections.

In addition to the savings from not having to rent the recycling equipment again, we would save on the mobilization of labor, equipment, and materials to the jobsite by Landscapes Unlimited.

Even though there would still be more than 3.6 miles of bike paths along Beachview and Riverview requiring future funding, today's proposed section of bike path improvements would cover a large portion of bike path from the Captain Wylly path intersection to Tallufish Lane, approximately 1.437 miles. This section would enhance the biking experience near the JIA's new beach crossovers, adjacent to established housing, and along the Holiday Inn oceanfront.

While bike paths may not be our top operational priority at the moment, the monies for this project would come from capital funds, and the JIA would enjoy significant savings since the contractor is already on site. Of course, bike paths are important to the JIA since many persons come to Jekyll just to ride bicycles.

The Authority presently has \$55,600 in capital reserved for bike path improvements. Staff recommends allocation of these funds to this project; with an additional \$250,950 from capital reserves to accomplish 7,600 LF of bike path replacement as outlined above.



October 20, 2020

**MEMORANDUM**

TO: BOARD OF DIRECTORS  
FROM: MARIA L. HUMPHREY, LEASE MANAGER  
RE: RENTAL AGREEMENT APPROVAL  
STANLEY (LARRY) CREWS & JUDY D. CREWS

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**Stanley (Larry) Crews & Judy D. Crews d/b/a Jekyll Fishing Center** is a retail store that sells bait & tackle, prepackaged snacks & drinks, ice, ice cream, T-shirts, and other nautical gifts and convenience items. This Rental Agreement is the result of a renegotiation that was done for a renewal already permitted by the current Rental Agreement.

TERM: Five years

RENEWAL: One additional 5-year term subject to a mutual re-negotiation of rental terms, so long as tenant is not in default at the time of renegotiation.

LOCATION: 10 Clam Creek Road, Clam Creek Picnic Area, Jekyll Island, Georgia 31527

RENT: Rent increased July 1, 2020:

BASE RENT: \$20,427.36/year

CPI increases will be assessed at a minimum of 1.5% and a maximum of 10% annually.

PERCENTAGE RENT:

Percentage rent at a rate of 3% shall be paid on all revenue generated from all business conducted in, on, from or through the premises that exceeds the base rent, reported monthly and cumulatively over the calendar year.



OTHER:

Tenant's obligation to repair, maintain, and replace shall specifically include, but is not limited to,

- a) the fence and fenced in area adjacent to the building;
- b) all window or wall air conditioning units or wall fans;
- c) HVAC systems;
- d) the Plumbing System to the point it reaches five feet outside the exterior of the building; and
- e) the water heater.

Landlord shall keep in good order and repair the following:

- a) The roof, defined as the trusses, underlayment, and shingles, but not including exterior paint;
- b) The foundation, exclusive of any flooring;
- c) The Wall System, defined as the framing and exterior weatherproofing, but not including the sheetrock, interior and exterior wall paint/covering, window or door frames, and glass; and
- d) The Electrical System to the busbars of the main electrical panel, but not including the electrical panel.

Tenant must carry insurance.

**POSSIBLE BOARD ACTIONS**

1. Deny approval of the rental contract.
2. Approve the rental contract.
3. Suggest other alternatives.

**RECOMMENDATION**

Action Number Two is recommended if the Board wishes to approve the rental contract with Larry and Judy Crews.

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The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, September 15, 2020 in the Jekyll Island Convention Center and broadcasted to the public via YouTube.

Members Present:           Mr. Joseph B. Wilkinson, Jr., Chairman  
                                  Mr. Bob Krueger, Vice Chairman  
                                  Mr. Bill Gross, Secretary/Treasurer  
                                  Mr. Trip Tollison  
                                  Ms. Joy Burch-Meeks  
                                  Commissioner Mark Williams  
                                  Dr. Buster Evans  
                                  Mr. Glen Willard  
                                  Mr. Dale Atkins

Key Staff Present:           Ben Carswell, Director of Conservation  
                                  Marjorie Johnson, Chief Accounting Officer  
                                  Kate Harris, Director of Strategic Partnerships  
                                  Jones Hooks, Executive Director  
                                  Melissa Cruthirds, General Counsel  
                                  Noel Jensen, Chief Operations Officer  
                                  Michelle Webb, Executive Assistant

Various members of the public, JIA staff, and press were present and listened live via broadcast on YouTube.

Chairman Wilkinson called the committee sessions to order at approximately 9:38 a.m., introduced those participating via teleconference, and confirmed a quorum.

The roll was called. All members were present except Commissioner Williams who joined a few minutes into the meeting.

### **I. Historic Preservation/Conservation Committee**

A. Ben Carswell, Director of Conservation introduced Dr. Rob Brown of Goodwyn, Mills, and Cawood (GMC) who presented the Glynn Shoreline Protection Plan. The Glynn Shoreline Protection Plan is a collaborative project with the City of Brunswick, Glynn County, and Jekyll Island. This presentation is a required element of the grant funding aspect of the project. Dr. Brown presented the Shoreline Assessment and Implementation Resiliency Plan which included: a timeline of weather events and grants, a review of the objectives of the plan, and information about the phases of the project.

There were no questions from the Board and no public comments.

### **II. Finance Committee**

A. Mr. Bill Gross, Finance Committee Chair, reviewed the August financials as included in the Board materials. He reported revenue from parking fees were up this month, and in fact, exceeded year to date from the previous year for the first time. However, the Convention Center continued to show a loss due to lack of business.

Mr. Hooks commented the net operating cash, even though revenues are over budget, show that business is slower than last year. The fiscal concerns for the Authority are still

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significant, especially given the lack of convention business.

A. Ms. Johnson requested approval of two leases for the golf course maintenance equipment. The previous lease of 40 years was coming to an end. The new leases will be for two pieces of used equipment at \$510.29 per a month and 15 pieces of new equipment for \$6,627.56 per a month. Both leases would begin October 1, 2020. The motion to approve the Golf Course Maintenance Equipment Leases was made by Mr. Krueger and seconded by Dr. Evans. The request was unanimously approved without objection.

B. Ms. Johnson then updated the Board regarding the State of Georgia Audits of the review of annual business leases as well as the annual JIA audit report. The report was different this year as it was done remotely due to the COVID-19 pandemic. The business lease audit is done for businesses on a rotating basis and looks at base rent, percentage rent payments, proof of insurance, security deposits, and capital reserves (as required). State findings showed approx. \$11,000 due to the Jekyll Island Authority. While Mr. Hooks complimented the accounting team for their work and for receiving an excellent report from the State, he discussed businesses who had been audited and issues found. The JIA will be working with businesses to correct issues, payments, and missing documentation. Ms. Johnson reminded the Board that a copy of the audit reports was both in their blue folders and would be emailed to each the Board members, as required by the State.

There were no public comments.

#### IV. Marketing Committee

A. Ms. Harris, Director of Strategic Partnerships delivered a report from the Marketing Department. Ms. Harris discussed the changing nature of the meeting industry landscape, which was starting to meet again and showed great booking numbers for 2021 calendar year. Motorcoach business was continuing to shift from international tours to more domestic trips. Therefore, Jekyll was looking to position itself as a more pivotal piece instead of just a day trip. Sales marketing staff have been making sure to connect to business partners and event planners as long term investments.

There were no questions from the board and there were no public comments.

#### V. Legislative Committee

Mr. Tollison, Chair of the Legislative Committee highlighted in his report the two projects which were put forward to the State of Georgia as Fiscal Year 2022 Funding Requests: the Jekyll Island Campground Expansion and the Public Safety Complex. These projects equaled total of \$5.14 million dollars in requested state funding. Mr. Tollison related to the Board the Jekyll Island Campground extension was "shovel ready". He was hopeful to have these two projects incorporated into the Governor's budget.

Mr. Hooks reminded the Board these projects were unsuccessfully submitted last year. The Campground Expansion project had successfully passed through the House Appropriations Committee and into the House budget, but then did not make it through the Senate with the death of Senator Hill and the arrival of the COVID crisis. Mr. Hooks related that Appropriations Chair England was supportive of these projects, but funding would be much easier to acquire if they were included in the Governor's budget. Mr. Hooks also reminded the Board of their action last year reclassifying land from the 2014 Master

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Plan for these two projects. Mr. Hooks was hopeful that if the JIA budgets allowed, the Board would see design work for the Public Safety building in the new year.

There were no public comments.

## VI. Committee of the Whole

A. The Golf Master Plan Final Presentation was delivered by Troy Vincent, of Vincent Design. The presentation, as included in the meeting materials, started with Jekyll Island facts, information about the National Golf Foundation Assessment, the Master Plan objectives, JIA priorities, and public response highlights. The next part of the presentation focused on the recommended Golf Master Plan which included Master Plan Opportunities and Master Plan Acreage Comparison – concepts vs. recommended plan. Then Mr. Vincent discussed the Master Plan components: the golf courses, conservation areas, development areas, the Master Plan Advantage, golf course phasing, the new Great Dunes Course concept, Pine Lakes concept, new par 3 course, and the Indian Mound 9-hole concept. Then the cost estimates of existing golf course and master plan golf course implementation was presented. Finally, the program element examples showed repurposed existing clubhouse, an enhanced entrance, golf lodge and villas, an assisted and independent living facility, public green space, nature amenities, and moving forward the next steps JIA may consider.

The Board members had a number of questions. First, Mr. Gross asked if the recommendations were adopted; what the number of rounds or projected revenue would be. Mr. Vincent answered that while projections had not been run, there was a significant demand for classic golf courses. He felt that many people who travel for golf were bypassing Jekyll. He felt this was a good first phase because he predicted a significant amount of promotion would be gained by word of mouth.

Mr. Gross then asked about the efficiency savings from reduced maintenance of the proposed smaller area. Mr. Vincent stated that the current 63 holes of golf were being maintained below standards, and a reduction in golf would allow a better alignment of what costs should be (despite the amazing work and effort of the JIA Golf Course Maintenance team).

Mr. Gross also asked if Vincent Design would be providing a pro forma on the estimated performance with the proposed improvements. Mr. Vincent stated no, however a final report would be produced. Mr. Hooks stated some of that information could be found in the National Golf Foundation report, as that study was looking more at operations than the Vincent Design Master Plan team.

Mr. Krueger asked about the anticipated cost to maintain the current facility. Mr. Vincent stated that the current staffing was 16 people for 63 holes of golf, while usually there are 16 people to 18 holes of golf. He is amazed at what the Golf Course Maintenance team had been able to do with the limited staff and resources. Mr. Hooks stated improvements such as the newly approved equipment voted on earlier in the meeting will help. However, he emphasized that there were more golf holes than JIA can maintain at a proper level. However, the choice of what direction golf should take is the decision of the Board.

Mr. Krueger felt that with no action, golf would continue to decline. Mr. Vincent stated that the current level of use was not sustaining. Mr. Vincent felt with all the golf history on Jekyll Island, it should continue.

Commissioner Williams asked the fee structure. Mr. Hooks explained some of the current structure. Mr. Vincent stated he had seen similar pushes at municipal golf courses to delay upgrades to maintain lower user fees. He had seen several solutions to these concerns including freezing membership costs for those who are members before the upgrades and providing lower rates for individuals who live in a certain mile radius. Because of the state of the golf course, and the amount of subsidy from the authority, there is room for creativity in pricing. Mr. Hooks spoke to the possibility of dynamic pricing for individuals and the possibility of charging differently for different golf experiences such as casual vs. competitive. Mr. Vincent confirmed this kind of pricing was not uncommon.

Mr. Jensen stated that timely action was required on a number of issues such as the aging irrigation system on Great Dunes and the mutated grasses on the Pine Lakes course. He remarked that with the significant amount of deferred maintenance currently hanging over the courses, small fixes over time may result in the same cost as the proposed improvements.

Dr. Evans stated he felt that the Vincent design had done a good job addressing many of the concerns raised by disparate groups of people who want different things from golf. Mr. Hooks reassured that with changes in the golf courses, an increase in marketing would ensue.

Mr. Hooks then discussed the next steps. It was his intention to pull together data from both previous studies and new sources. However, Mr. Hooks stated that there is currently no money allocated to the project, and no defined time frame. Mr. Hooks clarified that the golf course was running at a deficit of \$600,000 to \$675,000. Mr. Gross looked forward to the possibility of financing these changes to create a more positive financial situation. There were no further questions from the Board.

The Board recessed for a 7-minute break.

B. Melissa Cruthirds introduced the second reading of O-2020-3, False Alarms which was being considered for adoption. This ordinance was written to address the concern of false alarms pulling safety resources and follows other municipalities examples. She reported there had been a single public comment which was concerned about both the amount of the fines and about fines being levied against residential rental owners. Ms. Cruthirds stated residential rental owners had not been an issue thus far, and her research showed that other municipalities did not differentiate between residential and commercial properties in regard to fines. Dennis Gaily, Director of Public Safety reported he had already seen a reduction in false alarms with the introduction of this ordinance. He stated the amount of the fines were designed to be slightly higher than costs of repairing faulty alarm systems. He felt the discretion built into the ordinance allowed for reasonable administration.

Dr. Evans requested to change the ordinance Sec. 12-27 (d) penalties assessed for each violation within a 12-month period lines 88 through 90 to have the penalties for the third false alarm be set at \$150, the fourth false alarm be set at \$300, and after the fourth false alarm the fine be set at \$500. The Board agreed to the revision. The motion to adopt the ordinance as revised was made by Dr. Evans. The motion was seconded by Mr. Krueger. The motion as amended was unanimously approved.

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C. Ms. Cruthirds also presented revisions to Jekyll Island Authority Board By-Laws and other policies. The bylaws are contained in the policy manual, which were last updated in 2018. Multiple revisions were proposed, some grammatical and some to tighten language and make wording more concise. Some revisions clarified the Authorities role and responsibilities with the Board and Executive Director.

Mr. Hooks clarified these changes had been delivered to the board in advance of the meeting and that several of the changes were just reorganizations of information from one page to another. Other proposed changes simply update the document to administrative functions, such as the possession of the seal. Finally, this revision proposes the change of the ability to call a regular meeting in three calendar days rather than five calendar days, with consultation of the chair, offering a little more flexibility. Mr. Krueger moved to adopt the revisions to the Jekyll Island Authority Board By-Laws and other policies. The motion was seconded by Mr. Gross. The motion was unanimously approved.

D. Mr. Jensen introduced item regarding the Authorizing Notice of Proposed Amendment request for the Master Plan Amendment for the Georgia Power Substation. He explained that due to the powerline upgrade performed by Georgia Power, a new substation is needed to provide more reliable power. Mr. Dialo Cartwright of Georgia Power then spoke to the Board. He stated that reclassifying land and building a substation at this time would be a good long-term solution for Jekyll's future. Ms. Cruthirds spoke to the legal aspects of the master plan amendment process. After last year's master plan amendments, there was 77 acres able to be developed on Jekyll Island. Of the 77 acres, the requested 2.59 acres will be allotted from 46 acres set aside for "public health, public safety, or public recreation". Ms. Cruthirds also noted that the 0.2043 acres of land the current Georgia Power substation sits on would be returned to the Jekyll Island Authority for reclassification back to undeveloped land. The suggested action of today would be the notification of state authorities of the proposed Master Plan reclassification. The next step in the process would be a public hearing which had been set for October 6<sup>th</sup> at 5 p.m. in the Jekyll Island Convention Center. Public comment was also available online. The Board would vote on this Master Plan Amendment in December if there were no objections from the Jekyll Island-State Park Authority Legislative Oversight Committee. Commissioner Williams asked if this amendment needed to go through the State Properties Commission as well, and Ms. Cruthirds answered no. The motion to approve was made by Mr. Krueger and seconded by Mr. Gross. The motion was unanimously approved.

E. Mr. Jensen then briefed the Board about the engineering and installation design of a new slide complex for Summer Waves Water Park. He reminded the Board of the previous approved acquisition of a water slide complex (at considerable savings) from a closed Pooler water park. The slide had been moved to Jekyll Island, but funding to engineer and install the new equipment was cut from the budget due to COVID-19. The newly phased project had received a financially favorable quote for the engineering from the same firm that did the original engineering in Pooler. If approved, the engineering would give the JIA a much more accurate assessment of how much the completed project will cost, how much of the project can be done in-house, and take the first steps to opening this attraction for the next season. Staff requested \$67,775 for geotechnical analysis, engineering, and installation of the new Summer Waves Slide Complex and Splash Pad extension (which came free with the purchase of the slide). Mr. Gross moved to approve the request. The motion was seconded by Mr. Krueger. The motion was unanimously approved.

F. Mr. Jensen also reviewed the proposed resolution R-2020-4 to accept Georgia Department of Transportation (GADOT) contract for Jekyll Island Airport. The resolution was to accept the reimbursement of costs up to \$460,767.90 for electrical rehabilitation, pavement rejuvenation, and remarking at the Jekyll Island Airport. With an additional funds up to \$437,743.25 from the FAA and up to \$23,024.65 in state funding, the local match was only \$7,095.10 from Jekyll Island. This resolution would authorize both the matching fund and the ability of the Chairman, Attorney, and Executive Director to sign documents for this project. Dr. Evans moved to adopt this resolution which was seconded by Mr. Krueger. The motion was unanimously approved.

G. Mr. Hooks presented the Transportation Alternatives Program (TAP) Application Scope Change Letter. He stated that in 2016 the Jekyll Island Authority had received a grant to create a bike path to go from the Jekyll Island Bridge to the Welcome Center. However, after all the engineering requirements were met, the bike path was unable to be fully constructed leaving the path unfished. Jekyll Island was approved to apply for a second grant to extend the bike path from the current stopping point to the Welcome Center and then all the way to the end of the causeway to the intersection of Highway 17. However, it was brought to our attention by the TAP administrators the Cedar Creek Bridge was not wide enough to accommodate the originally planned 10' wide multipurpose path. Original suggestions were to widen the bridge to accommodate the path or build a separate pedestrian bridge, both of which were not fiscally viable. In consultation with GADOT, it was agreed that the scope of the project could be modified from a 10' multipurpose path to an 8' wide bike path which would fit on the existing bridge at no additional cost. Mr. Krueger moved to approve the scope change letter, and the motioned was seconded by Mr. Gross. The motion was unanimously approved.

H. Mr. Hooks gave the Executive Director's Report. First, he reported on the recent ransomware attack JIA had experienced last Thursday. He reported this intentional attack by the perpetrators had been quickly and efficiently mitigated by Coastal Computer Consulting, the third-party IT vendor for the JIA. A recent Zoom call with various state authorities confirmed Coastal Computers' excellent work, knowledge, and security practices compliant and sometimes exceeded state standards. Mr. Hooks reported that the Authority was about 90% back to normal. The Authority had been contacted by the perpetrators, but to date were uncertain about their demands. He reported that additional security will be added following this incident. Mr. Hooks reported that he would keep the Board updated about this situation.

Next, Mr. Hooks announced to the Board that the Chairman had approved the addition of a November meeting on Tuesday, November 17. This meeting was in the addition the previously scheduled December 8 meeting.

The full \$2.2 million of Special Local Option Sales Tax (SPLOST) money had been received from Glynn County and the authority will be moving forward with the final projects. The small parking nodes around the island as advocated in the carrying capacity study as well as other small venue improvements will be distributed for bids.

Also, work on beach crossovers continued. There was a new a Beach Crossover Construction webpage to provide updates. Three of the crossovers will now have Americans with Disabilities Act access.

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The Authority had also been notified Jekyll Island had been declared a Census Designated Place. This was great news as it will provide census data specific to Jekyll Island for the first time.

Mr. Hooks confirmed the FY 2021 Strategic Plan and funding requests were sent to the State of Georgia by the required deadline.

Finally, Mr. Hooks updated the Board about the successful tennis and youth golf tournaments on the island.

I. Mr. Wilkinson stated in the Chairman's Comments how proud he was of the staff and how grateful he was for their service.

There were no public comments.

The Board moved directly into the Board Meeting Agenda.

The Jekyll Island State Park Authority (JIA) Board Meeting  
September 15, 2020

Chairman Wilkinson opened the JIA board meeting and announced there was still a quorum.

1. Commissioner Williams moved to approve the minutes of the August 18, 2020 Board Meeting as presented. The motion was seconded by Mr. Krueger. There was no discussion and the minutes were approved without objection.
2. Approval of the Golf Course Maintenance Equipment Leases, a recommendation from the Finance Committee was adopted unanimously.
3. A recommendation from the Committee of the Whole to adopt ordinance O-2020-3, False Alarms was adopted unanimously.
4. A recommendation from the Committee of the Whole to approve revisions to Jekyll Island Authority Board By-Laws and other policies as included in the meeting materials were adopted unanimously.
5. A recommendation from the Committee of the Whole to authorize sending notice of a proposed amendment of the Master Plan for a Georgia Power substation to the required state officials was adopted unanimously.
6. A recommendation from the Committee of the Whole to approve engineering and installation design of the new slide complex for Summer Waves Water Park was adopted unanimously.
7. A recommendation from the Committee of the Whole to adopt resolution R-2020-4 to accept the Georgia Department of Transportation (GADOT) contract for Jekyll Island Airport was adopted unanimously.
8. A recommendation from the Committee of the Whole to approve Transportation Alternatives Program (TAP) Application Scope Change Letter was adopted unanimously.

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The motion to adjourn was made by Mr. Kruger and seconded by Mr. Gross. There was no objection to the motion and the meeting adjourned at 12:14 p.m.

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## MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** NOEL JENSEN, CHIEF OPERATIONS OFFICER  
**SUBJECT:** OPERATIONS MONTHLY REPORT – SEPTEMBER 2020  
**DATE:** 10/13/2020

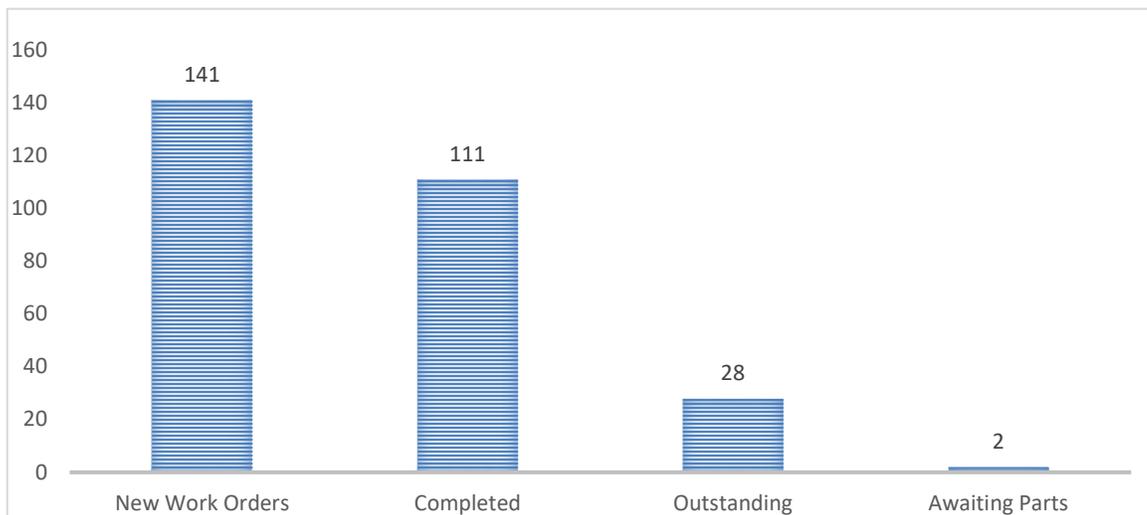
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### **PUBLIC SERVICES**

#### **September Highlights:**

- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 779 gallons of 100LL aviation fuel totaling \$3,271.24 in sales for the month of September.
- Beach crossover construction continues with the opening of Tyler Lane. Austin Lane is currently under construction. Updates can be found at <https://www.jekyllisland.com/jekyll-island-authority/beach-crossover-construction/>
- Select Golf Courses are undergoing cart path repairs funded by FEMA due to Hurricane Irma. Indian Mound and Oleander are now complete with Pine Lakes in final cleanup. Carts are only available for checkout until 4:00PM due to COVID staffing levels.
- Summer Waves has ended its COVID shortened 2020 season where it operated from June through the end of September with self-imposed occupancy caps to ensure social distancing measures could be maintained.

#### **Operations Department Work Orders**

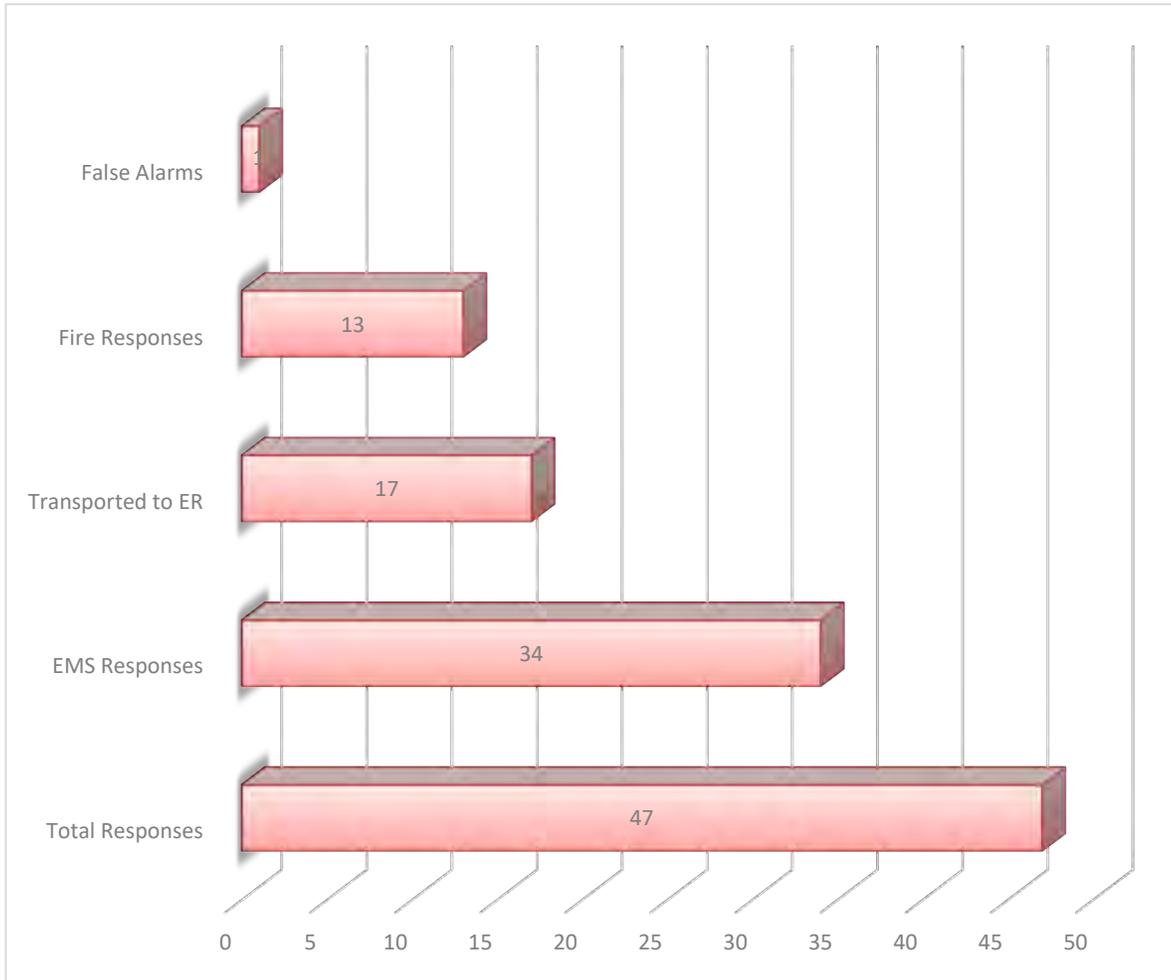


## PUBLIC SAFETY – Fire & EMS

### September Highlights:

- Completed 206 hours in staff training for the month.
- Fire Marshall performed 33 fire commercial inspections.
- Waylan Carter, JIFD FF/Paramedic, was named Firefighter of the Year by the Brunswick Exchange Club. Firefighter Carter has also been working on his Fire Officer certification.
- Five building permits were issued, and there were two complaints needing investigation by Code Enforcement.

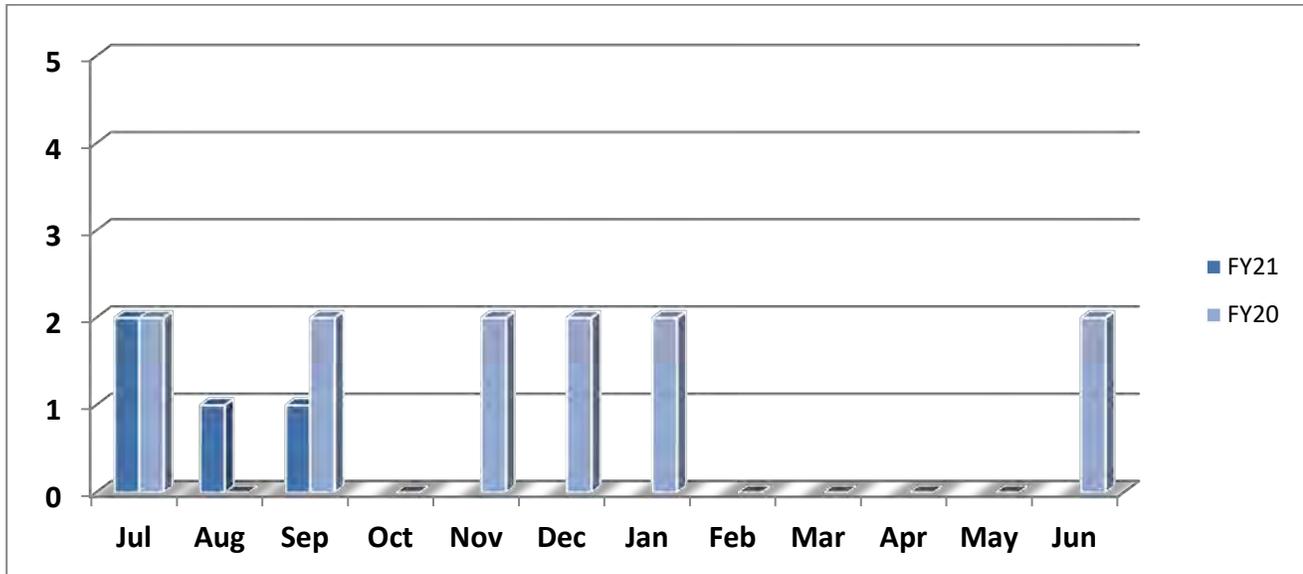
**Jekyll Island Fire & EMS Responses**



**MEMORANDUM**

**TO:** HUMAN RESOURCES COMMITTEE  
**FROM:** JENNA JOHNSON, HR DIRECTOR  
**SUBJECT:** HUMAN RESOURCES COMMITTEE REPORT  
**DATE:** 10/12/2020

**JIA Workers Compensation Claims:** (Target goal for FY21 = 9).



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY21	2	1	1										4
FY20	2	0	2	0	2	2	2	0	0	0	0	2	12

**JIA Employee Census:** 372

Month	Full time	Part Time	Seasonal	Interns	Total Employees
Sept	159	123	74	16	372

- **Retirements:**
  - None.

## **Recognition:**

### ○ **Meet our October Featured Employee: Claire Davis**



As a UGA Grady Grad, Claire moved back to the Golden Isles in 2014 after spending many years in the Pacific Northwest. Being the Creative Director at Jekyll Island, Claire is responsible for the look and feel of the Jekyll Island brand and all its amenities.

Claire says her favorite part of working for Jekyll Island Authority is “that each day is an adventure. Whether it’s wrangling a Roseate Spoonbill for a photo shoot or collaborating with the Carpentry team on an exhibit, no two days are ever the same”. If she could only figure out a way to convince Steve Sharp to keep Larry's open year-round!

When Claire is not meandering around Jekyll Island for the marketing department, she enjoys camping and canoeing with her family, seeing live music (when not in a pandemic) and exploring new cities. In addition, she is a typography fanatic and loves a good juke box!

Thank you for your service Claire, we appreciate all you do!

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**MEMORANDUM**

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**TO:** HISTORIC PRESERVATION/CONSERVATION COMMITTEE  
**FROM:** BEN CARSWELL, DIRECTOR OF CONSERVATION  
**SUBJECT:** CONSERVATION UPDATE  
**DATE:** 10/12/2020

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### **Research and Monitoring**

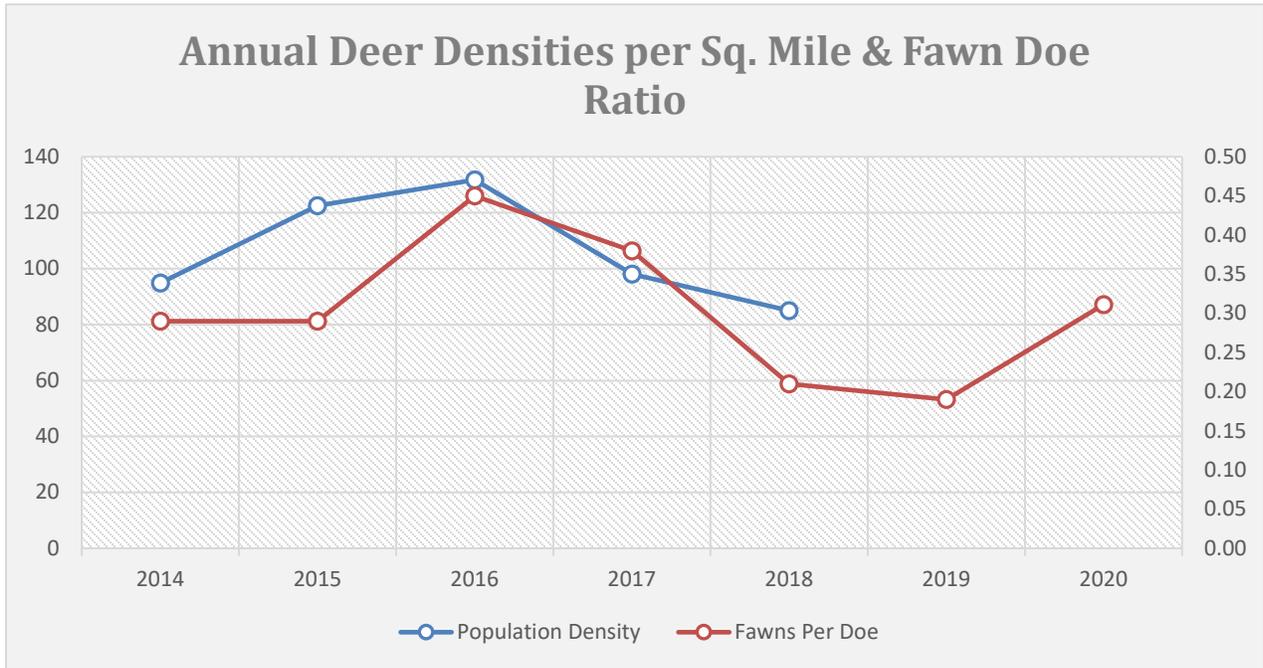
- The Conservation Department has begun a variety of fall monitoring activities, including deer population surveys, plant-community transect surveys, and migratory butterfly and shorebird surveys.
- Deer spotlight surveys have been completed for the year and indicate an estimated population density of 105 deer/sq. mile with 0.31 fawns/doe. In the past we have also produced an alternative population density estimate based on photo-identification using trail cameras (annual data displayed on the following page). The camera-based survey provides a confident minimum population estimate but is labor intensive and does not generally produce markedly different results from the spotlight survey. Starting this year, to free up staff resources for other priorities, we plan to go to a biennial or triennial cycle for the camera survey.
- Migratory butterfly surveys are ongoing. Our team completed an all-day survey where we counted over 43000 migrating gulf fritillary butterflies in roughly 8 hours from a single location.

### **Management and Planning**

- In consultation with the Executive Director, the Conservation Plan Update is now scheduled for initial presentation to the JIA Board at the October meeting. A public session will be held on October 20<sup>th</sup> at 4:30pm and a 20-day open public comment period will begin October 16 via online submission.
- The busy season for invasive plant management is upon us. Our first priority this season is controlling Chinaberry tree on the causeway and preventing its re-establishment in areas that were cleared by Georgia Power for the transmission line rebuild project. To this point (only 1 month into their service term) our AmeriCorps have treated over 1000 individual plants along the causeway.
- Georgia power has completed the next phase of their native plant restoration on the causeway. The next phase will be a light surface till and spreading of seed.
- Ben and Yank attended the annual Georgia Shorebird Alliance meeting (virtual) and presented the state of shorebirds on Jekyll with the group.
- Joseph and Yank attended both the Georgia and Florida Prescribed Fire Councils (virtual) as we begin to move into prescribed fire season.
- The Conservation Team dedicated multiple days of efforts to cleaning up and replacing sand fencing and rope lines that had been washed out during nor'easter conditions and spring tides in late September.

### Outreach and Leadership

- Rangers provided a custom Ranger Walk experience for a travel influencer that was here with the marketing department. Ranger Walks open to the public in December.

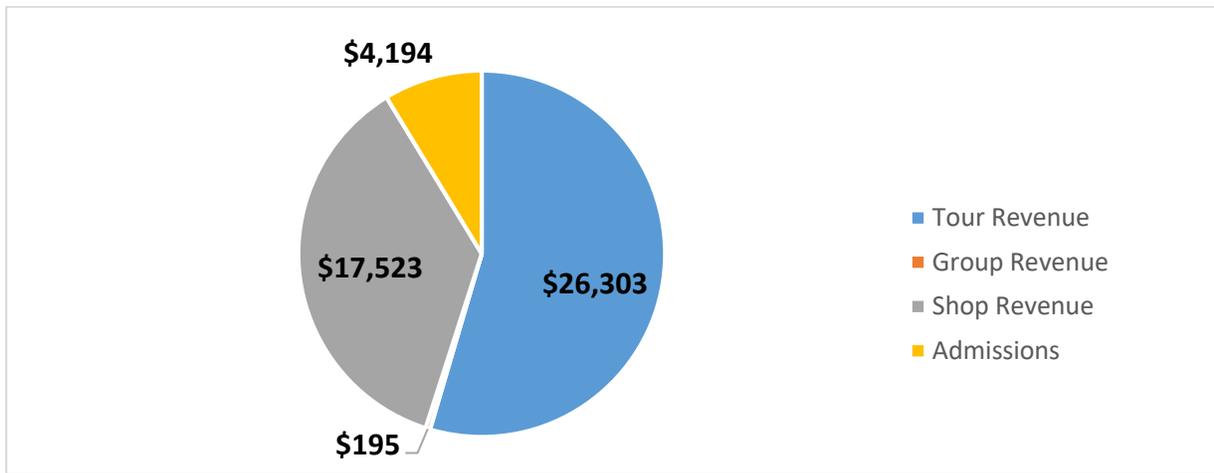


Annual deer densities based on camera-survey data and fawns-per-doe from spotlight-survey data. 2019 camera surveys are soon to be processed.

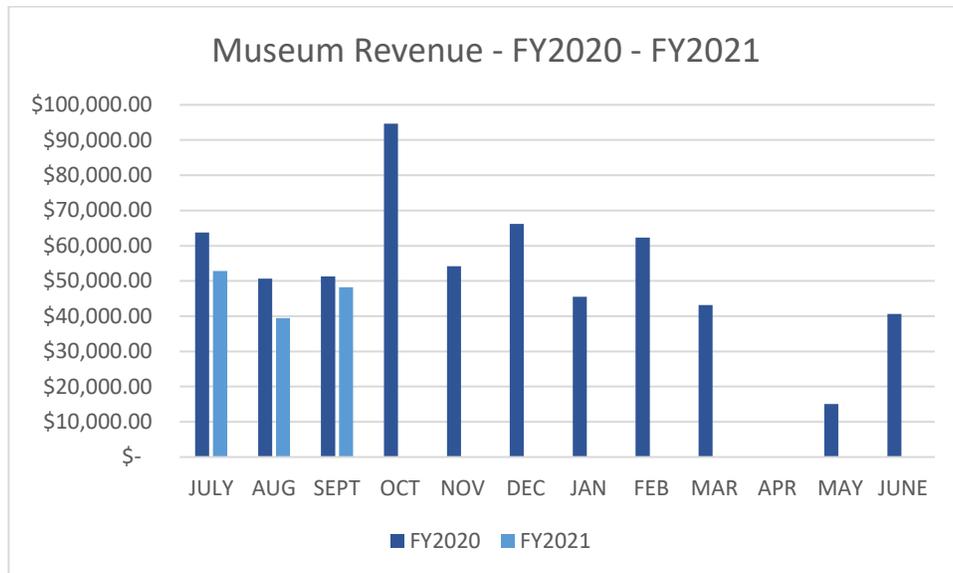
**MEMORANDUM**

**TO:** COMMITTEE OF THE WHOLE  
**FROM:** ANDREA MARROQUIN, CURATOR  
**SUBJECT:** HISTORIC RESOURCES UPDATE  
**DATE:** 10/12/2020

<b>Jekyll Island Museum</b>	Paid Tours:	Public:	1,373	Admissions:	1,721
		Group:	<u>16</u>		
		Tour Total:	1,389	Total Visitation:	3,110



Mosaic, Jekyll Island Museum earned its best ever Public Tour Revenue for September and exceeded prior year sales for Gallery Admissions. In spite of the continued absence of Group Tour business, overall revenues approached normal levels for the month. The museum exceeded budget for the month in Total Revenue.



## Special Events

- **Historic District Property Rentals – 90 Attended** - In September, the Jekyll Island Museum hosted 3 wedding ceremonies at Faith Chapel and a reception at Villa Marianna for a total value of \$3,000.
- **Historic District Tours** – In September, the number of Landmark Tours of the Historic District were increased to meet rising visitation and demand. Seasonal tour experiences returned with the addition of Macabre Tales at the end of the month.

## Curatorial/Research

- **Mistletoe Cottage** -Completed a deep clean of Mistletoe Cottage, providing a detailed cleaning of the first floor following extensive preservation work in the sunroom and stairwell. Installed updated graphics in the front and back kitchens and changed some of the furnishings in the great room. Began interpretive planning for future exhibit updates on the first floor of the cottage.
- **Mosaic Membership Program** – Met with staff to discuss details for an upcoming membership program for the Mosaic. Discussed membership privileges, website, signup process, pricing, welcome packet, and communications.
- **Wayside Panels** – Worked with the marketing department to review 9 wayside panels to be sent out for production.
- **Hollybourne Cottage** – Established a new timeline to continue the selection process for RFP 359 to develop an exhibit concept design plan for Hollybourne Cottage. Worked with the selection committee to develop a shortlist of candidates.
- **Collection Management** – Published legal notices and communicated with donor families in an effort to clean up old accession and deed of gift paperwork, in accordance with the Georgia Museum Property Act. Responded to research requests.

## Historic District/Preservation

- **Mistletoe Cottage** – Completed installation work on the ceiling treatment in the Mistletoe Sunroom, including the reproduction wallpaper and bamboo trim.
- **Bond Fund** – Completed the final project on Chichota for the bond fund project focusing on ADA accessibility and life safety. Phase II of the Chichota Ruins Project was finished, including paving the circular driveway and pathways around the site, installing an ADA ramp, adding flooring pavers to the foyer, and filling in the pool.
- **Villa Osipo** – Focused on replastering walls and refinishing the Great Room cabinet doors.
- **Goodyear Cottage** – Identified and documented stucco failure on exterior of Goodyear Cottage.
- **Historic District Security/Fire Updates** – Inspected and conducted maintenance on the security and fire alert systems throughout the historic district.
- **Research** – Met with staff specialists to review preservation options for the wooden cobbles from the Clubhouse and for the entrance to the Sans Souci.



## **Rehabilitation**

	<b>Sea Turtle</b>	<b>Other Patients</b>
<b>New Patients</b>	<b>1</b>	<b>14</b>
<b>Current Patients</b>	<b>14</b>	<b>70</b>
<b>Released Patients</b>	<b>1</b>	<b>11</b>
<b>Transferred Patients</b>	<b>0</b>	<b>26</b>
<b>Total Since 2007</b>	<b>910</b>	<b>1,889</b>

## **Research & Patrol**

- We are continuing long-term efforts to understand the ecology and conservation of turtles on and around Jekyll Island. Fifteen radio-telemetered Box Turtles were tracked four times per month on the golf courses and near residential homes. Additionally, we processed 5 Box Turtles, 1 Mud Turtle, 6 Pond Sliders, and 1 Florida Soft Shell.
- We encountered no new sea turtle nests in September, but loggerhead nest hatching season continued. We documented hatchling emergence at 12 nests and inventoried 30 nests. Sea turtle dawn patrol interacted with 125 people. We also processed one dead Kemp's ridley sea turtle found on Jekyll Island.
- Efforts to mitigate the impacts of marine debris on Jekyll Island continue with data collected by members of the community and the GSTC research team. During the past month, at least 876 pieces of marine debris were collected from Jekyll Island beaches and logged with location data into the Marine Debris Tracker application.

## **AmeriCorps Program, Volunteer Program, and Marine Debris Initiative**

<b>Service Hours</b>			
	<b>Monthly Total</b>	<b>YTD Date Total</b> <i>(see YTD period definitions)</i>	<b>Cumulative Total</b>
AmeriCorps Service Hours**	2,139.75	2,139.75	394,136.42
Volunteer Hours**	60.75	60.75	74,745.76
Marine Debris Hours*	52.25	105.75	9,983.33
<b>MDI &amp; Volunteer Program</b>			
MDI Clean Ups	0	4	72
MDI Items Collected	0	0	367,430
New Volunteers Oriented	0	0	242
Volunteer Shadow Shifts	0	0	242
Volunteer Advancements	0	0	265

**\*YTD Based off fiscal year (July 1, 2020-June 30, 2021) | \*\*YTD Based off of AmeriCorps Program Year (September 1, 2019-August 31, 2020)**

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**MEMORANDUM**

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** DION DAVIS, E.D.  
**SUBJECT:** JEKYLL ISLAND FOUNDATION UPDATE  
**DATE:** 10/5/20

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**Finance (FC)/Executive Committee (EC) Meeting:** The Tuesday, September 22 Finance (FC)/Executive Committee (EC) was cancelled due to circumstances out of our control. Committee members agreed to discuss potential agenda items at the next scheduled meeting on Wednesday, October 21, 2020. The agenda has not been set.

**Board of Director's Meeting:** The next quarterly board meeting is scheduled for Thursday, October 29, 2020 via Zoom video conference. The agenda has not been set.