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## **Agenda**

Tuesday, September 21, 2021  
9:30 a.m.  
The Morgan Center, Jekyll Island Club Hotel  
JIA Committees and Meeting

### **Public Remote Attendance:**

This meeting will be streamed to 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/>

### **Public Comment**

Written public comments can be submitted online until 12:00 noon on Monday, September 20<sup>th</sup> at the [JIA Board of Directors website](#). The name of the person and the topic of the comment will be read into the record. The full public comment will become part of the permanent record. Opportunities for in-person public comment will be offered at the Board meeting.

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

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

Dale Atkins, Chair

- A. Presentation on the Hollybourne Cottage Final Plan – Andrea Marroquin, Museum Curator and Andrew Steever, HW Exhibits
- B. AmeriCorps Members Update – Michelle Kaylor, Director of the Georgia Sea Turtle Center
- C. Conservation Update – Ben Carswell, Director of Conservation and Sustainability

### **II. Finance Committee**

Bill Gross, Chair

- A. August Financials – Bill Gross, Chair
- B. Request for Approval of Proposed Postage Meter Lease – Noel Jensen, Deputy Executive Director
- C. Request for Approval of Operating Equipment Leases – Noel Jensen, Deputy Executive Director
  - a. Golf Course Maintenance Equipment Lease
  - b. Landscape Equipment Lease
  - c. Roads and Grounds Equipment Lease

### **III. Human Resources Committee**

Buster Evans, Chair

- A. Retirement of Phyllis Gaska of Historic Resources – Jamie Clayton, Human Resources Generalist

### **IV. Marketing Committee**

Joy Burch-Meeks, Chair

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

## **V. Legislative Committee**

Trip Tollison, Chair

- A. No Report

## **VI. Committee of the Whole**

Joseph B. Wilkinson, Jr., Chair

- A. Jekyll Island Master Plan
  - a. Proposal for 2021 Master Plan Update - Leigh Askew Elkins, UGA Carl Vinson Institute
  - b. Authorizing Proposed Master Plan Update to be sent to Georgia State Officials - Melissa Cruthirds, General Counsel
- B. Consideration of Award for IFP #1, 5 Hayes Avenue – Melissa Cruthirds, General Counsel
- C. Request for Proposal (RFP) #367, Historic Carriage and Beach Trail Rides – Melissa Cruthirds, General Counsel
- D. Consideration of Award for Request for Proposal (RFP) #363, Permitting, Licensing, Code Enforcement and Lease/Contract Management Software – Noel Jensen, Deputy Executive Director
- E. Request for Revisions to RFP#364, Jekyll Island Amphitheater - Jones Hooks, Executive Director
- F. Request for Adoption of FY22 Strategic Plan – Jones Hooks, Executive Director
- G. Operations Update – Noel Jensen, Deputy Executive Director
- H. Executive Director's Report – Jones Hooks, Executive Director
  - a. Golf Master Plan – Archeological Status
  - b. Disappointing Destinations
- I. Chairman's Comments – Joseph B. Wilkinson, Jr., Chairman

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I f N e e d e d - 5 M i n u t e B r e a k

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## **Board Meeting Agenda**

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

### **Action Item**

1. Minutes of the August 17, 2021 Board Meeting
2. Request for Approval of Proposed Postage Meter Lease
3. Request for Approval of Operating Equipment Leases
  - Golf Course Maintenance Equipment Lease
  - Landscape Equipment Lease
  - Roads and Grounds Equipment Lease
4. Authorizing Proposed Master Plan Update to be sent to Georgia State Officials
5. Consideration of Award for IFP #1, 5 Hayes Avenue
6. Request for Proposal (RFP) #367 for Historic Carriage and Beach Trail Rides
7. Consideration of Award for Request for Proposal (RFP) #363, Permitting, Licensing, Code Enforcement and Lease/Contract Management Software
8. Request for Revisions to RFP #364 for Jekyll Island Amphitheater
9. Request for Adoption of FY22 Strategic Plan

### **Adjournment**

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**MEMORANDUM**

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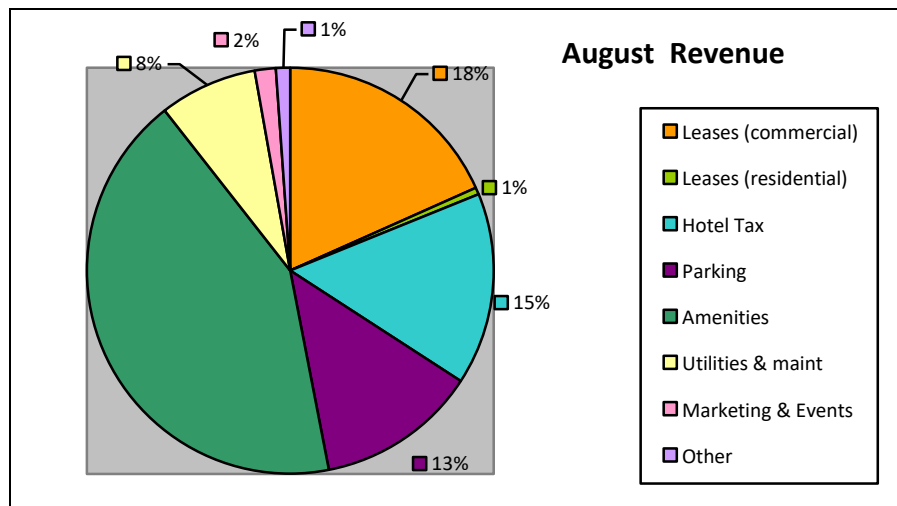
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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON  
**SUBJECT:** AUGUST FINANCIAL STATEMENTS  
**DATE:** 9/13/2021

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## Revenues

Revenues for August were \$3,445,662 which reflects a favorable \$730K (27%) variance from budget. Year-to-date revenues reflect a favorable \$1.4M (18%) variance from budget and a \$2.4M (36%) variance from the prior year to date revenues.



The largest variances for the month were:

- Hotel/Motel taxes (+\$226K) – Hotel/Motel taxes collected in August are based on July hotel revenues. Revenues in July were higher than anticipated.
- Business Leases (+\$131K) – like hotel/motel taxes, % rent collected from the hotels and businesses in August are based on July revenues, which were all better than anticipated.
- Summer Waves (+\$68K) – Daily admission revenues were \$49K more than budget and locker rentals were \$18K more than budget for the month. Cabana rentals also exceeded budget by \$4.5K.

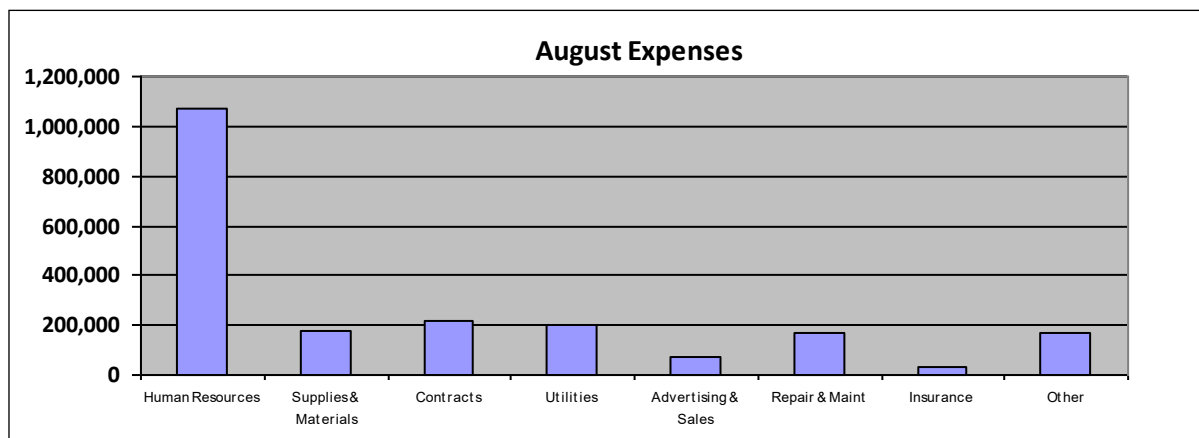
- Convention Center (+\$64K) –There were 11 events with a total of 6,064 attendees which covered 27 event days and utilized 740,960 square feet of space. Eight of the events were conventions and one was a large Hindu wedding.

## Expenses

Expenses were \$2,113,448 for August and reflected a favorable budget variance of \$25K (1%) for the month. Expenses also reflected a favorable \$470K variance from Year-to-date budget and reflected an unfavorable \$778K (19%) variance from Prior Year to Date expenses.

The largest budget variances for the month were:

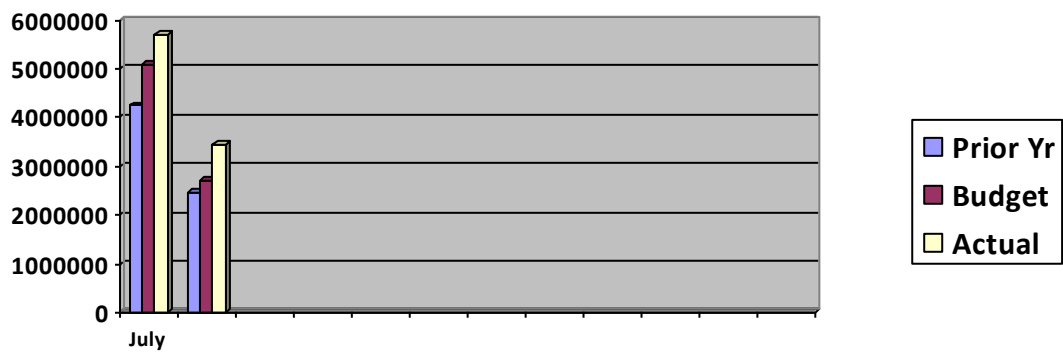
- Human Resources (-\$185K) – vacant positions – full and part time.
- Supplies & Materials (+\$44K) and Repairs – Facilities & Grounds (+\$80K), both reflect unfavorable budget variances. These are assumed to be timing related variances since it is the first month of the fiscal year.



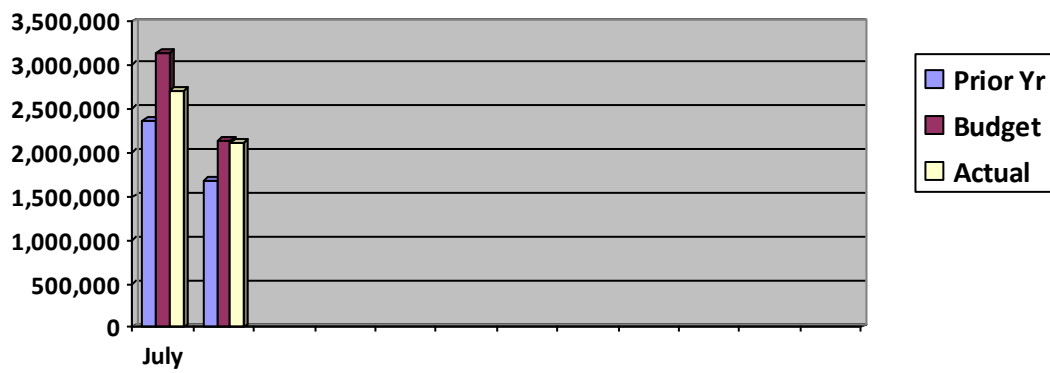
## Net Operating Cash

The Net Operating Cash Income for the month is \$1,332,215, which is a \$756K favorable variance from the budgeted net operating cash income of \$576,342. Net Operating Cash Income reflects a favorable \$1.8M variance from year-to-date budget and a \$1.6M favorable variance from prior year to date income.

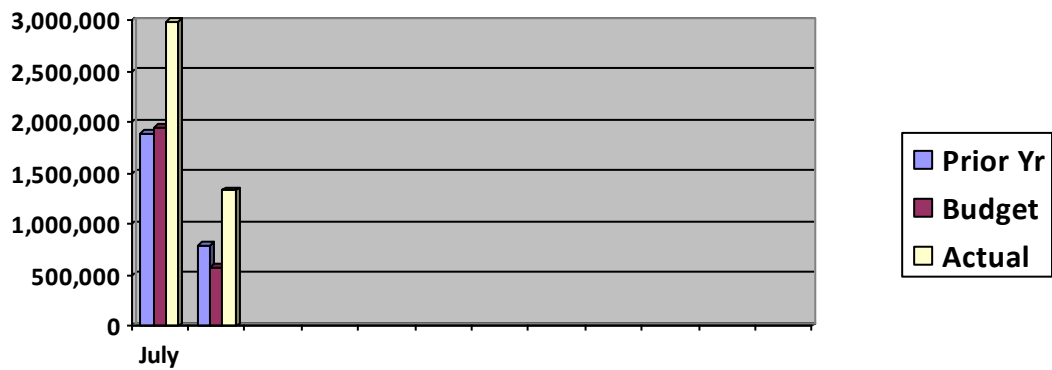
### Total Revenues



### Total Expenses



### Net Operating Cash



Jekyll Island Authority  
CONSOLIDATED BUDGET COMPARISON  
For the Two Months Ending August 31, 2021

	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	628,868	497,450	131	26%	1,108,964	990,299	119	12%	879,645	229	26%
Hotel Tax	368,000	209,889	158	75%	565,046	404,740	160	40%	432,605	132	31%
Tourism Development Fund	157,714	89,952	68	75%	242,163	173,460	69	40%	185,402	57	31%
Parking	446,843	396,135	51	13%	1,198,274	1,009,635	189	19%	1,067,665	131	12%
Interest	778	450	0	73%	1,489	900	1	65%	859	1	73%
Lot Rentals	18,279	7,000	11	161%	57,760	13,500	44	328%	45,682	12	26%
Foundation	2,127	444	2	379%	2,127	2,719	(1)	-22%	1,944	0	9%
Airport	888	1,240	(0)	-28%	2,600	2,790	(0)	-7%	4,406	(2)	-41%
Administration revenue	34,589	24,723	10	40%	52,091	32,574	20	60%	19,260	33	170%
Beach Village	-	-	-	0%	-	-	-	0%	1,507	(2)	-100%
Intern Housing	4,300	4,250	0	1%	9,000	8,800	0	2%	8,800	0	2%
<b>Total Administration</b>	<b>1,662,386</b>	<b>1,231,533</b>	<b>431</b>	<b>35%</b>	<b>3,239,513</b>	<b>2,639,416</b>	<b>600</b>	<b>23%</b>	<b>2,647,775</b>	<b>592</b>	<b>22%</b>
<b>Enterprises</b>											
Golf	194,423	132,127	62	47%	387,374	310,513	77	25%	282,216	105	37%
Convention Center	343,299	279,352	64	23%	873,978	650,834	223	34%	(3,347)	877	-26210%
McCormick's Grill	-	-	-	0%	1,517	-	2	0%	27,368	(26)	-94%
Summer Waves	395,620	327,306	68	21%	1,303,356	1,178,923	124	11%	976,505	327	33%
Campground	145,208	119,158	26	22%	355,847	298,737	57	19%	361,033	(5)	-1%
Life is Good	25,138	18,210	7	38%	79,090	49,267	30	61%	48,638	30	63%
Museum	59,199	41,891	17	41%	160,262	167,206	(7)	-4%	88,751	72	81%
Georgia Sea Turtle Center	237,980	191,585	46	24%	695,140	491,621	204	41%	452,260	243	54%
Conservation	1,245	1,566	(0)	-20%	2,455	2,366	0	4%	1,873	1	31%
Miniature Golf & Bikes	30,713	31,210	(0)	-2%	116,011	79,886	36	45%	84,714	31	37%
Water/Wastewater	193,918	195,951	(2)	-1%	368,174	357,423	11	3%	342,254	26	8%
Sanitation	48,406	47,121	1	3%	95,819	94,059	2	2%	93,502	2	2%
Fire Department	6,885	5,160	2	33%	1,326,253	1,318,885	7	1%	1,253,058	73	6%
Tennis	16,621	14,719	2	13%	24,615	20,922	4	18%	20,953	4	17%
Marketing, Special Events & Sales	51,809	53,526	(2)	-3%	52,263	54,176	(2)	-4%	0	52	0%
Guest Information Center	14,735	13,302	1	11%	36,677	31,524	5	16%	36,130	1	2%
Camp Jekyll & Soccer Fields	15,429	10,303	5	50%	27,440	26,097	1	5%	21,306	6	29%
Landscaping, Roads & Trails	722	1,000	(0)	-28%	2,856	2,450	0	17%	1,283	2	123%
Vehicle & Equipment Maintenance	1,926	250	2	670%	1,926	250	2	670%	-	2	0%

	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
Golf Course Maintenance	-	-	-	0%	234	-	0	0%	-	0	0%
<b>Total Enterprises</b>	<b>1,783,276</b>	<b>1,483,739</b>	<b>300</b>	<b>20%</b>	<b>5,911,286</b>	<b>5,135,139</b>	<b>776</b>	<b>15%</b>	<b>4,088,496</b>	<b>1,823</b>	<b>45%</b>
<b>Total Revenues</b>	<b>3,445,662</b>	<b>2,715,272</b>	<b>730</b>	<b>27%</b>	<b>9,150,798</b>	<b>7,774,554</b>	<b>1,376</b>	<b>18%</b>	<b>6,736,271</b>	<b>2,415</b>	<b>36%</b>

### ***Expenses***

Human Resources	1,072,504	1,257,414	(185)	-15%	2,272,081	2,618,133	(346)	-13%	2,185,071	87	4%
Supplies & Materials	174,390	130,820	44	33%	250,453	267,938	(17)	-7%	140,920	110	78%
Advertising & Sales	75,478	82,739	(7)	-9%	89,331	125,865	(37)	-29%	15,573	74	474%
Repairs - Facilities & Grounds	145,059	64,678	80	124%	277,938	344,473	(67)	-19%	182,876	95	52%
Utilities	195,714	202,348	(7)	-3%	375,203	382,302	(7)	-2%	351,581	24	7%
Insurance	29,487	4,558	25	547%	639,289	660,809	(22)	-3%	575,450	64	11%
Contracts	218,419	222,258	(4)	-2%	470,547	474,818	(4)	-1%	308,453	162	53%
Rentals	61,255	54,419	7	13%	111,147	112,011	(1)	-1%	84,515	27	32%
Printing	543	5,073	(5)	-89%	6,065	23,818	(18)	-75%	11,071	(5)	-45%
Motor Vehicle	25,842	23,986	2	8%	48,756	47,373	1	3%	36,409	12	34%
Telephone	9,350	10,154	(1)	-8%	18,823	20,277	(1)	-7%	20,268	(1)	-7%
Equipment Purchase <\$1K	5,178	9,817	(5)	-47%	16,597	15,582	1	7%	3,791	13	338%
Equipment Purchase \$1K to \$5K	5,662	3,700	2	53%	10,342	8,750	2	18%	-	10	0%
Travel	1,035	3,615	(3)	-71%	2,187	7,590	(5)	-71%	2,268	(0)	-4%
Dues	30,480	31,460	(1)	-3%	118,207	108,261	10	9%	51,788	66	128%
Credit Card Fees	63,000	31,866	31	98%	119,252	78,684	41	52%	78,368	41	52%
Bank Fees	54	25	0	116%	54	50	0	8%	-	0	0%
<b>Total Expenditures</b>	<b>2,113,448</b>	<b>2,138,930</b>	<b>(25)</b>	<b>-1%</b>	<b>4,826,272</b>	<b>5,296,732</b>	<b>(470)</b>	<b>-9%</b>	<b>4,048,402</b>	<b>778</b>	<b>19%</b>
<b>Net Operating Cash Income **</b>	<b>1,332,215</b>	<b>576,342</b>	<b>756</b>	<b>131%</b>	<b>4,324,526</b>	<b>2,477,822</b>	<b>1,847</b>	<b>75%</b>	<b>2,687,869</b>	<b>1,637</b>	<b>61%</b>

\*\* Does not include depreciation or capital projects

## August 2021 Traffic Counts

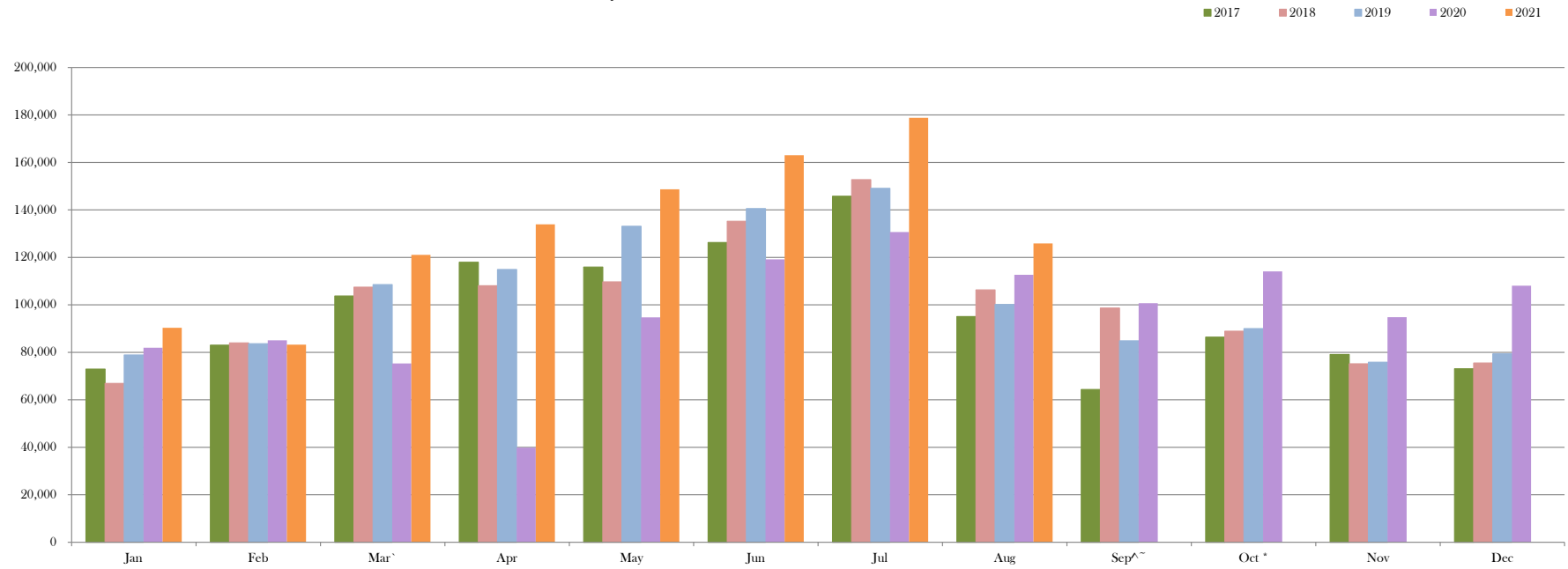
	2017			2018			2019			2020			2021		
	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total
January	26,372	46,562	72,934	21,065	45,842	66,907	28,874	50,037	78,911	29,773	52,159	81,932	23,462	66,875	90,337
February	35,982	47,081	83,063	34,326	49,664	83,990	35,010	48,619	83,629	32,646	52,457	85,103	22,609	60,616	83,225
March	49,605	54,166	103,771	51,052	56,444	107,496	51,682	56,865	108,547	27,012	48,279	75,291	39,560	81,491	121,051
April	66,259	51,718	117,977	55,620	52,474	108,094	61,404	53,529	114,933	12,082	27,810	39,892	47,198	86,746	133,944
May	62,367	53,558	115,925	54,547	55,167	109,714	74,194	58,894	133,088	44,891	49,825	94,716	58,179	90,491	148,670
June	72,234	54,056	126,290	79,575	55,657	135,232	82,105	58,479	140,584	51,147	68,042	119,189	60,141	102,896	163,037
July	90,765	55,010	145,775	95,960	56,773	152,733	89,499	59,595	149,094	56,441	74,236	130,677	60,613	118,185	178,798
August	44,352	50,732	95,084	53,639	52,681	106,320	47,501	52,687	100,188	39,096	73,585	112,681	38,368	87,543	125,911
September	26,578	37,809	64,387	49,032	49,651	98,683	37,317	47,518	84,835	34,055	66,662	100,717	0	0	0
October	35,871	50,566	86,437	38,539	50,366	88,905	39,100	50,923	90,023	33,851	80,276	114,127	0	0	0
November	32,323	46,777	79,100	29,468	45,737	75,205	30,173	45,699	75,872	22,914	71,876	94,790	0	0	0
December	27,891	45,195	73,086	30,104	45,436	75,540	31,871	47,504	79,375	29,842	78,215	108,057	0	0	0
Totals	570,599	593,230	1,163,829	592,927	615,892	1,208,819	608,730	630,349	1,239,079	413,750	743,422	1,157,172	350,130	694,843	1,044,973

LPR System began April 2020

Year to Date Comparison	2017 YTD	2018 YTD	2019 YTD	2020 YTD	2021 YTD
	860,819	870,486	908,974	739,481	1,044,973



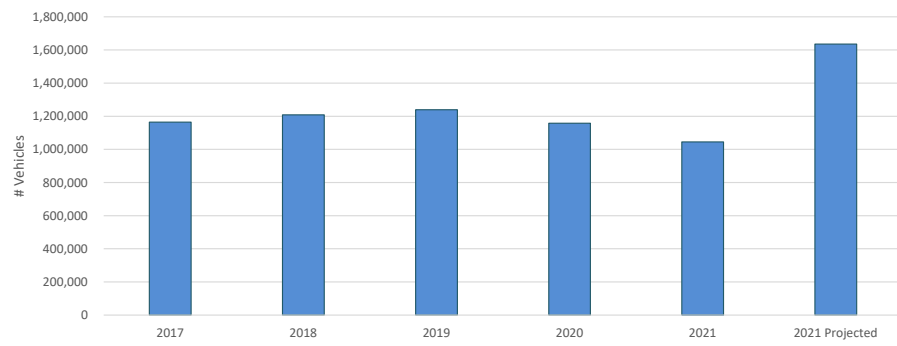
### Gate Traffic Counts by Month



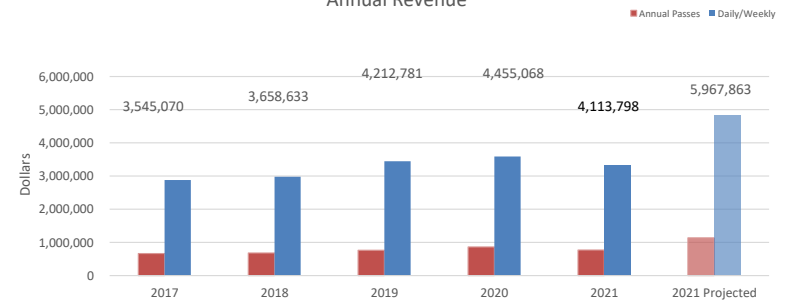
COVID - March 2020 through July 2020 (most significant impact)

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

### Annual Traffic Count



### Annual Revenue



September 3, 2021

Jekyll Island Convention Center ASM Global and JIA combined  
August FY22 Financial Review

**AUGUST**      FY2022      FY2021      FY2020      FY2019      FY2018      FY2017      FY2016      FY2015      FY2014

Number of Events	11	0	13	19	15	15	16	9	8
Event Days	27	0	38	40	28	23	32	16	19
Attendance	6064	0	6586	7371	4370	4785	7957	3560	3630
Revenue	\$381,892act \$316,554bud	\$850 act	\$410,233act	\$483,957act	\$344,836	\$217,296	\$288,040	\$126,582	\$150,227
Sqr feet used	745,960	0	432,490	648,904	N/A	N/A	N/A	N/A	N/A

Eight conventions and one Hindu wedding were held in August 2021. The GA Sheriffs returned this year as did EMC Directors and Public Works for their second year. The month wrapped up with the GA Voter Registration and Election Officials. There was one incident at this event which was turned over to Homeland Security and GSP.

**FUTURE Contracts Issued – 8 - estimated revenue - \$341,500**

Conventions –3– Anticipated rev of      \$166,000  
Meetings –1 –Anticipated revenue      \$7,500  
Banquet –1 – Anticipated revenue      \$45,000  
Weddings –3 – Anticipated revenue      \$123,000  
Public Event –0- Anticipated revenue

**PROPOSALS**

CVB –13  
Westin – 0  
C Vent- 3  
SitePass - 0  
Combined site and planning meetings with all staff –23

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

August 2021

### HOTEL STATISTICS AT-A-GLANCE

#### Aug-21

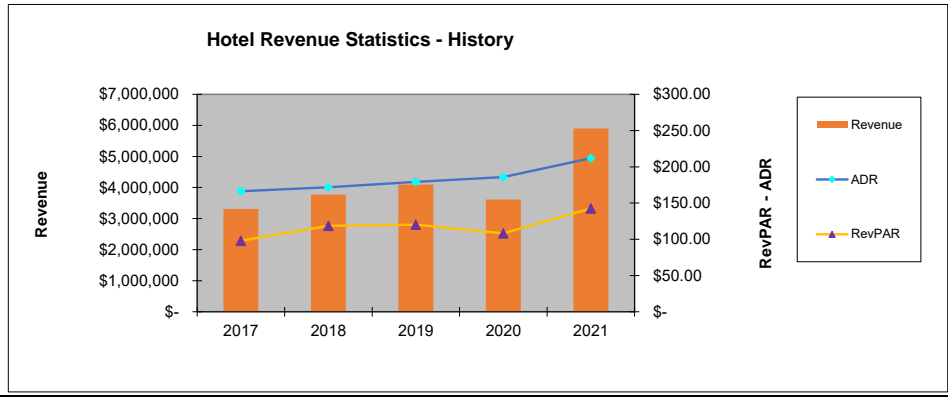
Total Revenue	\$	5,898,949
Occupancy Rate		67.3%
Rev PAR	\$	142.58
ADR	\$	211.87

#### Aug-20

Total Revenue	\$	3,610,710
Occupancy Rate		58.2%
RevPAR	\$	108.11
ADR	\$	185.73

#### Aug-19

Total Revenue	\$	4,093,130
Occupancy Rate		67.0%
RevPAR	\$	120.18
ADR	\$	179.25



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	1,053	524	49.8%	\$ 257.72	\$ 128.25	\$ 135,044.36	\$ 102,295.45	\$ 32,749	32%
Home2Suites	107	3,317	2,235	67.4%	\$ 193.33	\$ 130.26	\$ 432,082.49	\$ 278,191.00	\$ 153,891	55%
Holiday Inn Resort	157	4,548	2,920	64.2%	\$ 207.90	\$ 133.48	\$ 607,078.18	\$ 434,459.14	\$ 172,619	40%
Days Inn & Suites	124	3,683	2,918	79.2%	\$ 165.61	\$ 131.21	\$ 483,240.37	\$ 394,956.60	\$ 88,284	22%
Courtyard by Marriott/ Residence Inn	209	6,324	3,384	53.5%	\$ 183.79	\$ 98.35	\$ 621,952.00	\$ -	\$ 621,952	0%
Hampton Inn	138	4,278	2,964	69.3%	\$ 185.81	\$ 128.74	\$ 550,746.49	\$ 291,720.00	\$ 259,026	89%
Jekyll Island Club Resort	200	6,200	4,218	68.0%	\$ 285.62	\$ 194.32	\$ 1,204,754.00	\$ 892,002.00	\$ 312,752	35%
Seafarer Inn & Suites	73	2,191	1,239	56.5%	\$ 175.26	\$ 99.11	\$ 217,144.64	\$ 175,022.65	\$ 42,122	24%
Villas by the Sea	127	2,586	1,634	63.2%	\$ 191.60	\$ 121.07	\$ 313,080.00	\$ 342,805.46	\$ (29,725)	-9%
Villas by the Sea - Jekyll Realty	20	465	310	66.7%	\$ 173.51	\$ 115.67	\$ 53,787.23	\$ 48,462.84	\$ 5,324	11%
Villas by the Sea - Parker Kaufman	17	527	315	59.8%	\$ 128.70	\$ 76.93	\$ 40,539.86	\$ 40,911.84	\$ (372)	-1%
Westin	200	6,200	5181	83.6%	\$ 239.24	\$ 199.92	\$ 1,239,499.00	\$ 609,883	\$ 629,616	103%
<b>Aug-21 Total</b>	<b>1,410</b>	<b>41,372</b>	<b>27,842</b>	<b>67.3%</b>	<b>\$ 211.87</b>	<b>\$ 142.58</b>	<b>\$ 5,898,949</b>	<b>\$ 3,610,710</b>	<b>\$ 2,288,239</b>	<b>63.4%</b>

Home2 Suites opened 8/28/19

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - August 2021

### HOTEL STATISTICS AT-A-GLANCE

#### 2021

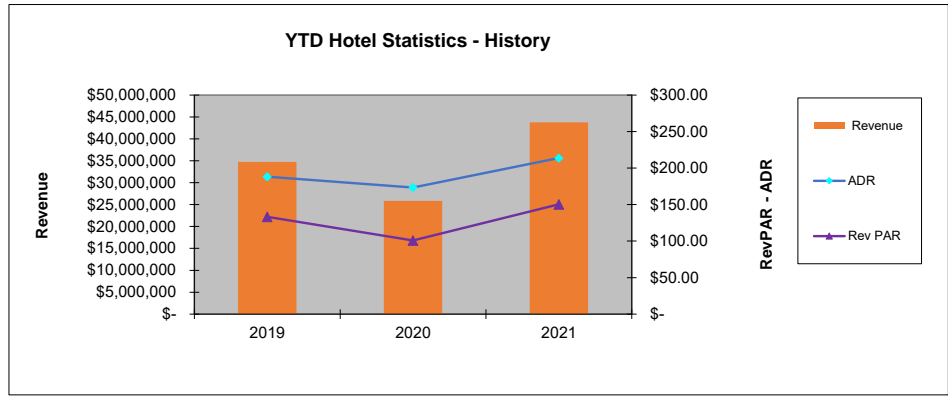
Total Revenue	\$	43,756,833
Occupancy Rate		70.3%
Rev PAR	\$	150.40
ADR	\$	213.83

#### 2020

Total Revenue	\$	25,856,948
Occupancy Rate		58.2%
RevPAR	\$	100.86
ADR	\$	173.38

#### 2019

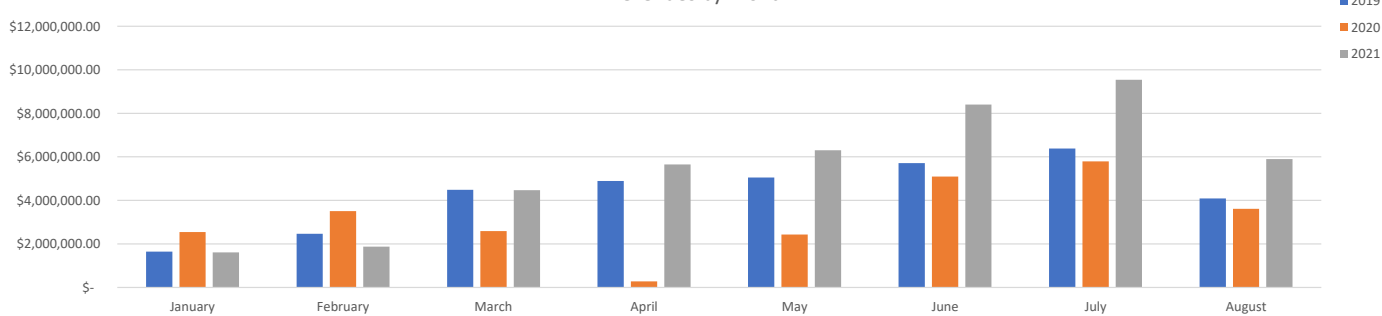
Total Revenue	\$	34,728,025
Occupancy Rate		70.8%
RevPAR	\$	133.23
ADR	\$	188.16



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	8,550	5,430	63.5%	\$ 217.31	\$ 138.01	1,179,984	755,020	\$ 424,963	56%
Home2Suites	107	25,331	17,972	70.9%	\$ 186.64	\$ 132.42	3,354,218	2,105,700	\$ 1,248,517	59%
Holiday Inn Resort	157	34,780	24,962	71.8%	\$ 214.09	\$ 153.66	5,344,198	3,252,391	\$ 2,091,807	64%
Days Inn & Suites	124	29,934	23,180	77.4%	\$ 169.95	\$ 131.60	3,939,443	2,510,491	\$ 1,428,952	57%
Courtyard by Marriott/ Residence Inn	209	17,636	12,357	70.1%	\$ 219.94	\$ 154.11	2,717,848	0	\$ 2,717,848	0%
Hampton Inn	138	33,534	24,206	72.2%	\$ 184.99	\$ 133.53	4,477,799	2,778,947	\$ 1,698,852	61%
Jekyll Island Club Resort	200	48,800	31,906	65.4%	\$ 278.59	\$ 182.14	8,888,553	5,435,237	\$ 3,453,316	64%
Seafarer Inn & Suites	73	17,577	10,682	60.8%	\$ 183.82	\$ 111.71	1,963,520	1,572,370	\$ 391,150	25%
Villas by the Sea	127	19,689	13,552	68.8%	\$ 193.07	\$ 132.89	2,616,471	2,450,846	\$ 165,625	7%
Villas by the Sea - Jekyll Realty	20	3,084	1,893	61.4%	\$ 189.60	\$ 116.38	358,917	326,729	\$ 32,188	10%
Villas by the Sea - Parker Kaufman	17	3,424	2,239	65.4%	\$ 115.77	\$ 75.70	259,198	227,970	\$ 31,228	14%
Westin	200	48,600	36,252	74.6%	\$ 238.79	\$ 178.12	8,656,683	4,441,245	\$ 4,215,438	95%
<b>2021 Total</b>		<b>290,939</b>	<b>204,631</b>	<b>70.3%</b>	<b>\$ 213.83</b>	<b>\$ 150.40</b>	<b>\$ 43,756,833</b>	<b>\$ 25,856,948</b>	<b>\$ 17,899,885</b>	<b>69.2%</b>
<b>2020 Total</b>		<b>256,368</b>	<b>149,131</b>	<b>58.2%</b>	<b>\$ 173.38</b>	<b>\$ 100.86</b>	<b>\$ 25,856,948</b>			
<b>2019 Total</b>		<b>260,665</b>	<b>184,568</b>	<b>70.8%</b>	<b>\$ 188.16</b>	<b>\$ 133.23</b>	<b>\$ 34,728,025</b>			

Revenues by Month



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**MEMORANDUM**

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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON, CHIEF ACCOUNTING OFFICER  
**SUBJECT:** POSTAGE METER LEASE – APPROVAL REQUEST  
**DATE:** 9/14/2021

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Our current Postage meter lease expired on July 31, 2021.

Our current postage meter provider, Pitney Bowes, Inc. is one of the companies currently available under the State contract.

The lease amount would be \$228.19 per month and the lease term is for 60 months. This amount includes the lease of the equipment as well as maintenance of the machine. This expense was included in the FY2022 budget that was approved in June 2021.

The postage meter will have some new features that will work with our FedEx and UPS accounts to print labels for those packages as well as printing labels for USPS packages. It will also allow us to send return receipt envelopes with electronic receipts instead of having to wait on them to come in the mail.

We currently have 2 postage machines, but we are only asking for approval for 1 machine under this lease. We have found we do not need the postage machine at the Guest Information Center now that our parking renewals and much of our marketing materials are being sent electronically.

Staff is requesting Board approval of the proposed postage meter lease with Pitney Bowes for \$228.19 per month as summarized above.

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**MEMORANDUM**

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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON, CHIEF ADMINISTRATIVE OFFICER  
NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR  
**SUBJECT:** GOLF COURSE MAINTENANCE EQUIPMENT LEASES  
**DATE:** 9/14/2021

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A Wells Fargo Golf Course Equipment Lease was signed four years ago and is now expiring. In order to replace needed equipment, the JIA would like to enter into a lease agreement which will consist of new equipment and one used equipment from a previous lease agreement. This lease will need to be updated every four years with this year being the first cycle.

Staff hereby requests approval of the Golf Course Maintenance Equipment Lease Agreement with Wells Fargo. The total monthly payment will be \$5,154.10 per month with the first payment being due on October 1, 2021.

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**MEMORANDUM**

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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON, CHIEF ADMINISTRATIVE OFFICER  
NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR  
**SUBJECT:** LANDSCAPE EQUIPMENT LEASE  
**DATE:** 9/14/2021

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In order to replace outdated and failing landscaping equipment, the JIA would like to enter into a new Landscape Equipment Lease Agreement with Wells Fargo. This lease will need to be updated every four years, similar to the golf course maintenance lease, with this year being the first cycle. The lease accounts for 14 pieces of equipment ranging from mowers to a small tractor with a bucket attachment.

Staff hereby requests approval of the Landscape Equipment Lease Agreement with Wells Fargo. The total monthly payment will be \$3,660.57 per month with the first payment being due on October 15, 2021.

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**MEMORANDUM**

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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON, CHIEF ADMINISTRATIVE OFFICER  
NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR  
**SUBJECT:** YANCEY EQUIPMENT LEASE  
**DATE:** 9/14/2021

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In order to update Roads and Grounds Equipment, the JIA would like to enter into a new Equipment Lease-Purchase Agreement with Caterpillar Financial Services. This lease accounts for one (1) Caterpillar 320 Excavator. First year lease payments were included in the Fiscal 2022 Budget which was approved by the Board in June.

Staff hereby requests approval of the Governmental Equipment Lease-Purchase Agreement with Caterpillar Financial Services. The total payment will be \$261,916.36 payable over seven (7) years. The excavator can be purchased in the amount of \$1.00 at the end of the seven year term.



2021 Jekyll Island Master Plan Update  
DRAFT  
For Review by the Jekyll Island Authority  
Board of Directors  
September 14, 2021



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA



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## **Introduction**

Master plans are dynamic documents that move forward and evolve, and therefore, from time to time, require updating. In early 2021, the Jekyll Island Authority contracted with the University of Georgia's Carl Vinson Institute of Government to update its 2014 Master Plan. Master plans should reflect the priorities of an organization and provide a guide for its work program. Do master plans include every activity of an organization? They do not. Master plans are developed under current conditions, but future conditions may change priorities. The Jekyll Island Authority must be resilient, flexible, and adaptable, while maintaining a steady course to live out its mission, vision, and values. Its master plan should guide its actions in a way that allows conditions to inform what actions are critical.

This 2021 Master Plan Update for the Jekyll Island Authority (JIA) relies not only on the good work done in creating the 2014 Master Plan, but also on the work that has been done to advance the JIA since plan adoption, like the 2020 Conservation Plan, the Carrying Capacity and Infrastructure Assessment Study, and the Island-Wide Transportation System Feasibility Report, among others. These studies, along with stakeholder, visitor, and resident input, have led to this master plan update, which better reflects the priorities of the JIA, its board of directors, and visitors to and residents of Jekyll Island State Park.

The Master Plan Update is intended to provide guidance for the next five years. The implementation of the plan, and how it is integrated into individual work plans and operational plans, is the responsibility of the JIA staff with support and guidance from the JIA Board of Directors.

## **JIA Mission, Vision, and Values**

### **Our Mission**

As stewards of Jekyll Island's past, present, and future, we're dedicated to maintaining the delicate balance between nature and humankind.

### **Our Vision**

Through progressive stewardship and excellent customer service, Jekyll Island will be recognized as a sustainable conservation community that is the choice destination among all who experience its unique environment, service, and amenities.

### **Our Values**

The Jekyll Island Authority brand values are the set of guiding principles we use as our moral compass. They inform the work we do every day and define why we exist. Preservation. Education. Conservation. As stewards of the island, we're

dedicated to conserving our environment, preserving our heritage, and inspiring others to help us maintain our natural and historic treasures.

## **The Master Plan Update Process**

The process for updating the 2014 Master Plan was designed to elicit input and feedback from a wide variety of stakeholders, experts, residents, and visitors. JIA staff provided input through discussions and review of previous plans, and members of the JIA Board were invited to participate in individual interviews. A Stakeholder Committee, comprised primarily of island residents, provided input through two facilitated sessions. The Institute of Government hosted an electronic town hall meeting and developed and fielded an online survey that had almost 11,500 respondents. A second group, an external review committee with expertise in relevant issues, reviewed the final draft of the plan before it was submitted to the Board. There were plan presentations at two JIA Board meetings, the first highlighting feedback from the town hall and online survey, and the second introducing the final draft of the master plan update.

Finally, Institute of Government faculty and JIA staff methodically and jointly reviewed the 2014 Master Plan to inform changes, additions, and corrections to include in the update. Following presentation of the Update to the Board in September 2021, a brief summary was advertised in the legal organs of Glynn and Fulton counties and sent to the Speaker of the House, President of the Senate, the Jekyll Island – State Park Authority Oversight Committee, and Office of Legislative Counsel. A duly advertised public hearing was held in October 2021. The Board adopted the 2021 Master Plan Update at its December 14, 2021 meeting, having received no objection from the Jekyll Island Oversight Committee. The resulting Master Plan Update builds on the 2014 plan to guide the work of the JIA for the next five years.

## **Acknowledgements**

### **Jekyll Island Authority 2021 Legislative Oversight Committee**

Senator Blake Tillery, Chairperson, Vidalia, Georgia  
Representative Jon Burns, Vice-Chair, Newington, Georgia  
Senator Clint Dixon, Buford, Georgia  
Representative Matt Hatchett, Dublin, Georgia  
Senator Billy Hickman, Statesboro, Georgia  
Representation Don Hogan, St. Simons Island, Georgia

### **JIA Board of Directors**

Joseph B. Wilkinson, Jr., Chairperson, St. Simons Island, Georgia  
Robert "Bob" W. Krueger, Hawkinsville, Georgia  
William "Bill" H. Gross, Kingsland, Georgia  
Hugh "Trip" Tollison, Savannah, Georgia

Joy Burch-Meeks, Screven, Georgia  
Dr. L.C. "Buster" Evans, Bolingbroke, Georgia  
Mark Williams, Atlanta, Georgia  
Glen Willard, Richmond Hill, Georgia  
Dale Atkins, Baxley, Georgia

### **JIA Staff Advisory Participants**

C. Jones Hooks, Executive Director  
Noel Jensen, Deputy Executive Director  
Ben Carswell, Director of Conservation and Sustainability  
Melissa Cruthirds, General Counsel  
Yank Moore, Natural Resources Manager

### **JIA Staff Data and Support Participants**

Jeanne Brennan-Krawetzky, Tennis Center Team Lead  
Spenser Brookman, PGA Director of Golf  
Taylor Davis, Historic Preservationist  
Ronnie Douglas, Campground Manager  
Cliff Gawron, Director of Landscaping and Planning  
Alexa Hawkins, Director of Marketing & Communications  
Maria Humphrey, Lease Manager  
Jenna Johnson, Director of Human Resources  
Marjorie Johnson, Chief Accounting Officer  
Michelle Kaylor, Georgia Sea Turtle Director  
Nancy Kring-Rowan, Events Operation Manager  
Andrea Marroquin, Museum Curator  
Dr. Terry Norton, Director of Veterinary and Wildlife Services  
Lauren Pacheco, AmeriCorps & Volunteer Program Manager  
Dana Pender, Operations Specialist  
Michael Scott, Director of Historic Resources  
Steve Sharpe, Summer Waves General Manager  
Alan Thurston, Water/Wastewater Superintendent  
Anna Trapp, Assistant to the Executive Director  
Kevin Udell, Sr. Sales Manager

### **External Review Committee**

Karl Burgess, GA Department of Natural Resources, Coastal Resources Division  
Dialo Cartwright, Georgia Power  
Teeple Hill, Schupe Surveyors  
Becky Kelly, GA DNR, State Parks & Historic Sites (retired)  
Charles McMillan, Georgia Conservancy  
Scott McQuade, Golden Isles Convention & Visitors Bureau  
Ralph Staffins, President, Golden Isles Chamber of Commerce

## **Stakeholder Committee**

Jim McKenna, President, Jekyll Island Citizens Association  
David Egan, Initiative to Protect Jekyll Island  
Mindy Egan, Initiative to Protect Jekyll Island  
Mac Jeffries, Jekyll Island Beach Village Business Community  
Rita Thompson, President, Friends of Historic Jekyll Island  
Gil McLemore, Jekyll Island Foundation and Jekyll resident  
Bruce Westerlin, Chairman, Jekyll Island Hospitality Association  
Maureen Lennon, Jekyll Ocean Oaks homeowner  
Travis Stegall, City of Brunswick, Downtown Development Authority  
Aaron Carone, Real Estate Professional and Jekyll resident  
Jeff Homans, Landscape Architect  
Susan Middleton, Board Chairman, Villas by the Sea  
Arch Smith, Georgia 4-H

## **Carl Vinson Institute of Government, University of Georgia**

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T. Clark Stancil, Creative Design Specialist  
Theresa Wright, Senior Public Service Associate

## **College of Environment and Design, University of Georgia**

Eleonora Machado, Graphics Coordinator

## **Accomplishments**

***(these will be represented in the final plan with photos and graphics)***

Since the adoption of the 2014 Master Plan, Jekyll Island has endured Hurricane Irma, Hurricane Matthew, an ice storm, and the COVID-19 global pandemic. The resiliency of the JIA and of Jekyll Island continues to shine through even in the face of what seem like unrelenting challenges. The JIA has continued to set high expectations for itself and its partners. The resiliency and persistence have paid significant dividends, with myriad accomplishments over the past seven years.

**Where We Stay:** Holiday Inn Resort, Westin Jekyll Island, The Cottages at Jekyll Island, Camp Jekyll, Jekyll Ocean Club, Home 2 Suites, Ocean Oaks, Courtyard by Marriott/Residence Inn, Jekyll Island Campground

**Where We Shop and Play:** Beach Village, Life is Good, Tennis Center, The Mosaic, Bike Paths, Horton Pond, Shark's Tooth Cove at Summer Waves

**How We Work:** Jekyll Island Conservation Plan, Jekyll Island Carrying Capacity & Infrastructure Assessment; Jekyll Island Golf Club: Assessment and Recommendations for the Jekyll Island Authority Golf Program; Jekyll Island Golf Club Master Plan; Comprehensive Disability Accessibility Assessment and Improvement Plan; An Economic Impact Study of Georgia's Jekyll Island; Jekyll Island Island-Wide Transportation System Feasibility Report; Solar installation

## Conservation and Development

When the State of Georgia purchased Jekyll in 1947, the transition from private club to state park began. In 1950, the Jekyll Island Authority was created and "empowered to survey, subdivide, improve and lease as subdivided no more than one-third of the highland portion of Jekyll Island." In 1952, the portion of the island available for development was redefined as the JIA was empowered to "improve not more than one-half of the highland portion." The charge again changed in the early 1970s with an amendment to provide for "not more than 35 percent of the land area of Jekyll Island which lies above water at mean high tide." In 1996, the legislature once again focused its attention on the development ratio, calling for the creation of a master plan that clearly delineated lands classified as developed and undeveloped. In 2007, limitations to current uses on the southern portion of the island were legislatively adopted.

Development of the 2014 Master Plan included an exhaustive process that sought additional legislative change to more accurately reflect not the percentage but the actual acres of land that were developed and the acres that were undeveloped. Defining developed and undeveloped, categorizing parcels, and agreeing on acreage took many months, but the result gave the most definitive framework to date, with an actual cap placed on the number of acres that could be developed on the island. It was agreed that 1,675 acres of land could be developed with 1,609 acres considered developed at the time. As a result of the 2014 Master Plan process, Act 480 was signed into law in 2014, which capped developable acreage to 1,675 acres of land and specifying 1,597 acres were deemed already converted to developed land.<sup>1</sup> The remaining 78 acres can be converted to developed land as follows: a) 12 acres for expansion of the existing campground; b) 46 acres for public health, public safety, or public recreation; and c) 20 acres for unrestricted use. In addition,

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<sup>1</sup> The words "undeveloped" and "developed" as used in the Master Plan should not be given their customary meaning. Developed Land as used in the Master Plan does not mean only that a building is built upon the land. According to the Master Plan, "developed" may include ponds, firebreaks, utility easements, unpaved paths, etc.



any proposal of conversion of undeveloped area to developed land available would require public and legislative review.<sup>2</sup>

Since 2014, 5.613 acres have been converted to developed land for public health, public safety, and public recreation, and the 12 acres for the Jekyll Island Campground expansion were officially converted to developed land. Therefore, a total of 60.387 acres remain available for development, with 20 of those acres for unrestricted use.<sup>3</sup>

Maintaining the unique character of the island, which includes limits on development and carefully managing the boundaries where developed and undeveloped landscapes meet, is the top priority for residents, visitors, and the JIA. Information gathered through the Carrying Capacity and Infrastructure Assessment, the Conservation Plan, and other studies done since the completion of the 2014 Master Plan has shown the importance of making data-driven decisions about changes on Jekyll Island. Information is a powerful tool, and whether the focus is on capital investment, maintenance, marketing, preservation, or conservation, the JIA should always rely on the best information it can in making decisions that could impact Jekyll. As noted in the Carrying Capacity and Infrastructure Assessment, “The JIA should continue to carefully prioritize existing capital improvement projects and be cautious when considering any new development.” Careful consideration should be given to how and when the remaining acreage is used. Similarly, the JIA will have to determine how to best manage the number of visitors to ensure that the character of the island and visitor experience are not negatively impacted.

As the JIA published in their 2018 Progress Report,

*The primary goal of the Carrying Capacity and Infrastructure Assessment was to determine the number of people, vehicles, and development that the island can accommodate while still maintaining its unique character. By monitoring this data, the JIA will be able to be proactive; manage visitation and growth, and address challenges before they become problems.*

*By following the guidelines below, the JIA can ensure that Jekyll Island will continue to be a beautiful and natural place:*

- *limiting development and educating the public*
- *preserving historic assets and improving infrastructure*
- *encouraging alternative transportation and strengthening ordinances*
- *pursuing financial sustainability and enhancing conservation efforts.*

---

<sup>2</sup> The 2014 Master Plan included the campground extension of 12 acres in its developed acreage, establishing the developed land at 1,609 acres rather than 1,597 acres as established in the legislation.

<sup>3</sup> The 2021 Master Plan Update reduces the cap of developable land to 1,659.4 acres, removing some lands once classified as developed, but the overall acres available for development remain unchanged. See the Mapping updates for additional information.

## Economic Sustainability

***Data to be graphically included in Final Plan: Gate Traffic; gate revenue; event attendance; convention center events and attendees; hotel numbers; campground numbers; retail revenue; volunteer numbers***

Jekyll Island is unique among Georgia's barrier islands as a beloved gem embraced for its beauty, its history, and its commitment to environmental stewardship that includes the protection of approximately two-thirds of the island from development. Visitors and residents are treated to exceptional experiences at the Mosaic, at the Georgia Sea Turtle Center, and in the Historic District. Recreation enthusiasts find miles of bike paths and trails, golf courses, tennis courts, and the Summer Waves Water Park. The beauty of the marshes and Driftwood Beach is unmatched, and the variety of accommodations, including the popular Jekyll Island Campground, provides for a wide range of price points.

The island itself is a state park, with management and stewardship responsibilities legislatively assigned to the Jekyll Island Authority. However, the JIA does not receive funding from the State of Georgia for operations and maintenance and instead relies on a variety of administration and enterprise funds to meet those expenses. Economic sustainability is achieved through sound investment in Jekyll's infrastructure and amenities, and a continuous focus on the visitor and resident experience, customer service, and commitment to the Jekyll Island vision.

### **Finding – Gate Operations**

The first experience for any visitor to Jekyll Island is the gate. Changes and improvements to the parking fee process, based on recommendations made in the 2018 Jekyll Island Carrying Capacity and Infrastructure Study, were introduced in May 2020. As described in the 2020 Jekyll Island Progress Report, the new system includes intuitive touch screens, improved payment kiosks, and an enhanced online option to purchase or renew permits. The new system also provides a more accurate count of vehicles coming onto the island each day. However, the vendor needs to address some issues.

### **Recommendation**

The new system offers both point-of-purchase and online purchase options. While the Jekyll Island website provides video instructions for point-of-purchase daily and multiday passes, other aspects of the process are confusing. A frequently asked questions page would help eliminate confusion. The JIA must require the vendor to address such concerns, including annual pass options, and the questions of patrons to ensure the system is easy to use and provides a good first impression.

A second concern is delays and backups at the gate. Encouraging more online purchases and discouraging point-of-purchase would help eliminate this issue. The

JIA should consider revising the rate structure such that online purchasers would get the current day rate of \$8, but the point-of-purchase price would be \$10.

In the future, as technology improves and point-of-purchase systems can more fully interact, the JIA should consider modifications that would allow visitors to pre-purchase parking through a coordinated effort with hoteliers and the convention center as another means to reduce delays and backups at the gates. Although the hotels are independently owned and operated, this kind of integrated effort could improve the overall guest experience.

### **Finding – Dynamic Pricing**

The parking fee is an important component of the JIA budget and is projected to contribute 16% of overall revenues in FY 2022. Respondents to the Jekyll Island Survey support the parking fee as a funding mechanism for the operations, maintenance, and conservation efforts of the JIA, with just over 91% agreeing or strongly agreeing with its appropriateness. Almost 54% of respondents agree or strongly agree that dynamic pricing—that is, increasing the parking fee for certain high-visitation days—is an appropriate tool to manage the number of people on the island. It is worth noting that dynamic pricing is already used for events up to four times a year.

### **Recommendation**

Although support for dynamic pricing is not overwhelming, the Carrying Capacity Study identified it as a tool that may control the number of visitors if the pricing difference is enough to influence behavior. At some point, the JIA has to consider how many visitors is too many; that is, what is the maximum number of attendees before the event experience is diminished by the crowds? For example, charging \$2 more may not make an impact on whether someone attends, but doubling the fee might. Any potential change in parking fees should be well publicized in advance of any event. The JIA may consider requiring pre-paid parking (purchasing online before arrival) for special events. This type of advance reservation is becoming more commonplace as a tool to control visitor numbers and maintain high quality experiences. For example, Great Smokey Mountains National Park now requires a reservation to visit Laurel Falls along with a \$14 parking fee.

The JIA should also consider developing partnerships with other entities to provide a circulating shuttle service from off-island locations for high-traffic events, as noted in the Carrying Capacity Assessment. If the overall goal is to manage traffic on the island, a central parking area with shuttles to events and other venues, also noted in the Carrying Capacity Assessment, could reduce the volume of cars driving around the island.

## **Finding – Convention Center Activity**

The Jekyll Island Convention Center is a critical hub for meeting and event activities on the island and is also an engine for other economic activity. Since FY 2014, the number of groups and events hosted at the center has steadily grown, from 147 events with 102,330 attendees to 193 events with more than 126,000 attendees in FY 2019. Hotel capacity has increased (1,409 hotel rooms) to support large meetings and events, but the total is still below the historically high room count of 1,528. While there are more home rental opportunities than in the past, event planners favor hotel blocks versus individual homes for convention and meeting related activities. Not surprisingly, the pandemic has affected convention center activity. The facility and hotels took a hit in FY 2020, hosting only 143 groups. That number declined even further in FY 2021 to 118 groups and less than 40,000 attendees, the lowest figures since FY 2016. The Convention Center had a net operating loss of \$934,864 in FY 2021.

## **Recommendation**

As the world begins to emerge from the COVID-19 pandemic and it becomes safe to meet face-to-face in large convention settings, Jekyll Island is well-positioned to not only regain previous business but to pursue new user groups. However, post-pandemic meetings may look different than those pre-March 2020. The JIA should be prepared to rebuild its convention center book-of-business with attendee and staff health and safety in mind, and be prepared to provide remote connections, while simultaneously supporting in-person participation for meetings and conference events. Additionally, and as noted in the Carrying Capacity Study, the convention center can increase its revenue by expanding the number of groups who rely on the full array of its offerings. Marketing the capabilities of the convention center and the assets of the island not only for meeting attendees but for those who might travel along to enjoy the destination will also be key to creating additional economic activity. The convention center is a key driver of economic sustainability and a return to steady business growth will be critical over the next several years.

## **Finding – Restaurant/Dining Options**

As Jekyll Island visitation ballooned in the spring and summer of 2021, it became obvious that the capacity of restaurants on the island to meet the demand of guests and residents was fraught with issues. From a staffing perspective, restaurants were, like many sectors of the economy nationwide, struggling to fill open positions. Some guests, still aware of and impacted by the ongoing pandemic, were seeking take-out options that the Jekyll restaurants were not able to fulfill. In addition, the hours of Jekyll Market and many of the restaurants simply do not meet the needs of today's travelers. The pandemic shined a light on what may be an ongoing issue, but it will take several years to determine if the visitation numbers from the last quarter of FY 2021 are the new normal and thus warrant significant changes.

Even though the JIA requires all hotels to provide some food and beverage service, the Master Plan Update Survey showed that visitors and residents would like to see more food service options on Jekyll including grab and go, carry out, and delivery. While the survey revealed that the majority of respondents agree that Jekyll offers a wide variety of food options, residents in attendance at the town hall meeting indicated a desire for greater ethnic diversity in dining options.

### **Recommendation**

The JIA should explore the benefits of extended restaurant hours, at least during peak season, as well as extending the hours of operation of Jekyll Market and other Beach Village stores. The JIA should also explore the potential for food truck events or a dedicated food truck area to bring in a wide variety of food options as well as to provide a take-out option for residents and visitors. While some express concern for how food trucks impact brick-and-mortar restaurants, the Food Truck Association of Georgia notes that food trucks actually help draw people to restaurant and shopping areas, increasing pedestrian traffic for surrounding businesses.<sup>4</sup> Beyond the addition of food trucks, existing restaurants should consider how providing take-out and delivery options might benefit their businesses or how they might jointly develop a take-out service. The convention center should consider how it might provide take-out options for additional special occasions and during unusual circumstances such as those presented by the COVID 19 pandemic. Although primarily a function of the private sector, the demand for food services is evident and must be met.

### **Finding – Events**

Jekyll Island's "big four" events are well loved and well attended. The Turtle Crawl, Fourth of July, Shrimp and Grits, and Holly Jolly Jekyll provide seasonal draws that have seen significant growth in recent years. The number of people participating in the Turtle Crawl has nearly doubled. The Tree Lighting Festival which began as a one-day event was expanded to Holly Jolly Jekyll in 2019 and runs through the holiday season, from Thanksgiving to New Year's. The inaugural event attracted more than 80,000 visitors. The pandemic, like Hurricane Irma in 2017, meant the cancellation of events in 2020 for the health and safety of potential visitors and staff and volunteers. Moving forward, it will be paramount to consider how the ever-increasing number of event participants impacts Jekyll Island overall.

### **Recommendation**

The Carrying Capacity Study identified several considerations for high-visitation and event days that the JIA should explore. These recommendations seek to reduce the number of vehicles on the island at a given time and provide ways to move visitors around the island that do not require personal automobiles. Alternatives that rely on off-island parking and a shuttle system to transport visitors onto and around the

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<sup>4</sup> [foodtruckassociationofgeorgia.co/fact-vs-fiction/](https://foodtruckassociationofgeorgia.co/fact-vs-fiction/)

island should be considered. Another option is a parking reservation system that controls the number of people at a specific location for a given amount of time.

Jekyll has a limited number of parking spaces and areas that are appropriate for overflow parking. Given the constraints that exist and the need to protect the natural resources and character of the island, controlling the number of cars on the island at a given time will be important. The JIA may need to consider “premium parking” options, whereby visitors pay an additional fee to park in a particular area for a set amount of time in addition to an on-island trolley or off-island shuttle system. A shuttle is already successfully used for Shrimp and Grits Festival and should become the norm in an effort to control traffic during large events.

### **Finding – Jekyll Island Campground Improvements**

The Jekyll Island Campground is the largest state-owned and operated campground in Georgia with 179 campsites – 167 with hook-ups and 12 tent sites. When compared to other state-operated campgrounds, Jekyll had the third-highest occupancy rate in FY 2021 at 79%, and started FY 2022 strong a July occupancy rate reaching above 84%. The JIA has shown a commitment to continuously improving the campground sites and facilities to meet the ever-growing demand. In the 2014 Master Plan, 12 acres were set aside to use for campground expansion.

### **Recommendation**

In the 2014 Master Plan, 12 acres were set aside for campground expansion and were converted to developed land in 2019, and thus the Campground is in the expansion process. Long-range planning includes the addition of four new bathhouses, for which funding for three has been secured; 54 new pull-through campsites; a new camp store; and laundry services. As a result of the expansion, additional open spaces will be created in the existing campground. Travel by recreational vehicle has become increasingly popular and shows no signs of slowing down. In 2020, the RV industry saw a nearly 40% increase in vehicles delivered. Having available, affordable sites and the supporting infrastructure in place will continue to be important to accommodate the RVing and camping public. However, once the 12 acres are built out, the JIA will have to carefully manage the numbers to accommodate demand without diminishing the experience, as there will be no additional campground capacity. Towards that end, the JIA should develop an Operational Management Plan to ensure the fully built-out Jekyll Island Campground meets the needs and expectations of visitors and the JIA.

## **Historic and Cultural Resources**

***Data to be included: number of historic tours; museum visits; museum revenues; volunteer hours in revitalization efforts; facility enhancements***

An impressive 98% of survey respondents indicated that they enjoy visiting the Jekyll Island Historic District. The district, the Wanderer Memory Trail, the Native

American artifacts, and stories of others who have occupied the island over time highlight the rich and varied history and culture of Jekyll Island. While many visitors focus on the historic homes and buildings highlighted by the grand Jekyll Island Club, there are other important stories to share. With the opening of the Mosaic Jekyll Island Museum in 2019, more than 9,000 visitors learned about Jekyll beyond the heyday of the Jekyll Island Club, looking back to the Native American history and forward to the lives of Black Americans on the island, showcasing important moments as well as the day-to-day life of residents. The number of visitors to the Mosaic more than doubled in its second year of operation.

With funding support from the State of Georgia, the JIA has also increased the ADA accessibility of and made general safety enhancements to historic structures to more fully engage visitors of all abilities. The JIA also continues ongoing efforts to restore and preserve historic cottages within the Historic District. Maintaining and preserving these unique resources is critical as they contribute significantly to the character of the island.

### **Finding – Historic District Preservation and Maintenance**

As noted in the JIA FY 2021 Strategic Update, the authority “preserves and manages 35 historic structures and seven support structures in the National Historic Landmark District,” which is larger in acreage than Colonial Williamsburg. There are additional historic and archaeological sites throughout the island managed by the Historic Resources Department of the JIA. The Historic District is well-known, and the number of visitors has grown steadily though it also felt the decline in visitation from the COVID 19 pandemic.

### **Recommendation**

As noted before, 98% of survey respondents enjoy visiting the Jekyll Island Historic District. Given the popularity and importance of the district, the JIA should focus on the objectives presented under Goal 4 Summary – Enhance Historic Resources — in the strategic update. The objectives are as follows: Maintain historic structures and manage cultural resources; ADA assessments and improvements; increased awareness of Jekyll’s history and visitor attraction to the Mosaic; adaptive reuse of Gould Casino, Villa Ospo, and Villa Marianna; public tours of Hollybourne Cottage; improved sustainable business model for historic district operations; historical interpretation enhancement; and records inventory in accordance with State of Georgia requirements. Focusing on these established objectives will ensure the proper protection, restoration, and enhancement of the Historic District and other culturally significant assets.

The objectives also note the need to recognize the many volunteers who significantly contribute to the Historic District restoration efforts. Skilled volunteers provided more than 3,500 hours in FY 2019, and they are an invaluable asset to the JIA.

## **Finding – Programming**

Many visitors to Jekyll are looking for an experience beyond the beach as more than 90% of survey respondents agree or strongly agree that Jekyll should introduce events that promote and highlight the historical and environmental uniqueness of the island. Historic tours attracted nearly 25,000 participants in FY 2021, and there were more than 2,000 educational program participants. Although those numbers were down significantly from previous years, attendance is likely to return to pre-pandemic numbers of more than 41,000 tour participants and 5,500 program participants, continuing a pattern of sustained growth over time. However, it will be important to provide a variety of programming that keeps visitors coming back year after year.

## **Recommendation**

Jekyll has such intriguing stories to tell. As visitors and residents seek year-round activities, creative lectures or evening presentation experiences would provide opportunities to learn about the history of the island before there was a Historic District. As noted in the FY 2022 Strategic Update, “New programming options may include wine walks, improvements to the Rockefeller experience, gallery talks and lectures, cocktail evenings, summer camps, more Christmas/holiday programs, more period dress for interpreters....” The JIA also recognizes that it should consider “broader audiences including kids’ activities, school programs, hands-on archaeological research, and learning for adults.” Preservationists, scholars, authors, and local legends with various perspectives and diverse knowledge of the island could engage with visitors and residents throughout the year. A wide variety of topics and a diverse group of presenters will encourage participants from Jekyll and beyond.

## **Finding – Jekyll Island Amphitheater**

Originally built in 1972, the Jekyll Island Amphitheater delighted young and old alike for more than decades. From musical acts to theatrical performances by students, members of theater troupes in residence, from Florida State, then the University of Georgia, and finally Valdosta State University, the amphitheater hosted thousands of visitors and provided a unique environment for outdoor entertainment. Since its closure in 2005, the facility has increasingly shown signs of aging and disrepair. In the past several years, renewed interest in the restoration and rehabilitation of the amphitheater has grown. Visitors and residents alike are seeking activities, including the cultural arts, to enhance their daily experience on Jekyll. Restoration of the amphitheater ranked high on the Master Plan Update Survey among those who provided comments.

## **Recommendation**

While the JIA believes the site holds outstanding potential for restoration to bring live theater and other events back to the island, a private partner would be better



suited to evaluate and assess the potential of the amphitheater and to make the necessary investments for operation to ensure long-term viability. An improved facility in such a unique setting would further enhance the activities and experiences available on Jekyll. Thus, the Jekyll Island Authority has issued a formal request for proposals for an interested party to lease, redevelop, promote, and operate the amphitheater.

### **Finding – Historic Site Monitoring**

In addition to the Historic District, and as included in the 2020 Conservation Plan, Jekyll boasts 54 known archaeological sites located on property managed by the JIA: 21 prehistoric sites, 14 historic sites, eight sites that have both historic and prehistoric elements, and seven sites with unknown cultural affiliation. Two additional sites have yet to receive a State Site Number for listing with the Georgia Archaeological Site File. As Jekyll faces increasing threats from extreme weather and the realities of sea-level rise, strategies to preserve and protect historic resources must be considered.

### **Recommendation**

Ensuring that the significant historic and cultural resources of Jekyll Island are preserved and protected from extreme weather events and sea-level rise is critical. Partnerships with university researchers and graduate student programs should be a priority to monitor the known archaeological sites to fully document and safeguard those resources. The JIA Historic Resources staff should also continue pursuing partnerships and working to identify and survey additional sites, with a particular focus on those that may face greater environmental impacts. Opportunities for external funding should be identified, including grants that can be collaboratively developed with external partners, to support the protection and preservation of archaeological resources now and in the years to come.

### **Finding – Map Update**

Located west of the Jekyll Island Airport, remnants of a Confederate battery that was constructed in late 1861 remain. The battery was abandoned and then dismantled by the Union Army in 1862. Contained within the airport property, the Confederate battery is noted by a historic marker that lies outside the property but within the viewshed of the remaining earthworks. Due to simultaneous conversations regarding airport modifications during map development, the 2014 Master Plan map erroneously shows the Confederate battery as developed, and the 1.6 acres are included in the total number of developed acres on the island. However, no alterations to the battery have occurred.

### **Recommendations**

Given that the Confederate battery remains a historically and culturally significant remnant on the island and has not been altered in any way that would support its

classification as a developed property, the 2014 Master Plan map was erroneous in classifying the 1.6 acres as developed. The updated map, included in Section 12, now indicates this as an undeveloped parcel. This change in status protects its historic significance and accurately reflects its future use.

## **Natural Resources**

**Data to be graphically included: GSTC visitor numbers; turtle numbers; waste reduction numbers; beach revetment information; solar information; other education program participant counts**

Jekyll's natural resources—protected forests, beautiful dunes, marshes, and beaches—draw hundreds of thousands of visitors to the island every year. The Georgia Sea Turtle Center, opportunities for birding, and nature tour programs engage visitors in meaningful learning opportunities. With the majority of the island's natural areas permanently protected from development, Jekyll prides itself on sound and responsible management of natural resources. Its Conservation Program has grown significantly since the 2014 Master Plan, and conservation considerations are fully integrated into decision-making across the JIA.

The 2021 Master Plan Update affirms the importance of the Jekyll Island Conservation Plan 2020 as the guiding document for the "conservation and preservation of the island's natural communities and wildlife." It is essential to the mission and vision of the JIA and should be referenced, implemented, and updated as appropriate. The sections that follow highlight several key components that are necessary for consistency across the planning documents, including recommended updates to the 2014 Master Plan map.

### **Finding – Consistent Maps**

The 2020 update to the Jekyll Island Conservation Plan brought a renewed focus on conservation priority areas (CPAs, previously known as "special protection areas" in the 2011 plan). As noted, CPAs "are designated with the intent to conserve Jekyll Island State Park's most valuable natural assets—those most essential to advancing the Conservation Program mission and achieving JIA's overarching mission to 'maintain the delicate balance between nature and humankind.'" A review by a JIA and Institute of Government geographic information systems (GIS) team revealed that CPA areas include or should include some acreage currently mapped as developed on the 2014 Master Plan map and mapped as undeveloped on the Conservation Plan maps. The lands noted in the following recommendation should be mapped as undeveloped.

### **Recommendation**

To be consistent with the Conservation Plan, the following three priority habitat areas will be reclassified on the Master Plan Update map (See Section 12) from developed land to undeveloped area. This is not an exchange of acres. It simply

reduces the number of acres classified as developed and allows their protection as priority habitats.

- **A Borrow Pit wetland in the interior of the island surrounded by natural areas (6.96 of acres).** Once a source of fill dirt for the island, it no longer serves that purpose and now provides important habitat for wildlife priority species identified in the Conservation Plan, including wood storks, both little blue and tricolored herons, eastern newt, and barking tree frogs. Considering the goals and priorities set forth in the Conservation Plan and the fact that this area is no longer required as a source for material, reclassifying it as “undeveloped” provides for better consistency across plans.
- **A portion of the Clam Creek Peninsula (4.71 acres).** A relatively undisturbed patch of maritime oak forest adjacent to Clam Creek Road that includes some small wetlands was misidentified in the 2014 Master Plan as Developed land. Maritime oak forest is otherwise included among the CPAs in the Conservation Plan, as are wetlands. In its natural state, this land also serves to protect the roadway from coastal flooding. This correction will better achieve consistency across plans.
- **The “Beach Prairie” area (8.54 acres).** As noted in the Conservation Plan, this landscape provides a “rare experience of unobstructed ocean views along the beachfront.” Not only a favorite of visitors to Jekyll, this unique landscape also provides opportunities for restoration of native maritime grasslands as noted in the Conservation Plan. Reclassifying this acreage will bring the Conservation Plan’s CPA map and the Master Plan’s developed lands map into agreement.

Additional CPA designated lands are contained within portions of some nonresidential leased properties. As indicated in the Conservation Plan, the JIA should “negotiate additional protections in these circumstances, through amended, revised, or restated lease agreements, or through land transfers.”

### **Finding – Compatible Uses in Conservation Priority Areas (CPAs)**

In the 2021 Master Plan Update Survey, 39% of respondents indicated that environmental and wildlife conservation was their highest priority for Jekyll Island, and 31% said recreation was their highest priority. Ensuring the protection of CPAs while also providing opportunities for appropriate “outdoor recreation and environmental education along with minimal constructed elements in support of these activities” (Conservation Plan, Section 7.1) can provide unique opportunities for visitors and residents to interact with these CPAs. Careful balance as well as an understanding by the general public about what is and is not appropriate in various landscapes is essential.

## Recommendation

The Conservation Plan clearly indicates that “sanctioned activities in CPAs and associated buffers must not significantly impose upon the viewshed of a nature-dominated landscape, degrade the ecological integrity of the natural system or its habitat value for priority species, or reduce the erosion/flood protection afforded by natural features.” To reduce potential conflict, the JIA conservation staff should identify activities that are and are not appropriate in specific CPAs, develop appropriate educational or programmatic information to provide the general public with a clear understanding of how these areas could be adversely impacted by activity, and provide information on how the CPAs contribute to the conservation of Jekyll Island State Park’s most valuable natural assets.

## Finding – Sea-Level Rise

The Jekyll Island Conservation Plan 2020 included the objective to adapt to anticipated impacts of climate change and sea-level rise (5.1 Park-Wide Management; Objective A). In particular, the Conservation Plan noted that exceptionally high tides attributable to rising sea levels are happening so often that “the exceptional is becoming the typical.” The Conservation Plan also observed that the National Oceanic and Atmospheric Administration (NOAA) and the Georgia Department of Natural Resources’ (GADNR) Coastal Resources Division offer a variety of data, tools, and guidance to inform decision-making as communities plan for sea-level rise, storm surge, high tide flooding, and extreme storm events. The Carrying Capacity and Infrastructure Assessment “evaluated the risks to roads, water mains, sewer lines, and sewer lift stations associated with up to 3 feet of sea-level rise.” In the Conservation Plan, JIA listed 11 strategies designed to further protect Jekyll Island from climate-related impacts, focusing in large part on planning for sea-level rise. Several key items from these strategies are identified in recommendations that follow.

## Recommendation

To further the Conservation Plan’s strategies to adapt to anticipated impacts from climate change and sea-level rise, the following actions should be taken:

- Objective A, Strategy 1 provides that the JIA should “set and periodically update sea-level rise planning parameters for height of rise to be anticipated within a specified time frame.” In its guidance document *Enhancing Coastal Resilience with Green Infrastructure*, GADNR’s Coastal Resources Division recommends that Georgia communities adopt NOAA’s “Intermediate-High” global mean sea-level scenario (1.5 meters by 2100) for community planning purposes. This projection range is also the minimum projection required for the future conditions planning prerequisites in Federal Emergency Management Agency’s Community Rating System, which provides residents discounts in flood insurance rates for select community actions that reduce flood risks. In addition, the guidance recommends adopting a 30-year

horizon for long-term planning, based on the projected rate of change under NOAA's Intermediate-High scenario. The guidance notes that, for critical infrastructure, communities should adopt a planning scenario that considers "risks across a broad range of possible outcomes, including those associated with high-consequence, low-probability situations," thus providing for the facilities to be developed to a higher standard of safety. Finally, the guidance encourages communities to adopt an adaptive management approach that regularly revisits the sea-level rise scenarios in use and adjusts them based on actual rates of increase realized and on new modeling and information produced by NOAA, GADNR, or local studies. A Model Sea-Level Rise Ordinance reflecting these policies is provided in the guidance. JIA should utilize the model language provided to establish the appropriate sea-level rise parameters for the island.

- Several of the strategies provide for additional identification of vegetation communities, priority species, and infrastructure assets at risk from rising sea levels, extreme weather, and a changing climate. Other strategies emphasize the need for conserving habitat and utilizing innovative approaches, including nature-based engineering, to manage the island as the climate changes. GADNR's guidance includes a checklist and several ordinances that provide frameworks for increasing community resilience and protecting natural resources. JIA should utilize the guidance to develop tools and approaches as it continues to plan for sea-level rise, extreme weather, and climate change.

### **Finding – Shoreline Protection and Resiliency**

On October 6, 2016, Hurricane Matthew was the first hurricane to impact the Golden Isles in more than 50 years, and less than a year later, Hurricane Irma battered Jekyll with sustained tropical storm force winds for more than 8 hours. Combined, the storms left 81,893 cubic yards of debris to be collected, damaged and destroyed sand dunes and beach crossovers, and led to the cancellation of one of Jekyll's most loved events, the Shrimp and Grits Festival. In response, the JIA has partnered with Glynn County, Brunswick, the Brunswick-Glynn County Joint Water and Sewer Commission, and the Coastal Resources Division of the Georgia DNR to develop a shoreline protection plan that is designed to address problem areas before the next major storm hits.

### **Recommendation**

The Glynn County Shoreline Protection Plan notes that sea-level rise scenarios indicate a 30% greater increase than the global average for Glynn County. Given this, and the more frequent impact of storm-related flooding and erosion, the JIA should continue to work with these partners to ensure that when areas are identified as vulnerable, whether from erosion, flooding, or both, preventative measures and remediation solutions are developed and implemented.

## **Finding – Land management to reduce habitat fragmentation**

As stewards of the environment, JIA conservation staff make decisions each day on the management of the various habitats on Jekyll Island. These decisions require considering management tools to support the health and well-being of the flora and fauna on the island, reducing the impacts of invasive species, and maintaining healthy natural landscapes. In the 2021 Master Plan Update Survey, more than 96% of respondents agreed or strongly agreed that tree protection, reforestation, and forest management, which specifically includes controlled burns, are important for Jekyll Island's future. Additionally, 94% of respondents agreed or strongly agreed that in order to protect rare or threatened wildlife or plants, it is sometimes necessary to remove other more dominant or invasive species.

## **Recommendation**

As noted in the 2020 Conservation Plan, active management of landscapes is necessary to ensure their ecological integrity and function. Wetland restoration, invasive plant control, native grassland management, and controlled burning are tools to meet those restorative and functional goals. In addition to the use of management tools to maintain healthy natural landscapes, the JIA should consider tools for reducing habitat fragmentation. As noted in the Conservation Plan, "future development or redevelopment activities, recreation activities, and roadway improvements have the greatest potential to fragment habitat continuity or result in the loss of natural habitats." Consideration should be given to habitat protection when land-use decisions are made, with the goal of alleviating adverse effects of these activities. Providing educational information on these and other landscape management tools for residents and visitors will be important to maintain high levels of support for land management activities and habitat protection.

## **Finding – Institutional Sustainability**

Decision-making on Jekyll Island necessarily includes considerations of operational impacts to the natural environment. Increasing the sustainability of the JIA's own operations, its "institutional sustainability" as described in the 2020 Conservation Plan, purposefully focuses on efforts to be responsible stewards of Jekyll Island's past, present, and future. Also noted in the Conservation Plan are three primary areas of focus: energy responsibility, material waste reduction, and water conservation. Implementing the goals outlined in the Conservation Plan will establish the JIA as a leader in institutional sustainability in Georgia and beyond and have profound positive effects on the environment.

In 2019, a privately-owned one-megawatt solar array was constructed on the island, and JIA installed 38 car-charging stations around the island (Conservation Plan, Section 6.1). Jekyll is working to reduce waste, including construction and demolition debris. In efforts to reduce waste, Jekyll has mulched 81,893 cubic yards of vegetative debris left behind after two hurricanes; processed three acres of concrete construction debris for reuse in building pads, roads, and trails; and

recovered 600 cubic yards of soil by screening and sorting fines from construction debris (Conservation Plan, Section 6.2). Jekyll is also seeking to become more water efficient with the use of native plants, reducing the need for irrigation. The renovations and rebuilding of much of Jekyll's hotel infrastructure has resulted in more efficient fixtures and appliances, reducing overall water use on the island (Conservation Plan, Section 6.3).

### **Recommendation**

The 2020 Conservation Plan clearly states the goals for enhancing the "operational efficiency and the quality of the Jekyll Island experience" with a focus on energy responsibility, material waste reduction, and water conservation. As noted on page 82 of the Conservation Plan, successfully advancing each of these areas of focus will require dedicated funding, staff time, and strategic planning. The JIA should focus on the goals and activities outlined for institutional sustainability and direct the necessary resources and effort towards their implementation.

### **Finding – Georgia Sea Turtle Center**

The Georgia Sea Turtle Center (GSTC) is one of the most beloved and well-known Jekyll Island institutions. Since opening its doors in 2007, the GSTC has been "devoted to the rehabilitation of injured sea turtles and preservation of the delicate balance of the oceanic ecosystem." Thousands of visitors, including dozens of school groups, have been educated and inspired by the work done, as the mission says, to rehabilitate, research, and educate. In the Master Plan Update Survey, almost 77% of respondents agreed that the GSTC should be expanded to accommodate increased numbers of visitors. In July 2021, the GSTC hosted more visitors than in any previous month, with more than 23,000 paid admissions, and the visitor totals for just the first six months of 2021 surpassed the yearly total visitation in both 2014 and 2020. Given the growth in numbers, expansion will allow for increased capacity to treat and rehabilitate sick and injured sea turtles as well as accommodate growing numbers of visitors.

### **Recommendation**

The JIA should pursue funding, whether through private donations or grant opportunities, to expand the GSTC to provide space for treatment, rehabilitation and research. Such funding could also support other programmatic priorities, including an enhanced visitor experience and expanded educational opportunities. As a much-loved institution on the island, the GSTC should continue to engage visitors in unique ticketed, behind-the-scenes opportunities and tours that provide additional revenue to support its work. The expansion of the GSTC would be an ideal campaign for the Jekyll Island Foundation to undertake.

The JIA should also use the popularity of the GSTC to build the base of support for the Mosaic Museum, as noted in the FY 2021 Strategic Plan. As Goal 4, Objective 3,

Strategy 2 notes, a campaign through island hotels to promote joint ticket sales between the two facilities could result in increased visitation for the Mosaic.

### **Finding – Educational Programming**

The Jekyll Island Authority has an extraordinary capacity to present conservation-based educational programming for all age groups. The 2020 Conservation Plan suggests a number of strategies for programming and education that reach beyond the traditional presentation to engage, inform, and ensure that the information is delivered appropriately. Educational programs are both external and internal, with collaborations to support research that informs conservation management on Jekyll. As one of the beyond-the-beach opportunities on Jekyll, educational programming can have significant impact and influence.

### **Recommendation**

The 2020 Conservation Plan identified educational programmatic strategies to increase the JIA's impact in nature-based education (Section 8.1). Whether through the Georgia Sea Turtle Center, Camp Jekyll, Tidelands Nature Center, Ranger Walks, or Gatorology, the JIA and its collaborations with partners such as Georgia 4-H consistently deliver high quality, engaging educational opportunities for visitors and residents. The JIA should embrace the opportunities for teaching and learning across all age groups in addition to the opportunities provided across the diverse island landscapes.

### **Recreation**

***Data to be graphically included: summer waves counts and revenue; golf course numbers; tennis numbers; JIA bike rentals and mini golf numbers; parks maintained; soccer info***

Jekyll Island provides a variety of outstanding recreational activities: golf, tennis, mini golf, miles of bike trails, and the Summer Waves Water Park. Visitors can also pursue fishing, kayaking, standup paddle boarding, and horseback riding. The island boasts winding trails to explore and outstanding areas for birding. The Jekyll Island Soccer Complex hosts summer soccer camps and a variety of tournaments throughout the rest of the year, making it a popular destination. Most JIA operated activities that have a cost for participation operate as enterprise funds; some activities are operated by private vendors, and their economic success varies. Most recreational activities, no matter who operates them, are very popular and are seen as fairly priced by those who participate, offering something for all ages and abilities. However, Jekyll Island as a whole is lacking in nighttime recreation opportunities for families and should consider how to address that void.

As popular as the recreation amenities are, JIA must make a number of significant and potentially controversial decisions in the coming months about needed renovations, potential additions, and operational changes. Recreational amenities,



whether existing or under consideration, should be viewed with several lenses as changes or additions are made: is it operationally sustainable; is it accessible; will its operations be partner-provided; are there fees associated for users; and will it meet the needs and expectations of Jekyll Island visitors and residents? Any consideration for expanded or additional recreational amenities or opportunities must also consider the impacts on island capacity.

## **Findings – Golf Course Master Plan**

Critical decisions must be made in the coming months to ensure the future success of the Jekyll Island Golf Club (JIGC). The 2014 Jekyll Island Master Plan called for a review of operations in order to prioritize maintenance and improvements. The resulting 2017 assessment was undertaken by National Golf Foundation Consulting with four primary objectives: evaluate operational and economic performance of golf, strategically review the golf club and McCormick's Grill, document the market environment and identify implications for future JIGC operations, and present recommendations for maximizing the economic potential of Jekyll Island golf moving forward.<sup>5</sup> While the assessment determined that the JIGC has many features consistent with successful public golf course operations, it also found that years of deferred maintenance, from clubhouse repairs to major course renovations, means that JIGC falls far short of other amenities found on Jekyll Island. The assessment also noted that 63 holes is a lot to maintain and manage effectively.

Following JIA Board review, a request for information was issued in August 2017 to solicit information from qualified golf knowledgeable individuals, firms, and joint ventures. Twenty-two responses were received from private golf course development/management companies. Following reviews and discussions and after completion of the Carrying Capacity and Infrastructure Assessment, the JIA Board approved RFP 356 for a Golf Master Plan in the fourth quarter of FY 2019.

The JIA began developing a Golf Course Master Plan that considers the factors evaluated in the 2017 assessment and identifies options that would bring financial stability to the JIGC. A consistent pattern of unsustainable loss each year must be addressed. For example, in FY 2021 alone, JIGC lost \$474,714 after depreciation. Jekyll Island features 63 holes of golf, the largest number of public golf holes in the state. The current layout has, according to the Golf Course Master Plan, far surpassed its life expectancy. The plan notes that, with the exception of Pine Lakes, "no large-scale renovation or redesign has occurred on the island since the courses were first constructed."

The Golf Course Master Plan is not without controversy. In the open comments section of the 2021 Master Plan Survey, responses were nearly equally divided in

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<sup>5</sup> National Golf Foundation Consulting, Assessment and Recommendations for Jekyll Island Authority Golf Program, January 2017.

their agreement and disagreement with the golf plan. In addition, the 2017 assessment and the 2020 Golf Master Plan vary in their approach on the actions that should be taken to ensure future success of the JIGC, however they do agree on the need to reduce the number of holes. Controversial or not, decisions must be made to stem the tide of financial loss and revitalize the golf experience.

In preparation for some action to be taken, Phase I and II Archaeological Investigations within the Area of Potential Effect of the proposed Jekyll Island Golf Course Master Plan are underway. The project entails background research, identification and testing of archaeological sites, evaluation of significance, an assessment of effect, and management recommendations. The goal is to complete the required archaeological studies to avoid or mitigate potential effects on significant cultural resources as decisions are made on the proposed golf plan.

### **Recommendations**

With course evaluations complete, a Golf Course Master Plan being developed, and archaeologically investigations underway, the JIA Board must move forward in determining the future of golf and golf course operations. The Board has not adopted the Golf Course Master Plan and is carefully considering the options it presents. The proposed plan provides for a phased approach, and the Board has the ability to select and revise critical components as necessary. Since FY 2015, the JIA has subsidized the golf club operations with nearly \$4.3 million. The Board must decide how to best invest in the JIGC to ensure that golf patrons receive an experience unmatched by other public courses in a setting unlike any other.

### **Findings – Miniature Golf Improvements**

For many families, miniature golf, or mini golf, is a beloved activity and Jekyll tradition. However, the Jekyll facility is dated and would benefit from basic improvements or even a complete makeover. The 2014 Master Plan noted the need for drainage and landscape improvements to enhance the guest experience. The newer shade structures have significantly improved the atmosphere for guests, with much-needed relief from the sun. Miniature golf and bike rentals from the JIA, which share an enterprise fund, saw explosive growth in FY 2021 with revenues up 75% over the prior year. Such strong popularity, combined with several improvements, should continue to provide growth in this activity.

### **Recommendations**

The hours for miniature golf should be adjusted seasonally to accommodate increased crowds and to allow for evening play, with a closing time of at least 8:00 p.m. on weekends in April and May. The courses should remain open seven nights a week until at least 8:00 p.m. Memorial Day through Labor Day. Doing so would visitors and guests with an evening activity and while incurring minimal additional staffing costs for the JIA. Miniature glow golf, with glowing golf balls and hole

markers, would add an additional element of nighttime fun with low investment costs.

The two 18-hole courses are also in need of upgrades, including more trash and recycling receptacles, hole improvements, and additional shade structures. Visitors are nostalgic for the “vintage” look of the courses. The JIA should consider how upgrades and updates to the courses can retain those vintage elements while also better reflecting the conservation-minded vision of the island.

### **Findings – Multiuse Paths**

One of the most popular activities on Jekyll Island is biking along the multiuse paths, and efforts continue to complete the path network and improve the experience for all users by widen the paths. During peak visitation, the paths, which are shared by bikers with walkers and runners, can be crowded. Issues arise when there is a failure to observe basic courtesies including the appropriate way to pass another user from behind.

### **Recommendations**

The multiuse paths are an important tool for limiting vehicular traffic on Jekyll by connecting high visitation points around the island. The paths are well-used, particularly by bicyclists, and the only tool available to prevent overcrowding is to limit the number of rental bicycles. However, enough travelers bring their own bicycles that there is no true limit. Therefore, it is more important that the JIA promote courteous, safe use of the paths to ensure those who use them for recreational riding, walking, or running or as a means of moving about the island have a positive experience. Resurfacing and rejuvenating the paths on the north loop and completing the south-end loop should be high priorities for the JIA. These path improvements will increase safety and create additional capacity for an improved rider experience.

Extending the path off island to the welcome center and then out to Highway 17, for use exclusively by bicyclists, will provide a unique biking experience for more seasoned riders.

### **Findings – Other Recreational Opportunities**

Visitors to Jekyll Island take full advantage of the active and passive recreational opportunities available. More than 94% of survey respondents agree that the island offers a wide variety of outdoor recreation opportunities, and almost 93% agree that the activities offered meet the needs of various ages, interests, and abilities. Even with such agreement, there are always new things to consider and changes in expectations and interests, as indicated in the Conservation Plan. During the plan update process, participants provided many suggestions for new or expanded outdoor recreation possibilities, including pickleball and croquet.

## Recommendations

The JIA should pursue expanded recreational offerings that have the capacity to be financially self-sustaining beginning with pickleball. A hybrid sport that combines elements of tennis, ping-pong, and badminton, pickleball is the fastest growing recreational sport in America, and is popular across generations. Pickleball is easy to learn, with a low price point for entry – sometimes less than \$30 for two paddles and two pickleballs. The sport has easy-to-understand, simple rules. Four standard pickleball courts can fit on a standard tennis court, and there is ample information available through the USA Pickleball Association to advise on court dimensions, net height, and rules. Creating pickleball courts should be a priority, and incorporating plans for their development into the Golf Course Master Plan should be considered.

While croquet is complimentary for guests of the Jekyll Island Club Resort, providing opportunities for residents and visitors at other island hotels to rent equipment and participate may generate a small amount of revenue and a large amount of goodwill. Current memberships for play are available at the Jekyll Island Club Resort, but there is only one croquet lawn. Expanding croquet opportunities, including creating enough lawns to attract tournaments to the island, would be a popular proposal, and integrating the development of croquet lawns into the Golf Master Plan is ideal.

Most importantly, the JIA should keep a close eye on trends in outdoor recreational activities, particularly those that have few or no barriers to entry. Providing for these activities would afford new recreational options for visitors and residents, while keeping traditional favorites in place.

## Transportation, Infrastructure, Municipal Services

***Data to be graphically included: miles of bike paths/multiuse trails; water and wastewater capacity***

The JIA provides some services that are similar to a typical municipality: water and wastewater to residents and businesses on the island; maintenance of multiuse trails and public facilities; public parking; and the operation of a small airport, all of which makes it unique among state entities. In order to best serve residents and visitors, a Carrying Capacity and Infrastructure Assessment was undertaken to look at what the island could accommodate in terms of people, vehicles, and development without negatively impacting the character and natural resources of the island. Many of the findings and recommendations below are based upon that assessment as well as concerns that were raised during the public input process.

### **Findings – Alternative transportation, Rules of the Road, and Parking**

Jekyll Island has limited parking. The Carrying Capacity and Infrastructure Assessment identified 5,796 parking spaces, with nearly 25% of those attached to residential homes and unavailable to the public. In July 2021, nearly 179,000

vehicles passed through the entry gate, an all-time high. Given the number of vehicles and the limitations of parking, Jekyll should encourage the proper use of alternative transportation to move about the island, keeping cars parked.

To reduce automobile traffic, numerous residents and visitors are traveling the island via their personal golf carts or rented carts. Others choose to bike around the island, and the growing popularity of e-bikes is also evident on Jekyll.

## **Recommendations**

The JIA completed its most recent transportation study in 2016. Given that gate entry has increased by nearly 180,000 vehicles in a year-to-date comparison, the JIA should consider initiating another feasibility study to determine if the time is right for some type of intra-island transportation system. The JIA should carefully monitor numbers of visitors in the next six, 12, and 18 months to determine if the current increases in visitors continue or if they will decrease when we are finally post-pandemic. This will influence the need to advance an intra-island shuttle.

Encouraging visitors to park their cars and use alternative methods of travel around the island means that the JIA has to have the infrastructure in place to make this possible, including designated parking areas that can accommodate not just cars but also those with trailers that might be hauling a golf cart, e-bikes, or bicycles. While the island might not be ready for its own transportation system, hotel shuttles may be an effective means to reduce the number of car trips. Premium parking fees may also encourage visitors to leave their cars parked at their hotels. However, some shuttle and enforcement system must be in place in order for that to be effective. Additionally, working with business operators to discourage and prevent employees from occupying prime parking spaces is another important issue to address, particularly in the Beach Village. Centralized parking and workforce shuttles may be a useful tool to keep premium parking spots available for guests.

As an alternative to automobiles, the multiuse trail network connects most of the assets of the island for bicyclists. By Georgia law, bicyclists also have a right to the road, and automobile drivers should be aware that state law also mandates at least three feet when passing a bicyclist. While the JIA may prefer that bikes stay on the paths, ensuring that drivers know that they must share the road if a rider so chooses is important.

Growing in popularity, e-bikes provide motorized assistance on pedal-driven cycles. Georgia has designated three classes of e-bikes. Class 1 e-bikes have a motor that provides "assistance only when the rider is pedaling, and that ceases to provide assistance when the e-bike reaches 20 mph." A Class 2 e-bike is "equipped with a throttle-actuated motor, that ceases to provide assistance when the e-bike reaches 20 mph." A Class 3 e-bike has a motor that "provides assistance only when the rider is pedaling, and that ceases to provide assistance when the e-bike reaches 28 mph." Class 3 e-bikes are not allowed on bike paths unless they are "within or

adjacent to a highway or roadway” or they are “specifically allowed by the local authority.”<sup>6</sup> The JIA has taken steps to limit the ability of vendors to rent or otherwise make e-bikes available on Jekyll Island, and the JIA has the authority to restrict where e-bikes are allowed to ride should that become necessary. The JIA should monitor the impact of e-bikes on other path users to determine if restrictions are appropriate.

Another increasingly popular alternative mode of transportation is privately owned or rented gas-powered golf carts and other street-legal electric carts. While these reduce automobile traffic, they can create additional parking issues and can become obstacles to vehicular traffic. The island already has designated public parking for these low-speed vehicles, and the JIA should work to ensure those are the only spaces being used by carts. Golf cart rental locations on Jekyll should be licensed and the number available for rent be controlled by the license to ensure over-capacity issues do not exist in the future.

The Georgia State Patrol should ensure that all carts operating on the island are doing so legally, with the appropriate braking system, reflectors, horn, rearview mirror, seat belts, and hand holds for each passenger, as required by state law.

### **Findings – Airport Improvements**

Airport traffic has increased significantly, if not exponentially, over the past seven years. Actual counts of flight activity are not kept. Anecdotal reports suggest that private air traffic increases in the fall and winter as well as during several weeks in the spring. Summer is the slowest time due to the potential for pop-up thunderstorms and the return to school for k-12 students. The military also regularly uses the airport.

Since 2016, efforts have been made to improve the Jekyll Island Airport facilities. The JIA addressed security and safety issues with new fencing, gates, airfield LED lighting, and a paved emergency exit. Adding fuel sales at the airport has provided a modest but steady revenue stream. According to the Georgia Department of Transportation’s Economic Impact Study, the overall annual economic impact of the Jekyll Island Airport is more than \$2.6 million. Continuing to improve the facility will only serve to increase that impact.

### **Recommendations**

There remains untapped potential at the airport, and the JIA should consider how to develop and market facilities that would attract corporate fly-ins, with meeting space, catering, and perhaps a connection to golf or tennis or overnight packages. Developing this idea would first require an accurate count of who is using the airport, why they are flying in, and what other services at the airport might be of interest to them. JIA’s planned construction of a new airport terminal and hangar

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<sup>6</sup> O.C.G.A § 40-6-300, *et al.*

facility slated for 2022 should provide additional beneficial economic impacts to the JIA, hotels, the convention center, and other businesses on the island.

### **Findings – Water and Sewer Infrastructure**

The Carrying Capacity and Infrastructure Assessment carefully reviewed existing water and sewer infrastructure and considered “lifespan, age of current systems, material types, locations, sizes, and equipment efficiency.” These factors were used to better understand major constraints related to island-wide water and sewer infrastructure. While the island has sufficient water and wastewater capacity for current and planned development, several areas need to be addressed.

### **Recommendations**

As recommended in the Carrying Capacity and Infrastructure Assessment, the JIA should pursue and prioritize the evaluation of water infrastructure and, depending upon condition, replace or line pipes as appropriate. The assessment also made significant maintenance and update recommendations for the wastewater treatment system. The assessment noted that much of the “equipment associated with the (wastewater treatment) plant exceeds its lifespan and is a top priority” to not only ensure proper operation but to prevent inspection issues. In addition, lift stations “should be prioritized for inspection and maintenance.” Finally, the JIA should work to eliminate the remaining 9 septic systems on the island by connecting them to piped wastewater treatment system. The Infrastructure Assessment recommends prioritizing connections by age of (septic) system and location to existing sanitary mains.

### **Findings – Pedestrian Infrastructure Evaluation**

At times, Jekyll Island has heavy pedestrian traffic. While the island boasts an excellent network of multiuse paths, trails, and crosswalks, the many visitors navigating the island via car need to be particularly aware of where pedestrian crosswalks are, especially on Beachview Drive and in the Beach Village.

### **Recommendations**

The JIA should conduct a windshield survey to determine where additional signage might benefit drivers and where signage might benefit pedestrians. The windshield survey should be conducted in both daylight and darkness and should note the condition of crosswalk markings, any area lighting or need for lighting, any existing signage, and any areas of concern.

### **Findings – Health and Well-being**

With increased island visitation and a stable residential population of about 900, the lack of a quick-care or minute-clinic-type facility or a pharmacy on Jekyll is becoming increasingly problematic. While some assistance can be provided through EMS, they are not intended to be used as a walk-in clinic. The nearest quick-care

facility is located in Brunswick, about 14 miles away. Similarly, the lack of a pharmacy or drug store also means additional trips to the mainland to pick up prescriptions or purchase medications or medical supplies not available in the convenience store. The Beach Village has space specifically designed for an urgent care facility.

## Recommendations

The JIA should continue exploring the criteria for an urgent or quick-care clinic. Whether a public or private partnership or a co-branded clinic and pharmacy, a locally based option is desired. Several questions need to be answered before such a facility can be established: What are the typical expectations for patient load? What are the demographic criteria? What are the benefits and costs? Is there interest from either public or private health care providers to develop such an outlet? This type of facility would offer significant public benefit and should be recruited.

## Mapping Updates

In a careful review of the 2014 Master Plan map of Jekyll Island, GIS experts from the Carl Vinson Institute of Government and the Jekyll Island Authority identified six justified corrections to the 2014 map. These corrections result in a 15.8 acreage reduction of developed acreage, from 1614.8 to 1,599 acres of developed land. Thus, the JIA is voluntarily reducing the acreage available for developed land from 1,675 acres to 1,659.4 acres.<sup>7</sup> The overall acreage remaining for development remains the same at 60.39 acres, with approximately 40.39 acres available for public health, public safety, and public recreation and 20 acres available for unrestricted use, which can include carefully considered commercial or residential development.

2014 -2021 Master Plan Update Net Change	
1609.19 ac.	2014 Master Plan acreage (includes Campground Expansion)
3.02 ac.	Public Safety Complex addition
2.59 ac.	Georgia Power Substation addition
1614.80 ac.	Current Approved Acreage
15.80 ac.	Proposed Net Change from Current Approved acreage to 2021 Master Plan Update
1599.00 ac.	Total acreage of Developed land proposed for 2021 Master Plan Update

Figure 1: 2014 – 2021 Master Plan Update Net Change

There are six categories of correction.

**Projection Errors.** Modern GIS maps are created by combining layers. The Master Plan maps involve an underlying satellite image with a shapefile layer over it, which is the Developed layer in this case. A projection error occurs when these two layers

<sup>7</sup> As legislatively prescribed in O.C.G.A § 12-3-243



do not properly align. There were several instances in the 2014 map where this occurred. The 2021 map corrects these issues.

**Better Imagery and Underlying Shapefiles.** The 2014 map was based on a 1996 map that included hand-drawn lines. Mapping technology, aerial photography, and other imagery have substantially increased our ability to create more accurate maps.

**Established Road, Bike Path, and Service Road Standard Widths.** The 2014 map did not have standardized travel ways. The update relies on the centerline map files held by Glynn County and created a 40-foot travel way on each side of the centerline. A new bike path file was used to establish travel ways at 3 feet to both sides. Service Road widths are standardized at 18 feet.

**Lease Lines.** Leased land is by default counted as developed land. Some lease lines did not match with areas indicating developed land and were corrected for this map update.

**Obvious Errors.** Maps will inherently have some degree of error and as technology advances, our ability to see and correct these errors improves. The 2014 Master Plan was no exception and had a few obvious errors that have been addressed in this update. These 2014 errors included several areas along the historic wharf where patches of tidal oysters were considered Developed; over half of St. Andrews parking lot was categorized as Undeveloped; and a few service roads that are seemingly non-existent despite extensive searches were included erroneous as Developed.

**Conservation Plan Consistency.** As noted earlier in the plan, several areas are now designated as undeveloped so that the map is consistent in identifying conservation priority areas as undeveloped area. These changes are further explained on page 17 and page 18.

Figure 2: The map to the right represents the updates to the 2014 Master Plan map and shows 1,599 acres of land classified as developed on Jekyll Island (blue). A total cap for developed acres is voluntarily reduced with the new map and is now 1,659.4 acres.

The areas visible in pink on the map were classified as developed in 2014 and are now classified as undeveloped as corrections were made to the 2014 map.





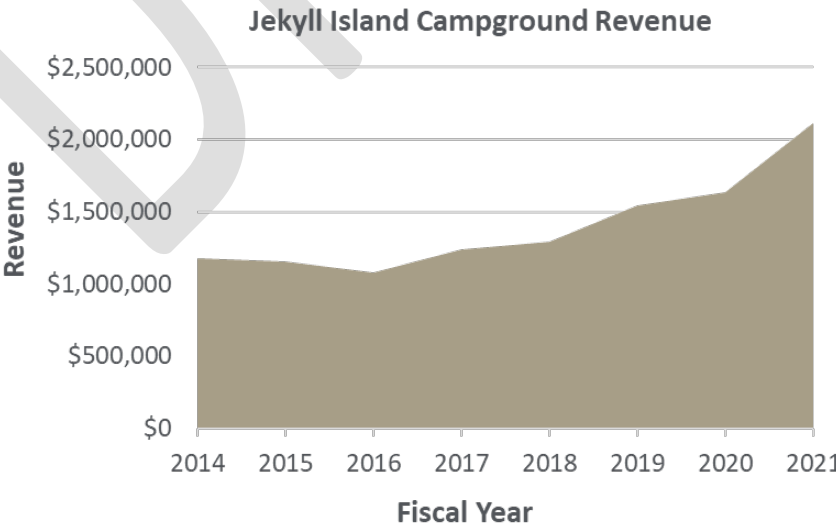
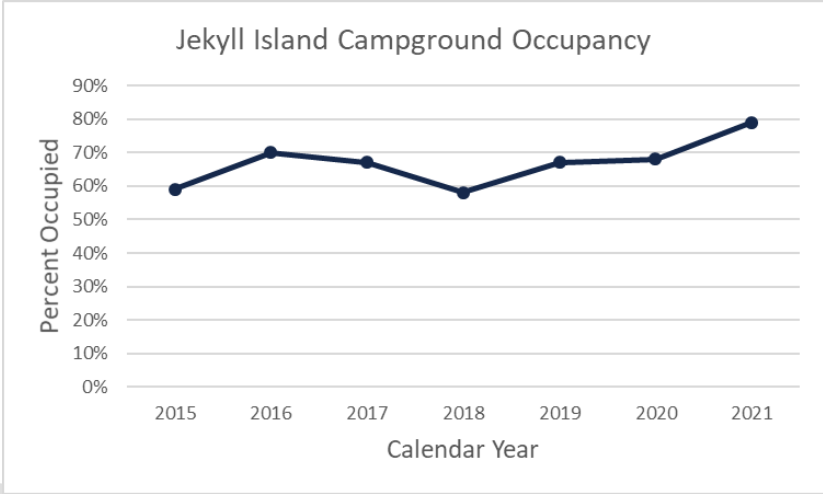
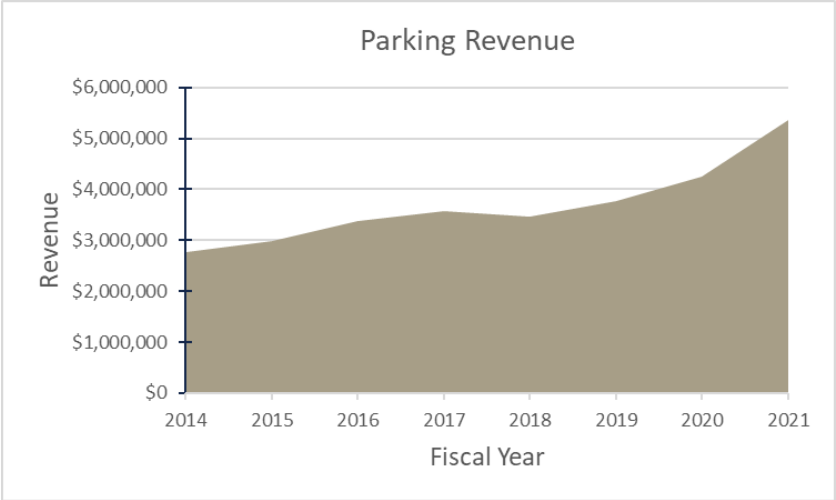
Figure 3: Alternatively, the areas that have been reclassified from undeveloped to developed are visible in blue on the map to the right, correcting errors made on the 2014 map.

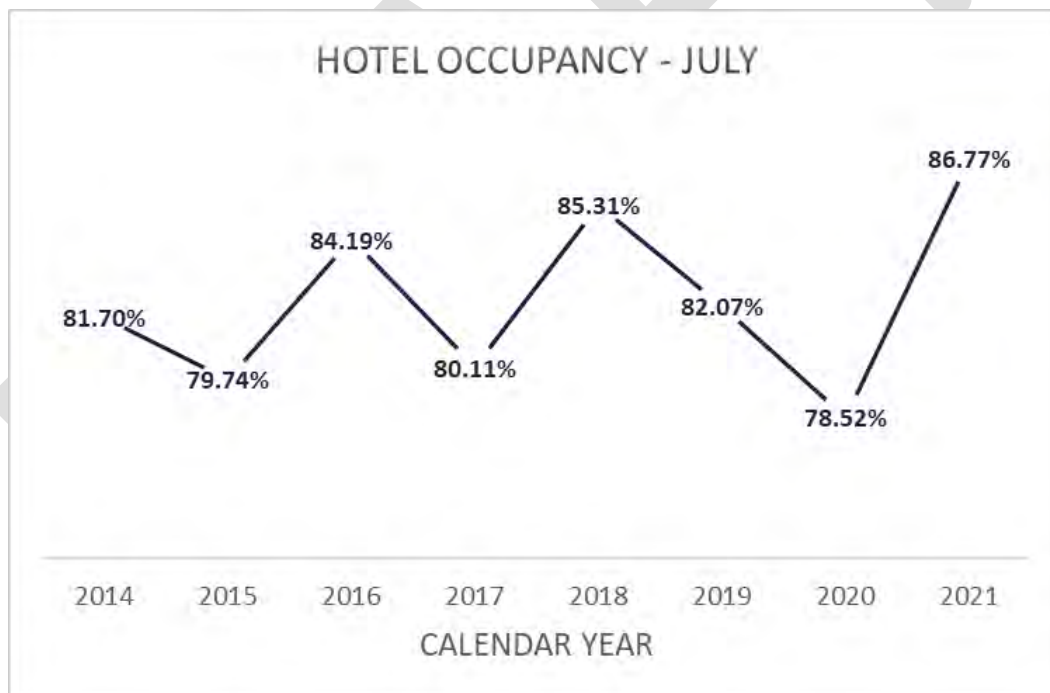


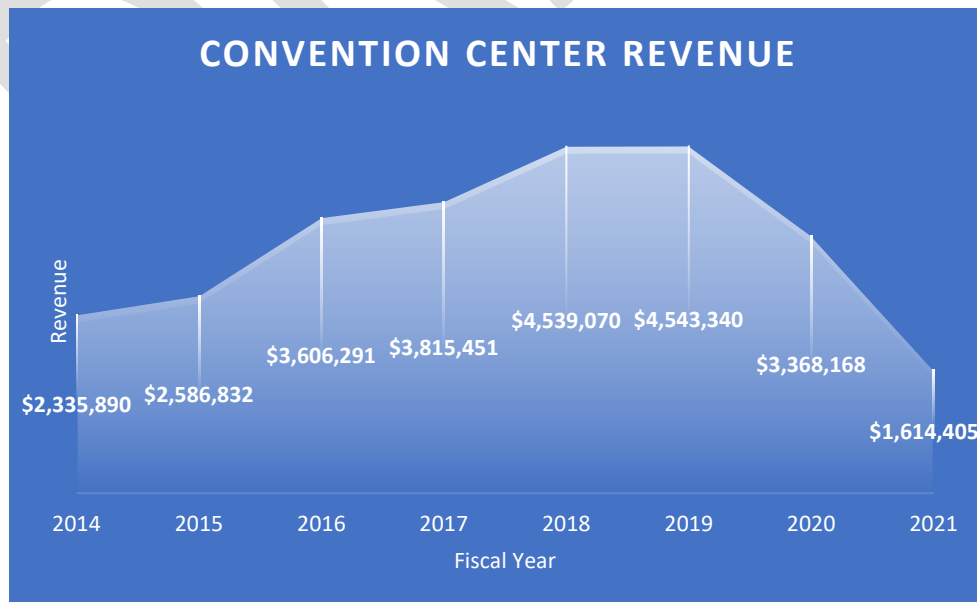
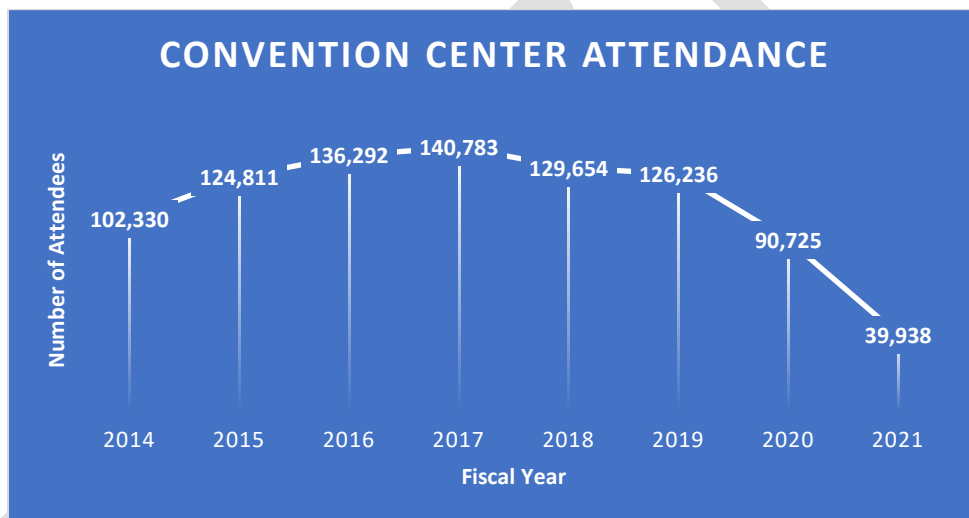
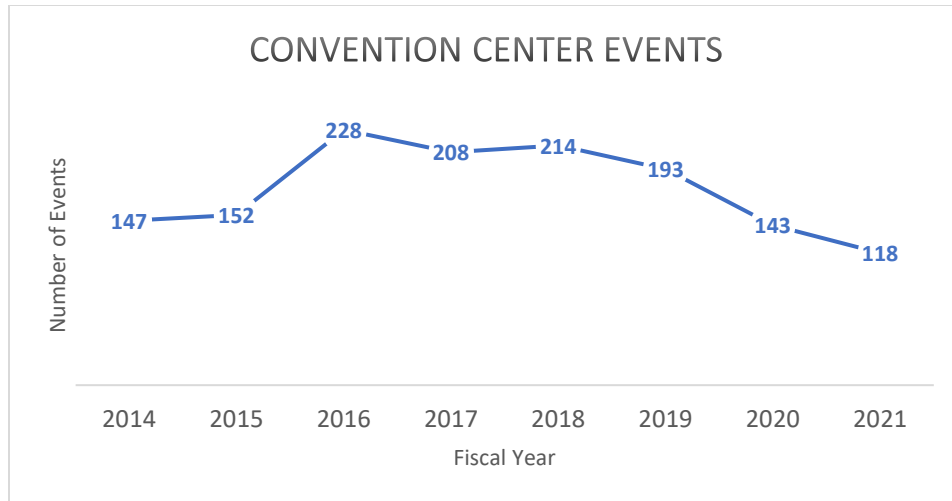
## Appendix A: Examples of Data and Sidebar Information to be included in FINAL

Graphics, data, and definitions, where needed, will be integrated into the final written plan. Following are examples of the types of information that will be included.









## **Sidebar: Definitions**

Developed: land that is built upon or paved (includes roads and bike paths); land that has been disturbed and no longer maintains original, natural function (golf course and some dirt roads); land or other areas that do not maintain ecological integrity (golf course ponds; borrow pits). Other specific examples include:

- Dirt roads in use, whether by the JIA or the general public;
- Multi-use trails and pathways whether paved or pervious surface;
- Utility easements; and
- Firebreaks intended to protect residential areas

Undeveloped: land that remains free of the built environment (beach above mean high tide and lots on south end of island); land where the built environment does not impact its ecological integrity (sand dunes and the associated walkways); undisturbed tree canopy; and wooded areas within the golf course larger than one acre in size. Other specific examples cited include:

- Undisturbed forest (canopy and understory intact);
- Wooded acres with canopy intact; little or no active use (includes protective firebreaks);
- Dirt roads not in use and serving no practical function with the exception of firebreaks;
- Dirt footpaths less than six feet in width; and
- Dunes and beach above the mean high tide (including crossovers).

## **Sidebar: Managing Developed and Undeveloped Landscapes**

The boundaries where the undeveloped and developed areas meet require careful management as do certain circumstances on undeveloped land. Examples of types of management include the following:

- Managers may allow a portion of a developed area, such as a golf course rough, to re-vegetate to support conservation objectives if these objectives are also consistent with development uses.
- If the vegetated edge of an undeveloped area encroaches upon a path and is deemed to be a safety concern, managers may prune vegetation to a point that safety is ensured for a practical amount of time.
- Critical components of the water and sewer system pass through Undeveloped land as does stormwater drainage infrastructure. The need to temporarily disturb undeveloped areas to carry out management, maintenance, and modernization of these systems is essential. These efforts are infrequent, and the natural characteristics of the undeveloped land remain the dominant condition.
- The safe, effective application of fire in Jekyll Island's vegetation communities requires installation of temporary "mulch lines," mechanically cut paths through dense vegetation. Such activities in support of fire management goals are consistent with undeveloped land classification.



## **Appendix B**

Public Comments from Electronic Town Hall: to be available online

## **Appendix C**

2021 Master Plan Update Survey Responses: to be available online

DRAFT



## **MEMORANDUM**

TO: BOARD OF DIRECTORS  
FROM: MELISSA CRUTHIRDS, GENERAL COUNSEL  
RE: MASTER PLAN AMENDMENT – 2021 UPDATE  
DATE: SEPTEMBER 21, 2021

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### **Summary**

The Jekyll Island Authority is updating the 2014 Jekyll Island Master Plan as it relates to Conservation and Development; Economic Sustainability; Historic and Cultural Resources; Natural Resources; Recreation; Transportation, Infrastructure, and Municipal Services; and Mapping Updates.

### **Procedure**

Georgia law requires that “[a]ny proposed amendment to the master plan” be “described in written form, and if capable of such description, in visual form and presented publicly at a regular meeting of the Authority,” which is what is before you today.

As required, this will be advertised in the Glynn County and Fulton County papers of record. It will also be posted online at <https://www.jekyllisland.com/jekyll-island-authority/master-plan/> with the ability of the public to submit comments online at <https://www.jekyllisland.com/jekyll-island-authority/public-input/>.

Georgia law also requires that a notice of the proposed amendment will be submitted to the Speaker of the House, President of the Senate, the Jekyll Island-State Park Authority Oversight Committee, and Office of Legislative Counsel.

A public hearing will be held on October 14, 2021 at 5:30 p.m. at the Convention Center.

If no objection is received from the Oversight Committee, this will be back before this Board for a vote on December 14, 2021 on whether to amend the Master Plan. If an objection is received from the Oversight Committee, no action may be taken by this Board until it is resolved in the General Assembly, which resolution shall be introduced within the first 30 days of the next regular session.

**POSSIBLE BOARD ACTIONS**

1. Authorize the Executive Director to transmit this proposed Master Plan amendment to the Speaker of the House, President of the Senate, the Legislative Oversight Committee, and the Office of Legislative Counsel as required by law. This action does not approve this Master Plan amendment.
2. Do not authorize the Executive Director to transmit the proposed Master Plan amendment to the Speaker of the House, President of the Senate, the Legislative Oversight Committee, and the Office of Legislative Counsel, which will have the effect of denying the Master Plan amendment.
3. Suggest other alternatives.

**RECOMMENDATION**

Action Number One is recommended.



## MEMORANDUM

TO: BOARD OF DIRECTORS  
FROM: MELISSA CRUTHIRDS, GENERAL COUNSEL  
DATE: SEPTEMBER 21, 2021  
RE: IFP #1 5 HAYES - AWARD

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On April 20, 2021, JIA issued an Invitation for Proposals for Residential Construction at 5 Hayes Avenue. On May 21, 2021, staff received two bids for IFP #1. The two bidders were Julia Miller and Michael Wilson Construction. The review committee reviewed both proposals and decided per their ranking evaluations that the apparent awardee of the IFP would be Julia Miller.

Pursuant to the requirements of the IFP, Ms. Miller obtained a survey of the property. She also submitted her plans to the Design Review Group, which approved her plans on September 10, 2021, subject to award of the IFP. *See attached.*

If the Board awards this IFP to Ms. Miller, the Authority will transfer the Leasehold to Ms. Miller. Ms. Miller will then have 18 months from September 10, 2021 to complete construction.

Staff hereby requests:

- Awarding of IFP #1 to Julia Miller;
- Authorizing the transfer of the leasehold estate from the Authority to Julia Miller; and
- Authorizing staff to grant any extensions to Ms. Miller if circumstances warrant.





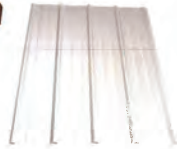
8" x 8" x 12" Rough Cedar Posts



SmartSide 38 Series Cedar Texture Panel Engineered Treated Wood Siding, Application as 4 ft. x 8 ft.



8" x 3.5" x 2.5" Red Clay Brick



16 ft. Classic Rib Steel Roof Panel - Light Grey



Foundry - 7 Inch Staggered Shake - Rustic Cedar



LOT 5

LOT 4

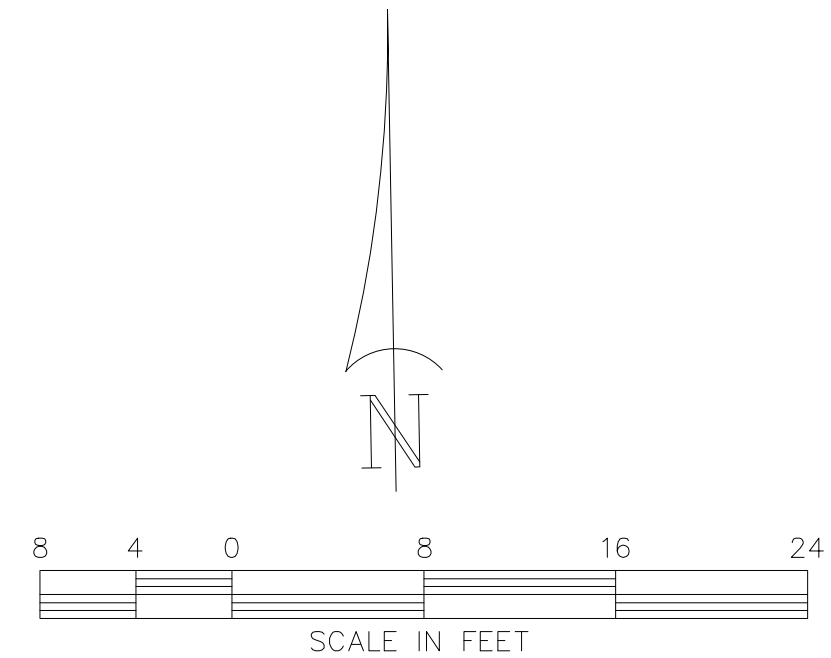
SITE AND TREE CALCULATIONS

Site Coverage	SF
House	3174
Drive/Walks	2711
Equipment	10
TOTAL	5895
Lot Area	15000
Site Coverage	39.30%

Tree Density	Cal. Inches
Laurel Oak	64
Laurel Oak	31
Pine	17
Pine	25
Pine	25
Pine	25
Pine	27
Total Cal. Inches	214
Lot Area (AC)	0.35
Cal. Inches/AC	N/A

MATERIAL LIST

SYMBOL	Name	SIZE	Count
BB	Bottlebrush	7g	1
CIT	Citrus sp.	15g	5
BOX	Boxwood wintergreen	3g	4
GAV	Pineapple Guava	15g	1
I	Iris	1g	28
JM	Japanese Magnolia	15g	2
msv	Mrs. Schillers Viburnum	3g	8
MUH	Muhly Grass	1g	21
OLEp	Oleander 'pink'	7g	2
OLEr	Oleander 'red'	7g	1
OLEw	Oleander 'white'	7g	2
PAL	PALMETTO	3g	10
RB	River Birch	15g	1
ROS	Rosemary	1g	7
SG	Society Garlic	1g	12
Vo	Viburnum odoratissimum	3g	10
ZA	Coontie Palm	3g	4
	Sod	sf	4000
	Mulch	sf	6500



Rev: 8/27/21  
Rev: 8/19/21  
Rev: 7/22/21  
Date: 6/23/21  
Scale: 1/8"=1'-0"  
Sheet L.1

Final Landscape Plan  
Proposed Residence  
5 Hayes Ave - Jekyll Island, Georgia

LAND DESIGN  
ASSOCIATES, INC.  
LANDSCAPE  
ARCHITECTURE  
DESIGN/BUILD  
PLANNING  
228 REDFERN VILLAGE #203  
ST. SIMONS ISLAND, GA 31522  
912.571.1137  
LandDesignAssociates@gmail.com



September 21, 2021

**MEMORANDUM**

TO: BOARD OF DIRECTORS

FROM: MELISSA CRUTHIRDS, GENERAL COUNSEL

RE: RFP #367 – Vendor Services for Provision of Historic Carriage Tours and Beach Trail Rides

**BACKGROUND**

Horse drawn carriage tours through the Jekyll Island Historic District, and beach trail rides by horseback at the north end of the Island, have been a fixture of the Jekyll Island experience for many years.

The current location of the paddock/corral area that has functioned as the start and end point for the beach trail rides has become problematic. Due to the volume of horse traffic, and increasing high tides that create wet trail conditions, the dirt trail leading from the paddock to the Clam Creek Fishing Pier area and the beach has become severely degraded. Also, increased visitation to Jekyll Island has resulted in increased vehicle traffic on Clam Creek Road, which must be crossed by riders along the current route from the paddock.

For these reasons, it is desirable to relocate the base of operations for the trail ride tours to a site of comparable size that has been identified near the fishing pier area, eliminating the need for the problematic trail leading to that point. Furthermore, this change offers increased efficiency by taking advantage of existing public facilities available at the pier area that have the capacity to also accommodate trail ride tour guests. Likewise, the new site near the pier is a better business location, improves safety, and increases visibility and convenience for walk-up clients.

The lease expiration (January 5, 2021) of the current tour/trail ride operator and site relocation creates an opportunity for the JIA to open the trail rides and the carriage tours to competitive procurement. Periodic private sector competition for vendor services opportunities such as this will motivate attention to quality guest services and business operations and an opportunity





for JIA to assess value and appropriateness for Jekyll Island on a regular cycle as conditions evolve.

Section 8 of RFP 367 outlines the scope of work for prospective Lessee's to respond to in their proposals and accompanies this memo below.

### **RECOMMENDATIONS**

Staff recommends that the Board approve RFP 367 for distribution

### **POSTING**

RFP #367 will be posted on the Jekyll Island Authority website and to the Georgia Procurement Registry by the close of business on September 22, 2021.

## **SECTION 8**

### **SCOPE OF WORK**

#### **RFP # 367**

### **Vendor Services for Provision of Historic Carriage Tours and Beach Trail Rides**

#### **A. Project Overview**

The Jekyll Island Authority is seeking companies and/or interested parties to submit proposals for the lease and operation of a beach trail ride and carriage tour service on Jekyll Island. This project offers a unique opportunity to provide an interactive guest experience along portions of the famous Driftwood Beach and within Jekyll Island's Landmark Historic District. The goal of the RFP is to select a company that shares the vision of the JIA and will operate in a professional and positive manner.

#### **B. Project Scope**

- a. Carriage Tours centered around the Jekyll Island Historic District offering guests an accurate narrative and interactive experience into the rich history of Jekyll Island.

##### **A. Facilities to manage the Carriage Tours include:**

- A. A 44 square foot portion of an office building, located on Riverview Drive for ticket sales. This does



not include the restroom portion of the office building, but tenants will be allowed a non-exclusive easement for the restroom needs of its customers.

- B. A building located at the Amphitheater at 250 Stable Road ("Actor's Building"). The Actor's Building is approximately 30x80 (2,500 square feet). This includes non-exclusive rights to the 10-foot-wide un-named drive to access the location.
  - C. An area of land totaling approximately 1000 square feet outside of the repurposed building at 250 Stable Road to place a corral to contain horses when not on tour.
  - D. There is currently a Request for Proposal (RFP #364) outstanding to rehabilitate and repurpose the Amphitheater. **The facilities near the Amphitheater are on an as-available basis and may not be available in the future depending upon the revitalization of the Amphitheater.** The JIA will work with the Contractor to find alternate facilities if available, but at this time, the JIA has not identified any alternate facilities.
- b. Beach trail riding tours offering guests a leisure experience exposing them to the natural beauty of Jekyll Island.
    - A. The beach trail horseback riding will be led from the Clam Creek Leased Area facilities include:
      - A. A currently unimproved area of land totaling approximately 21,780 square feet, or half an acre, located near the north end of Clam Creek Road for the placement of a corral or fence panels to contain and care for horses when not on tour. This site, referred to, until such time as a street address is designated, as the Clam Creek Leased Area, is also intended to serve as a starting and ending point for beach trail rides and any associated guest services/activities. The site is shaded by large live oak trees some of which fall within the lease bounds. To protect the health and longevity of these trees, only approximately 50% of the site can be fenced for occupation by corralled or stalled horses.



Any structures proposed will also be restricted to this area. The remaining area, which is not suitable for structures or routine horse traffic, may be proposed for utilization for other support functions, such as guest waiting areas or material storage sites.

- B. The design and buildout of the currently unimproved site for the trail ride operations and guest services is an essential component of this scope.
- C. Truck and trailer access to the un-named paved drive leading from the round-about at the fishing pier to Clam Creek Road and running immediately adjacent to the east of the Clam Creek Leased Area. This drive is intended to be accessible only to authorized motor vehicles but will remain accessible to pedestrians and cyclists. If this road is proposed to be gated, gate installation will be the responsibility of the vendor. Accordingly, proposals should include gate design details.
- D. Non-exclusive access to the restrooms for the needs of customers.
- E. Non-exclusive access to parking areas along Clam Creek Road.

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**MEMORANDUM**

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** MARJORIE JOHNSON, CHIEF ACCOUNTING OFFICER  
**SUBJECT:** RFP #363 – PERMITTING, LICENSING, CODE ENFORCEMENT & LEASE/CONTRACT MANAGEMENT SOFTWARE  
**DATE:** 9/13/2021

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On Tuesday 06/15/2021, JIA staff received 7 bids for RFP #363, for software for Permitting, licensing, code enforcement and Lease/contract management software.

The seven proposers were:

1. GovPilot
2. GovSense
3. Stellar Services, Inc.
4. Tyler Technologies
5. CobbleStone Software
6. Sages Networks, Inc.
7. Sierra Digital, Inc.

The selection committee reviewed and ranked each of the proposals. The top four ranking proposers were invited to give a presentation and a software demo to the selection committee.

Through the presentation and interview process, Tyler Technologies, with their EnerGov software emerged as the apparent finalist.

This project will streamline the permitting, licensing and code compliance process for both customers and JIA staff.

1. Customers will be able to apply for a permit or license online, attach any required documents or pictures and pay for the permit from the comfort of their home or office.
2. The staff will be able to route the permit, license or project plans to other staff members for comments and review, allowing for a more streamlined review and approval system.
3. We will have the ability to track all permits, licenses, code compliance issues and lease issues by property address on a GPS map for easy follow up and review.
4. We will have the capability to create map layers on the GIS map to show the utility lines and conservation areas on one map. These layers can be turned on/off depending on the user needs at the time.
5. The software will allow for tracking of some contract and lease terms but may not be as robust in this area as we would like. This is an area where all the proposers were weak, except those designed only for contract management.

6. The software allows for add on modules such as asset tracking, warehouse inventory management and work orders in the future.

The installation will take approximately 11 months to complete.

This contract will be a Software for Services (SAS) agreement with an annual subscription cost of \$31,146.00. The contract also includes one-time project set up fees of \$53,100.00.

Additionally, we will need approximately \$3,000.00 per year for additional cloud storage and approximately \$3,000.00 per year for the BlueBeam software for plans review. The total of the first-year costs is estimated to be \$90,246.00. (Approved capital funds are \$100K).

Based on the selection committee's findings, staff recommends awarding RFP #363 to Tyler Technologies, Inc., pending contract completion and legal review.

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MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** JONES HOOKS, EXECUTIVE DIRECTOR  
**SUBJECT:** REQUEST FOR PROPOSALS #364, JEKYLL ISLAND AMPHITHEATER (REVISED)  
**DATE:** 9/14/2021

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**To encourage entities to submit completed proposals, RFP #364 for Jekyll Island Amphitheater will be re-issued with revisions and will include a submission deadline for Friday, November 12, 2021.**

The Jekyll Island Authority (JIA) is seeking developers and/or development teams/interested parties (developer) to submit proposals for the lease, development, and operation of the Jekyll Island Amphitheater. The Jekyll Island Authority has a history of partnering with private entities, and this project offers proposers a unique opportunity to develop a true island treasure.

Almost 50 years ago near the center of the island, the Jekyll Island Amphitheater was regularly filled with residents and tourists watching popular musicals as wood storks soared overhead and stars lit the stage. This formerly active amphitheater could seat 1700 plus persons for various stage productions, movies, and musical acts. The acreage for the facility is 3.49 acres with 2.69 acres of adjacent parking.

Since 2011, the JIA has been interested in the restoration/reenergization of the Amphitheater for some time. There have been several individuals to express interest in reopening the amphitheater; however, those discussions have never gained traction. The JIA included the Amphitheater project as one of its long-term action items in its 2014 Master Plan. As part of the Master Plan, the Fanning Institute of the University of Georgia completed a rendering of potential design ideas for the Amphitheater. In late 2019, several expressed their encouragement for the reopening of the Amphitheater as an events space. Despite these expressions of interest, the Amphitheater has remained closed since 2003, and the years of disuse and coastal weather have affected its condition.

In January 2021 Thoman & Hutton Engineering Company of Savannah conducted an engineering review of the facility for the JIA. Findings regarding the seating and the structure of the facility were positive. Today, the concrete/aluminum seating area remains; however, the stage and support facilities have been removed due to their derelict condition. That being said, it is the JIA's opinion that the site still has excellent potential to be turned into a first-class entertainment venue. Consequently, this RFP is a call for proposals to assess the potential reuse of this important site.

The goal of the RFP is to select a developer who will further progress the revitalization of Jekyll Island through the redevelopment/restoration of the historic amphitheater.

Note: There is no commitment by the JIA to provide subsidy for this project.



100 JAMES ROAD

JEKYLL ISLAND, GA 31527

(912) 635-4000

# **Request for Proposal # 364**

for

## **JEKYLL ISLAND AMPHITHEATER**

Date Issued: April 21, 2021

Revised: September 22, 2021

### **Submission Deadline:**

November 12, 2021

## SECTION 8

### PROPOSAL

#### RFP # 364 - JEKYLL ISLAND AMPHITHEATER

##### A. Overview

The Jekyll Island Authority (JIA) is seeking developers and/or development teams/interested parties (developer) to submit proposals for the lease, development, and operation of the Jekyll Island Amphitheater. The Jekyll Island Authority has a history of partnering with private entities, and this project offers proposers a unique opportunity to develop a true island treasure.

The goal of the RFP is to select a developer who will further the progress of the revitalization of Jekyll Island through the redevelopment/restoration of the historic amphitheater.

Note: There is no commitment by the JIA to provide subsidy for this project. Proposals must take this information into consideration.

##### B. Jekyll Island Amphitheater Background:

Almost 50 years ago near the center of the island, the Jekyll Island Amphitheater was regularly filled with residents and tourists watching popular musicals as wood storks soared overhead and stars lit the stage. This formerly active amphitheater could seat 1700 plus persons for various stage productions, movies, and musical acts. The acreage for the facility is 3.49 acres with 2.69 acres of adjacent parking.

Since 2011, the JIA has been interested in the restoration/reenergization of the Amphitheater for some time. There have been several individuals to express interest in reopening the amphitheater; however, those discussions have never gained traction. The JIA included the Amphitheater project as one of its long-term action items in its 2014 Master Plan. As part of the Master Plan, the Fanning Institute of the University of Georgia completed a rendering of potential design ideas for the Amphitheater. In late 2019, several expressed their encouragement for the reopening of the Amphitheater as an events space. Despite these expressions of interest, the Amphitheater has remained closed since 2003, and the years of disuse and coastal weather have affected its condition. In January 2021 Thoman & Hutton Engineering Company of Savannah conducted an engineering review of the facility for the JIA. Findings regarding the seating and the structure of the facility were positive. Today, the concrete/aluminum seating area remains; however, the stage and support facilities have been removed due to their derelict condition. That being said, it is the JIA's opinion that the site still has excellent potential to be turned into a first-class entertainment venue. Consequently, this RFP is a call for proposals to assess the potential reuse of this important site.

Basic water/sewer infrastructure to the Amphitheater is installed, and water/sewer service is supplied by the JIA at Contractor's expense. Power service is provided through Georgia Power and can be configured to meet various needs. Previously, the JIA operated multiple three phase transformers for this facility, but these transformers were removed for safety reasons following Hurricane Matthew.



Available studies/drawings:

- Fanning Institute of Georgia Rendering (See Attachment A)
- 1973 “As Built Drawings” (See Attachment A)
- **Thomas & Hutton** - Structural Condition of Existing Facility, Jekyll Island Amphitheatre, January 2012 (See Attachment A)
- 2014 Master Plan (<https://www.jekyllisland.com/jekyll-island-authority/master-plan/>)
- JIA Capacity Study <https://www.jekyllisland.com/jekyll-island-authority/jekyll-island-carrying-capacity-infrastructure-assessment/>)

**C. Additional Proposal Requirements:**

- (1) Project Description – specific plans, including schematic drawings of the proposed project and a site plan, including designated parking areas.
- (2) **Financial Capacity**
  - i. Joint venture, general, or limited partners, and percentage of interest
  - ii. Statement of equity contribution with source identified
  - iii. Letters of References from two lending institutions
- (3) Ownership entity – ability to finance the costs associated with the project, including previous experience in attracting equity investors
- (4) Development entity – project management plan and role of each development partner in the implementation of the development plan
- (5) Budgets, including identification of any funding gaps
- (6) **Operational Entity**
- (7) Proforma, including all anticipated operational and maintenance costs
- (8) General Marketing Plan
- (9) Sustainability goals – performance measures or industry standards that will be used to assess the sustainability of this project.
- (10) Community engagement plan

**D. Site Tour:** To schedule a site tour, Taylor Davis, Historic Preservationist, Department of Historical Resources, at [tdavis@jekyllisland.com](mailto:tdavis@jekyllisland.com) or 912-506-0467.

**E.** The Contractor will be required to coordinate plans, design, and construction with the JIA to ensure the proposed project scope complements the Island and the JIA’s revitalization goals.

**F.** Deadline for receipt: November 12, 2021.

**G.** Interview selections are anticipated to be scheduled for December 1-3, 2021 with a selection recommendation submitted on December 14, 2021.





# **JEKYLL ISLAND AUTHORITY**

## **FY2022 Strategic Update**

**September 2021**

Draft, Page 74



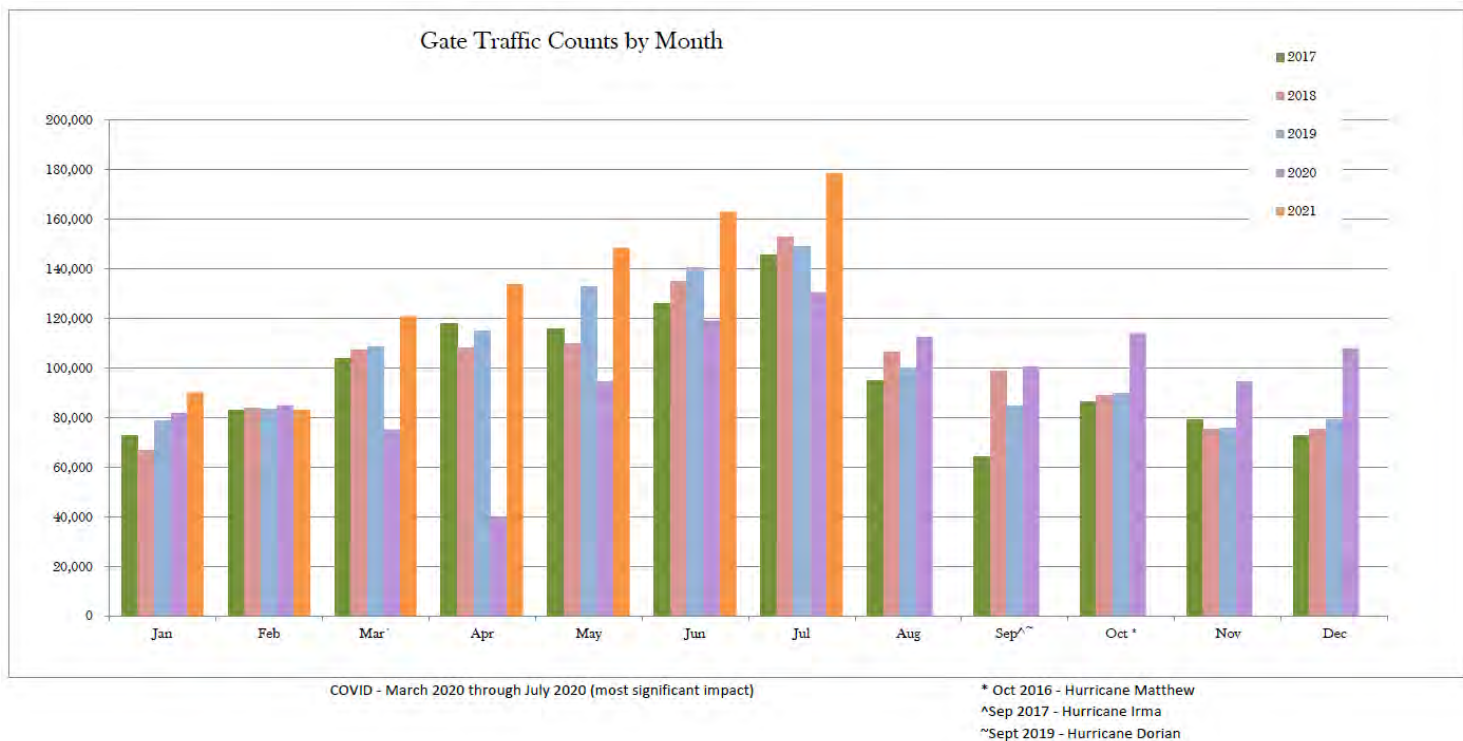
## JEKYLL ISLAND AUTHORITY SUMMARY

In 1948 after recognizing that Jekyll Island's natural beauty and vibrant history set it apart from any other coastal retreats, the Governor and the Georgia State Legislature established the island as a state park and entrusted its care to the Jekyll Island State Park Authority (JIA or Authority). The Jekyll Island Authority is responsible for the overall management and stewardship of Jekyll Island. While Jekyll Island is a State of Georgia Park today, it is not part of the Department of Natural Resources State Park System. Jekyll Island receives no operational appropriations from the State of Georgia and by state law must remain financially self-sufficient.

Revitalization efforts that began in 2008 continue today. New hotels have been built and several island hotels have experienced extensive renovations. The Convention Center continues to fill its schedule with new groups and to impress its visitors daily. Bike paths, new parks, golf courses, and beaches have never looked better, and the Beach Village is alive with shops, restaurants, and visitors. A new Marriott Courtyard/Residence Inn opened in June of 2021. A University of Georgia Impact Study in 2018 estimated the Island's annual impact at \$700 million. However, with new hotels and increased visitation, the Authority's economic impact on Glynn County and the State continues to increase.

The demand for new housing on Jekyll Island remains strong. Investments in new lodging and improvements to existing houses continue. A new development, The Moorings at Jekyll Harbor, began construction of 48 condo units during FY2020. The first units will be occupied in October of 2021. Over the past 11 years \$358 million in public/private investments on Jekyll Island has been completed.

Throughout revitalization, the JIA has upheld the state mandated ratio of 3,920 acres (approximately 65%) undeveloped land for Jekyll Island. This pristine, beautiful, green space is enjoyed by wildlife and visitors alike and is a great example of the balance that can be struck between conservation and development.



A balanced, self-sustaining operational budget is required of the Authority by the State. The FY22 operating budget is \$30.4 million. Today the JIA has 26 departments with 160 full-time and 130 part-time employees serving approximately 860 residences and a variety of businesses - all dependent on the JIA for municipal services. These include water/sewer, roads, fire, and EMT services. JIA employees also provide more than three million visitors annually with quality amenities including a golf club with four courses, a tennis center with 13 clay courts, miniature golf, waterpark, beach bathhouses and services, picnic areas, landscaping, signature festivals and events, park entertainment, Historic District and museum tours, the Georgia Sea Turtle Center, and campground facilities. Private contracted management partners provide the following services: ASM – convention center management, Waste Management – garbage and recycling, Circle K – gasoline/convenience center, Tortuga Jack's, LLC – Tortuga Jack's Restaurant, Tribuzio's Grill- golf course restaurant, Pebblebrook/Noble House – Jekyll Island Club Resort, and Georgia 4-H - management of Camp Jekyll.

This document highlights many JIA initiatives for FY22. In addition to those highlighted, JIA departments will continue to undertake on-going operations and to execute new strategies as they are warranted. The Authority will continue implementing recommendations of the 2018 Carrying Capacity and Infrastructure Study conducted by Sand County Studios to improve infrastructure and to recommend optimal visitation experiences throughout the Island. This study will continue to be the basis for most decisions balancing island experience and developmental issues.

An update to the Jekyll Island 2014 Master Plan is currently underway by the Carl Vinson Institute of Government at the University of Georgia. Completion of this Update will occur in the fall, when we anticipate submitting the Master Plan Update to the State Legislature for consideration as required by State Statute.

As a result of its natural setting, wide-open beaches, and drivable location, Jekyll Island became somewhat of an oasis over the past 18 months to persons needing an escape from the closures and stress of the COVID-19 pandemic. The JIA is cognizant of the continued Covid-19 pandemic, and in accordance with CDC Guidelines and Executive Orders, appropriate measures to protect our employees and guests will continue.

Throughout the year, the Jekyll Island Authority cooperates extensively with many state entities, especially the Office of Planning and Budget, Department of Natural Resources, Department of Transportation, Attorney General's Office, Georgia State Financing and Investment Commission, Public Service Commission, One Georgia Authority, State ADA Coordinators Office, the Georgia Lottery Commission, the Georgia Department of Audits and Accounts, Georgia Emergency Management Agency, and the Department of Community Affairs. The Jekyll Island Authority is especially grateful for the support of Governor Kemp, the Governor's staff, and the State Legislature, including the Jekyll Island Legislative Oversight Committee, for their continued support of our efforts to revitalize and sustain Jekyll Island.

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Contact information: C. Jones Hooks, Executive Director - Jekyll Island Authority, 100 James Road, Jekyll Island, GA 31527 - [jhooks@jekyllisland.com](mailto:jhooks@jekyllisland.com), 912-635-4075

Agency Mission: As stewards of Jekyll Island’s past, present and future, we are dedicated to maintaining the delicate balance between nature and humankind.

Agency Vision: Through progressive stewardship and excellent customer service, Jekyll Island will be recognized as a sustainable conservation community that is the choice destination among all who experience its unique environment, service, and amenities.

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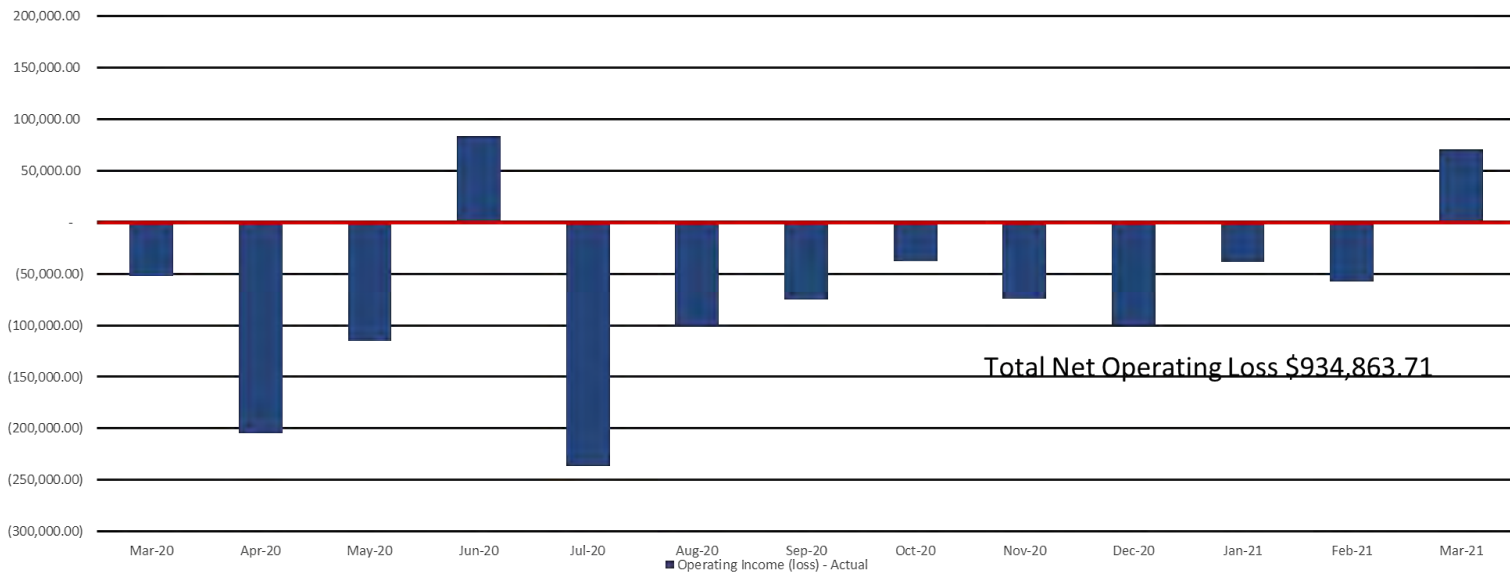
ENVIRONMENTAL SCAN/CHALLENGES:

- Covid-19 pandemic continuation
- Rebuilding convention/group business due to the pandemic
- Local and State funding challenges
- Passage of Glynn County Special Local Option Sales Tax Referendum
- Adequate financial resources for needed capital improvements/deferred maintenance
- Completion of island revitalization
- Understanding Jekyll Island as a unique destination
- Conventions committed to other Georgia cities and out-of-state locations
- Increased competition for tourism dollars
- Conservation of island’s natural resources
- Preservation of Jekyll’s cultural and historical assets
- Costs of education and research mission
- Golf course improvements for profitable play
- Adoption of Golf Course Master Plan
- Available, quality workers
- Threat of economic downtown/tourism decline
- Continued escalation in employee health care costs and retirement benefits
- ADA compliance throughout the island and all facilities
- Coastal erosion control
- Sea level rise
- Glynn County taxation and property evaluations
- Island capacity controls
- Development/visitation pressures
- Hurricanes and tropical storms
- Visitation management to assure a sustainable and pleasurable experience
- Convincing Georgians to experience Jekyll Island – via returning or as a first-time visitor
- Retention of unskilled and semi-skilled employees

The most serious environmental challenge in recent JIA history occurred beginning in March 2020 with the onset of the COVID-19 Pandemic. As a result of the pandemic, JIA revenues were down \$1.6 million (63%) during the month of April 2020. Traffic counts at the Island entrance decreased for the month by 75,401 vehicles. Monthly occupancy at Jekyll Island hotels was only 15.1% as compared to 79.5% in April of 2019. And, 43% of the JIA work force was furloughed. All expenses were cut in an effort to preserve financial resources. Festivals were cancelled during FY2020, including the annual Shrimp & Grits Festival. The Authority cut its original FY21 budget from \$30.5 million to \$27.5 million. Of particular note, once Governor Kemp declared the beaches of Georgia would remain open, leisure visitors sought refuge on Jekyll Island. Jekyll was ideally positioned to benefit significantly since the Island was isolated with plenty of open spaces while being easily accessible by personal vehicles.

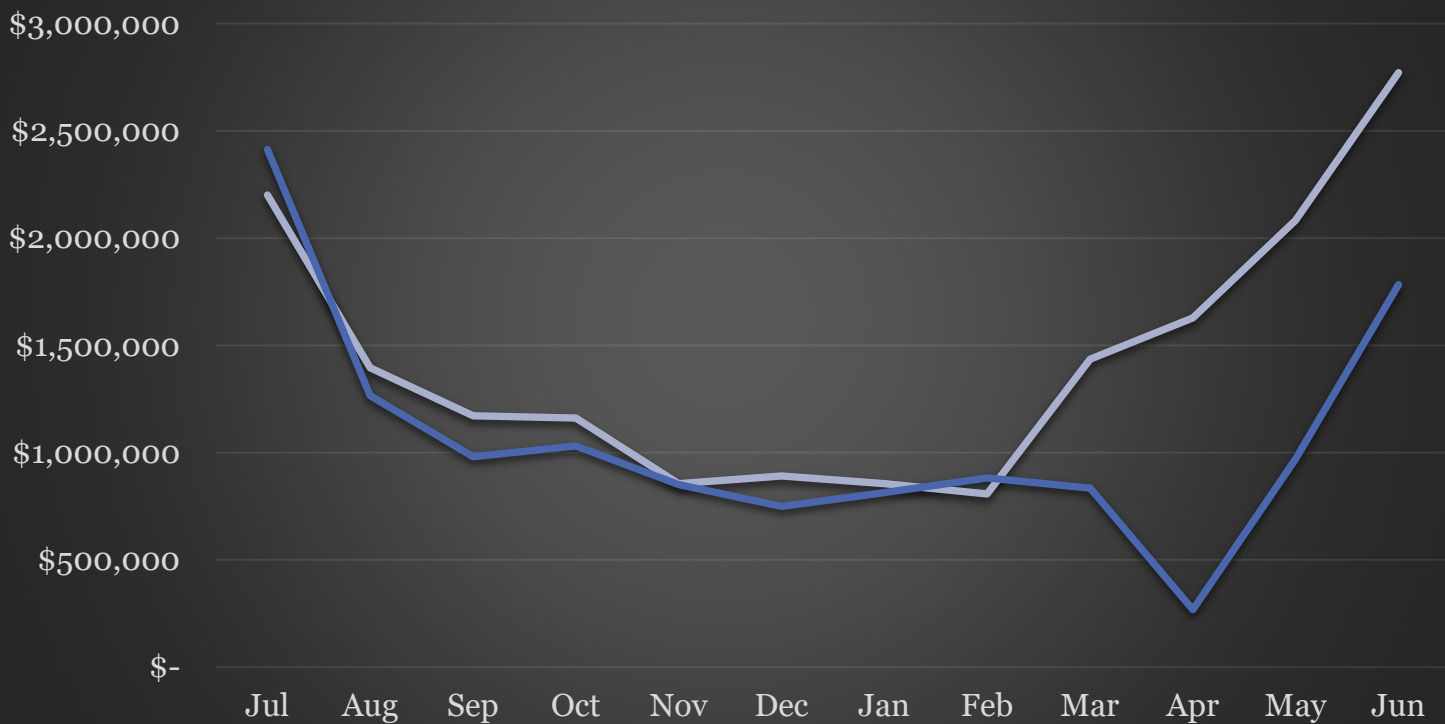
JIA finances improved tremendously over the succeeding months, and several Jekyll Island hotels experienced record-breaking occupancies and revenues. As a result of the pandemic continuation during calendar year 2021, adjustments and challenges continued, including how best to manage increasing island visitation without adequate numbers of JIA, hotel and restaurant employees. Additionally, in 2021, revisions to events and festivals continued, including cancelling Whiskey, Wine, & Wildlife and the annual Shrimp & Grits Festival scheduled for November. While Jekyll Island has fared well overall during the pandemic, there have been significant challenges, especially in trying to rebuild convention/group business which was non-existent during the pandemic. Unfortunately, the Jekyll Island Convention Center lost more than \$900,000 during the pandemic.

### Convention Center - Net Operating Income (Loss) March 2020 – March 2021



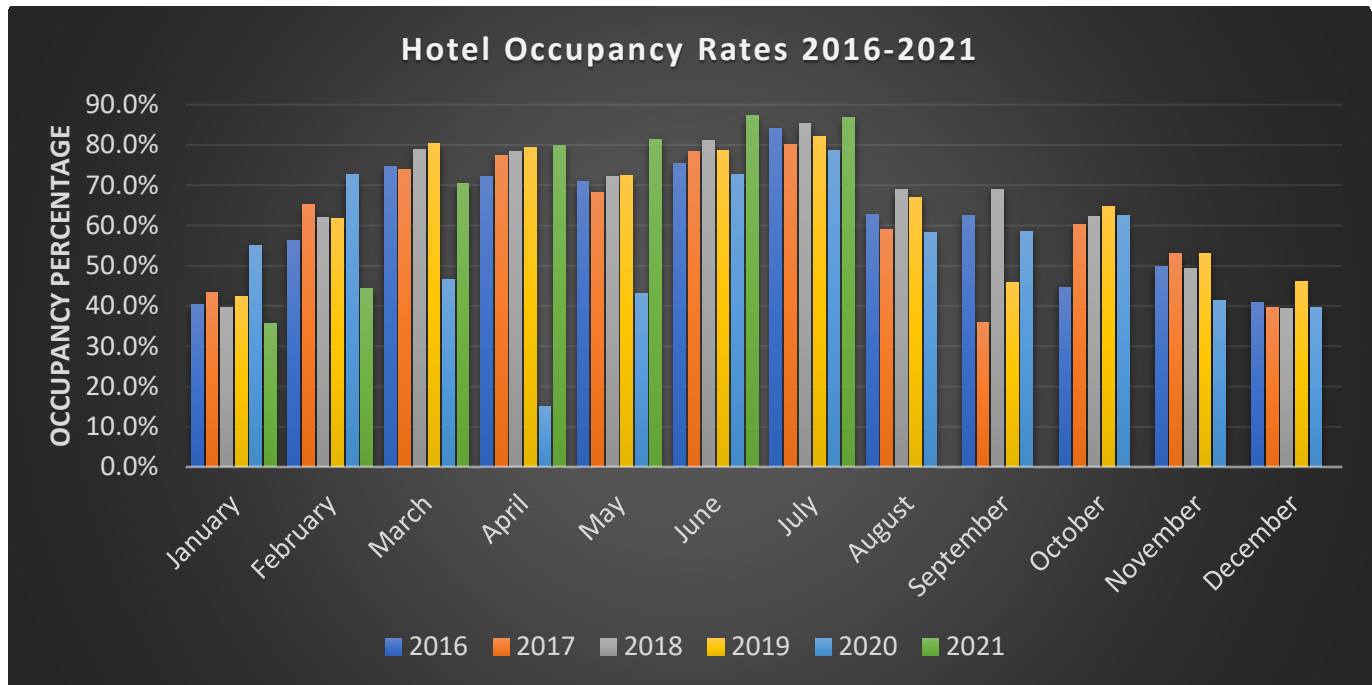
### Authority Revenues FY20 - FY21

— Revenues FY2021 — Revenues FY2020



## GOAL 1 SUMMARY – COMPLETION OF ISLAND REVITALIZATION

Jekyll’s revitalization began in 2006 with proposals and plans. Revitalization has successfully updated facilities on Jekyll Island resulting in renewed interest in Island visitation among Georgians and visitors from throughout the United States and beyond. Revitalization was definitely an experiment in “if we build it, will they come?” The numbers confirm guests are indeed returning to Jekyll Island, even during the pandemic.



### Measurable Objective 1: Achieve 100% occupancy of vacant retail facilities before end of FY22

**Strategy 1:** Beach Village: Engage a commercial realtor for vacant space. There is a total of 42,000 sf. of retail space in the Beach Village. Approximately 3,548 sf. of second floor space remains vacant. JIA staff has promoted and will continue to promote this space through special contacts and social postings. *Second Quarter FY22*

**Strategy 2:** Historic District: Continued efforts to secure “experiential tenants” for the Historic District vacancies when they occur. There is presently one retail/commercial space available in the Historic District, the Historic Infirmary. There are two historic cottages that are candidates for adaptive reuse. *Throughout FY22*

### Measurable Objective 2: Additional housing/lodging options studied, presented to Board, and construction underway before the end of FY22.

**Strategy 1:** Review of Market Analysis and Strategic Development Recommendations for a 6.9-acre oceanfront property leased by LNWA adjacent to the Marriott Courtyard. Detailed assessment to determine the market potential for development of the site will be presented by RCLCO Real Estate Advisors to the JIA Board. *Second Quarter FY22*

**Strategy 2:** Completion of The Moorings at Jekyll Harbor Marina. 48 condo units under construction with an estimated private investment of \$16.1 million. All units to be completed by *Third Quarter FY23*

**Strategy 3:** Improved private rental experiences. Enforcement of home rental program, including permits, fire-safety reviews, and financial audits of bed taxes. *Throughout FY22*

**Measurable Objective 3: By Third Quarter of FY 22, Complete creation of island-wide small venue designs to enhance accessibility, island beautification, and capacity.**

**Strategy 1:** Design and construct crossover and access improvements to Driftwood Beach. Complete landscaping at newly created park venues. *Third Quarter FY22*

**Strategy 2:** Assure all facilities and programs on Jekyll Island are ADA accessible and comply with all State and Federal laws and regulations. In response to the Jekyll Island 2016 Comprehensive Disability Accessibility Assessment Improvements Plan, continue to inform the public of access opportunities, including new facilities and programs. Media and web site messages will continue to inform the public. *Throughout FY22*

**GOAL 2 SUMMARY – BALANCE AND MANAGE ISLAND RESOURCES AND VISITATION**

The Board's management philosophy, as well as professional analysis, assessment, and guidance, assist and direct the JIA staff in achieving operational efficiencies, cost-savings, enhanced revenues and strategic direction for the Island while balancing increased visitation and population demands. State enabling legislation specifies development limitations and operational self-sustainability, while limited acreage influences decisions in planning and operations. Historic & natural resources of the Island create limiting factors that impact decisions as well. Professional studies and plans help direct strategic assessment and planning.

**Measurable Objective 1: Update Island 2014 Master Plan by the end of Third Quarter FY22**

**Strategy 1:** Complete public legislative and Board process for developing an updated Island Master Plan. *Completion before Third Quarter of FY22*

In 2014, the State Legislature approved a new Master Plan for Jekyll Island. The plan has been followed in revitalization of the Island and preserving and conserving its natural assets. The Master Plan was amended by the State Legislature in 2019 to allow for the reclassification of approximately 15 acres of land from undeveloped to developed for expansion of the campground and construction of a new public safety complex. Most of the plan's recommendations have been accomplished; however, an updated Island Master Plan is now overdue. The Carl Vinson Institute of Government at the University of Georgia was retained during FY21 to conduct this project. The process has included stakeholder meetings, public in-put sessions, a survey with more than 11,000 respondents, JIA Board presentations, and technical committee review. The draft plan will be completed in September and will include an updated seven-year plan. Once State Legislation requirements are met, the proposed plan will be considered for adoption. State Legislature approval is expected before or during the 2022 Legislative Session.

**Measurable Objective 2: Throughout FY22 the Carrying Capacity and Infrastructure Assessment will be executed.**

**Strategy 1:** Implement capacity study recommendations. *Throughout FY22*

In February 2018, JIA engaged Sand County Studios of Smyrna to conduct a carrying capacity and Infrastructure Assessment. Continual growth management procedures, policy updates and reviews are now required.

Growth Management/Balance initiatives implemented to date include:

- a) Peak Visitation parking premiums for events/festivals. Proceeds are used to fund bus transportation for improved guests experience.



- b) Daily Parking fee increases contribute more monies toward operations severely impacted by increased visitation – i.e., janitorial services, roads & grounds, emergency services
- c) Utility rate increases for water/sewer services to accomplish system improvements and expansions and to avoid environmental issues.
- d) Balancing visitation throughout the Island by promoting and improving venues island-wide.
- e) Rejuvenation of bike paths to improve quality and increase capacity
- f) Creation of small park venues throughout the Island – see Goal 1/Measurable Objective 3
- g) Expansion of Campground to allow for more open space and increased capacity
- h) Construction of new attractions at Summer Waves to effectively spread guests more evenly throughout the park

### **Capacity Analysis**

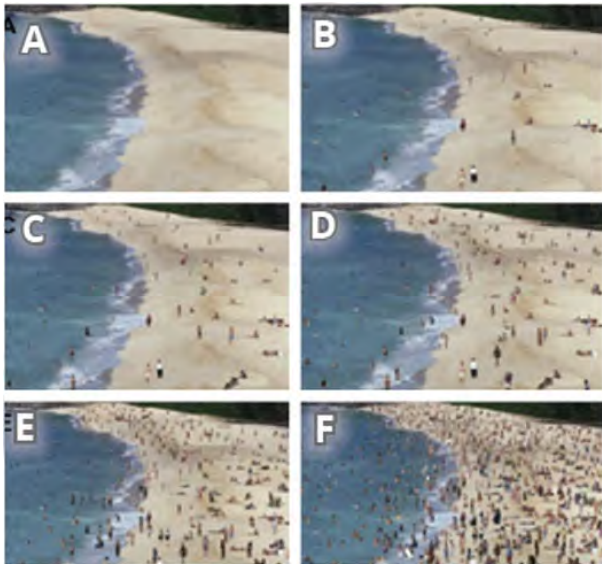


Figure 32. Industry standard images used to define beach capacity. Image courtesy Daniel A. Zacarias.



Image courtesy David Fisher. 2021 Memorial Day Causeway Backup

### **Measurable Objective 3: Throughout FY22, execute revetment maintenance plan, dune protection, and erosion control**

**Strategy 1:** Execute periodic assessments and recording of information associated with the condition of the rock revetment. *Throughout FY22 and Beyond*

During the fourth quarter of FY20, a monitoring, repair, and maintenance plan for the rock revetment was developed in accordance with the consultation of certified coastal engineers. Any issues of significance are identified and addressed. Records and photos of the revetment's condition are part of the maintenance record for this structure.

**Strategy 2:** Create a transitional zone protecting the northern terminus of the revetment structure and restoring existing degraded beach. *Throughout FY22 and beyond*

Associated requirements include engineering feasibility, stakeholder engagement, enhancement of wildlife habitat, and identification of funding streams, to create a transitional zone protecting the northern terminus of the revetment structure and Driftwood Beach, considering opportunities for restoration of naturally delivered sand supply.

#### **Measurable Objective 4: Determine Process for Rejuvenation of Golf Courses by the end of FY 22**

**Strategy 1:** Vincent Design LLC of Augusta presented their final recommendations to the JIA Board in September of 2020. *Third Quarter FY 22*

The purpose of the Golf Master Plan project is to accomplish a blueprint for the future of golf on Jekyll Island, including course layouts, maintenance facilities, and guest experience amenities.

A thorough and public process was utilized in preparing the golf master plan and now must be finalized. Implementation schedules and funding options have been explored. A professional archeological assessment of Jekyll Island Golf Courses is underway. Once these findings are complete, the JIA Board will consider adoption of the plan by the end of 2022.

As background, in March of 2017, the National Golf Foundation (NGF) assessment of the Jekyll Island Golf Club was completed and presented to the JIA Board. NGF attributed the Club's annual loss of \$600,000+ to a declining golf market, growth in competing courses, the Club's conditions, and the overall size of the facility. NGF presented three recommendations: (1) do nothing and expect an increased loss of up to \$850,000/year; (2) make renovations, maintain current 63 holes of golf, and minimize loss to \$500,000/year; or (3) make renovations, reduce to 45 holes, and minimize loss to \$150,000/year.

Following JIA Board review, a Request for Information (RFI) was issued in August 2017 to solicit information from qualified golf knowledgeable individuals, firms, and joint ventures. Following reviews and discussions, and completion of the Infrastructure & Carrying Capacity Assessment, the JIA Board approved RFP 356 for a Golf Master Plan in the fourth quarter of FY19.

A professional financial feasibility assessment of Master Plan recommendations was undertaken by Bleakly & Associates. Following receipt of the Golf Master Plan final draft and presentation by the Vincent Design Group to the JIA Board, a financial analysis of recommendations contained within the Golf Master Plan. *Third Quarter of FY22*

#### **Measurable Objective 5: Comprehensive JIA Ordinance review and update before the end of FY 22**

**Strategy 1:** Several Jekyll Island Authority ordinances are out of date or inadequate to address situations occurring today. All ordinances are being reviewed for update recommendations. JIA Legal Counsel is leading this project. *Third Quarter of FY22*

#### **Measurable Objective 6: Comprehensive Assessment of Water/Wastewater system by end of 2022**

**Strategy 1:** A professional water/wastewater system and line assessment will be accomplished as a recommendation of the Carrying Capacity and Infrastructure Assessment Study. This project had been scheduled for FY21, and a RFQ was issued. However, award was delayed by litigation challenging the award. *Third Quarter of FY22*

**Strategy 2:** Compliance with operational and drinking water standards. All necessary operational equipment will be updated and maintained to assure compliance with Georgia Department of Natural Resources, Environmental Protection Division standards and requirements. Testing of water quality in accordance with EPD and EPA standards will continue to be accomplished. *Throughout FY22*

#### **Measurable Objective 7: Promote Disaster Preparedness Throughout FY22 - always ready!**

**Strategy 1:** JIA will continue regular departmental updates, briefings, debriefs, and directives for disaster preparedness and planning. JIA participation in Glynn County disaster preparedness and State of Georgia associated activities will continue throughout FY22. Supervision and staff training updates to be accomplished. *First Quarter of FY22*

**Strategy 2:** JIA briefings and educational programs include active shooter seminars and briefings, as well as CPR and Stop the Bleed classes through public safety, HR department, and State training programs. *Efforts Throughout FY22*

**Strategy 3:** Jekyll Island Emergency Warning System. JIA public safety will promote participation among all Island residents and businesses in a Nixle system designed specifically for Jekyll Island. System registration briefing and promotion strategy will be emphasized during the first quarter of FY22 (Atlantic Hurricane Season). During the third quarter of FY22, JIA will explore implementing Mass Notification, an enhanced warning system provided through Nixle's parent company Everbridge, with possible implementation in FY23. *Registrations to Continue Throughout FY22*

### GOAL 3 SUMMARY – SUSTAIN AND ENHANCE NATURAL RESOURCES

Sustaining and enhancing Jekyll Island's natural resources, throughout the park's boundaries, is an integral goal in support of the JIA mission to maintain the delicate balance between nature and humankind. Success in this goal builds upon Goal 2, by translating studies and plans, foremost our Conservation Plan, into actions that balance scientific information, historic knowledge, emerging trends, stakeholder input, and an eye towards Jekyll's legacy for future generations.

#### **Measurable Objective 1: Explore and Develop Authority Sustainability Goals During FY22**

**Strategy 1:** Evaluate potential and prepare for the Jekyll Island Convention Center to achieve certification under LEED v.4.1 for Operations and Maintenance. *Begin First Quarter FY22 continuing through First Quarter FY23*

The Convention Center achieved LEED certification in 2012 in recognition of design and construction meeting or exceeding a high standard for green building. Building on the certification to meet LEED standards for operations and maintenance will demonstrate that the building is performing and being managed to its fullest potential in terms of its environmental attributes such as water conservation and energy efficiency.

**Strategy 2:** The JIA will identify an appropriate system for inventorying sources and sinks of carbon emissions attributable to Jekyll Island State Park, including natural mechanisms of carbon sequestration. *Begin Second Quarter FY22 continuing through Second Quarter FY23.*

On May 7, 2021, Governor Brian Kemp signed House Bill 355 (HB355) into law. The law amends the Georgia Carbon Sequestration Registry (carbon registry) and creates a substantial opportunity to reduce emissions in Georgia and foster economic development.

**Strategy 3:** Design and Develop plans and budgetary requirements for the reuse of treated wastewater for golf course irrigation. Accomplish in advance of capital planning. *By Fourth Quarter FY22.*

**Strategy 4:** Evaluate feasibility and profitability of generating carbon credits through reforestation efforts or through carbon sequestration in sustainable building materials. *By end of Third Quarter FY22*

The JIA will evaluate the potential for the GA Registry or other market-based opportunities to generate revenue by producing credits that could offset the carbon emissions of the JIA, its partners, or affiliates. The potential for JIAs existing reforestation initiatives to be adapted to produce carbon credits or offsets will be evaluated. Likewise, the potential for generating credits or offsets from preservation of intact forests or other naturally vegetated areas, within the footprint of Jekyll's developed lands, will be considered. New construction will be evaluated for potential to generate carbon credits whenever practicable in Georgia through the use of sustainable building materials.

## **Measurable Objective 2: Initiate Restoration Process of Fortson Pond, Before End of Third Quarter of FY 22**

**Strategy 1:** Installing a larger culvert and deepening a channel constriction for Fortson Pond. *Underway and continuing Through FY23*

Building upon comprehensive assessments of current degraded conditions and models of restoration outcomes previously funded through the Coastal Incentive Grant (CIG) program. A CIG project has been approved for 2-years of federal funding to improve the tidal connection to the north end of Fortson Pond. The project will also include the installation of a living shoreline to stabilize tidal creek banks around the channel restriction where a bike path bridges across the creek.

<http://www.jekyllisland.com/jekyllislandwp/wp-content/uploads/2016/02/marsh.pdf>

**Strategy 2:** Pursue federal funding support, through the U.S. Army Corps of Engineers Continuing Authorities Program (CAP) Section 206, to install culverts under Ben Fortson Parkway, restoring tidal fluctuation from the south to Fortson Pond, improving water quality and wildlife habitat. *Underway, timeline determined by Federal resources and constraints.*

## **Measurable Objective 3: Reviews/Controls must Ensure development and re-development do not harm the natural environment throughout FY 2022 and beyond**

The Jekyll Island Authority Conservation Plan mandates that all projects with the potential to adversely affect natural resources on Jekyll Island must be reviewed through a process known as the Environmental Assessment Procedure (EAP). Initially implemented in 2012, the EAP has been applied to 19 projects, including hotel new construction and major renovation, residential planned-development construction, marina dredging, solar-energy development, park and trail projects, a major education facility rebuild, and JIA programs and services. The influence and benefits of this process is solidly evident in the resulting projects. Trees have been saved, habitat has been restored, impermeable surfaces have given way to permeable ones, green stormwater infrastructure has been created, a hotel design was shifted further from the beach, dumpsters have been replaced with compactors to protect wildlife, and a 25-foot freshwater-wetland buffer precedent has been set. Uniquely, a legally protected wildlife corridor was established within the leased boundaries of a residential planned development project. Bobcat kits and an adult eastern diamondback rattlesnake, both Priority Species, have been documented using the corridor habitat, which would have otherwise likely been developed. The EAP has been positioned as integral to moderating development pressures and assisting in preventing the over development of Jekyll Island.

**Strategy 1:** Review all development and re-development projects for environmental impacts. Utilize specially appointed EAP Review Teams, incorporating stakeholder perspectives, to review proposals. Make appropriate recommendations for green enhancements and environmental protection. *Ongoing in FY22*

**Strategy 2:** Inspect projects during and post-construction for compliance with JIA ordinances and Design Development Guidelines, and EAP-review conditions of support, as well as State and Federal Environmental regulations. *Throughout FY22*



#### **Measurable Objective 4: Reforestation, Restoration, and Land Management result in 100 Mature Trees being Planted and Increased Inspection Passages by the end of FY 2022**

**Strategy 1:** Plantings through JIA reforestation, the Jekyll Island Foundation, Georgia Forestry and other programs will continue. *Ideal planting during the Second and Third Quarters of FY22*

As trees die or are damaged, it is important that they be replaced to help sustain the live oak maritime forest and other natural and landscaped green spaces on Jekyll Island that support a mature tree canopy. As a result of funds through the Jekyll Island Foundation donor trees, the Garden Clubs of Georgia, JIA reforestation funds, and Georgia Forestry Grant and seedling gift, for many years, the JIA has invested in reforestation of the Island. In FY18, the JIA began to grow live oak and pine seedlings from existing trees for planting on Jekyll Island. In FY18 and FY19, the JIA planted more than 1141 trees at a cost of \$72,000. Due to the COVID-19 pandemic, JIA's FY21 budget did not include reforestation funds; however, revenues collected through the tree mitigation fund were available. The JIA planted 91 mature trees at a total cost of \$33,700 in FY21.



**Strategy 2:** Reforestation enhancements of the Captain Wyll Road corridor and in the Historic District. *Second and Third Quarters FY22*

**Strategy 3:** Begin planting live oak trees in existing under-brushed fire-buffer strips surrounding residential neighborhoods. *Begin Second Quarter FY22, then ongoing*

Live oak trees are naturally fire resistant, thereby enhancing the function of the fire buffers. Recent JIA sponsored research indicated that live oak regenerations is extremely limited on the island. This project will help ensure that live oaks remain an iconic part of the natural forest canopy on Jekyll Island for generations.

**Strategy 4:** Build capacity and experience within existing Conservation Division to prepare for restoring and managing any lands that may be converted from golf to conservation and outdoor recreation uses pending the adoption of a Golf Master Plan. *Ongoing throughout FY22*

**Strategy 5:** Continue development of Comprehensive Fire Management Program, as called for in the Conservation Plan. *Throughout FY22*

Prescribed burning has implemented for several years now in isolated forest and grassland units within the golf course and other areas where burns are relatively isolated from large blocks of forest with accumulated fuels. This year JIA successfully carried out the first prescribed fire in a block of forest with heavy fuels and adjacent to largescale unburned forest acreage in the 70-year history of the Authority. Building on this success, additional burn blocks will be identified and safely burned in cooperation with the Georgia Forestry Commission as we continue to refine and develop long term forest management strategies that maximize community safety and ecological value.

**Strategy 6:** Restore native maritime grassland vegetation to Oceanfront “Beach Prairies” along North Beachview Drive. *Second and Third Quarters of FY22*

The ocean front lands along Beachview Road between Shell Road and Captain Wylly Road provide vistas of the Atlantic Ocean that are iconic to the Jekyll Island experience. Some portions of this landscape have been restored to a natural vegetation community dominated by Muhly Grass (aka Sweet Grass), but much of the area remains to be restored. Once restored, these areas can be managed with prescribed fire to preserve open vistas and grassland conditions.

**Measurable Objective 5: The Georgia Sea Turtle Center will continue conservation education, rehabilitation, and research programs throughout FY 2022**

**Strategy 1:** Professionally facilitated conceptual expansion design for the Georgia Sea Turtle Center (GSTC) will be completed. Planning initiatives have been underway over the last two years. *Second Quarter of FY22*

The GSTC is in its fourteenth year of operation. The GSTC continues to be extremely popular hosting over 100,000 guests annually. The GSTC is funded and operated by the Jekyll Island Authority. Through the Center’s rehabilitation, research and education programs, the GSTC has increased awareness of habitat and wildlife conservation challenges, promoted responsibility for ecosystem health and empowered individuals to act locally, regionally, and globally to protect the environment.

During the past 14 years, the GSTC has treated/released/saved approximately: 957 sea turtles, 3,998 diamondback terrapins, 1015 birds, including wood storks, raptors and marine birds, and 3600 diamondback terrapin eggs have been incubated with approximately 1379 hatched and released. As a result of increased activity, there is a definite need to complete an expansion concept for the facility and programs.

**Strategy 2:** Educate more than 100,000 general admissions persons. Planning is currently underway to assess all educational initiatives for increased guest experience and program quality for long-term program sustainability. *Throughout FY22*

Using current educational practices and research data, continue adaptive development of education and volunteer opportunities to promote sustainability and stewardship of wildlife resources and habitats. Present GSTC programs include turtle education programs, turtle nesting and nest monitoring participation programs, enhanced distance learning and STEM programming, and expanded Sea Turtle Camp curriculum.

**Strategy 3:** During FY 22, continue participation in the AmeriCorps Program and review participation for possible program revisions. *Fourth Quarter FY22*

For the past twelve years, JIA has received grant support from the Georgia Department of Community Affairs for the AmeriCorps Program. JIA provides matching funds, discounted housing, health insurance and a stipend in support of this crucial part of education and conservation. Since 2009, approximately 282 members from 38 states, serving multiple terms and contributing more than 423,000 hours have supported the JIA and Georgia Sea Turtle Center programs. Students serve the research, husbandry, conservation, and education departments. The GSTC is the only turtle rehabilitation center in the U.S.A. utilizing the AmeriCorps program.

Service Hours			
	Monthly Total	Year to Date Total	Cumulative Total
AmeriCorps Service Hours	3,665.25	31,897.25	423,893.92
Volunteer Hours	368.50	3,894	76,284.09
Marine Debris Hours	48	904.25	10,789.58

**Strategy 4:** Pursue a commitment from the Southeast Regional Sea Turtle Network to make Jekyll Island a future destination for its annual professional conference. *Initiate during FY22.*

#### GOAL 4 SUMMARY – ENHANCE HISTORIC RESOURCES

The Jekyll Island Authority preserves and manages 35 historic structures and seven (7) support structures in the National Historic Landmark District (NHLMD) on Jekyll Island. The Jekyll Island National Historic Landmark District is larger in area (240 acres) than Colonial Williamsburg (173 acres). In addition to the structures and historical ruins within the NHLMD, there are historic and archeological sites throughout the island. These assets are all managed by the Historic Resources Department of the Jekyll Island Authority.

#### **Measurable Objective 1: Continue to Maintain historic structures and manage cultural resources during FY 2022**

**Strategy 1:** Develop assessment responses for all facilities within the Historic District pertaining to their condition, ADA improvements, maintenance issues, and any special concerns. *Throughout FY22*

- Ongoing maintenance and facility improvements are underway and will continue as building, landscape and other needs arise.
- Security system and monitoring has migrated to Brewer Technologies and systems have been upgraded for fire, burglary and vandalism. Continue to determine need for additional security.
- The Historic Preservationist provides improved monitoring of building needs, application of preservation standards to all construction work, and contract management for construction projects.

**Strategy 2:** Structures outside of the NHLMD will continue to be assessed for improvements to historic accuracy, restoration of missing structural elements, sensitive adaptive reuse, and repair and restoration needs. *Ongoing Throughout FY22*

#### **Measurable Objective 2: Promote awareness of Jekyll's history and increase visitor attraction by 15% to Mosaic, the Jekyll Island Museum during FY 2022**

**Strategy 1:** Attract more visitors to Mosaic and Historic District by working with JIA Marketing to develop and promote special exhibits, programs, and events. *Throughout FY22*

Mosaic, Jekyll Island's Museum, opened in April of 2019 at a cost of \$3.1 million. During FY21, Mosaic attracted 12,891 visitors. The challenge now becomes one of attracting an increased number of visitors to the Mosaic.

**Strategy 2:** Develop more joint tour sales programs between the Georgia Sea Turtle Center (GSTC) and the Mosaic. Implement a hotel campaign to promote joint tickets and sales between the two facilities. *Beginning Second Quarter of FY22*

**Strategy 3:** Explore more flexible tour options based on surveys of guests and data secured from present tour census. Modifications to be implemented. *Third Quarter of FY22*



**Measurable Objective 3: Promote Adaptive re-use of Gould Casino, Villa Ospo, and Villa Marianna to Private Partners during FY 2022**

**Strategy 1:** Explore options for higher and better use of two vacant villas within the Historic District and Gould Casino. Discussions regarding the adaptive reuse of these facilities will resume during FY22. *Lease Agreements to be considered by End of Fourth Quarter 2022*

The villas are mostly vacant today, except for a few JIA offices, Historic Resources and Archives. It may be more advantageous financially and from an amenity standpoint for JIA to lease these facilities. Discussions with interested parties have been held. Initial discussions with the State Historic Preservation Office have been conducted pertaining to Villa Marianna.

**Measurable Objective 4: Hollybourne Cottage scheduled Public Tours will begin in FY 2022**

**Strategy 1:** Properly interpreting Hollybourne Cottage and having it placed on permanent and ongoing public tours will become a significant addition to the preservation and interpretive programs within the Jekyll Island Club National Historic Landmark District. *By Fourth Quarter FY2*

Hollybourne is an opportunity to create another dynamic and engaging learning opportunity for visitors to Jekyll Island and history students of all ages. RFP 359 was issued for development of a cottage exhibit concept plan and was awarded in FY21. Using those recommendations to further develop the plan for growing interpretive opportunities in the cottage in a fiscally responsible rate will continue.

**Strategy 2:** Recognize the significant contributions of Expert Volunteers in Historic District revitalization efforts. An appreciation luncheon and appropriate recognitions will be held. *End of Third Quarter FY22*

Jekyll is fortunate to have a cadre of outstanding persons skilled in various crafts who volunteer for the Historic District. Every effort should be made to promote the continuation of the efforts of this group and to recognize their significant contributions to the District. Volunteer opportunities have been impacted by COVID-19. Limited opportunities are expected to continue during FY22.



## **Measurable Objective 5: During FY 2022, Improve Sustainable Business Model for Historic District Operations**

Historic Districts and history museums rarely, if ever, operate without supplemental public or private support. Frequently, the State of Georgia has supported the Jekyll Island National Historic Landmark District, through bonds and grants for facilities maintenance, improvements, security, and ADA access.

**Strategy 1:** Increase visitation revenues. JIA will secure three additional tour bus operators for larger group tours and promotion of Mosaic. Additional general admission tour participation will increase by 5,000. *By Fourth Quarter of FY22*

Even though the Jekyll Island Authority budgets annually for operation and maintenance of the Historic District, based on size and facility needs, it is impossible for revenues generated from Historic District tours and activities to cover the costs associated with preserving, restoring, and maintaining the District and its structures.

**Strategy 2:** Expand public programming in the Historic District. *Throughout FY22*

New Historic District program options may include wine walks, improvements to the Rockefeller experience, gallery talks & and lectures, cocktail evenings, summer camps, more Christmas/Holiday programs, more period dress for interpreters, and a new personal PA system. Consideration of broader audience including kids' activities, school programs, hands on archaeological research & learning for adults. Additional educational programs, special events, lectures, and seminars promoting the mutually dependent history and natural resources of Jekyll Island will also be developed and scheduled.

- New programs are underdevelopment to add to group experiences, new tours, and family activities at the museum.
- Georgia's state education standards have been identified and new school experiences are under development to take advantage of the museum and to add experiences to one of the cottages. Lesson plans will be developed to help educators prepare for and utilize their field trips.
- New historic preservation/behind the scenes tours will be implemented.
- Various drop-in programs will be implemented to enhance opportunities for visitor engagement.



## **Measurable Objective 6: Historical Interpretation Enhancement during FY 2022**

**Strategy 1:** Chichota Cottage - A conceptual design for enhancement of the Chichota Ruins has been developed. In accordance with the earlier design plan, an improved venue within the Historic District has been partially funded and is under construction. *Completion in Second Quarter of FY22*

Plan elements include:

- An earthen ramp and concrete ramp will provide access to the ruins.
- The obsolete metal pipes on the east side of the swimming pool have been removed.
- The driveway to the building has been restored to its more circular shape and paved in tabby.
- The interpretative panel will be relocated to a more functional location.
- Improvements to the landscape and definition of room locations will be better defined.
- Swimming pool has been filled and will be transformed into a seating/outdoor meeting and classroom space.

**Strategy 2:** Pursue Links Golf Course Historic Course Eligibility/Determination or Designation. *Prior to Fourth Quarter of FY22*

The Great Dunes Golf Course on Jekyll Island is the remaining nine holes of the original 18-hole links course on the Island. The Great Dunes Course has been designated as a member of the Walter Travis Society of Historic Courses. This final nine holes of the course should be preserved. To date, Historic Landmark designation has been pursued unsuccessfully; however, as a result of efforts to restore several original elements to the course, Historic Landmark designation efforts will continue in conjunction with the proposed Golf Course Master Plan. Final determination of the historic designation could take up to five years. Other appropriate historic classifications will also be reviewed.

- State Historic Preservation Offices (SHPO) reviewed a report on the feasibility of listing the Great Dunes golf course on the National Register of Historic Places and determined that the remaining course did not meet the criteria for listing.
- It was suggested that including the course as a contributing resource within NHLMD and updating its designation might accomplish the same result. This option will be explored with final designation subject to National Park Service approval.

## **Measurable Objective 7: Update Records Inventory and Management in accordance with State of Georgia requirements - eliminating waste and inefficiencies while ensuring continuity and succession by FY 2022**

**Strategy 1:** Records warehouse is continuing to be inventoried and identifiable information indexed according to professional best practices. Focus on eliminating redundant paperwork and copies. All departments must review items to be stored and determine needs to be transferred. Redundant and past retention materials will be deleted. *Throughout FY22*

**Strategy 2:** Free up departmental computer drives by transferring all digital files under retention to the records drive. Islandora Program will be in place as a digital content management system to house all permanent digital content within the JIA. A combined Archives and Records project will be to sort, process and access the blueprint and map collection, so those items can be scanned, digitized, and accessed through Islandora. *Throughout FY22*

**Strategy 3:** Implement a new records management system. RFP 358 was approved by the JIA Board to improve records management to a more digital, conservation, and preservation minded retention process. The original RFP dates were amended, when the complexity of the issue required an adjustment of the review committee, bringing in help from IT and the state records office. Infolinx Records Management

Software, now Gimmel Records Management, was awarded the contract and is now live. Transitioning legacy systems is the final step. *Throughout FY22*

**Strategy 4:** Records, contracts, and agreements throughout JIA will be retained in accordance with the Georgia Common retention schedule. Standards and best practices of the Society of American Archivists, Association of Records Managers & Administrators and American National Standards Institute will be utilized. *Throughout FY22*

**Strategy 5:** Improve collections storage facilities and practices for artifact and archival holdings by developing and implementing an integrated pest management plan and environmental monitoring plan for all spaces containing artifact and/or archival collection items. Complete and regularly update a full facility report for the collections and exhibition spaces managed by the Historic Resources division. *Throughout FY22.*

#### GOAL 5 SUMMARY – MARKET SUSTAINABLE ISLAND VISITATION

As we press forward through the continuing pandemic, the island has experienced a resurgence in travel through the last fiscal year. Visitation numbers have reached all-time highs, hoteliers are experiencing record booking numbers and the island is welcoming tourists from new markets around the country. While we are fortunate for the return of tourism after experiencing several months of reduced operations and uncertainty, we are cautious about the continued uncertainty ahead and the impact to island resources long-term.

In the early phases of the pandemic, as events, operations and travel restrictions were rapidly changing, our marketing focused on an “always on” communication approach – ensuring that businesses, hotels, residents, and visitors were continuously informed of travel changes to Jekyll Island. When travel was limited both within the area and around the country, interactive and inspirational content was promoted to keep Jekyll Island top of mind and visitors informed.

Through our marketing approach, we aim to focus on visitation management that will assure a sustainable and pleasurable experience for visitors, reducing our “always on” upper funnel tactics in exchange for tactics targeted at “shoulder” seasonality and multi-night bookings. Our marketing tactics will also continue to focus on two priority audiences: first time visitors and returning visitors.



**Measurable Objective 1: Throughout FY 2022, For first-time visitors, showcase what's different about Jekyll Island from other destinations. For returning visitors, showcase what's different about Jekyll Island from years past.**

**Strategy 1:** Target Outlier Leisure Travel Markets for promotional outreach. *Throughout FY22*

As Jekyll continues to experience an influx of leisure travel, we are focused on more targeted marketing tactics to reach outlier markets (Charlotte, Tampa, Knoxville, etc.) where we haven't historically focused our advertising, though our visitor demographics tell us these are markets of interest based on proximity and a continued interest in drive-market travel. Our marketing efforts will, however, remain flexible to the ever-changing landscape of travel through the ongoing pandemic.

**Strategy 2:** Target travelers within bordering states and regions with a goal of inspiring them to both consider Jekyll Island and to see the benefits of a longer stay. *Throughout FY22*

As ample research has shown, travelers are choosing destinations within 250-300 miles, and are opting to drive over flying. Focus within our core drive markets of Jacksonville, Savannah, and Atlanta, while looking at other destinations around the southeastern region.

Key messages we will continue to promote:

- There's always something new to discover on Jekyll Island. We are a different kind of destination; one that travelers continue to seek now more than ever.
- "Escape to awe-inspiring sunsets and breathtaking sunrises. To wide-open beaches and bike paths."
- Jekyll Island is an ideal road trip, easily reachable and perfect for day trips, weekend trips, or true vacations for visitors around the state.
- Accommodations from historic luxury to campgrounds.
- Families can be together and enjoy outdoor activities in an uncrowded setting.

**Strategy 3:** Integrate our marketing channels and tactics including exploring expansion of media partnerships for added value placements and sponsored content. *Throughout FY22.*

In aligning our marketing to stay flexible, continue exploring opportunities for quick, burst promotions based on the changing traveler booking behaviors. Lodging deals, limited-time amenity packages, etc., that can meet visitors ever-changing needs and their shortened booking times for a quicker return in visitation, particularly since the landscape around the ongoing pandemic is ever-changing.

"A July 15 survey by travel market-research consulting firm Longwoods International found that after many weeks of improving travel sentiment, 77% of travelers now report changing plans, compared with 69% one month earlier." Additionally, Travelocity says its customers are now booking trips less than a week — and even less than three days — ahead."

Media placements will also be more strategic, and as such, will take a digital-centric approach, allowing us to quickly pivot to respond to evolving traveler sentiment. Within our target markets, we will expand our omni-channel focus with paid social, native, and run-of-site advertising, dedicated e-newsletters, and paid search.

**Strategy 4:** Utilize Social & Digital Media cost effectively. *Throughout FY22*

To better reach our core drive markets (Jacksonville, Atlanta, Savannah, and surrounding counties), our Marketing Department will increase JIA paid media support through our social channels to reach key demographics (ages 25-45) who may not have previously considered Jekyll Island or aren't currently connected with all the island offers. All efforts will be measured for effectiveness. As travel considerations have shifted from international and urban destination to more natural places easily reached by car, so will



the selection of destinations for more ‘micro-vacations.’ Utilize SEO & SEM (Search Engine Optimization & Search Engine Marketing), ROS advertising and email marketing for target drive markets (Jacksonville, Atlanta, Savannah, and surrounding counties) to increase our visibility in search behaviors.

Specific Measurements will include:

- Social
  - Continue to drive an increase (5%+) in engagement (shares, comments, reactions), reach (unique engagements) and video views and time spent watching.
  - We’ll also evaluate direct CTR (click-through rate) and conversion rates for e-commerce and programming promotions (ticket sales) to confirm which promotions are driving the highest ROI.
- Digital
  - SEO - increase (5%) in positive keyword searches and CTR to Jekyll Island webpages
  - ROS - CPC (comparison with industry benchmarks), CTR & ROI for amenity ticket sales
  - Email - OR (open rate) increase (1-2% industry standard) over previous brand e-blasts as well as CTR
    - Sponsored advertorial content would be a new brand test, so we’d evaluate performance against industry benchmarks and adjust as needed.

**Strategy 5:** Successfully utilize Out-Of-Home (OOH) advertising/promotional activities. *First, Second, and Third Quarters of FY22*

Placements will be designed in pursuit of our new, smaller drive markets, including day trippers and overnight visitors as they begin moving around the state more for business and leisure. Both print and digital billboards will be considered based on location, ensuring that messaging connects to our current billboard creative for continuity and effective brand recall. Placements will also focus on a simplified message that can withstand the longevity of the placement.

**Strategy 6:** Chase Earned Media Opportunities. *Throughout FY22*

Earned media stories and references are some of the most effective promotional opportunities available. The messages of non-paid advertising can be extremely effectively for promoting leisure destination travel. Media tours, proactive pitching of story placements, travel tips, road-trip destinations, seasonal messages are all possible non-paid media opportunities. The effectiveness of this effort can be measured utilizing a matrix comparison of the publicity value of earned media placements vs. paid advertising.

## **Measurable Objective 2: Build Awareness of Jekyll Island State Park’s 75<sup>th</sup> Anniversary Beginning Second Quarter of FY 2022**

**Strategy 1:** In celebration of the island’s 75<sup>th</sup> anniversary as a state park, all marketing tactics will incorporate messaging to capitalize on the significance of this anniversary year. *Throughout FY22 and Third Quarter of FY23*

- Brand representation through an anniversary logo and acknowledgement on all print, OOH (out of home), digital and social advertising, as well as internal communication and employee uniform recognition.
- Retail merchandise and stationary signage across the island.
- Event activations throughout the year, including an anniversary kick-off event, a Beach Village block party, a weekend excursion in partnership with Atlanta Magazine, and several collaborations with local businesses.

A redesigned website launch, to coincide with the anniversary year, provided to a more enhanced and robust mobile experience for visitors to navigate the island.

### **Measurable Objective 3: Travel Sentiment Research will be Undertaken Throughout FY 2022**

**Strategy 1:** Continuing to understand and evaluate travel behaviors and sentiments impacted by COVID-19. *Ongoing Throughout FY22*

In partnership with the University of Georgia, the Department of Economic Development, and the Golden Isles Convention & Visitors Bureau, Jekyll Island will continue its participation to understand the impact of the pandemic on travel behaviors and sentiments. Insight will be gained that will assist in our strategic marketing efforts.

JIA Marketing has recently established a relationship with UGA for additional research opportunities over the coming months to include a ZIP code assessment analysis which can provide further insight on our current visitation markets, a region-specific study to evaluate sentiment across coastal destinations, and a secondary report for our Travel Sentiment Study specific to Convention Center group business. UGA will be able to ensure the data eliminates an unintentional bias that could impact its accuracy.

### **Measurable Objective 4: Continue Film Prospecting for Two Additional Film Productions on Jekyll, throughout FY 2022**

**Strategy 1:** Continue to build relationships with film management scouts to encourage additional film productions on Jekyll Island, particularly those who have expressed interest in Jekyll Island previously. Work with production teams to build awareness for Jekyll Island while minimizing overall footprint and impact to island resources. *Throughout FY22*

## **GOAL 6 SUMMARY – INCREASED SALES AND GROUP FOCUS**

The Jekyll Island Convention Center has experienced a strong resurgence over the late spring and summer months of calendar year 2021 for booking group business. Understandably, 2020 was nothing short of one of the Center's worst years for convention business. But as it continues to experience a 'bounce-back' to normal operations, we are continuing to be nimble and flexible in responding to the ongoing and ever-changing challenges facing group and business travel. Despite the pandemic, the island has continued to see its corporate group segment expand from 10% to 17% of revenue (since late 2019), with Georgia Association business leading with over 40% of the revenue. Our focus remains on strengthening our client relationships and reinforcing the island experience that sets us apart in order to generate rebooking and future commitments, in addition to steady prospecting.

### **Measurable Objective 1: Retain and secure 15% Increase in Additional Convention and Group Business by End of FY 2022**

**Strategy 1:** Lead a continued partnership with island hotels to new pursue group business while retaining current clientele. *Throughout FY22*

The Jekyll Island Authority's key promotional partnerships are its hoteliers. Our sales strategy will include continuing to take proactive steps to capitalize on the sizeable hotel investments. Hotel partnership engagement will include:

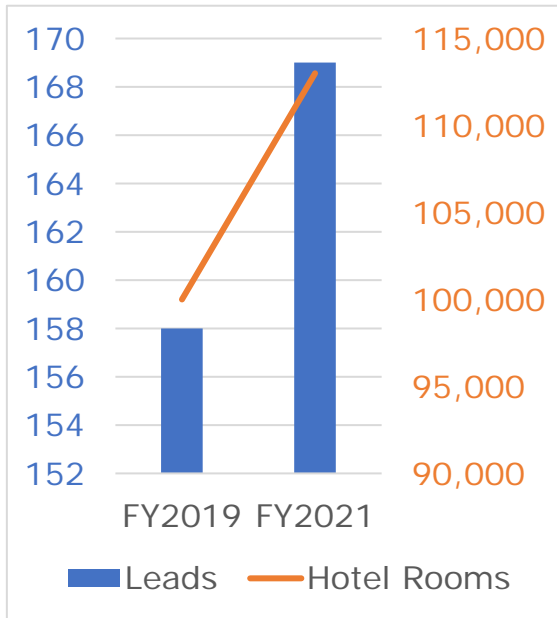
- Weekly and quarterly meetings to outline current group business leads and partner opportunities both through the Convention Center and island wide.
- Coordinated FAM (familiarization) trips to host meeting planners and journalists.
- Collaborate on group experiences that extend meetings from business to leisure travel and increase total room nights for attendees.

**Strategy 2:** Continue strategic partnerships with our state-wide meeting planner organizations that help deliver extensive ROI in direct leads and definite group business for the Island. *Throughout FY22*

- MPI-GA – Primarily corporate meeting planners.

- SITE- SE – Primarily corporate incentive travel meeting planners.
- GBTA: GA Business Travel Association - primarily corporate and 3rd party meeting planners in Atlanta that book events throughout the state.
- PCMA SE - Southeast meeting planners that are a mix of corporate, association and 3rd party.
- GSAE – Association planners that make up more than 40% of our convention center revenue.

**Strategy 3:** Continue to pursue corporate group business for Jekyll Island and increase corporate business contracts by 25%. *Before end of FY22*



Our sales efforts will include daily prospecting and quantifying leads, diversifying into new markets and meeting types that align with shorter-term bookings, and continuing to focus on corporate opportunities that we can now easily accommodate and attract at the Jekyll Island Convention Center.

**Strategy 4:** Continue to reengage the Motorcoach market to seek opportunities for tour operators to prioritize Jekyll Island as a lead destination rather than a secondary offering as this segment continues to shift away from primarily larger market tours. *Throughout FY22*

In FY21, our motorcoach operator database expanded from 35 active tour operators to more than 200, with the inclusion of 7 regional state motorcoach associations for networking and exposure. The sales team will continue to increase its presence within these associations with operator showcases and meetings, as well as participation in the American Bus Association annual conference.

## GOAL 7 SUMMARY – EFFICIENT, COST EFFECTIVE, AND EXTRAORDINARY MUNICIPAL & GUEST SERVICES

With the success of the hospitality sector on Jekyll Island evidenced by increasing daily rates at our hotel partners, it is more important than ever to ensure that every touchpoint delivers on the JIA promise of a unique, high-quality experience with unmatched service. To do this, the JIA is implementing elements that will help us provide a strong guest experience, inspire our guests to become advocates for Jekyll Island, and provide outstanding services to our residents and lease holders.

### Measurable Objective 1: Insure financially sustainable services Throughout FY 2022

**Strategy 1:** Maintaining and improving JIA services and facilities is critical to our success in all areas. There are 26 JIA departments charged with accomplishing their responsibilities effectively and within budget. Monthly reports assure service compliance and progress, while identifying issues. *Throughout FY22*

**Strategy 2:** Issuing a RFP for a new point of sale system; selecting a provider, and having a new system installed. *Before the End of FY22*

The point-of-sale system we purchased in FY17 is not meeting our needs. We are currently searching for a more progressive program that can meet our growing demands for web bookings and better address the day to day needs for our JIA Amenity locations. JIA has a variety of needs for a point-of-sale system, including ticket sales, retail sales, campground reservations, golf reservations, food & beverage, educational programs, and web sales. In FY19, the Golf Course and McCormick's Grill moved to a new system, EZLinks Golf, which appears to be working better for the golf club shop location. However, as a result of shifting the restaurant operations to a private group during FY21, and the continuing pandemic, we were unable to move forward with a new system to serve other locations and functions efficiently. We anticipate getting this project back on track this year.

**Strategy 3:** Continued streamlining of improvements to our accounting procedures and policies to avoid unnecessary duplication of effort and inefficiencies and to improve customer services. *Ongoing Throughout FY 22*

As a result of continued review and assessment, several new arrangements have been implemented in our accounting department. To continue these improvements, we have upgraded the current water billing system, added efficiencies for both the accounting and water departments. The majority of our accounts payable payments have been transitioned from paper checks to ACH payments, and this process will continue on an on-going basis. In addition to the electronic billing and payment system for the water billing system that was previously implemented, we are in the process of implementing an electronic billing and payment system for our other accounts receivable invoices.

**Strategy 4:** Pursue outside financial support which is so important to the success of Jekyll Island. Outside funding sources listed below represent projects currently being finalized. The financial commitments below represent funding beyond the JIA FY22 operations budget. *Throughout FY22*

Project		Funding Amount Awarded
<b>GDOT - Airport</b>	Airport Terminal: \$500,000 of GDOT funding with JIA Match of \$171,000 Airport Hangar: \$250,000 of JIA funding	\$500,000
<b>Federal Aviation Administration / State of Georgia</b>	Estimated appropriations for Jekyll Island Airport; 5-year safety improvement plan (JIA portion \$89,950)	\$1,799,000
<b>OneGeorgia Authority Grant</b>	Beachfront erosion control and new beach crossovers – post Hurricane Irma. Original scope of projects completed. Formulating projects for remaining funds to be completed <i>Third Quarter FY22</i>	\$2,500,000

Project		Funding Amount
<b>Jekyll Island Campground Expansion</b> <b>OneGeorgia Authority Grant</b> <b>Bond State Legislature</b>	12-acre expansion for Campground - \$2.95 million State Bond Funding GSFIC funding for 3 ADA bath houses at campground: \$999,470	\$3,949,470
<b>Public Safety Complex</b>	A/E design underway	Estimated funding amount \$2,269,445



Other external funding sources such as Disney Grants, Coastal Incentive Grants, and Jekyll Island Foundation support will continue to be pursued throughout FY22.

**Measurable Objective 2: Gauge resident and guest Opinions, Concerns, and Comments Throughout FY22**

**Strategy 1:** Daily reviews of any issues and opportunities through social media, traditional media outlets, and online travel review websites. *Throughout FY22*

Avenues for public engagement include monthly public Board meetings, open door policy, email, social media, Town Hall meetings, business meetings, hotel management/sales director meetings, personal appointments, civic meeting presentations, public input sessions, online surveys, and telephone calls.

**Strategy 2:** Benchmark against other municipal services, including cost savings opportunities. Monitor seminars involving latest trends, technologies, and processes. *Throughout FY22*

**GOAL 8 SUMMARY – IMPROVED EMPLOYEE ENGAGEMENT, EFFECTIVENESS, & RETENTION**

Effective, engaged and satisfied employees are critical to the overall mission of the Jekyll Island Authority. Our HR Department is constantly engaged in listening to employees, promoting training opportunities, performance management, and attempting to satisfy any issues harmful to an exceptional workplace environment. Hiring successfully, training effectively, and engaging routinely are components toward increased employee satisfaction and retention.

**Measurable Objective 1: During FY 2022 Employee benefits review & assessment updates will be conducted to improve efficiencies, effectiveness, cost savings, and to limit legal liabilities**

**Strategy 1:** Complete Employment Manual Revisions. *Fourth Quarter of FY22*

These updates have been on-going and will continue in FY22 as necessary and appropriate. While the project will never technically be completed, the goal is to have all policies and a new electronic manual finalized this year.

**Strategy 2:** Improve worker safety and decrease Workers' Compensation Costs. Success will be determined throughout the year; however, the final number of cases will be reported at the end of the year. *Fourth Quarter of FY22*

The number of workers' compensation claims among JIA employees has been over the claim goal amount during the past four years. Assessment of the claims has been conducted by the JIA HR department and we have experienced intermittent improvements. Supervisors and employees have been informed, trained, and challenged to decrease the number of claims and promote a safer workplace. Additional training modules have been implemented by the HR department. Additionally, supervisors are reviewed to assure their involvement in the process. The goal remains to decrease the total number of workers' compensation claims to 9 in FY22.

Fiscal Year	# Claims Goal	# Claims Actual	Difference
2021	9	12	+3
2020	9	12	+3
2019	9	19	+10
2018	9	16	+7
2017	9	20	+11

**Strategy 3:** Implement more aggressive training program among all levels of employees. In addition to Jekyll Island specialized training, State of Georgia required training modules and other training programs will be expanded and required. *Throughout FY22*

**Strategy 4:** HR will continue to promote opportunities for employee engagement and dialogue. All Staff meetings, Departmental meetings and individual employee appointments will be conducted for the purpose of sharing information and answering employee concerns, questions, and curiosities. *Throughout FY22*

**Strategy 5:** Employee skills and performance will continually be reviewed with a goal of addressing any issues for improvement and satisfaction. Annual reviews will be conducted for all employees. *First Quarter of FY22 and Throughout the Year*

**Strategy 6:** Employee compensation and rewards are important motivators. Programs to recognize outstanding employees and review of employee compensation will remain a priority of the HR Department. *Throughout FY22*

## **Measurable Objective 2: Additional customer service and guest relations training**

**Strategy 1:** Through our HR department's training coordinator we will continue to initiate customer service and guest relations training to enhance employees' skills. Starting in orientation and continuing through individual training plans completed through our online learning platform employees acquire additional knowledge to better function across departmental lines. *Throughout FY22*

**Strategy 2:** It is important for all employees on Jekyll Island (JIA and non-JIA) to have a solid understanding of Jekyll Island when guests ask questions and make comments. Our marketing department has developed a complimentary, online training system available to all persons employed on Jekyll Island. Marketing will conduct additional briefings and promotions to hoteliers and other businesses on Jekyll Island to encourage their use of this system. *Ongoing though FY22*

**Strategy 3:** Improved safety culture within the JIA. A knowledge of industry and safety training requirements, standards, and new procedures will be highlighted and discussed at all orientation sessions, as well as supervisor and general employee meetings. Improved safety is a benefit not only to employees but to Jekyll Island guests. This program will be especially timely this year as we emphasize CDC guidelines and other pandemic related health guides. *Throughout FY22*

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JEKYLL ISLAND ISSUES

FIVE-YEAR HORIZON 2022-2026:

- **Jekyll's attractiveness and successful revitalization will result in development pressures. All potential proposals MUST be critically reviewed and fully vetted**
- **Balance conservation and development**
- **Managing Visitation numbers**
- **Maintaining quality experience for guests**
- Financial self-sustainability
- Professional leadership succession with an understanding and appreciation for preserving and enhancing the uniqueness of Jekyll Island
- Managing any golf course transition such that outcomes will be substantially net-beneficial from a conservation, outdoor recreation/education, and financial perspective
- Jekyll's ability to recruit, hire, and retain qualified employees to offer excellent customer/visitation services
- Expansion of the Georgia Sea Turtle Center to accommodate expanded turtle rehabilitative services, enhanced research and educational programs, and improved visitor experiences
- Create a comprehensive capital improvements plan for water and wastewater services assuring critical and projected needs are met
- ADA facility and programming continued improvements
- Erosion threats of cultural and historic resources
- Continued preservation of cultural and historic resources
- Wear and damage from overuse of historic resources
- Positioning the JIA to make substantive improvements in the area of institutional sustainability, particularly waste reduction and energy efficiency, saving money in the process, and becoming recognized as a leader
- Continuation of facility and equipment improvements
- As Jekyll continues to evolve, additional investment in marketing to differentiate Jekyll Island as a destination and to balance visitation numbers with guest experience
- Plan for additional beachfront shoreline resiliency measures
- Institutional sustainability, particularly waste reduction and energy efficiency, saving money in the process and becoming recognized as a leader

## ADDITIONAL PLAN INFORMATION:

### Attachments:

FY22 Consolidated Budget

Comprehensive Capital Needs and Improvements:

1-5 Year Horizon

5-10 Year Horizon

### Links:

Island Guide

<https://www.jekyllisland.com/visiting/island-guide-maps/>

31.81, The Magazine of Jekyll Island

<https://www.jekyllisland.com/magazine/>

2020 Progress Report

<https://www.jekyllisland.com/jekyll-island-authority/annual-report/>

Jekyll Island Master Plan

<https://issuu.com/jekyllisland/docs/8.5x11jekyll-island-final24jan2014>

Jekyll Island Conservation Plan

<https://www.jekyllisland.com/jekyll-island-authority/jekyll-island-conservation-plan/>

Carrying Capacity & infrastructure Assessment

<https://www.jekyllisland.com/jekyll-island-authority/jekyll-island-carrying-capacity-infrastructure-assessment/>

Comprehensive Disability Accessibility Assessment & Improvement Plan

<https://www.jekyllisland.com/jekyllislandwp/wp-content/uploads/2016/08/Comprehensive-Disability-Accessibility-Assessment-Improvement-Plan-Update-1-16-2018.pdf>

*Jekyll Island Authority*  
*Fiscal Year 2022 Budget*

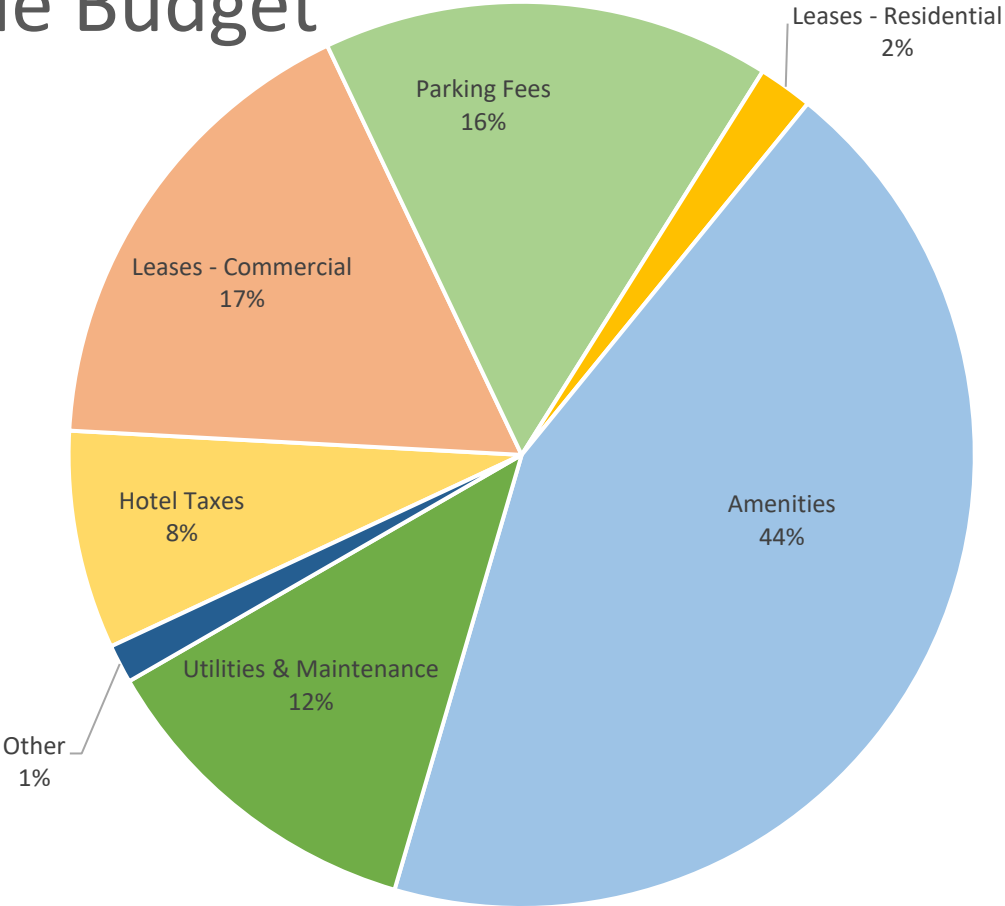


Jekyll Island Authority -Consolidated  
FY2022 Budget

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	32,342,701.54	Business leases \$5.2M; Lot leases \$591K; Parking fees & annual passes \$4.9M; H/M tax \$2.4M; Concessions \$2.9M; Food \$2M; Admission fees \$3M; Campsite rental \$1.6M; Green fees & carts \$.21M; Fire fees \$1.3M; Water/Wastewater fees \$1.3M	30,757,937.33	28,116,024.12	29,358,568.02	28,106,608.47	31,701,259.43	29,899,981.59	29,343,154.15	26,681,623.35	23,148,002.11
COST OF GOODS SOLD	1,941,214.56	Cost of merchandise, food, beverage and fuel sold	1,920,255.08	1,824,039.65	1,812,826.48	1,643,418.02	1,889,105.88	1,819,716.46	2,065,475.37	1,863,187.94	1,629,819.16
NET REVENUE	30,401,486.98		28,837,682.25	26,291,984.47	27,545,741.54	26,463,190.45	29,812,153.55	28,080,265.13	27,277,678.78	24,818,435.41	21,518,182.95
<b>EXPENSES</b>											
PERSONNEL	15,243,051.47	FT labor \$8.3M; PT labor \$1.9M; staffing service labor \$374K; Health insurance \$1.9M; Retirement \$2M; FICA \$681K; employee development \$53K; includes 2% merit increase for staff	12,905,475.13	12,023,838.76	13,767,178.03	12,525,004.68	12,667,952.32	12,543,526.62	11,804,335.98	11,229,200.71	9,939,927.91
MOTOR VEHICLE	246,051.93	Fuel for vehicles & equipment \$145K; R&M of vehicles and ATV's \$101K	199,824.12	192,596.06	272,661.13	271,446.00	256,276.65	237,433.05	222,937.94	201,253.21	230,706.43
SUPPLIES & MATERIALS	1,886,977.45	Chemicals & Fertilizers \$555K; Special Event supplies \$130K; Plants & Seeds \$134K; Bathroom/cleaning supplies \$128K; Uniforms \$76K; Sand & Soil \$73K; First Aid/Medical Supplies \$62K; shop supplies \$114K	1,354,802.57	1,308,164.12	1,571,819.37	1,583,258.24	1,850,740.96	1,701,862.96	1,694,142.49	1,651,796.42	1,588,509.50
REPAIRS & MAINTENANCE	1,986,905.95	Building/Structure R&M \$889K (Historic bldgs, Summer Waves, Convention Center); Roads/Grounds R&M \$138K (road & path improvements, cart path improvements, concrete repair, etc); Equipment R&M \$288K (pumps, motors, wells, mowers, etc); Service Contracts \$623K (Water tower maint \$203K; equipment svc agreements)	1,168,485.19	1,262,288.73	1,431,537.21	1,647,083.47	1,575,951.94	1,410,583.86	1,580,381.76	1,421,108.90	1,442,491.76
UTILITIES	1,975,088.28	Electricity \$1.1M; heating/cooking fuel \$32K; water/sewer \$288K; trash \$328K; internet/cable \$1268K; telephone \$122K	1,866,846.26	1,823,420.81	1,980,863.45	1,931,185.39	1,907,796.12	1,927,045.83	1,866,167.09	1,696,278.86	1,747,615.26
INSURANCE	998,669.00	Worker's comp \$341K; liability ins \$91K; property ins \$51K; vehicle ins \$7K; fire fee \$441K	853,180.44	850,430.17	831,882.24	840,637.82	879,553.88	807,138.76	844,487.09	821,443.86	874,461.17
ADVERTISING & PROMOTION	1,227,565.48	Brand & advertising \$591K; Public Relations \$102K; 31-81 Magazine \$252K; BGIVB \$100K; Convention Sales \$10K; Group promotions (meetings, promotional) \$62K; Event promotins \$56K	478,989.03	657,170.35	808,522.98	785,625.44	1,504,226.52	1,301,632.76	1,007,841.93	1,176,771.48	857,953.57
TRAVEL	56,874.00	Sales travel; continuing education & conference travel; Board meals & lodging	22,312.17	15,471.28	39,885.00	80,849.90	96,432.71	73,822.77	74,032.91	70,343.48	66,012.54
LICENSES, REGISTRATIONS & SUBSCRIPTIONS	394,333.70	Professional associations; training registration fees; Microsoft subscription; web hosting	231,705.47	221,346.81	281,097.25	247,869.72	232,089.56	201,880.04	196,315.83	149,280.07	125,736.61
CONTRACTS	3,560,932.43	SMG contract and staffing \$1.8M; Special events \$113K (entertainment, fireworks, etc); Sanitation \$329K; Golf Course archaeology \$130K; Misc contracts \$100K; Bike path engineering plan \$75K; Website redesign \$100K; also includes payroll processing; IT managed services; Tennis & Summer Waves management	2,249,429.51	2,088,225.80	3,106,814.90	3,010,864.34	3,292,477.64	3,237,532.88	3,044,249.11	2,679,025.22	2,171,208.96
BUILDING & EQUIPMENT RENTAL	716,351.76	Golf carts and maintenance equipment leases; golf maintenance equipment lease; Event equipment rental; heavy equipment rental; manlift rental; copier rental	617,785.72	593,840.07	649,324.69	810,302.49	619,899.50	497,299.26	370,949.86	358,399.96	317,559.09
CREDIT CARD FEES & BANK FEES	366,134.96	Credit card processing fees, bank stop payment fees, statement fees	382,897.83	349,933.37	318,298.72	297,126.72	318,627.81	267,558.34	273,447.65	250,844.85	218,674.46
PRINTING & PUBLICATIONS	89,925.31	Marketing \$55K (Island Guide, maps, brand books, etc.); new gate system - no longer need AVI tags and prox cards	65,396.73	69,238.47	97,847.90	130,607.53	275,440.01	221,939.82	187,094.24	173,385.07	172,859.10
EQUIPMENT PURCHASES <\$5K	148,785.52	General equipment: Computers, blowers, edgers, weed eaters, pumps, controllers, small appliances, chainsaws, table saw, tool sets, small equipment	101,108.65	109,210.79	98,950.21	139,162.97	264,136.06	214,158.78	195,623.81	205,559.74	129,503.72
INTEREST EXPENSE	0.00	Converted to grant 06/17 - no further payments due	0.00	0.00	0.00	0.00	0.00	0.00	41,194.10	33,616.33	0.00
TOTAL OPERATING EXPENSES	28,897,647.24		22,498,238.82	21,565,175.59	25,256,683.08	24,301,024.71	25,741,601.68	24,643,415.73	23,403,201.79	22,118,308.16	19,883,220.08
OPERATING INCOME	1,503,839.74		6,339,443.44	4,726,808.88	2,289,058.46	2,162,165.75	4,070,551.87	3,436,849.40	3,874,476.99	2,700,127.25	1,634,962.87
<b>BOARD DESIGNATED FUND CONTRIBUTIONS</b>											
Tourism Development Fund	711,236.50		752,321.86	643,601.45	671,805.37	582,567.72	697,322.85	603,569.41	601,448.08	548,841.00	243,444.00
Water / Sewer Fund	188,143.12		521,713.06	438,492.73	450,223.74	534,217.95	351,836.33	305,497.09	400,646.39	261,657.00	197,498.00
Retail Village \$1.6M loan payment (fixed)	0.00	Converted to grant 06/17; no future payments due	0.00	0.00	0.00	0.00	0.00	0.00	142,792.70	150,370.47	0.00
Fire Department equipment fund	205,119.47		336,937.73	305,905.70	270,216.17	294,367.43	194,162.89	182,019.11	71,572.30	25,000.00	28,000.00
Public area Improvement Fund	216,896.61		1,456,347.06	1,671,975.09	268,233.84	0.00	0.00	0.00	0.00	0.00	0.00
Beach Village Entertainment fees (carryover)	0.00		74,405.36	64,042.18	0.00	18,575.65	10,194.36	16,547.37	0.00	0.00	0.00
Hollybourne Lintel Project	0.00		0.00	0.00	0.00	0.00	0.00	180,662.50	0.00	0.00	0.00
Payment to JIF for Mosaic project	0.00		0.00	0.00	0.00	0.00	300,000.00	150,000.00	150,000.00	150,000.00	0.00

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
Total Designated Fund Contributions	<b>1,321,395.70</b>		3,141,725.07	3,124,017.15	1,660,479.12	1,429,728.75	1,553,516.43	1,438,295.48	1,366,459.47	1,135,868.47	468,942.00
<b>AMOUNT AVAILABLE FOR CAPITAL OR CASH RESERVES</b>	<b>182,444.04</b>		3,197,718.37	1,602,791.73	628,579.34	732,437.00	2,517,035.44	1,998,553.92	2,508,017.52	1,564,258.78	1,166,020.87
<b>CAPITAL PROJECTS AND EQUIPMENT</b>			2,553,987.25			410,463.00	2,092,016.16	1,409,730.00	1,782,101.00	1,357,300.00	970,144.00
<b>CONTRIBUTION TO CASH RESERVES</b>			643,731.11			321,974.00	425,019.28	588,823.92	725,916.52	206,958.78	195,876.87

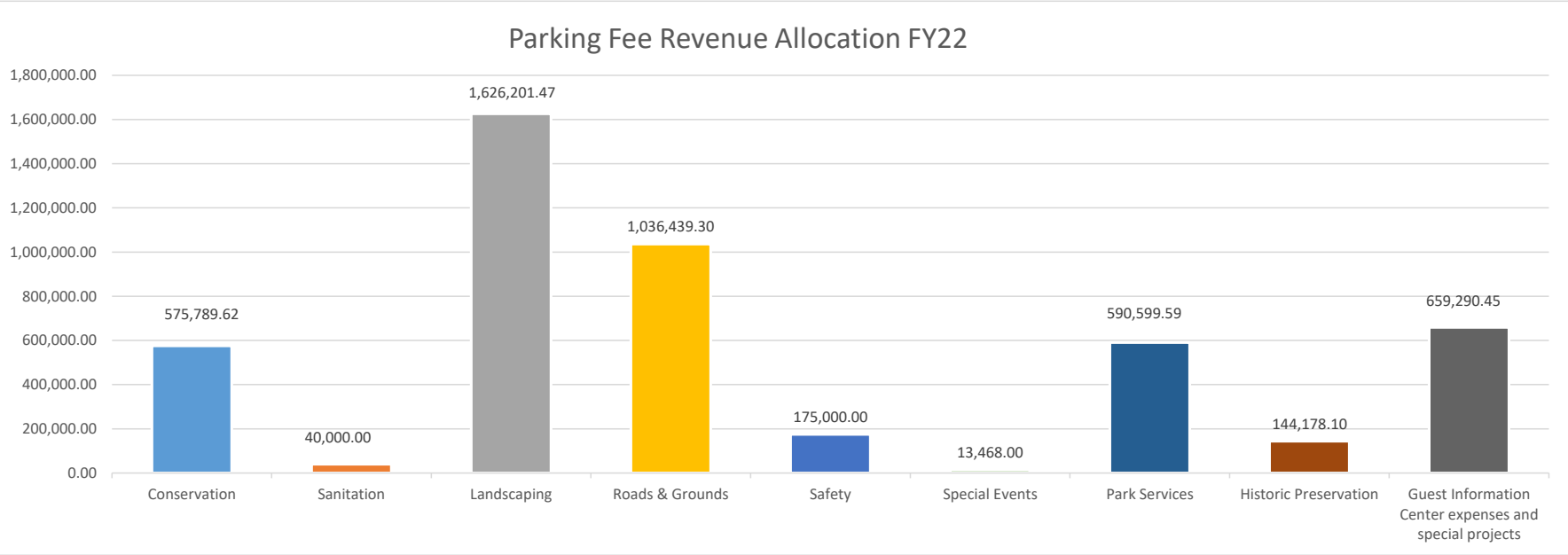
# FY22 Revenue Budget

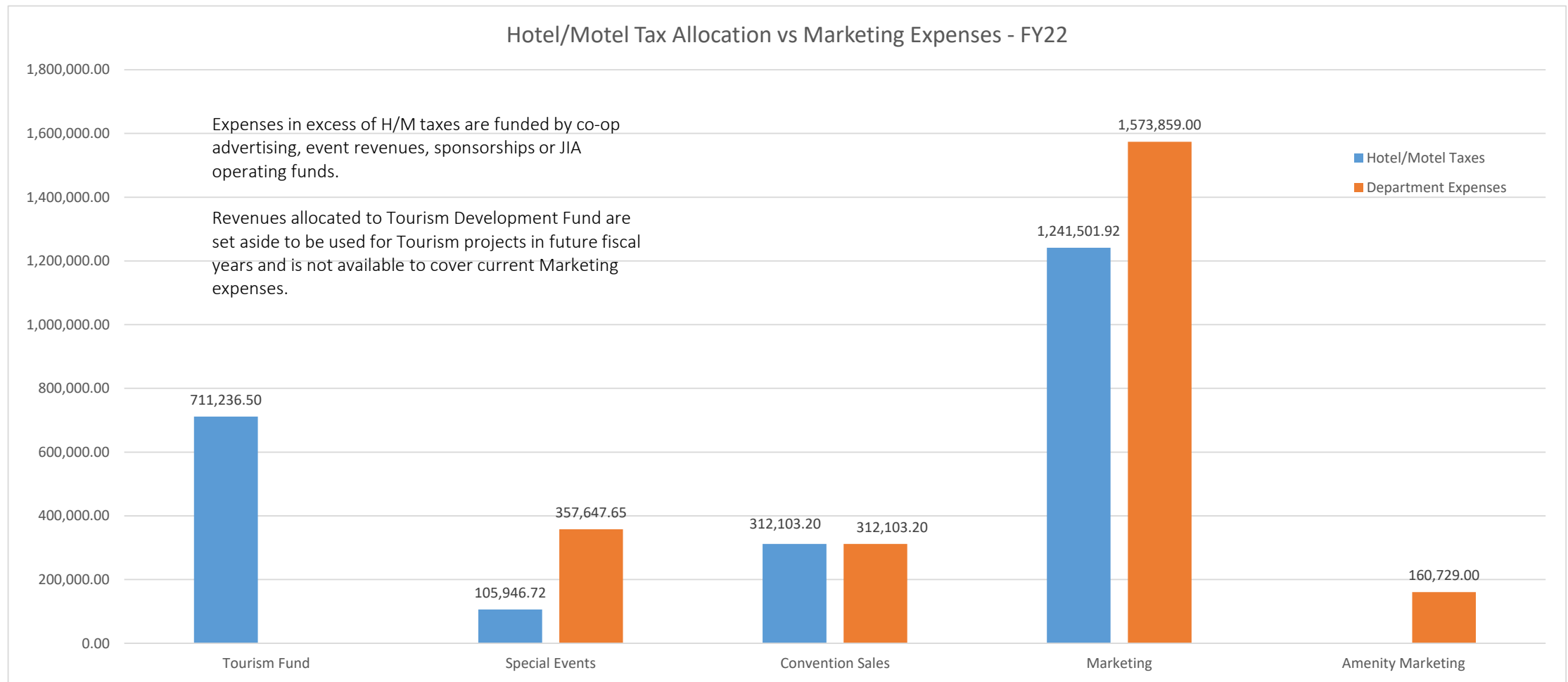




Allocation of Parking fees

		July	August	September	October	November	December	January	February	March	April	May	June	Total	
Parking fee revenue		\$ 613,500.00	\$ 396,135.00	\$ 382,153.00	\$ 349,192.56	\$ 262,453.00	\$ 294,870.00	\$ 287,370.00	\$ 266,334.00	\$ 451,770.91	\$ 530,343.23	\$ 456,844.83	\$ 570,000.00	\$ 4,860,966.53	
Percent of total		12.6209%	8.1493%	7.8617%	7.1836%	5.3992%	6.0661%	5.9118%	5.4790%	9.2938%	10.9102%	9.3982%	11.7261%	100.0000%	
Conservation	575,789.62	72,670.10	46,922.85	45,266.66	41,362.44	31,088.00	34,927.84	34,039.46	31,547.71	53,513.02	62,820.04	54,114.03	67,517.45	575,789.62	
Sanitation	40,000.00	5,048.38	3,259.72	3,144.67	2,873.44	2,159.68	2,426.43	2,364.71	2,191.61	3,717.54	4,364.10	3,759.29	4,690.43	40,000.00	
Landscaping	1,626,201.47	205,242.02	132,524.12	127,846.54	116,819.87	87,801.77	98,646.64	96,137.57	89,100.13	151,136.72	177,422.52	152,834.16	190,689.41	1,626,201.47	
Roads & Grounds	1,036,439.30	130,808.45	84,462.60	81,481.41	74,453.69	55,959.37	62,871.21	61,272.09	56,786.86	96,325.11	113,078.04	97,406.95	121,533.53	1,036,439.30	
Safety	175,000.00	22,086.66	14,261.28	13,757.92	12,571.31	9,448.59	10,615.64	10,345.63	9,588.31	16,264.24	19,092.92	16,446.90	20,520.61	175,000.00	
Special Events	13,468.00	1,699.79	1,097.55	1,058.81	967.49	727.16	816.98	796.20	737.92	1,251.70	1,469.39	1,265.75	1,579.27	13,468.00	
Park Services	590,599.59	74,539.26	48,129.76	46,430.97	42,426.33	31,887.62	35,826.23	34,914.99	32,359.15	54,889.44	64,435.85	55,505.91	69,254.08	590,599.59	
Historic Preservation	144,178.10	18,196.64	11,749.51	11,334.80	10,357.18	7,784.45	8,745.96	8,523.50	7,899.57	13,399.70	15,730.18	13,550.19	16,906.41	144,178.10	
														0.00	
Total allocated to other departments		530,291.30	342,407.41	330,321.78	301,831.75	226,856.63	254,876.93	248,394.15	230,211.25	390,497.45	458,413.04	394,883.20	492,691.19	4,201,676.08	
Balance left to cover															
Guest Information Center expenses and sp		83,208.70	53,727.59	51,831.22	47,360.81	35,596.37	39,993.07	38,975.85	36,122.75	61,273.46	71,930.19	61,961.63	77,308.81	659,290.45	





Total Hotel/Motel tax budget:     \$2,370,788.35

Jekyll Island Authority -Administration  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
REVENUES											
GROSS REVENUES	4,295,073.64	Business leases \$3.6M; Lot leases \$591K; Alcohol license, alcohol taxes & residential rental licenses \$119K; Reimbursement from property insurance FY20 \$18K; Allocation to Museum (\$75K); other \$16K	4,446,274.28	4,426,193.18	4,124,194.98	4,301,811.75	4,414,388.33	4,423,425.32	4,180,020.91	3,675,504.37	3,549,549.19
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	4,295,073.64		4,446,274.28	4,426,193.18	4,124,194.98	4,301,811.75	4,414,388.33	4,423,425.32	4,180,020.91	3,675,504.37	3,549,549.19
EXPENSES											
PERSONNEL	2,619,291.40	19 FT positions; requesting 2 additional positions; retention & retirement funds \$250K; staff training & software \$15K; tuition reimbursement \$16K; employee & supervisor meetings & orientation \$15K; adding PT legal/lease assistant \$20K	2,296,177.95	1,853,560.42	2,349,216.83	1,903,382.52	1,909,676.16	1,812,438.38	1,703,465.91	1,641,655.59	1,225,405.94
MOTOR VEHICLE	3,180.00	Fuel and misc repairs for admin vehicle	572.68	552.56	980.00	6,811.23	715.42	181.97	928.03	638.14	(313.67)
SUPPLIES & MATERIALS	43,982.09	Office supplies \$18K; postage \$12K; Furniture & fixtures \$7K; Uniforms/name tags \$5.4K; other \$1.5K	31,938.34	30,799.04	31,401.52	46,356.09	33,738.04	39,942.20	35,748.44	57,568.63	36,980.60
REPAIRS & MAINTENANCE	123,657.07	General building R&M \$44K for admin building and leased properties; Service contracts \$75K (incl software maintenance agreements; HVAC service agreement; pest control)	92,725.73	92,346.75	102,523.03	137,614.24	94,275.06	73,875.45	116,800.44	95,046.28	126,304.21
UTILITIES	85,880.33	Electricity \$20K; Water/Sewer \$6.3K; Trash \$3.2K; internet \$18.5K; telephones \$37K	85,974.58	86,439.66	86,352.44	87,038.51	91,997.56	93,829.78	95,800.07	78,218.62	99,252.22
INSURANCE	217,000.85	Fire fee \$63K; worker's comp \$53K; liability ins \$27K; building ins \$19K; Business interruption ins \$21K; Cyber insurance \$23K	148,927.62	148,927.62	130,157.76	142,850.26	167,141.10	126,566.43	152,696.16	128,439.31	152,632.83
ADVERTISING & PROMOTION	23,460.04	Board and general meeting expenses and promo items \$14K; help wanted ads \$1.5K; Advertising for lease space \$8K	10,055.97	7,225.28	14,800.00	13,900.36	12,250.15	16,086.38	14,984.75	18,465.73	15,146.06
TRAVEL	21,980.00	Board members \$6K; Auditor travel \$5K; Staff travel \$11K	10,619.38	3,734.27	19,300.00	14,413.45	21,120.04	24,763.79	21,504.29	18,069.37	22,593.65
LICENSES, REGISTRATIONS & SUBCRIPTIONS	171,550.08	Professional memberships, training & registration fees, Microsoft Office subscription \$50K, anti-virus, spam filters, security \$26K; cloud backup & ransomware scan \$11K; monitoring software \$35K; trademarks \$11K	114,803.24	114,729.66	92,931.28	88,431.26	56,956.09	67,332.86	65,965.52	46,491.07	20,349.01
CONTRACTS	687,970.23	Dept of Law \$36K; SAAG fees \$250K; new Trademarks \$17K; Payroll processing \$74K; IT services \$80K; Golf Course Archaeology \$130K; Project management \$75K	412,944.66	423,819.46	257,192.74	368,070.31	306,311.65	407,244.93	390,957.81	319,931.76	227,490.69
BUILDING & EQUIPMENT RENTAL	11,234.80	Copier rental \$7.4K; postage meter rental \$2.7K; water coolers \$1K	9,516.47	9,378.40	10,018.80	10,907.03	12,237.89	10,121.76	9,353.03	9,970.99	15,995.64
CREDIT CARD FEES & BANK FEES	25,128.14	Credit card processing fees; stop payment fees; statement fees	35,626.71	35,221.23	25,143.14	25,102.66	23,394.37	19,311.55	14,266.10	21,554.03	21,253.29
PRINTING & PUBLICATIONS	5,532.94	Business cards, checks, letterhead	8,754.35	6,202.91	4,937.04	2,273.85	5,968.08	4,100.93	3,057.92	2,957.57	2,734.95
EQUIPMENT PURCHASES <\$5K	19,910.00	Replace 20 computers; 15 monitors and 1 laptop \$3K	15,799.30	13,105.30	10,426.00	31,819.31	37,010.52	19,966.41	37,067.53	8,100.07	9,569.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	4,059,757.97		3,274,436.98	2,826,042.56	3,135,380.58	2,878,971.08	2,772,792.13	2,715,762.82	2,662,596.00	2,447,107.16	1,975,394.42
OPERATING INCOME	235,315.67		1,171,837.30	1,600,150.62	988,814.40	1,422,840.67	1,641,596.20	1,707,662.50	1,517,424.91	1,228,397.21	1,574,154.77

Jekyll Island Authority -Conservation  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	608,192.12	Lease payments for solar farm \$5K; nature programs & tours \$20.5K; parking fees allocated for conservation expenses \$575K; grants, donations & reimbursements \$7K	395,932.69	413,416.13	420,459.34	499,153.19	408,241.43	396,127.19	343,697.35	261,259.34	227,154.65
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	608,192.12		395,932.69	413,416.13	420,459.34	499,153.19	408,241.43	396,127.19	343,697.35	261,259.34	227,154.65
<b>EXPENSES</b>											
PERSONNEL	486,970.07	6 FT Employees & PT rangers; includes benefits; rabies vaccinations \$1.2K	395,507.37	418,333.35	440,372.98	396,920.36	424,012.47	351,888.43	312,494.68	292,995.47	231,394.41
MOTOR VEHICLE	5,254.29	Gas for UTVs and vehicles; misc. repair	4,831.22	4,621.98	6,074.29	4,713.70	7,412.37	3,912.90	2,236.36	1,328.96	833.19
SUPPLIES & MATERIALS	21,913.69	Supplies for conservation & research programs \$6K; Seeds & plants for restoration work \$4.5K; Uniforms \$2.8K; Sand fencing \$2K; office supplies, cleaning supplies; chemicals for control of invasive species	7,311.53	6,766.88	9,820.81	11,072.91	13,855.44	9,753.57	7,011.41	13,841.71	17,375.19
REPAIRS & MAINTENANCE	3,437.50	Equipment R&M \$2.5K; 25% of maintenance cost of Annex building	16,679.30	16,880.06	26,650.00	4,653.68	982.85	1,217.49	796.96	788.32	158.72
UTILITIES	4,872.61	Electricity \$566; Land lines and cell phones \$4.3K	5,172.17	5,176.52	4,413.57	4,984.35	4,037.25	3,992.37	3,889.30	1,157.17	1,265.61
INSURANCE	13,280.57	Worker's Comp insurance \$10.6K; Fire fee \$1.5K; Liability insurance \$849; property insurance \$103; Auto insurance \$167	9,448.51	9,448.51	9,199.28	9,587.02	11,364.71	10,818.03	8,067.75	8,365.12	5,599.28
ADVERTISING & PROMOTION	2,590.00	Parking passes and sponsorships for key partners; refreshments for select meetings; facebook ads	255.00	55.00	550.00	419.72	841.10	225.53	314.55	1,233.61	264.84
TRAVEL	2,350.00	Travel expense for Director and Managers	0.00	0.00	0.00	2,218.39	6,761.64	2,144.70	1,026.12	5,284.25	7,012.07
LICENSES, REGISTRATIONS & SUBCRIPTIONS	7,472.00	Wildlife Society membership; GIS software; Prescribed fire recertification; boat tow insurance; meetings and workshop registrations; Environmental Leadership program \$4.8K	812.79	787.79	960.00	3,332.98	6,104.18	3,008.48	1,720.43	800.00	775.00
CONTRACTS	38,061.21	Pond maint \$14K; water sample testing \$3K (CIG grant); GA Sea Grant Fellowship \$17.5K; GA Forestry Commission support \$3K	22,783.83	30,382.90	38,580.00	68,015.89	57,596.43	85,002.82	71,868.79	34,210.83	17,345.70
BUILDING & EQUIPMENT RENTAL	0.00		2,817.83	2,443.01	5,000.00	0.00	311.04	0.00	0.00	0.00	1,620.28
CREDIT CARD FEES & BANK FEES	785.36	Ticket Leap fees (transactions/credit card fees)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	110.00
PRINTING & PUBLICATIONS	8,354.82	Jr. Ranger Field Guide \$5K; educational signage \$2.8K; scientific publications \$500	2,842.58	7,153.08	4,154.82	5,197.53	5,600.90	5,307.58	525.97	1,153.10	1,412.40
EQUIPMENT PURCHASES <\$5K	12,850.00	Remote ignition device \$4K; PIT tags, trail cams, soil agitation and seed planting equipment; snake trackers; rifle for injured animals \$1.3K; radio tracking receiver \$1.3K	2,930.53	6,871.05	2,700.00	5,820.00	16,507.07	5,053.60	2,003.78	5,137.81	5,316.24
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	608,192.12		471,392.66	508,920.13	548,475.75	516,936.53	555,387.45	482,325.50	411,956.10	366,296.35	290,482.93
OPERATING INCOME	0.00	Conservation and GSTC Research departments combined in FY22 - history reflects the combination	(75,459.97)	(95,504.00)	(128,016.41)	(17,783.34)	(147,146.02)	(86,198.31)	(68,258.75)	(105,037.01)	(63,328.28)

Jekyll Island Authority -Intern Housing  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	47,375.00	Rental income from Americorps members and interns; FY22 does not contain reimb from GSTC for improvements to housing. FY17, FY19 and FY20 contain \$50K per year reimb to improve housing.	46,725.00	47,975.00	50,375.00	97,425.00	97,200.00	44,335.00	104,772.76	44,010.00	39,547.50
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	47,375.00		46,725.00	47,975.00	50,375.00	97,425.00	97,200.00	44,335.00	104,772.76	44,010.00	39,547.50
<b>EXPENSES</b>											
PERSONNEL	0.00	No staff assigned to this department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MOTOR VEHICLE	0.00	No vehicles assigned to this department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	3,700.00	Furniture for renovated houses \$3K; misc household supplies; pots, pans, dishes, small tools	807.27	795.37	3,600.60	6,884.99	4,338.07	2,751.10	6,869.25	2,172.28	1,565.22
REPAIRS & MAINTENANCE	5,800.00	General maint \$3K; floor repair 59 Clafin \$1.2K; pest control \$1.2K; wi-fi repair; FY17, FY19 and FY20 include housing renovations.	11,360.84	11,069.58	4,200.00	49,801.68	46,579.86	11,203.81	51,923.86	20,192.01	2,503.08
UTILITIES	24,094.94	Electricity \$11K; water/sewer \$6K; trash \$2.9K; internet \$4.2K	23,083.17	24,396.11	21,405.67	23,747.49	20,027.47	19,996.06	24,038.78	19,211.85	17,493.39
INSURANCE	1,514.28	Fire protection fee \$1.4K; property insurance \$94	1,501.05	1,501.05	1,501.15	1,501.13	1,409.91	1,474.14	1,491.48	1,491.48	1,491.48
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRACTS	3,000.00	Cleaning of houses 2x per year	950.00	950.00	3,000.00	3,529.00	1,230.00	0.00	0.00	0.00	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	5,700.00	Small appliance replacement \$1.7K; spare waste grinder pump \$1K; HVAC replacement \$3K	2,449.96	2,684.94	600.00	2,435.32	9,169.97	8,289.90	4,439.88	6,344.29	4,651.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	43,809.22		40,152.29	41,397.05	34,307.42	87,899.61	82,755.28	43,715.01	88,763.25	49,411.91	27,704.17
OPERATING INCOME	3,565.78		6,572.71	6,577.95	16,067.58	9,525.39	14,444.72	619.99	16,009.51	(5,401.91)	11,843.33

Jekyll Island Authority - Airport  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	75,440.00	Red Bug Motors lease \$8.4K; Aviation fuel \$67K (began selling May 2020)	82,114.57	74,548.88	86,400.00	13,834.31	8,100.00	8,150.00	0.00	0.00	3,308.18
COST OF GOODS SOLD	46,230.00	Estimated cost of fuel 69%	50,293.43	45,614.68	49,998.00	3,654.25	0.00	0.00	0.00	0.00	0.00
NET REVENUE	29,210.00		31,821.14	28,934.20	36,402.00	10,180.06	8,100.00	8,150.00	0.00	0.00	3,308.18
<b>EXPENSES</b>											
PERSONNEL	0.00	No employees in this department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MOTOR VEHICLE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	730.00	Restroom supplies \$100; Wheel chocks & wind socks \$630	191.98	191.98	0.00	59.50	70.50	0.00	0.00	0.00	85.07
REPAIRS & MAINTENANCE	4,778.50	General Repair \$1.3K; runway lights \$700; secondary exit improvements \$500; Fuel tank support and cell service \$1.4K; fire extinguisher service \$53; fuel tank inspection \$800	5,893.12	379.52	2,963.50	4,437.75	440.50	7,221.29	0.00	0.00	0.00
UTILITIES	15,609.87	Electricity for runway lights & terminal lights \$10.2K; water & sewer fees \$2.3K; trash fee \$1.6K; cable TV/internet \$1.4K	15,352.81	15,264.11	16,420.40	16,267.11	14,514.71	13,489.86	0.00	0.00	0.00
INSURANCE	2,224.26	Fire protection \$2.1K, property insurance \$139	2,085.50	2,085.50	2,204.97	795.50	863.41	0.00	0.00	0.00	0.00
ADVERTISING & PROMOTION	134.00	Basic listing for Jekyll Island Airport on fuel website - AirNav.com	184.00	184.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	400.00	Airport license renewal \$100; GA Airports Assoc \$300	0.00	1,725.00	400.00	2,115.00	300.00	100.00	0.00	0.00	0.00
CONTRACTS	300.00	Pump out septic tank	270.00	270.00	0.00	0.00	0.00	0.00	0.00	0.00	3,223.11
BUILDING & EQUIPMENT RENTAL	0.00		939.66	939.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	1,668.30	Credit card fees for fuel sales	1,484.72	1,621.97	0.00	137.25	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	28.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	0.00		206.70	206.70	200.00	850.00	3,489.27	0.00	0.00	0.00	0.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	25,844.93		26,608.49	22,896.44	22,188.87	24,662.11	19,678.39	20,811.15	0.00	0.00	3,308.18
<b>OPERATING INCOME</b>	<b>3,365.07</b>		<b>5,212.65</b>	<b>6,037.76</b>	<b>14,213.13</b>	<b>(14,482.05)</b>	<b>(11,578.39)</b>	<b>(12,661.15)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Jekyll Island Authority -Foundation  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	9,285.48	Reimbursement for expenses paid by JIA (JIF reimburses all except H/R expenses)	8,299.05	8,538.56	9,587.17	9,352.06	66,090.62	63,959.29	69,747.05	63,275.76	103,999.56
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	9,285.48		8,299.05	8,538.56	9,587.17	9,352.06	66,090.62	63,959.29	69,747.05	63,275.76	103,999.56
<b>EXPENSES</b>											
PERSONNEL	225,939.90	2 FT employees; includes retirement, FICA and health insurance benefits; requesting PT Admin Assist in FY22 to help with capital campaign	167,855.09	163,911.88	186,012.63	154,878.86	212,463.60	173,454.34	185,670.19	169,900.95	143,881.86
MOTOR VEHICLE	0.00	No vehicle assigned to this department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	0.00		0.00	0.00	0.00	393.74	1,806.70	3,465.55	3,060.31	3,273.46	3,705.28
REPAIRS & MAINTENANCE	0.00		0.00	0.00	0.00	0.00	0.00	70.00	140.00	1,441.60	86.25
UTILITIES	4,029.65	Electricity \$2.2K; telephone \$1.6K; water/sewer rates \$183	3,626.11	3,749.13	4,586.49	4,246.53	5,068.90	4,829.65	5,213.57	6,202.13	4,093.44
INSURANCE	3,821.27	Worker's comp \$3.5K; liability ins \$283	3,146.89	3,146.89	3,019.37	3,195.67	3,788.23	3,606.01	6,677.16	6,488.36	5,599.28
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	3,172.22	2,445.52	3,528.43	3,325.11	2,834.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	1,795.07	2,187.62	2,288.75	2,643.42	3,970.99
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	622.09	1,264.97	1,506.02	973.54	2,606.50
CONTRACTS	0.00		0.00	0.00	0.00	0.00	33,836.46	32,831.46	31,750.00	29,350.00	26,743.02
BUILDING & EQUIPMENT RENTAL	1,434.56	Copier lease; (Prior years included rent which is now invoiced directly to JIF each month)	1,526.05	1,413.06	1,981.31	1,491.17	8,286.36	7,916.04	7,802.03	7,928.18	2,304.02
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	24.95	0.00	4,203.50	3,587.08	3,862.87	6,707.90
EQUIPMENT PURCHASES <\$5K	0.00		0.00	0.00	0.00	0.00	474.84	1,138.97	279.99	0.00	329.95
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	235,225.38		176,154.14	172,220.96	195,599.80	164,230.92	271,314.47	237,413.63	251,503.53	235,389.62	202,897.49
OPERATING INCOME	(225,939.90)		(167,855.09)	(163,682.40)	(186,012.63)	(154,878.86)	(205,223.85)	(173,454.34)	(181,756.48)	(172,113.86)	(98,897.93)



	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	455,120.00	Retail sales - clothing and other merchandise	478,061.47	507,663.29	339,232.13	349,445.15	342,485.95	280,508.71	244,882.79	207,886.72	0.00
COST OF GOODS SOLD	227,500.00	Cost of merchandise sold	242,018.72	269,158.78	169,556.07	191,164.27	170,231.73	142,710.87	120,861.72	104,070.35	0.00
NET REVENUE	227,620.00		236,042.75	238,504.51	169,676.06	158,280.88	172,254.22	137,797.84	124,021.07	103,816.37	0.00
<b>EXPENSES</b>											
PERSONNEL	102,121.93	1 FT manager and PT employees; includes benefit	93,648.41	98,060.97	81,942.59	85,540.58	80,993.30	80,391.71	95,315.80	75,531.33	4,224.40
MOTOR VEHICLE	0.00	No vehicle assigned to this department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	5,035.20	Office supplies \$650; bathroom/cleaning supplies \$150; shop supplies \$3.2K; uniforms \$700; store fixtures \$300	5,612.79	5,333.29	2,849.70	4,025.89	3,036.34	2,860.62	3,884.05	5,741.78	12,981.91
REPAIRS & MAINTENANCE	2,246.00	General R&M, pest control, camera and alarm inspections and repairs	1,926.82	1,862.22	1,064.00	904.40	2,823.35	942.94	672.41	53,261.44	12,865.75
UTILITIES	5,884.90	Electricity \$3.6K; Water/sewer \$747; internet \$1.2K; telephone \$351	5,864.17	5,799.49	5,719.51	5,584.77	6,584.52	5,482.94	3,380.79	3,187.17	174.10
INSURANCE	1,910.63	Worker's comp \$1.8K; liability insurance \$141	1,572.67	1,572.67	1,509.68	1,597.86	1,894.13	1,803.00	2,001.62	2,091.28	0.00
ADVERTISING & PROMOTION	0.00	Life is Good ads, local publicatons, sponsored facebook ads	0.00	0.00	0.00	0.00	0.00	1,000.00	702.97	11,076.66	0.00
TRAVEL	0.00	Local mileage reimbursement	0.00	0.00	0.00	0.00	0.00	10.70	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	395.40	XM Radio	395.40	395.40	395.40	395.40	395.93	0.00	0.00	161.94	120.00
CONTRACTS	0.00		0.00	0.00	0.00	76.50	0.00	825.00	297.00	3,141.00	7,032.19
BUILDING & EQUIPMENT RENTAL	24,957.73	Rent \$24,957.73;special event fee \$2,333.96	24,101.33	22,580.77	23,980.53	22,277.17	23,440.93	22,906.08	21,148.56	19,269.38	488.20
CREDIT CARD FEES & BANK FEES	7,962.50	Credit card processing fees based on estimated sales	9,301.32	8,876.90	6,675.00	6,491.48	6,682.50	4,967.31	4,805.56	3,289.00	0.00
PRINTING & PUBLICATIONS	0.00		45.00	45.00	0.00	0.00	0.00	0.00	0.00	265.73	16.50
EQUIPMENT PURCHASES <\$5K	0.00		0.00	608.71	0.00	608.71	4,222.54	0.00	0.00	1,731.07	0.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	150,514.29		142,467.91	145,135.42	124,136.41	127,502.76	130,073.54	121,190.30	132,208.76	178,747.78	37,903.05
OPERATING INCOME	77,105.71		93,574.84	93,369.09	45,539.65	30,778.12	42,180.68	16,607.54	(8,187.69)	(74,931.41)	(37,903.05)

Jekyll Island Authority -Village Retail  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	573,152.08	Lease revenue from retail shops, does not include lease for space upstairs	560,230.98	559,828.27	550,591.54	568,175.56	559,915.65	545,611.27	436,096.91	453,620.17	488.20
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	573,152.08		560,230.98	559,828.27	550,591.54	568,175.56	559,915.65	545,611.27	436,096.91	453,620.17	488.20
<b>EXPENSES</b>											
PERSONNEL	152,883.22	1 FT Roads & Grounds employee; 2 FT Landscaping employees; staffing service labor \$32K; labor for upkeep of village area and surrounding parks	98,459.14	87,420.77	111,475.01	72,313.55	20,145.03	0.00	0.00	0.00	0.00
MOTOR VEHICLE	0.00	No vehicles assigned to this department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	35,650.00	Plants/Seeds \$15K (shrub repair & replace crepe myrtle); mulch \$9.8K; colorscape for Conv Ctr entrances \$4K; bathroom & cleaning supplies \$800; Christmas wreaths \$5K; flower pots, small tools \$1K	11,024.38	11,001.88	9,690.00	8,003.40	6,157.00	2,991.40	1,386.65	7,330.30	0.00
REPAIRS & MAINTENANCE	42,642.88	General R&M \$3K; restroom repair \$10K; paint \$3K; HVAC R&M \$3K; Elevator service agreement \$2.7K; Fire alarm/sprinkler maint \$3.6K; HVAC maint \$12K; pest & termite \$3K; alarm service \$1.6K	30,438.52	32,650.20	33,449.90	32,872.60	34,171.83	19,976.25	15,043.11	91,215.81	0.00
UTILITIES	88,445.65	Electricity (public areas) \$10.3K; trash compactors \$64K; JIA trash \$8.6K; 1G internet at Convention Center - cost and service shared with village \$6K	84,557.77	83,825.84	72,584.99	76,838.41	67,657.75	56,795.35	44,818.05	28,722.52	0.00
INSURANCE	42,148.77	Property insurance \$2.3K; fire protection fee \$34K; workers comp \$5.3K; liability insurance \$425	40,729.96	40,729.96	40,630.11	36,062.21	32,369.60	35,286.87	956.24	0.00	0.00
ADVERTISING & PROMOTION	52,876.44	Beach Village entertainment fee - JIA matching funds	50,450.58	50,450.58	49,208.71	54,065.64	47,881.70	47,352.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRACTS	97,630.00	Pressure washing & painting buildings \$70K; mulch installation \$10K; trim palm trees \$15K; tree maint at Round-a-bout \$2.6K	46,736.34	52,282.24	12,525.90	14,600.90	0.00	0.00	5,554.00	7,647.72	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	0.00	FY21 = Wireless access points; CO2 detectors; added camera in recycle area	5,107.91	5,107.91	0.00	0.00	0.00	0.00	0.00	34,125.44	0.00
INTEREST EXPENSE	0.00	Interest expense on OneGeorgia loan; converted to grant 06/17	0.00	0.00	0.00	0.00	0.00	0.00	41,194.10	33,616.33	0.00
TOTAL OPERATING EXPENSES	512,276.96		367,504.60	363,469.38	329,564.62	294,756.71	208,382.91	162,401.87	108,952.15	202,658.12	0.00
OPERATING INCOME	60,875.12		192,726.38	196,358.89	221,026.92	273,418.85	351,532.74	383,209.40	327,144.76	250,962.05	488.20

Jekyll Island Authority - Marketing, Sales & Events  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,834,572.72	H/M taxes \$1.7M; Village event assessment \$106K; event admissions \$40K (no Shrimp & Grits festival in FY21); sponsorships \$8K; Allocation from parking fee \$13K; co-op advertising \$7.8K	1,882,443.41	1,622,907.13	1,713,963.29	1,750,637.83	2,007,825.59	1,780,305.28	1,765,133.62	1,815,656.78	1,359,462.95
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	1,834,572.72		1,882,443.41	1,622,907.13	1,713,963.29	1,750,637.83	2,007,825.59	1,780,305.28	1,765,133.62	1,815,656.78	1,359,462.95
<b>EXPENSES</b>											
PERSONNEL	757,177.70	9 FT employees; Brand Ambassador position eliminated; requesting Marketing Coordinator; includes benefits	720,902.54	680,144.93	772,490.00	783,586.35	836,112.40	878,949.75	834,831.43	762,704.36	519,926.80
MOTOR VEHICLE	1,040.00	Gas for sales vehicle, ADA van and Electric van	779.25	593.06	1,992.78	924.74	3,676.52	3,169.49	252.90	84.67	61.06
SUPPLIES & MATERIALS	92,307.38	Office supplies \$2.1K; special events supplies & sponsorships \$84K; postage \$2.2K; lights and decorations for Holly Jolly \$3.2K	19,172.04	16,690.78	67,380.44	115,525.87	113,082.27	108,823.41	131,940.50	130,722.62	97,436.05
REPAIRS & MAINTENANCE	1,037.50	25% of maintenance, fire alarm inspection, etc at Annex building	748.21	748.21	150.00	602.10	945.84	435.11	1,096.72	1,990.24	4,798.42
UTILITIES	14,394.39	25% of utilities for Annex building \$5.1K (electric, water/sewer, trash); landlines & cell phone \$8.6K; internet reimb for offsite sales staff \$720	14,574.73	14,326.31	15,941.48	16,139.45	17,184.67	16,012.87	15,910.26	16,147.59	9,825.99
INSURANCE	17,032.27	Worker's comp \$14K; liability insurance \$1.1K; fire fee \$1.6K; property insurance \$103; auto insurance \$98	15,877.08	15,877.08	15,260.25	19,251.07	20,795.08	21,341.81	23,595.71	22,261.60	19,597.48
ADVERTISING & PROMOTION	969,600.00	Media & agency fees \$430K; public relations \$102K; BGIVB contract \$100K; Convention sales funds \$10K; group promotion (meetings, promos) \$24K; 31-81 Magazine production\$252K; event promotion \$52K	298,794.14	520,425.31	592,566.87	633,440.69	1,246,669.20	1,097,320.85	958,972.56	831,626.36	720,146.27
TRAVEL	9,250.00	Conferences, meetings, sales travel	4,539.48	3,027.18	10,000.00	21,678.01	28,173.20	18,759.04	18,644.70	18,090.46	9,979.26
LICENSES, REGISTRATIONS & SUBCRIPTIONS	80,507.39	Mail Chimp \$8.1K; Sprout \$6K; trademark \$10K; Cision \$13K; Sprout \$6K; registrations and association fees for sales team \$33K; adobe software \$3.4K	53,146.34	48,546.09	71,496.00	80,066.67	96,256.58	72,228.12	77,883.68	52,449.07	53,385.57
CONTRACTS	242,580.00	Website re-design \$100K, NuSpace \$9.6K; Events (fire works, production contracts, entertainment, security, etc) \$113K	111,532.38	40,063.58	256,355.00	180,081.30	165,040.01	182,655.94	317,653.46	251,552.55	122,604.35
BUILDING & EQUIPMENT RENTAL	4,183.22	Copier rental; event rentals \$2K (restrooms, lights, chairs, tents, etc)	2,019.51	1,737.89	13,761.00	75,818.37	78,421.94	20,435.02	15,305.26	52,757.86	39,144.87
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	(100.00)	0.00	0.00	1,742.12	(450.00)	0.00
PRINTING & PUBLICATIONS	54,500.00	Annual reports \$4K; Island Guides \$30K; Event guides \$12K	26,281.12	24,366.74	57,750.00	73,035.00	103,553.64	92,438.34	84,137.92	79,139.09	46,383.69
EQUIPMENT PURCHASES <\$5K	0.00		449.99	449.99	0.00	6,369.70	3,539.55	5,554.44	195.98	5,213.27	593.93
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	2,243,609.85		1,268,816.81	1,366,997.15	1,875,143.82	2,006,419.32	2,713,450.90	2,518,124.19	2,482,163.20	2,224,289.74	1,643,883.74
OPERATING INCOME	(409,037.13)		613,626.60	255,909.98	(161,180.53)	(255,781.49)	(705,625.31)	(737,818.91)	(717,029.58)	(408,632.96)	(284,420.79)

Jekyll Island Authority -Tourism Development  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	711,236.50	30% of Hotel/Motel tax budget	752,321.86	643,601.45	671,805.37	582,567.72	697,322.85	603,569.41	601,448.08	548,840.90	243,443.46
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	711,236.50		752,321.86	643,601.45	671,805.37	582,567.72	697,322.85	603,569.41	601,448.08	548,840.90	243,443.46
<b>EXPENSES</b>											
PERSONNEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MOTOR VEHICLE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REPAIRS & MAINTENANCE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UTILITIES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INSURANCE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRACTS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>OPERATING INCOME</b>	711,236.50	Amount will be set aside as Designated Fund Balance to be used in the next Fiscal Year for Tourism Development	752,321.86	643,601.45	671,805.37	582,567.72	697,322.85	603,569.41	601,448.08	548,840.90	243,443.46

Jekyll Island Authority -Guest Information Center  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,025,256.59	Annual pass \$948K; daily parking fee \$3.9M; Concession sales \$366K; Amount allocated to Conservation, Landscaping, Roads & Grounds, Safety, Park Services, Events and Historic Preservation \$4.2M	1,949,513.97	2,149,072.62	930,336.83	741,732.12	968,443.45	540,941.82	1,038,450.48	1,144,478.60	1,053,899.71
COST OF GOODS SOLD	182,790.12	Cost of merchandise sold	185,986.37	185,303.48	146,288.81	170,805.52	186,169.33	179,220.37	259,054.48	160,085.33	176,844.09
NET REVENUE	842,466.47		1,763,527.60	1,963,769.14	784,048.02	570,926.60	782,274.12	361,721.45	779,396.00	984,393.27	877,055.62
<b>EXPENSES</b>											
PERSONNEL	333,576.99	2 FT staff; PT staff for gate and gift shop	275,265.81	267,193.39	293,329.55	279,473.43	325,055.67	331,339.07	292,815.06	284,265.55	283,553.30
MOTOR VEHICLE	320.00	Vehicle fuel & repairs	146.60	126.60	320.00	0.00	0.00	219.97	0.00	0.00	0.00
SUPPLIES & MATERIALS	17,720.00	Shop supplies (bags, shipping supplies, register tape) \$12K; uniforms \$1.2K; postage \$2.8K; office supplies \$480; bathroom & cleaning supplies \$300	21,938.20	23,347.88	14,627.40	20,396.53	18,633.96	23,639.69	31,712.91	13,689.27	11,752.74
REPAIRS & MAINTENANCE	58,858.40	Gate and camera repair & maint \$11K; general building and equipment repair \$3K; Gate maintenance agreement \$41K; camera repairs; pest control; alarm maintenance	42,783.83	96,201.02	50,922.50	79,816.02	15,669.87	20,822.24	16,030.08	54,183.75	33,062.96
UTILITIES	27,754.02	Electricity \$9K; water/sewer \$2.7K ; trash fees \$2.6K; internet \$9.7K; and phones \$3.1K; propane for generator \$700	26,892.34	26,759.80	27,907.88	27,152.08	25,824.34	25,589.00	19,361.09	15,993.95	16,692.02
INSURANCE	7,957.30	Worker's comp \$3.5K; liability insurance \$283; fire fee \$3.9K; property insurance \$257; auto ins \$9	7,238.37	7,238.37	7,111.07	8,885.20	9,525.38	8,050.84	8,820.29	6,998.07	8,414.79
ADVERTISING & PROMOTION	20,000.00	Island Treasures program - 20th anniversary	9,506.91	9,506.91	10,000.00	10,687.05	8,925.75	14,704.15	6,324.97	17,261.59	2,133.77
TRAVEL	0.00	On-island mileage reimbursement	0.00	0.00	0.00	762.46	536.38	1,620.94	1,349.94	1,167.29	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	120.00	Authorize.net monthly fee	110.00	120.00	120.00	130.00	910.00	1,922.31	2,403.60	719.53	3,045.04
CONTRACTS	6,348.33	shopify fees for online retail	22,265.39	26,517.79	6,348.33	11,026.52	6,734.97	7,465.64	4,233.89	3,538.84	855.50
BUILDING & EQUIPMENT RENTAL	2,183.88	Copier; water cooler; will no longer rent postage machine at this location	2,480.45	2,434.10	2,795.88	4,165.54	5,973.55	2,538.18	4,407.98	5,022.30	5,337.99
CREDIT CARD FEES & BANK FEES	147,730.94	Credit card processing fees and per transaction fees from gate company	161,388.06	157,291.12	101,331.57	104,801.61	97,954.31	80,146.27	79,265.07	75,143.48	63,772.75
PRINTING & PUBLICATIONS	3,000.00	Jekyll parking pass brochure; New system does not need AVI tags, prox cards, parking application cards	1,590.00	1,789.44	1,000.00	16,616.64	114,016.56	86,112.23	60,828.88	61,793.38	90,821.16
EQUIPMENT PURCHASES <\$5K	0.00		0.00	2,185.65	0.00	3,801.95	6,895.00	1,580.77	10,090.00	0.00	2,419.02
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	625,569.86		571,605.96	620,712.07	515,814.18	567,715.03	636,655.74	605,751.30	537,643.76	539,777.00	521,861.04
OPERATING INCOME	216,896.61		1,191,921.64	1,343,057.07	268,233.84	3,211.57	145,618.38	(244,029.85)	241,752.24	444,616.27	355,194.58

Jekyll Island Authority - Camp Jekyll  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	153,692.93	Reimbursement by 4-H for Camp Jekyll	139,845.94	133,370.44	157,884.67	144,276.62	165,467.28	149,522.61	115,142.08	28,597.89	28,354.20
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	153,692.93		139,845.94	133,370.44	157,884.67	144,276.62	165,467.28	149,522.61	115,142.08	28,597.89	28,354.20
<b>EXPENSES</b>											
PERSONNEL	81,608.21	2 FT positions plus allocations for other landscaping staff to handle landscaping & maintenance	92,769.44	90,638.21	104,888.24	103,802.80	106,033.75	99,684.03	57,030.46	4,837.40	6,285.56
MOTOR VEHICLE	3,832.42	Gas & diesel for mowers and equipment	1,388.63	939.59	4,876.16	3,432.45	3,536.58	2,398.86	1,989.91	38.06	155.45
SUPPLIES & MATERIALS	37,200.00	Fertilizer \$15K; Grass seed & plants \$6K; small tools \$3K; uniforms \$750; irrigation supplies \$3.8K; sand & soil \$6K (mulch & top dressing); landscape materials (fence railing \$3K)	14,497.38	10,464.38	24,500.00	14,273.94	28,894.49	20,651.60	18,503.23	6,375.59	5,033.19
REPAIRS & MAINTENANCE	6,150.00	General building repair \$1.8K; maint of mowing equipment \$3.6K; sprinkler inspection \$750	12,989.19	12,896.15	6,150.00	4,194.24	4,550.42	3,752.12	7,129.93	320.52	3,955.28
UTILITIES	10,665.49	Electricity \$1.8K; water/sewer for irrigation \$1.3K; trash fees \$7.6K	10,380.52	10,611.36	10,474.35	12,364.08	11,712.21	12,091.32	13,601.08	5,499.23	5,810.71
INSURANCE	10,236.81	Worker's comp \$3.5K; liability insurance \$283; vehicle insurance \$25; Fire fee (soccer) \$305 ; Property insurance \$6K	7,500.72	7,500.75	3,395.92	5,028.43	6,052.83	5,676.46	7,670.35	263.05	263.05
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRACTS	2,000.00	Tree trimming of live oaks at soccer complex and Camp Jekyll	0.00	0.00	1,600.00	0.00	3,450.00	3,200.00	0.00	0.00	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	2,000.00	Chainsaws, power pole pruner & hedge trimmers	320.00	320.00	2,000.00	1,180.68	1,237.00	2,020.48	3,975.00	0.00	0.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	153,692.93		139,845.88	133,370.44	157,884.67	144,276.62	165,467.28	149,474.87	109,899.96	17,333.85	21,503.24
OPERATING INCOME	0.00	All expenses reimbursed by 4-H	0.06	0.00	0.00	0.00	0.00	47.74	5,242.12	11,264.04	6,850.96

Jekyll Island Authority -Museum  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,897,734.82	Lease revenue \$771K; concession sales \$343K; district tours \$358K; motorcoach tours \$92K; historic building rental \$35K; Admission fees for Mosaic \$45K; allocation for Records mgmt \$75K; parking fees for historic preservation \$144K	1,604,265.61	1,321,144.64	1,679,643.32	1,304,210.07	1,765,055.82	1,600,500.98	1,467,599.24	1,355,171.08	969,040.19
COST OF GOODS SOLD	171,666.45	Cost of merchandise sold	151,276.57	157,909.40	166,511.49	141,438.72	148,292.04	147,279.28	129,744.86	134,591.18	122,737.60
NET REVENUE	1,726,068.37		1,452,989.04	1,163,235.24	1,513,131.83	1,162,771.35	1,616,763.78	1,453,221.70	1,337,854.38	1,220,579.90	846,302.59
<b>EXPENSES</b>											
PERSONNEL	871,813.06	12 FT staff; PT staff for tours and gift shop \$151K; GSP security for Holly Jolly \$4K; Benefits for FT staff	646,244.52	562,268.35	812,490.20	700,727.96	696,215.95	621,787.59	540,069.29	535,744.11	467,425.28
MOTOR VEHICLE	2,700.00	Fuel for trams and 6 passenger cart; general repairs & maintenance	1,587.75	1,533.25	3,732.65	2,547.45	10,366.32	4,718.41	3,773.03	7,203.19	5,736.59
SUPPLIES & MATERIALS	60,398.80	Archival & curatorial supplies \$6K; special event supplies \$7K; exhibits \$11K; Christmas décor \$10K; bathroom supplies \$4.5K; Uniforms \$3.6K; small tools \$2.4K; Shop supplies \$3.1K; fixtures \$6K	30,187.63	25,323.61	41,917.20	83,131.18	169,032.23	97,426.74	86,035.39	40,400.98	43,343.66
REPAIRS & MAINTENANCE	371,125.04	General Maint \$36K; Tiffany window conservation & shutters \$53K; exterior painting \$150K; porches \$20K; Small Dorm roof \$15K; gate repairs \$6.9K; fire/security \$10K; HVAC; gate maint; pest control; elevator	113,870.25	124,254.39	219,338.08	281,410.59	239,124.59	179,319.60	320,166.26	158,818.94	339,336.41
UTILITIES	176,751.94	Electricity \$90K; water/sewer \$53K; trash fees \$23K; telephone \$9.5K	174,924.60	174,310.69	189,556.75	186,611.40	150,661.27	177,976.27	170,703.26	147,290.06	147,673.92
INSURANCE	93,946.61	Worker's comp \$21K; liability insurance \$1.7K; Fire fee \$66K; property insurance \$4.6K, Motor Vehicle insurance \$31	84,968.57	84,968.57	84,014.72	88,007.39	79,986.52	78,241.99	79,200.72	80,004.61	81,927.02
ADVERTISING & PROMOTION	18,000.00	Sustaining marketing support for Mosaic	7,202.95	5,787.75	12,000.00	(2,288.40)	68,034.56	0.00	978.90	14,570.65	66.35
TRAVEL	200.00	Mileage reimbursement to pick up artifacts or attend meetings	100.00	0.00	500.00	2,284.75	11,310.26	5,461.99	3,054.18	1,743.46	458.48
LICENSES, REGISTRATIONS & SUBCRIPTIONS	48,366.24	Records software maintenance \$35.5K; Data hosting software \$7.5K; Association memberships	15,570.23	8,586.03	47,210.80	3,942.96	7,992.00	4,453.13	5,046.63	3,589.44	1,812.89
CONTRACTS	48,000.00	Digitize blueprints and other documents \$43K; archive contract staff \$5K	90,934.38	115,378.48	121,000.00	52,959.49	33,346.08	11,818.00	22,807.67	156.40	5,856.99
BUILDING & EQUIPMENT RENTAL	13,319.28	Copier, manlift, 6-passenger cart; Rent for Remember gift shop \$5.8K	10,418.05	10,413.47	12,867.84	12,712.25	6,883.80	6,069.56	1,450.16	11,549.35	5,941.10
CREDIT CARD FEES & BANK FEES	15,606.20	Credit card processing fees	17,823.49	13,283.02	19,999.22	16,033.90	19,431.54	16,903.47	17,425.35	16,696.95	13,466.19
PRINTING & PUBLICATIONS	3,841.20	Printing - graphics and oversize printing	4,995.54	5,576.55	2,150.00	3,674.37	1,227.86	1,058.65	1,786.55	251.80	0.00
EQUIPMENT PURCHASES <\$5K	2,000.00	Small equipment replacements	12,415.30	12,401.25	2,000.00	16,954.19	16,271.45	43,929.39	5,902.87	1,470.68	3,800.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,726,068.37		1,211,243.26	1,144,085.41	1,568,777.46	1,448,709.48	1,509,884.43	1,249,164.79	1,258,400.26	1,019,490.62	1,116,844.88
OPERATING INCOME	0.00		241,745.78	19,149.83	(55,645.63)	(285,938.13)	106,879.35	204,056.91	79,454.12	201,089.28	(270,542.29)



Jekyll Island Authority -Turtle Center  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	2,730,926.45	Adopt-a-turtle program & donations \$94K; Turtle Tag license plates \$36K; Memberships \$19K; Concession Sales \$1.1M; School & Education programs \$115K; Admission fees \$983K; Americorp grant \$343K; increased admission rates \$1 in FY2022	2,623,755.32	2,441,124.76	2,428,050.97	2,196,358.98	2,643,266.53	2,429,726.59	2,337,559.23	2,239,222.72	2,074,879.64
COST OF GOODS SOLD	554,409.90	Cost of goods sold in gift shop	595,081.88	548,200.36	525,933.78	440,123.52	480,721.30	443,569.52	584,454.82	497,772.78	470,537.13
NET REVENUE	2,176,516.55		2,028,673.44	1,892,924.40	1,902,117.19	1,756,235.46	2,162,545.23	1,986,157.07	1,753,104.41	1,741,449.94	1,604,342.51
<b>EXPENSES</b>											
PERSONNEL	1,494,501.92	18 FT staff; requesting 1 FT Hospital Tech \$32K; Americorps member stipends \$276K; PT staff for camps and gift shop \$64K; includes benefits for FT staff	1,314,867.36	1,240,003.76	1,367,985.73	1,317,347.18	1,186,837.03	1,225,227.29	1,219,768.97	1,111,622.35	1,037,584.23
MOTOR VEHICLE	5,110.27	Gas for van, ATVs; van repair & ATV repair	3,787.35	3,145.61	5,110.27	4,249.04	6,351.64	6,270.91	7,529.19	3,645.80	7,241.02
SUPPLIES & MATERIALS	144,391.43	Drugs and supplies for treating sick turtles \$52K; uniforms for staff and Americorps members \$4.8K; exhibit maint \$4K; camp supplies \$5K; shop supplies \$11K; Turtle supplies \$38K; Education supplies \$7.1K	168,390.34	148,704.98	152,092.21	146,468.21	188,266.20	161,963.71	157,232.14	178,442.44	139,403.31
REPAIRS & MAINTENANCE	57,544.73	General Repairs & Maint. \$32K; Repair & paint windows \$10K; maintenance & service agreements \$15K	51,431.53	50,344.01	36,162.28	97,741.63	96,782.16	54,824.95	86,358.66	102,314.59	56,048.66
UTILITIES	77,099.94	Electricity \$48K; propane to heat pavillion \$570; water/sewer \$10K; trash fees \$3.8K; land lines & cell phones \$15K	77,226.31	76,316.44	78,061.79	75,368.37	76,544.48	75,923.13	70,645.73	74,038.71	70,849.40
INSURANCE	41,070.88	Worker's Comp \$28K; Liability Insurance \$2K Fire fees \$9.5K Property insurance \$635; auto insurance \$323	35,489.54	35,489.54	34,615.87	34,359.56	39,674.04	33,432.96	38,264.38	34,018.44	45,172.93
ADVERTISING & PROMOTION	7,010.00	Advertising expenses and Facebook advertising for programs; welcome baskets for Americorps members; member completion awards	621.03	581.03	1,010.00	2,891.97	1,844.77	1,045.74	989.31	29,853.70	1,564.50
TRAVEL	7,384.00	Conferences and training for staff; Required travel for Americorps members training	3,493.00	2,101.72	2,375.00	19,667.05	17,553.00	8,245.41	12,008.51	9,366.27	8,306.58
LICENSES, REGISTRATIONS & SUBCRIPTIONS	16,526.52	Registrations for conferences; association dues; & training courses; survey monkey; Adobe subscription	8,548.64	8,173.64	10,033.88	13,388.56	12,979.21	9,344.72	9,818.78	12,435.55	8,271.00
CONTRACTS	33,046.00	FBI background checks \$2K; diagnostic testing \$31K	8,793.60	10,069.49	21,289.92	39,906.13	34,535.55	23,721.55	23,959.07	19,677.02	16,285.19
BUILDING & EQUIPMENT RENTAL	5,769.72	Copier & water cooler rental	3,827.48	5,409.84	5,290.32	5,974.96	6,884.42	4,371.17	4,244.16	6,744.02	7,956.50
CREDIT CARD FEES & BANK FEES	43,440.40	Credit card processing fees	37,295.62	28,878.73	40,000.00	37,125.38	44,737.42	35,798.21	34,488.87	33,311.47	28,434.28
PRINTING & PUBLICATIONS	5,073.52	Signs; photos; brick engraving fees; summer program brochures; misc printing	5,540.17	3,548.00	10,189.52	7,098.10	19,090.66	5,582.59	7,620.07	7,225.82	11,596.14
EQUIPMENT PURCHASES <\$5K	8,609.00	Pumps, controllers, probes, check valves, filter blower, etc.; replacement microphones, laptop, speakers, etc for educational programs	9,742.39	12,143.11	9,884.00	16,211.05	28,528.66	18,780.35	2,625.41	23,007.49	6,719.25
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,946,578.33		1,729,054.36	1,624,909.90	1,774,100.79	1,817,797.19	1,760,609.24	1,664,532.69	1,675,553.25	1,645,703.67	1,445,432.99
OPERATING INCOME	229,938.22	Research department moved under Conservation in FY2022; historical expenses moved also	299,619.08	268,014.50	128,016.40	(61,561.73)	401,935.99	321,624.38	77,551.16	95,746.27	158,909.52

Jekyll Island Authority -Fire Department  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,601,700.00	Fire fees \$1.3M; ambulance service \$45K; permit fees \$7.2K; contribution from Admin for Code Compliance Officer \$66K; allocation from parking fees for fire equipment fund \$175K	1,555,464.66	1,535,435.85	1,528,000.00	1,409,721.22	1,141,495.69	1,125,229.80	964,783.41	929,409.05	929,744.56
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	1,601,700.00		1,555,464.66	1,535,435.85	1,528,000.00	1,409,721.22	1,141,495.69	1,125,229.80	964,783.41	929,409.05	929,744.56
<b>EXPENSES</b>											
PERSONNEL	1,228,674.54	10 FT employees; requesting addition of 1 FT EMT; and 1 FT Paramedic; balance of staffing is covered by PT employees (\$270K); includes benefits for FT staff	1,064,499.90	1,056,089.30	1,112,725.91	958,786.51	826,599.52	813,975.74	797,259.29	830,776.85	801,753.66
MOTOR VEHICLE	22,137.82	Gas, diesel and repairs for ambulance, fire trucks, pickup truck and ATV	24,562.58	38,325.32	23,490.10	36,814.31	25,833.03	22,224.17	12,951.91	22,171.63	21,901.87
SUPPLIES & MATERIALS	31,439.87	Firefighter supplies \$13K; uniforms \$4.7K; first aid supplies \$7.7K; bathroom & cleaning \$2.2K; office supplies \$1.3K; small tools, postage	32,444.78	31,396.84	27,677.93	33,244.73	21,686.92	30,620.33	16,777.25	17,344.67	21,647.61
REPAIRS & MAINTENANCE	20,772.40	General R&M for station and grounds \$3K; service contracts \$14K (software maint agreements, pest control, etc); equipment R&M \$3.7K	26,565.52	29,866.13	24,832.00	20,637.42	15,999.74	21,196.87	15,596.07	12,588.45	23,130.95
UTILITIES	22,004.37	Electricity \$7.9K; water/sewer \$3.6K; trash fees \$1.9K; cable \$534; telephone \$8K	21,553.00	23,012.57	17,046.38	19,320.69	15,709.96	18,609.18	18,973.12	18,896.58	18,311.37
INSURANCE	26,729.54	Worker's comp \$21K; liability insurance \$1.7K; property insurance \$171; vehicle insurance \$1K; fire fees \$2.6K	20,392.85	20,392.85	21,278.62	14,829.36	16,463.08	14,571.00	18,384.02	17,497.36	22,133.44
ADVERTISING & PROMOTION	1,000.00	Hosting local courses (instructor rooms,etc); lunch meetings	1,001.20	601.20	1,000.00	857.02	368.36	1,300.46	510.09	2,672.50	125.29
TRAVEL	4,510.00	Travel for conferences & training for FT staff	2,021.70	1,759.15	3,510.00	2,492.83	1,972.84	1,995.29	3,636.36	2,945.44	848.31
LICENSES, REGISTRATIONS & SUBCRIPTIONS	21,582.68	Ambulance licenses (2) \$5.3K; conference fees, Nixel system \$4.5K, Education conferences	14,478.63	14,358.63	14,070.00	13,463.90	12,594.02	11,925.00	6,113.25	6,570.00	4,775.00
CONTRACTS	4,083.76	EMS billing fees	3,891.61	3,919.21	6,108.95	5,992.44	929.70	0.00	0.00	0.00	0.00
BUILDING & EQUIPMENT RENTAL	1,800.00	Copier rental & oxygen tank rental; FY21 includes UTV rental \$3K	4,599.61	4,939.74	2,273.23	2,862.06	1,750.36	1,326.98	1,164.92	1,240.94	1,886.12
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	2,174.55	Misc printing needs & CPR cards for certification classes	1,577.80	1,915.94	2,620.71	2,126.84	1,913.39	2,578.69	1,545.83	442.00	623.08
EQUIPMENT PURCHASES <\$5K	9,671.00	Miscellaneous equipment replacement; Training equipment; Defibrillator training device \$2K; ice maker \$3.7K	937.75	2,953.27	1,150.00	3,925.68	5,511.88	2,886.98	299.00	1,409.93	1,902.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,396,580.53		1,218,526.93	1,229,530.15	1,257,783.83	1,115,353.79	947,332.80	943,210.69	893,211.11	934,556.35	919,038.70
OPERATING INCOME	205,119.47	Amount to be set aside in Fire equipment fund (\$175K from parking; \$30K from Fire fees; balance from operations)	336,937.73	305,905.70	270,216.17	294,367.43	194,162.89	182,019.11	71,572.30	(5,147.30)	10,705.86

Jekyll Island Authority -Roads & Grounds  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,037,389.30	Amount allocated from Parking fees to pay for Roads & Grounds expenses	1,230,802.66	1,230,802.66	1,189,869.79	1,415,720.95	1,226,670.86	1,201,351.51	1,242,863.11	984,692.96	800,000.00
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	1,037,389.30		1,230,802.66	1,230,802.66	1,189,869.79	1,415,720.95	1,226,670.86	1,201,351.51	1,242,863.11	984,692.96	800,000.00
<b>EXPENSES</b>											
PERSONNEL	521,210.18	9 FT staff; includes \$30K in temp service labor for causeway clearing/projects and Christmas lights	673,838.62	650,317.79	804,778.55	726,373.23	613,574.52	766,265.75	653,819.52	566,391.54	499,601.02
MOTOR VEHICLE	42,753.97	Gas and diesel for equipment and vehicles \$25K; vehicle repairs \$18K	48,219.63	46,227.13	60,648.44	61,009.49	58,200.13	66,036.96	55,098.03	46,545.42	51,840.26
SUPPLIES & MATERIALS	76,527.74	Christmas lights \$60K; uniforms \$1.5K; small tools \$3.2K; shop supplies \$5K; limerock for road repairs \$6K	86,357.21	77,688.60	68,182.02	134,208.57	104,533.80	88,429.04	99,430.66	111,099.53	44,095.54
REPAIRS & MAINTENANCE	48,514.04	General building R&M \$16K; Roads & bike path repairs \$18.6K; general equipment R&M \$14K	64,585.81	65,514.57	15,664.04	54,435.87	139,659.90	94,422.28	111,537.69	78,752.27	79,673.00
UTILITIES	157,545.00	Electricity \$42K (street lights, parks, restrooms); water/sewer \$21K; trash fees \$95K (public areas)	157,271.70	154,886.14	150,904.40	154,812.09	116,638.53	111,358.84	106,632.29	97,998.43	115,974.63
INSURANCE	38,655.66	Worker's comp \$16K; liability insurance \$1.2K; vehicle insurance \$3.6K; property insurance \$1.1K; fire fee \$17K	47,397.15	47,397.15	47,205.07	31,970.23	36,827.03	35,033.86	41,131.71	34,029.81	35,113.37
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	0.00	756.28	456.54	248.28
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	108.65	0.00	450.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	9.00	(1,050.72)	0.00	0.00	0.00
CONTRACTS	75,000.00	Bike Path Engineering plan	0.00	0.00	0.00	1,126.85	70.08	0.00	(350.00)	1,398.21	5,429.95
BUILDING & EQUIPMENT RENTAL	59,916.00	4 Manlifts for christmas lights \$20K; Drum roller for trail work \$2.5K; Excavator lease \$37K	26,360.88	21,710.88	32,250.00	85,489.63	55,765.93	0.00	12,494.62	16,226.96	10,648.90
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		3,461.58	3,461.58	0.00	0.00	0.00	16.98	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$K	17,266.71	Grills, chainsaws, 12 picnic tables, small equipment; misc equipment replacement \$4K	4,049.72	2,199.72	10,237.28	7,152.87	1,995.00	7,874.69	5,164.41	16,104.17	14,987.49
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,037,389.30		1,111,542.30	1,069,403.56	1,189,869.80	1,256,578.83	1,127,273.92	1,168,387.68	1,085,823.86	969,002.88	858,062.44
OPERATING INCOME	0.00	Park Services was broken out into a separate department in FY2022	119,260.36	161,399.10	(0.01)	159,142.12	99,396.94	32,963.83	157,039.25	15,690.08	(58,062.44)

Jekyll Island Authority -Park Services  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	590,599.59	Amount allocated from Parking fees to pay for Park Services expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	590,599.59		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>EXPENSES</b>											
PERSONNEL	490,165.87	10 FT staff currently; adding Park Services Manager; includes benefits for FT staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MOTOR VEHICLE	15,504.00	Gas for equipment and vehicles \$9.5K; vehicle repairs \$6K	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES & MATERIALS	61,675.00	Bathroom supplies for public areas \$61K; uniforms \$1.5K; small tools, shop supplies, first aid supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REPAIRS & MAINTENANCE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UTILITIES	604.02	Cell phone for Park Services supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INSURANCE	21,400.70	Worker's comp \$19K; liability insurance \$1.6K; vehicle insurance \$384	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRACTS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	1,250.00	Vaccuum cleaners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	590,599.59		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>OPERATING INCOME</b>	0.00	Park Services was separated into its own department in FY2022 (was part of Roads & Grounds dept)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Jekyll Island Authority -Landscaping  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
REVENUES											
GROSS REVENUES	1,651,158.27	Wright Tree Service (rental space for equipment) \$3K; Plant sales \$20K; Tree fund contributions \$2K; Allocation from parking fees \$1.6M	1,418,466.54	1,416,381.82	1,332,281.91	1,582,356.64	1,448,283.36	1,572,865.87	1,445,523.55	1,405,861.95	1,353,095.43
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	1,651,158.27		1,418,466.54	1,416,381.82	1,332,281.91	1,582,356.64	1,448,283.36	1,572,865.87	1,445,523.55	1,405,861.95	1,353,095.43
EXPENSES											
PERSONNEL	1,138,289.20	20 FT employees; cost allocations to Camp Jelyll \$22K; 2 college interns \$8K; Temp service staffing \$97K; benefits for FT staff	973,369.73	932,529.65	956,974.22	895,035.00	1,011,283.96	1,031,575.86	912,173.62	925,893.27	934,814.85
MOTOR VEHICLE	33,407.78	Gas & diesel for vehicles & equipment \$25K; vehicle repairs \$11K	30,397.63	25,654.71	41,558.73	33,041.27	52,042.45	37,029.65	26,134.26	29,588.26	35,178.01
SUPPLIES & MATERIALS	213,924.12	Plants/seeds \$88K (incl \$15K reforestation; \$10K Great Dunes plants); sand/soil \$30K; chemicals/fertilizer \$45K; irrigation supplies \$16K; landscape & greenhouse materials \$16K; uniforms \$7.5K; small tools \$7.5K	162,966.09	148,841.96	157,381.12	141,826.28	181,320.40	175,234.29	161,101.23	150,149.88	148,061.91
REPAIRS & MAINTENANCE	26,694.00	General bldg R&M \$9.5K; Roads & Grounds R&M \$3K; General equipment R&M \$14K	17,781.80	15,181.24	23,400.00	17,801.71	17,628.55	28,074.92	34,092.73	17,881.38	30,247.77
UTILITIES	104,418.19	Electricity \$54K; Propane \$3.7K; Water/sewer \$35K; trash fees \$9.4K; telephone \$2K	98,024.02	99,553.75	86,112.94	105,833.21	138,583.48	138,002.40	146,311.39	123,039.42	140,566.57
INSURANCE	40,067.97	Worker's comp \$35K; liability insurance \$2.8K; vehicle insurance \$250; fire fee \$1.5K	33,527.46	33,527.46	32,594.90	38,911.92	45,902.42	43,180.35	46,028.56	48,209.60	61,317.18
ADVERTISING & PROMOTION	500.00	Advertisements for plant sales	0.00	0.00	500.00	0.00	0.00	448.54	848.51	285.62	369.30
TRAVEL	2,000.00	ASLA conference	0.00	1,701.60	0.00	1,701.60	1,560.08	2,817.46	1,449.26	1,423.53	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	2,360.00	Conference registrations and association memberships	90.00	90.00	960.00	514.50	680.00	1,305.00	791.74	1,655.00	930.00
CONTRACTS	17,000.00	Tree maintenance & stump grinding \$16K; yearly professional tree consultations \$1K	9,720.00	7,620.00	20,000.00	12,640.00	19,725.00	18,550.00	4,685.00	15,845.46	14,481.47
BUILDING & EQUIPMENT RENTAL	48,833.20	Hydraulic lift for trimming palm trees \$4K; mowing equipment lease and tractor lease \$44K	718.25	718.25	4,000.00	10,709.98	7,795.37	4,606.08	2,105.38	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	23,663.81	Trimmers,edgers,pruners,chainsaws,blowers \$5.9K; Push mower \$1.3K; 84" double spike roller \$3.8K; Cellular irrigation controllers (6) \$13K	6,062.59	6,144.59	8,800.00	2,991.46	9,533.53	4,801.97	3,875.95	5,203.50	11,944.37
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,651,158.27		1,332,677.57	1,271,583.21	1,332,281.91	1,261,006.93	1,486,055.24	1,485,626.52	1,339,597.63	1,319,174.92	1,377,911.43
OPERATING INCOME	0.00		85,788.97	144,798.61	0.00	321,349.71	(37,771.88)	87,239.35	105,925.92	86,687.03	(24,816.00)

Jekyll Island Authority - Facility Maintenance  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	0.00	Reimbursement for building trash containers	1,565.00	1,565.00	0.00	0.00	787.25	2,455.09	1,045.78	1,555.87	0.00
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	0.00		1,565.00	1,565.00	0.00	0.00	787.25	2,455.09	1,045.78	1,555.87	0.00
<b>EXPENSES</b>											
PERSONNEL	707,531.48	11 FT employees; PT labor for Christmas lights and Summer Waves start up work \$16K; includes benefits for FT employees	599,558.79	575,898.53	648,851.43	652,831.87	714,356.05	642,056.10	674,913.75	604,913.54	498,362.50
MOTOR VEHICLE	12,500.09	Fuel for vehicles & equipment \$8K; vehicle R&M \$4.9K	13,621.90	12,135.19	13,221.44	10,430.37	15,263.75	14,773.82	13,611.12	11,181.26	12,717.33
SUPPLIES & MATERIALS	8,342.82	Uniforms \$3.2K; replacement hand tools \$3K; office supplies \$1.3K, shop supplies, first aid supplies, bathroom & cleaning supplies	6,813.68	6,098.94	8,695.32	10,005.59	7,958.90	10,934.00	12,821.09	7,690.76	10,168.52
REPAIRS & MAINTENANCE	40,082.50	General building R&M \$18K; Beach access repair \$5K; Great Dunes sand pump out \$2K; parking lot paint \$5K; Equipment R&M \$2K; Maintenance agreements \$6.9K	34,556.34	33,733.24	35,848.72	27,442.94	50,116.64	35,485.92	22,691.60	21,397.61	47,534.57
UTILITIES	24,166.48	Electricity \$11K; water/sewer \$3.9K ; trash fees \$3.6K; telephone \$5K	23,814.11	23,754.09	24,481.76	23,836.54	24,246.39	25,502.08	31,258.34	23,592.97	23,328.70
INSURANCE	29,310.97	Worker's comp \$19K; liability insurance \$1.6K; vehicle insurance \$76; property insurance \$512; fire fee \$7.7K	25,566.57	25,566.57	24,870.30	27,481.76	30,487.57	28,859.67	25,949.06	28,580.58	31,128.26
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	73.73	95.55	453.32	54.85
TRAVEL	100.00	Travel to pick up pumps	200.68	240.68	100.00	1,471.95	66.49	209.60	158.56	107.01	129.08
LICENSES, REGISTRATIONS & SUBCRIPTIONS	1,510.00	Inventory software license	0.00	1,000.00	1,510.00	4,017.32	4.50	0.00	3.08	0.00	0.00
CONTRACTS	0.00		0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	825.00	0.00	1,000.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	12.66	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	1,800.00	Ladders, batteries and tool replacements	2,341.28	2,041.28	3,300.00	5,530.34	21,388.21	9,444.84	16,470.91	2,051.00	3,364.66
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	825,344.34		706,473.35	680,468.52	760,878.97	763,048.68	864,776.16	767,339.76	798,973.06	699,968.05	626,788.47
OPERATING INCOME	(825,344.34)		(704,908.35)	(678,903.52)	(760,878.97)	(763,048.68)	(863,988.91)	(764,884.67)	(797,927.28)	(698,412.18)	(626,788.47)

Jekyll Island Authority -Vehicle & Equipment Maintenance  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,000.00	Sale of scrap metal and equipment	2,759.50	3,693.65	500.00	10,293.77	287.00	4,030.85	0.00	0.00	10,011.05
COST OF GOODS SOLD	0.00		0.00	0.00	0.00			0.00	0.00	0.00	0.00
NET REVENUE	1,000.00		2,759.50	3,693.65	500.00	10,293.77	287.00	4,030.85	0.00	0.00	10,011.05
<b>EXPENSES</b>											
PERSONNEL	383,678.94	7 FT employees; includes increase for 1 CDL certification \$1K; includes benefits for FT staff	365,092.36	366,760.30	399,717.53	397,322.89	368,584.36	400,008.21	374,619.52	379,533.42	334,278.21
MOTOR VEHICLE	14,400.00	Fuel and R&M for general fleet vehicles; also includes adjustment for inventory variances	6,709.62	3,697.20	14,400.00	6,732.12	(22,300.23)	3,514.80	15,806.58	12,294.94	2,227.00
SUPPLIES & MATERIALS	17,250.00	Shop supplies (lubricants ,fittings, oil) \$8.6K; Uniforms \$4.5K; small tools \$3.6K	9,658.64	8,257.03	13,663.80	13,310.83	21,838.26	16,090.71	15,259.23	21,488.37	12,087.58
REPAIRS & MAINTENANCE	31,941.07	General building & equipment R&M \$13.5K; fuel tank inspection \$7K; garage management system \$7.5K; vehicle diagnostic service \$1.5K	25,983.77	28,568.68	32,826.20	28,653.00	23,014.31	41,832.15	32,406.80	25,196.72	31,195.83
UTILITIES	13,320.24	Electricity \$3.4K; water/sewer \$5K; trash fees \$3.6K; telephone \$1.2K;	14,022.29	13,812.44	14,928.82	14,505.19	15,597.78	15,302.70	13,574.12	15,510.88	13,584.93
INSURANCE	14,518.27	Worker's comp \$11K; liability insurance \$849; vehicle insurance \$514; property insurance \$158; fire fee \$2.4K	13,992.80	13,965.80	13,809.30	14,286.90	16,279.54	14,560.53	16,225.64	16,233.22	21,141.78
ADVERTISING & PROMOTION	0.00	Help wanted ads	0.00	0.00	0.00	0.00	0.00	0.00	155.77	47.81	55.57
TRAVEL	1,000.00	Travel for training classes for staff - none planned in FY21	30.62	30.62	0.00	1,406.66	358.16	660.92	476.86	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	1,772.00	Tag registration for vehicles; highway impact fees \$1.7K	1,258.50	1,246.50	1,772.00	1,286.00	5,277.19	1,512.00	503.02	224.08	0.00
CONTRACTS	0.00		240.50	240.50	0.00	3,040.25	500.00	0.00	0.00	0.00	700.00
BUILDING & EQUIPMENT RENTAL	0.00	Rental of car hauler, small equipment or tool rental	878.40	878.40	0.00	0.00	163.00	0.00	43.24	109.90	375.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	237.32	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	62.32	Manuals & publications	0.00	22.99	12.32	22.99	1,619.56	39.99	311.56	217.70	0.00
EQUIPMENT PURCHASES <\$5K	3,075.00	Battery operated tool upgrades; tool set for service truck; sandblaster	827.35	827.35	1,200.00	5,329.09	8,345.79	12,699.21	19,455.82	8,029.62	9,644.71
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	481,017.84		438,694.85	438,307.81	492,329.97	485,895.92	439,515.04	506,221.22	488,838.16	478,886.66	425,290.61
OPERATING INCOME	(480,017.84)		(435,935.35)	(434,614.16)	(491,829.97)	(475,602.15)	(439,228.04)	(502,190.37)	(488,838.16)	(478,886.66)	(415,279.56)



Jekyll Island Authority -Water/Wastewater  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,584,755.97	Rate increase in sewer/water rates in FY22; water \$591K, sewer \$690K; water test fees \$11K, JIA water/sewer usage \$288K; No allocation from parking fees in FY2022	1,694,857.93	1,648,229.27	1,733,521.76	1,678,116.59	1,335,751.14	1,384,606.05	1,388,486.98	1,207,134.28	1,169,087.79
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	1,584,755.97		1,694,857.93	1,648,229.27	1,733,521.76	1,678,116.59	1,335,751.14	1,384,606.05	1,388,486.98	1,207,134.28	1,169,087.79
<b>EXPENSES</b>											
PERSONNEL	725,631.06	9 FT employees; requesting 1 FT Assistant Superintendent position \$56K; includes \$16.6K for pay increases for certifications; includes benefits for FT staff	585,938.04	568,058.78	628,542.91	521,910.46	487,047.64	568,066.30	505,794.38	481,593.91	466,428.10
MOTOR VEHICLE	16,410.65	Fuel for vehicles, generator & equipment \$9K; vehicle R&M \$7.4K	15,972.71	15,258.74	16,675.61	32,598.97	13,687.46	11,817.92	12,322.59	11,776.27	19,137.12
SUPPLIES & MATERIALS	108,328.15	Shop supplies \$56K (includes \$30K for residential merter replacements); Chemicals \$21K; lab supplies \$21K; uniforms \$4.5K.	80,472.91	78,766.49	76,037.69	74,915.50	56,465.96	67,081.96	59,204.77	56,089.21	54,125.23
REPAIRS & MAINTENANCE	311,386.82	Building R&M \$11K; equipment R&M for motors, control systems, etc \$49K; service contracts \$250K (includes water tank maint \$203K, required EPD testing, fuel tank testing, etc)	269,313.88	331,353.16	321,595.00	305,349.47	166,029.05	156,612.25	151,847.12	162,737.02	183,596.80
UTILITIES	118,338.64	Electricity \$93K; Water/sewer \$15K; fuel \$4.2K; telephone \$4.1K; trash fees \$1.9K	119,478.29	115,197.90	122,414.86	110,545.58	144,041.98	184,492.28	155,209.46	144,715.46	164,422.67
INSURANCE	82,661.79	Worker's comp \$18K; liability insurance \$1.4K; property insurance \$4K; fire fee \$59K; motor vehicle \$202	75,447.07	75,447.07	74,940.03	75,431.83	74,231.24	64,217.82	68,600.84	71,370.48	68,459.81
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00
TRAVEL	3,100.00	On call mileage; travel for lab school and conference	1,307.31	1,065.96	4,100.00	2,242.10	1,521.16	2,786.61	1,770.48	1,650.71	1,179.04
LICENSES, REGISTRATIONS & SUBCRIPTIONS	5,976.86	Conferences, schools, memberships	953.86	953.86	6,315.00	6,150.89	6,425.00	4,998.00	3,190.00	4,726.00	4,484.88
CONTRACTS	15,680.00	Republic/Broadhurst \$8K (sludge & grit removal and disposal); Water/sewer study \$8K	11,951.32	11,015.22	13,980.00	6,190.01	10,731.16	5,664.71	1,637.96	0.00	5,363.00
BUILDING & EQUIPMENT RENTAL	1,898.88	Copier rental and copy fees	1,803.50	1,914.44	624.00	1,414.84	0.00	0.00	0.00	63.00	501.20
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	198.94	0.00	198.94	0.00	60.00	50.00	0.00	375.38
EQUIPMENT PURCHASES <\$5K	7,200.00	Chainsaws \$1.2K; Chlorinators ST3 \$3K; SCBA air pack \$3K	10,505.98	10,505.98	18,072.93	6,950.06	23,684.16	13,311.11	28,212.99	10,755.11	3,516.09
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,396,612.85		1,173,144.87	1,209,736.54	1,283,298.03	1,143,898.65	983,914.81	1,079,108.96	987,840.59	945,477.17	971,589.32
OPERATING INCOME	188,143.12	Amount set aside for Water/Wastewater reserve funds to be used for future facility & equipment upgrades	521,713.06	438,492.73	450,223.73	534,217.94	351,836.33	305,497.09	400,646.39	261,657.11	197,498.47

Jekyll Island Authority -Sanitation  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
REVENUES											
GROSS REVENUES	609,626.16	Residential and commercial trash fees \$336K; JIA trash fees \$233K; Allocation from parking fee \$40K; Rate increase in trash fees 2% in FY2022	572,021.52	567,669.57	562,034.91	562,196.28	543,115.51	526,701.00	536,335.76	498,506.89	475,244.50
COST OF GOODS SOLD	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET REVENUE	609,626.16		572,021.52	567,669.57	562,034.91	562,196.28	543,115.51	526,701.00	536,335.76	498,506.89	475,244.50
EXPENSES											
PERSONNEL	211,026.63	3 FT staff; includes benefits for FT staff	214,210.13	216,363.86	199,383.75	211,933.91	196,258.47	182,765.68	172,709.82	134,263.88	146,070.86
MOTOR VEHICLE	25,448.36	Fuel for vehicles and equipment \$8.4K; Routine vehicle maintenance and repairs \$17K	12,375.48	10,670.78	35,527.77	30,560.58	31,702.28	25,194.03	32,965.20	19,327.64	23,750.60
SUPPLIES & MATERIALS	4,123.79	Bathroom/cleaning supplies; small tools. 30 or 96 gallon recycle bins replacement (\$3K)	1,014.30	635.30	4,467.80	958.80	1,761.67	974.30	1,478.00	665.00	988.15
REPAIRS & MAINTENANCE	1,650.00	General equipment R&M \$1.6K	300.00	0.00	11,800.00	221.49	613.87	131.53	1,013.06	170.22	1,067.57
UTILITIES	2,400.00	Water/sewer	1,754.44	1,748.50	297.60	268.26	291.42	337.00	311.28	242.15	295.99
INSURANCE	6,081.56	Worker's comp \$5.3K; liability insurance \$425; vehicle insurance \$350	4,902.43	4,902.43	4,835.60	5,101.16	5,957.38	5,675.05	6,583.26	6,773.72	9,203.44
ADVERTISING & PROMOTION	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	300.00	303.00	0.00
CONTRACTS	329,275.57	Waste Management, hauling/dumping fees; increase in Waste Management fees 2%	287,426.74	284,906.83	305,603.05	248,486.68	381,671.16	273,005.29	313,747.68	282,924.01	250,311.49
BUILDING & EQUIPMENT RENTAL	10,000.00	Equipment rental for landfill grinding project - if needed	14,690.00	7,065.80	10,000.00	90,824.40	8,684.98	0.00	0.00	0.00	0.00
CREDIT CARD FEES & BANK FEES	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRINTING & PUBLICATIONS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	0.00		0.00	0.00	0.00	0.00	0.00	0.00	175.40	0.00	0.00
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	590,005.91		536,673.52	526,293.50	571,915.57	588,355.28	626,941.23	488,082.88	529,283.70	444,669.62	431,688.10
OPERATING INCOME	19,620.25	Allocation of \$40K from parking fees to cover landfill grinding & equipment rental	35,348.00	41,376.07	(9,880.66)	(26,159.00)	(83,825.72)	38,618.12	7,052.06	53,837.27	43,556.40

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	0.00	Food/alcohol sales	226,324.69	277,381.03	407,073.70	404,710.49	475,951.48	453,624.28	522,734.43	541,083.30	583,495.01
COST OF GOODS SOLD	0.00	Cost of food and alcohol sold	118,872.29	145,121.83	140,945.07	174,351.33	197,724.97	200,871.85	211,039.83	233,626.47	230,048.70
NET REVENUE	0.00		107,452.40	132,259.20	266,128.63	230,359.16	278,226.51	252,752.43	311,694.60	307,456.83	353,446.31
<b>EXPENSES</b>											
PERSONNEL	0.00	Labor and benefits	131,618.76	162,853.15	227,769.87	232,719.35	251,109.19	208,395.33	229,641.30	257,481.19	258,687.02
MOTOR VEHICLE	0.00	Fuel for beverage cart	0.00	0.00	0.00	0.00	0.00	0.00	138.10	291.04	302.33
SUPPLIES & MATERIALS	0.00	Restroom & cleaning supplies; linens; staff uniforms; food service supplies (carryout supplies, eco-friendly supplies, food prep supplies)	24,303.36	28,574.40	37,358.47	30,862.32	39,558.70	31,489.33	48,269.59	41,306.41	32,794.37
REPAIRS & MAINTENANCE	0.00	Building repair & maintenance; equipment repair & maintenance; service contracts	17,272.75	18,379.81	26,198.64	19,762.81	17,674.32	31,031.75	36,166.26	26,158.23	30,449.94
UTILITIES	0.00	Electricity; fuel for cooking; trash fees; telephone	29,706.16	35,041.19	39,678.99	37,164.50	41,559.74	42,440.96	40,553.17	44,804.31	46,475.54
INSURANCE	0.00	Workers comp; liability insurance	4,626.59	4,626.59	4,529.05	4,793.52	5,682.38	5,409.01	6,004.78	8,365.08	11,198.56
ADVERTISING & PROMOTION	0.00	Advertising & promotional ads; facebook ads	0.00	0.00	3,000.00	0.00	3,000.00	0.00	301.25	12,318.78	237.56
TRAVEL	0.00		0.00	0.00	0.00	0.00	149.02	0.00	603.97	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00	Alcohol licenses; health inspections; XM radio	899.55	965.45	2,820.40	2,545.40	2,400.00	2,075.00	573.68	229.99	571.86
CONTRACTS	0.00		830.00	830.00	0.00	215.95	0.00	43,066.45	1,175.00	1,399.00	2,961.11
BUILDING & EQUIPMENT RENTAL	0.00	Beverage cart lease; CO2 rental	1,514.36	2,243.89	2,130.12	5,274.30	9,094.94	11,362.59	4,637.94	1,982.89	0.00
CREDIT CARD FEES & BANK FEES	0.00	Credit card processing fees	6,202.10	7,244.10	8,942.82	8,100.06	4,873.14	8,981.56	10,011.85	10,505.22	8,771.77
PRINTING & PUBLICATIONS	0.00		160.00	160.00	0.00	319.88	1,270.66	0.00	0.00	0.00	0.00
EQUIPMENT PURCHASES <\$5K	0.00	Vacuum cleaners and small equipment	0.00	0.00	450.00	1,181.31	3,454.24	8,088.66	0.00	485.99	467.60
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	0.00		217,133.63	260,918.58	352,878.36	342,939.40	379,826.33	392,340.64	378,076.89	405,328.13	392,917.66
OPERATING INCOME	0.00		(109,681.23)	(128,659.38)	(86,749.73)	(112,580.24)	(101,599.82)	(139,588.21)	(66,382.29)	(97,871.30)	(39,471.35)

Jekyll Island Authority - Convention Center  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
REVENUES											
GROSS REVENUES	3,534,387.00	Based on actual bookings plus estimated pickup business of \$317K; Sales were significantly impacted by COVID-19 restrictiions but business is returning to normal levels	1,668,550.13	593,067.43	3,034,508.00	2,947,038.51	4,510,465.79	4,281,554.33	3,958,637.82	3,473,863.68	2,585,101.04
COST OF GOODS SOLD	400,049.73	Cost of food and alcohol sold	184,643.45	73,857.02	294,602.27	237,706.11	386,583.61	388,773.82	395,610.87	364,794.77	282,813.02
NET REVENUE	3,134,337.27		1,483,906.68	519,210.41	2,739,905.73	2,709,332.40	4,123,882.18	3,892,780.51	3,563,026.95	3,109,068.91	2,302,288.02
EXPENSES											
PERSONNEL	91,607.00	Temp staffing service labor and contract security services - all other labor is under contract expenses	35,767.54	16,425.54	52,607.00	78,991.62	163,696.88	208,936.45	146,736.48	127,998.03	121,598.38
MOTOR VEHICLE	370.00	Fuel & repair for vehicle	337.08	337.08	143.00	141.31	692.52	325.36	866.70	933.59	995.60
SUPPLIES & MATERIALS	129,160.00	Food supplies \$43K; linens \$25K; bathroom/cleaning supplies \$24K; uniforms \$3K; furniture replacement \$30K; office supplies, flags, postage, small tools	45,223.14	23,572.36	79,170.00	58,562.04	100,516.29	116,333.64	109,068.52	100,900.35	76,374.48
REPAIRS & MAINTENANCE	224,810.00	General bldg R&M \$52K; building supplies \$34.4K; door maint \$2K;Repair/upgrades \$25K; general equipment R&M \$27K; window cleaning \$13K; A/C maint \$38K; water softener treatment \$14K	121,541.95	82,263.33	166,804.00	136,903.03	143,465.83	137,967.14	121,379.31	113,064.69	99,957.26
UTILITIES	331,703.00	Electricity \$251K; fuel \$18K; water/sewer \$9.4K; trash \$23K; internet \$22K; telephone \$8.9K	236,647.69	217,342.02	333,073.15	320,812.33	321,933.71	310,726.71	311,992.02	311,996.10	290,885.00
INSURANCE	192,038.75	General liability insurance \$41K; fire fee \$142K; property insurance \$9.4K	186,962.33	184,239.03	195,726.31	194,317.45	187,059.10	194,231.24	207,507.02	205,443.42	184,583.78
ADVERTISING & PROMOTION	0.00	Help wanted ads	0.00	59.29	0.00	59.29	0.00	898.78	163.93	47,246.41	167.84
TRAVEL	0.00	SMG travel is included in contract expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	25,587.00	Software licensing; health inspections; alcohol license; organizational memberships; includes Eventbooking.com \$6.5K	11,258.40	11,258.40	16,587.00	15,273.45	14,253.77	11,491.31	11,271.00	11,282.00	11,406.00
CONTRACTS	1,779,918.00	Contract fee \$128K; SMG staff and benefits \$1.6M	1,004,079.07	873,622.89	1,823,519.01	1,790,410.95	2,023,092.62	1,942,668.86	1,702,846.59	1,526,466.34	1,268,936.29
BUILDING & EQUIPMENT RENTAL	7,823.00	Copier, manlift, Ecolab (dishwasher) rental	8,543.43	8,570.04	10,228.00	11,696.25	9,097.16	9,012.25	9,301.37	8,505.05	6,755.04
CREDIT CARD FEES & BANK FEES	7,300.00	Credit card processing fees	3,847.26	2,966.52	7,300.00	5,172.54	7,812.61	8,696.40	10,358.36	9,405.14	7,675.55
PRINTING & PUBLICATIONS	40.00	Business cards	23.00	23.00	40.00	12.48	281.29	479.49	1,109.45	93.21	449.60
EQUIPMENT PURCHASES <\$5K	1,590.00	General small equipment replacement	744.62	987.52	2,000.00	1,452.79	1,588.35	10,226.64	3,573.10	16,403.17	8,782.60
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	2,791,946.75		1,654,975.51	1,421,667.02	2,687,197.47	2,613,805.53	2,973,490.13	2,951,994.27	2,636,173.85	2,479,737.50	2,078,567.42
OPERATING INCOME	342,390.52		(171,068.83)	(902,456.61)	52,708.26	95,526.87	1,150,392.05	940,786.24	926,853.10	629,331.41	223,720.60

Jekyll Island Authority - Tennis  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	138,452.70	Memberships \$33K; tennis fees \$10K; Concession Sales \$10K; lessons \$35K; tournaments \$48K; summer camp 1.5K	138,404.31	134,699.22	129,558.93	110,120.69	124,768.30	92,396.71	62,783.39	71,648.10	71,615.04
COST OF GOODS SOLD	6,018.01	Cost of goods sold in tennis shop	6,515.57	5,439.54	7,399.13	5,696.16	9,273.06	8,483.12	9,556.17	9,566.85	11,073.29
NET REVENUE	132,434.69		131,888.74	129,259.68	122,159.80	104,424.53	115,495.24	83,913.59	53,227.22	62,081.25	60,541.75
<b>EXPENSES</b>											
PERSONNEL	43,773.17	No FT staff - Tennis Pro is contracted to manage facility; shop staff and court maintenance staff are part time	36,566.16	26,120.47	29,194.75	38,634.73	41,921.29	41,164.62	46,436.16	95,618.15	92,780.58
MOTOR VEHICLE	318.78	Fuel for court equipment	602.27	619.43	217.61	307.98	179.47	144.74	109.63	34.15	8.34
SUPPLIES & MATERIALS	29,458.20	Tournament expenses \$23K (referees, shirts, trophies, etc); Court materials \$2.5K; Camp expenses, irrigation supplies, office supplies, nets, balls, postage	30,068.60	32,665.52	32,405.38	24,637.12	18,410.05	6,877.85	14,198.12	12,918.65	8,383.92
REPAIRS & MAINTENANCE	22,258.50	Building M&R \$9.8K; Landsape improvements \$10K; Service contracts \$2K (pest control; fire extinguisher service; camera inspection and service)	3,399.85	2,325.35	6,138.50	2,525.95	8,347.78	4,431.72	9,013.13	1,991.75	2,950.88
UTILITIES	25,664.83	Electricity \$3.9K; water/sewer \$15K; trash fees \$2.3K; cable/internet \$2.6K; telephone \$2K	23,413.11	23,278.24	27,618.42	27,634.87	26,401.28	21,002.44	23,441.76	15,174.86	15,547.70
INSURANCE	1,567.35	Property insurance \$98; fire fees \$1.5K	1,553.65	1,553.65	1,553.75	1,553.77	1,459.32	1,504.51	3,572.04	3,661.73	4,344.47
ADVERTISING & PROMOTION	9,000.00	Marketing expense	17,200.00	9,000.00	12,600.00	12,184.14	3,814.00	875.00	0.00	1,652.67	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	621.00	Tournament sanction fees	107.89	107.89	522.00	99.00	0.00	0.00	476.00	534.00	522.00
CONTRACTS	75,690.33	Tennis pro \$45K; lessons paid to Pro \$28K; Active network fees	103,532.33	99,384.33	103,412.00	70,389.01	77,247.62	73,196.80	50,817.00	144.40	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	280.00	280.00
CREDIT CARD FEES & BANK FEES	2,595.99	Credit card processing fees	1,932.88	1,658.16	1,960.03	1,656.41	1,793.78	1,380.94	1,119.56	1,212.43	795.64
PRINTING & PUBLICATIONS	0.00		12.66	0.00	12.66	0.00	12.66	0.00	327.25	59.20	0.00
EQUIPMENT PURCHASES <\$5K	500.00	Miscellaneous small equipment replacements	1,176.83	1,176.83	500.00	0.00	199.89	64.98	1,372.70	1,900.90	1,382.27
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	211,448.15		219,566.23	197,889.87	216,135.10	179,622.98	179,787.14	150,643.60	150,883.35	135,182.89	126,995.80
OPERATING INCOME	(79,013.46)		(87,677.49)	(68,630.19)	(93,975.30)	(75,198.45)	(64,291.90)	(66,730.01)	(97,656.13)	(73,101.64)	(66,454.05)

Jekyll Island Authority - Mini-Golf, Bikes, Playground & Skating Rink  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
REVENUES											
GROSS REVENUES	415,183.20	Concession sales \$27K; bicycle rentals \$170K; Mini-golf admission fees \$217K; no skating rink in FY21; Rate increase on bikes in FY22	440,204.48	399,633.22	334,490.05	285,634.60	375,624.04	353,090.10	374,309.22	358,777.98	288,746.11
COST OF GOODS SOLD	12,438.09	Cost of concessions sold	12,197.67	11,072.05	11,485.38	11,224.45	12,948.00	11,845.96	11,133.76	6,393.31	9,499.07
NET REVENUE	402,745.11		428,006.81	388,561.17	323,004.67	274,410.15	362,676.04	341,244.14	363,175.46	352,384.67	279,247.04
EXPENSES											
PERSONNEL	81,235.74	Managed by Golf Dept; allocation of 20% of Golf Pro's salary; Guest service staff is all PT \$68K	70,827.91	61,769.04	71,975.79	65,897.41	80,231.71	96,885.42	82,054.59	65,842.61	50,554.11
MOTOR VEHICLE	0.00		122.72	122.72	0.00	10.49	274.35	194.69	551.54	189.17	157.90
SUPPLIES & MATERIALS	11,236.32	Decorations for Peppermint Land \$5K; Putters, balls, helmets, bells for bikes; uniforms; small tools	4,349.73	3,456.98	3,964.22	7,220.00	10,366.89	7,747.55	5,220.98	5,953.16	3,257.93
REPAIRS & MAINTENANCE	93,745.50	Replace (2) minigolf obstacles \$28K; replace carpet on courses \$50K; landscaping & benches \$7K; General R&M \$5K	3,780.76	2,780.76	7,825.50	3,987.31	8,839.97	24,005.44	26,066.38	9,903.57	47,272.58
UTILITIES	10,730.82	Electricity \$2.4K; water/sewer \$2.4; trash \$3.3K; internet \$1.3K; telephone \$580	9,425.16	9,300.95	8,417.88	8,720.25	9,434.02	11,153.03	10,443.57	7,291.69	8,006.68
INSURANCE	933.30	Fire fees \$860; property insurance \$57; Vehicle insurance \$16	909.20	909.20	909.27	909.28	854.00	836.17	874.77	874.77	874.77
ADVERTISING & PROMOTION	6,000.00	Advertising and social media expenses	2,500.00	0.00	4,000.00	128.07	2,893.01	10,732.21	100.00	9,827.93	0.00
TRAVEL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LICENSES, REGISTRATIONS & SUBCRIPTIONS	0.00		0.00	250.00	0.00	250.00	(250.00)	250.00	0.00	0.00	0.00
CONTRACTS	0.00		0.00	0.00	0.00	0.00	0.00	0.00	192.31	12,763.25	0.00
BUILDING & EQUIPMENT RENTAL	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	371.00	841.52
CREDIT CARD FEES & BANK FEES	7,784.69	Credit card processing fees	9,430.74	7,825.64	7,299.26	6,374.09	7,693.40	6,335.93	6,712.48	6,559.91	5,061.23
PRINTING & PUBLICATIONS	715.31	Bike forms, score cards	771.36	712.36	715.31	656.31	2,853.98	864.00	1,675.36	2,606.29	546.00
EQUIPMENT PURCHASES <\$5K	14,000.00	Surreys (single bench and double bench)	11,380.00	12,638.00	12,730.00	(689.30)	13,991.89	6,913.00	5,108.77	12,656.52	5,048.75
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	226,381.68		113,497.58	99,765.65	117,837.23	93,463.91	137,183.22	165,917.44	139,000.75	134,839.87	121,621.47
OPERATING INCOME	176,363.43		314,509.24	288,795.52	205,167.44	180,946.24	225,492.82	175,326.70	224,174.71	217,544.80	157,625.57

Jekyll Island Authority - Summer Waves  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
REVENUES											
GROSS REVENUES	2,443,061.20	Admission fees \$1.72M; Annual passes \$127K; Concession sales \$119K; cabana rentals \$120K; locker rental \$122K; group sales \$137K; Lease revenue \$73K; Consignment ticket sales \$16K	2,295,351.03	1,486,970.70	2,037,007.87	1,627,568.49	2,666,042.20	2,458,008.50	2,501,173.12	2,183,799.97	2,070,555.19
COST OF GOODS SOLD	58,310.00	Cost of merchandise sold	58,424.72	64,111.59	46,091.32	54,621.00	49,481.61	55,776.97	81,587.02	81,513.88	51,162.81
NET REVENUE	2,384,751.20		2,236,926.31	1,422,859.11	1,990,916.55	1,572,947.49	2,616,560.59	2,402,231.53	2,419,586.10	2,102,286.09	2,019,392.38
EXPENSES											
PERSONNEL	668,927.93	3 FT staff; Seasonal staff \$443K; bonus program for seasonal staff \$18.5K; GSP (security) and temp service labor \$23.6K	538,747.21	439,297.82	553,393.25	432,034.06	525,125.69	514,703.23	490,706.27	476,330.35	455,745.23
MOTOR VEHICLE	911.41	Fuel for pumps and equipment	620.00	670.84	1,445.00	1,285.31	453.67	1,259.97	1,648.90	1,386.91	1,668.43
SUPPLIES & MATERIALS	145,265.00	Chemicals for pools \$61K; bathroom/cleaning supplies \$10K; waterpark supplies (life jackets, tubes, rescue tubes) \$7.5K; uniforms \$12K; lounge chairs & park tables \$30K; recreation supplies \$5K	96,981.27	98,656.71	148,190.00	118,952.77	123,834.41	120,254.52	97,586.44	106,971.20	112,380.40
REPAIRS & MAINTENANCE	307,815.00	General park/slide maint \$50K; sandblast Nature's tower \$30K; remodel bathrooms \$35K; Liner for F-3 catch pool \$30K; repair flat roofs \$25K; park lighting \$13K; pump & equipment R&M \$34K	87,777.97	118,435.01	150,916.28	250,310.47	319,700.33	339,731.82	237,942.52	176,972.69	131,654.09
UTILITIES	254,812.15	Electricity \$183K; water/sewer \$39K; trash fees \$19K; internet \$10.9K; telephone \$3.2K	238,625.66	221,679.68	251,371.29	223,803.69	231,470.76	218,785.89	210,561.39	188,026.84	196,671.26
INSURANCE	11,574.59	Worker's comp \$5K; liability insurance \$424; property insurance \$364; fire fee \$5.5K	10,511.23	10,511.23	10,321.08	10,585.56	11,122.36	10,134.35	10,975.92	11,244.94	10,570.42
ADVERTISING & PROMOTION	100,000.00	Summer Waves specific advertising	55,094.00	49,844.00	100,000.00	58,526.32	100,901.95	96,745.89	5,918.93	96,598.91	86,886.67
TRAVEL	2,000.00	IAAPA Show in Orlando	0.00	1,810.10	0.00	4,632.61	681.44	600.09	563.02	907.69	290.36
LICENSES, REGISTRATIONS & SUBCRIPTIONS	4,099.53	Health & ride inspections; Splash Radio; ASCAP fees	1,070.00	3,034.47	4,064.49	4,059.43	2,028.00	1,995.00	724.90	1,012.00	918.48
CONTRACTS	88,749.00	General Manager contract; aerobics instructor; FY21 included soil survey for new slide \$6K	100,297.36	98,702.88	89,800.00	88,892.64	91,284.25	96,396.60	79,300.00	75,606.69	70,957.19
BUILDING & EQUIPMENT RENTAL	14,630.00	Copier \$250/mo; CO2 tank rental \$1.2K; Allied Chemical tank rentals; heavy equipment for repairs	25,833.94	22,102.06	18,980.00	25,270.21	5,573.95	12,434.14	22,521.16	18,959.17	16,387.71
CREDIT CARD FEES & BANK FEES	28,070.26	Credit card processing fees	12,899.69	8,444.35	22,987.65	22,850.97	28,435.90	19,784.76	26,608.44	19,356.58	18,862.63
PRINTING & PUBLICATIONS	3,550.00	Tickets; handouts	3,218.99	8,174.36	3,345.06	5,539.78	3,614.06	3,027.95	2,505.80	2,653.61	5,434.10
EQUIPMENT PURCHASES <\$K	6,700.00	Chlorine pump \$3.2K; flow meters \$3.5K	6,699.20	6,672.67	7,700.00	5,251.81	22,230.20	14,584.02	7,777.92	9,365.08	19,620.54
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	1,637,104.87		1,178,376.52	1,088,036.18	1,362,514.10	1,251,995.63	1,466,456.97	1,450,438.23	1,195,341.61	1,185,392.66	1,128,047.51
OPERATING INCOME	747,646.33		1,058,549.79	334,822.93	628,402.45	320,951.86	1,150,103.62	951,793.30	1,224,244.49	916,893.43	891,344.87

Jekyll Island Authority - Campground  
FY2022 Budget

DRAFT BUDGET

	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	1,761,803.56	Site rental \$1.6M; Concession sales \$141K; Propane sales \$16K; Bike Rentals \$11K; washing machines \$12K; camping fees (pet fee, late check out fees, etc) \$12K	2,156,293.11	2,205,025.63	1,735,927.32	1,707,327.35	1,611,348.01	1,348,678.95	1,307,479.33	1,143,875.27	1,205,895.55
COST OF GOODS SOLD	79,324.93	Cost of merchandise and propane sold	84,341.54	87,171.38	69,383.02	75,142.28	67,867.25	60,725.66	67,263.92	67,384.99	55,854.61
NET REVENUE	1,682,478.63		2,071,951.57	2,117,854.25	1,666,544.30	1,632,185.07	1,543,480.76	1,287,953.29	1,240,215.41	1,076,490.28	1,150,040.94
<b>EXPENSES</b>											
PERSONNEL	273,581.69	4 FT employees; PT guest services staff; includes benefits for FT positions	251,970.43	254,292.46	240,184.97	261,101.85	252,135.79	236,736.56	233,261.54	211,168.98	203,593.59
MOTOR VEHICLE	2,188.36	Fuel and general R&M	1,382.45	1,151.00	2,188.36	1,676.43	4,209.50	2,457.15	1,776.16	1,710.83	2,548.29
SUPPLIES & MATERIALS	27,967.38	Bathroom/cleaning supplies \$10K; office supplies \$8K; shop supplies \$7K; uniforms \$2.3K; small tools, bird seed	24,237.00	24,752.84	28,771.48	33,550.57	32,105.99	25,013.64	32,281.49	44,248.86	29,277.71
REPAIRS & MAINTENANCE	16,431.50	General building R&M \$6K; Road repairs \$6K; general equipment R&M \$3K; pest control; A/C maint	22,398.16	15,205.80	24,330.20	17,217.43	34,782.52	45,144.73	63,561.54	22,635.87	26,383.95
UTILITIES	273,134.86	Electricity \$147K; water/sewer \$37K; trash fees \$36K; internet & cable \$44K; telephone \$3.5K; propane \$4K	264,372.69	259,218.28	262,211.79	242,151.47	230,966.80	215,977.41	207,684.23	197,218.78	205,145.53
INSURANCE	9,116.52	Worker's comp \$7K; liability insurance \$566; property insurance \$89; fire fee \$1.3K; vehicle ins \$40	7,713.43	7,713.43	7,460.03	7,812.64	7,149.41	6,626.68	6,772.80	7,060.02	9,166.90
ADVERTISING & PROMOTION	9,075.00	Good Sam Publication advertising	9,103.25	0.00	0.00	86.17	153.19	1,069.20	(543.17)	30,426.97	4,851.14
TRAVEL	0.00		0.00	0.00	0.00	1,425.10	1,091.93	500.20	3,009.22	5,852.95	8,002.75
LICENSES, REGISTRATIONS & SUBCRIPTIONS	535.00	Health inspection fee	535.00	535.00	435.00	1,500.00	1,620.00	2,112.00	1,820.42	2,438.86	7,024.22
CONTRACTS	12,600.00	Tree trimming & stump grinding	8,300.00	6,300.00	12,000.00	23,423.97	25,790.83	11,536.64	12,262.50	26,729.37	14,720.21
BUILDING & EQUIPMENT RENTAL	8,099.83	Liberty rolloff dumpster	7,315.00	8,613.23	700.00	8,598.93	3,851.01	2,647.34	5,300.55	3,945.94	4,746.24
CREDIT CARD FEES & BANK FEES	32,152.91	Credit card processing fees	40,477.87	39,299.93	33,888.74	30,658.34	33,562.94	28,616.12	28,293.25	23,386.28	21,156.17
PRINTING & PUBLICATIONS	2,312.42	Car hang tags; misc printing	3,110.64	3,147.64	10,552.23	10,482.67	12,638.23	11,161.29	10,974.45	1,741.57	1,221.82
EQUIPMENT PURCHASES <\$5K	1,000.00	Fire rings	519.79	1,287.51	0.00	6,782.44	16,176.08	6,352.51	15,725.98	8,817.47	3,568.05
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	668,195.47		641,435.71	621,517.12	622,722.80	646,468.01	656,234.22	595,951.47	622,180.96	587,382.75	541,406.57
OPERATING INCOME	1,014,283.16		1,430,515.86	1,496,337.13	1,043,821.50	985,717.06	887,246.54	692,001.82	618,034.45	489,107.53	608,634.37



	Budget FY2022	Comments	Projected FY2021	Rolling 12 months	Budget FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>											
GROSS REVENUES	2,556,526.26	Memberships \$501K; greens fees \$730K; golf cart rentals \$469; golf card sales \$134K; concession sales \$337K; tournament \$182K; Trackman system rentals 418K; Driving range \$44K; Lease income \$92K	2,387,087.62	2,266,084.72	2,171,269.17	1,806,822.53	2,096,865.30	2,228,705.08	2,332,447.75	2,043,889.72	1,952,283.41
COST OF GOODS SOLD	202,477.33	Cost of merchandise sold	230,602.87	231,079.54	184,632.14	137,490.41	179,812.98	180,459.04	195,167.92	203,388.03	219,248.84
NET REVENUE	2,354,048.93		2,156,484.75	2,035,005.18	1,986,637.03	1,669,332.12	1,917,052.32	2,048,246.04	2,137,279.83	1,840,501.69	1,733,034.57
<b>EXPENSES</b>											
PERSONNEL	1,551,833.64	Golf has 4 FT staff; GCM has 17 FT staff; temp service staffing \$95K; includes benefits for FT staff	1,261,771.92	1,235,526.04	1,320,874.34	1,253,458.20	1,338,481.89	1,256,830.78	1,242,747.95	1,192,137.88	1,155,978.02
MOTOR VEHICLE	38,263.73	Gas and diesel for equipment and vehicles \$38K; general vehicle R&M \$300	31,806.57	26,213.27	40,058.92	34,158.76	43,979.42	31,587.28	32,247.80	30,883.28	44,559.71
SUPPLIES & MATERIALS	559,250.47	Chemicals/fertilizers \$411K; irrigation supplies \$15.5K; uniforms \$10.7K; overseeding \$30K; sand/soil \$17.1K; golf course supplies \$16K; Special events supplies - Paulk Cup tournament \$38K	438,839.98	465,380.08	527,974.26	444,410.87	549,471.48	530,512.21	538,060.84	515,411.31	665,203.93
REPAIRS & MAINTENANCE	163,527.00	General R&M \$10.2K; renovate gazebo \$10K; renovate starter shack \$8K; restroom renovations (2) \$50K; cart path repairs & bench repair kits \$3K; General equipment R&M \$63K; Service contracts \$19K (A/C maint; pest control; Waste2Water; Trackman system)	92,379.29	79,049.54	99,784.84	67,785.64	93,732.80	76,854.09	100,909.12	172,084.93	128,256.83
UTILITIES	100,761.95	Electricity \$65K; water/sewer \$16K; trash fees \$12K; internet \$3.5K; telephone \$3K	101,108.66	98,619.60	108,879.85	105,434.17	99,105.14	107,346.31	121,858.97	112,101.39	135,267.89
INSURANCE	71,867.53	General liability insurance on carts and equipment \$12K; Liability insurance \$3K; Workers comp \$39K; fire fees \$16K; property insurance \$1K	61,191.20	61,191.20	59,228.78	61,531.14	65,214.11	55,999.98	56,434.81	71,677.81	84,526.85
ADVERTISING & PROMOTION	8,320.00	Golf-specific advertising and facebook ads	17,020.00	3,450.00	7,287.40	667.40	3,426.56	9,308.78	12,738.35	47,370.61	22,801.28
TRAVEL	3,000.00	PGA show; meeting travel	0.00	0.00	0.00	4,452.94	1,782.00	1,058.41	2,380.04	1,091.63	2,791.97
LICENSES, REGISTRATIONS & SUBCRIPTIONS	4,952.00	PGA dues; US Golf Assoc; Walter Travis Society; new VIPER tournament software	7,667.00	4,483.00	8,494.00	6,907.00	4,532.00	5,612.86	6,204.08	2,685.00	4,739.16
CONTRACTS	4,000.00	Tree/stump work \$4K	1,950.00	1,950.00	14,500.00	21,789.55	19,304.07	18,682.19	8,853.38	66,542.37	109,911.51
BUILDING & EQUIPMENT RENTAL	500,267.66	Copier rental \$1.7K; golf cart lease with GPS feature \$278K; Golf cart utility vehicles, equipment leases, and rentals for path maint \$212K	467,881.52	458,333.14	492,443.66	434,815.40	374,857.87	381,552.07	248,669.50	193,473.03	196,348.76
CREDIT CARD FEES & BANK FEES	45,909.27	Credit card processing fees	45,187.37	37,321.70	42,771.29	32,722.03	42,018.58	36,635.82	38,350.64	30,874.36	29,279.96
PRINTING & PUBLICATIONS	768.23	Printing tickets, registration, program course signs, golf tickets, etc	2,991.94	2,691.94	368.23	3,327.20	1,765.82	4,907.61	7,050.15	8,922.13	4,536.38
EQUIPMENT PURCHASES <\$5K	10,000.00	General Small equipment replacement - Golf Course Maint \$5K; rental clubs \$5K	6,441.46	5,691.46	5,000.00	7,253.51	8,690.97	10,595.86	21,830.42	27,247.16	11,876.20
INTEREST EXPENSE	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	3,062,721.48		2,536,236.91	2,479,900.97	2,727,665.57	2,478,713.81	2,646,362.71	2,527,484.25	2,438,336.05	2,472,502.89	2,596,078.45
OPERATING INCOME	(708,672.55)		(379,752.16)	(444,895.79)	(741,028.54)	(809,381.69)	(729,310.39)	(479,238.21)	(301,056.22)	(632,001.20)	(863,043.88)

## Jekyll Island – State Park Authority

### FY 2022 Budget Information

#### Full-time position changes for FY 2022:

- Add Accounting Director (*Executive Development & assistance with higher level accounting functions*)
- Add Water/Wastewater Assistant Superintendent (*Executive Development*)
- Promote Chief Operations Officer to Deputy Executive Director (*Executive Development & increased executive duties*)
- Add Firefighter/Paramedic (*change position from PT to FT for better coverage*)
- Add Firefighter/EMT II (*change position from PT to FT for better coverage*)
- Add Marketing Coordinator (*Social media & public relations*)
- Add H/R Recruiter (*Additional staff needed to assist with recruiting and retention of staff*)
- Add Museum Collections Specialist (*position needed to assist with care and tracking of Museum Collections*)
- Add Park Services Manager (*breaking out Park Services into a separate department*)
- Add GSTC Hospital Technician (*additional staff needed to treat turtles*)
- Eliminate Museum Interpreter/Tour Guide (*will fill with Part time staffing*)
- Eliminate Brand Ambassador position (*Position currently vacant*)

*Jekyll Island Authority -Consolidated  
Fiscal Year Budgetary & Capital Comparison*

	Projected FY2021	Actual FY2020	Actual FY2019	Actual FY2018	Actual FY2017	Actual FY2016	Actual FY2015
<b>REVENUES</b>							
GROSS REVENUES	30,757,937.33	28,106,608.47	31,701,259.43	29,899,981.59	29,343,154.15	26,681,623.35	23,148,002.11
COST OF GOODS SOLD	1,920,255.08	1,643,418.02	1,889,105.88	1,819,716.46	2,065,475.37	1,863,187.94	1,629,819.16
NET REVENUE	28,837,682.25	26,463,190.45	29,812,153.55	28,080,265.13	27,277,678.78	24,818,435.41	21,518,182.95
<b>EXPENSES</b>							
PERSONNEL	12,905,475.13	12,525,004.68	12,667,952.32	12,543,526.62	11,804,335.98	11,229,200.71	9,939,927.91
MOTOR VEHICLE	199,824.12	271,446.00	256,276.65	237,433.05	222,937.94	201,253.21	230,706.43
SUPPLIES & MATERIALS	1,354,802.57	1,583,258.24	1,850,740.96	1,701,862.96	1,694,142.49	1,651,796.42	1,588,509.50
REPAIRS & MAINTENANCE	1,168,485.19	1,647,083.47	1,575,951.94	1,410,583.86	1,580,381.76	1,421,108.90	1,442,491.76
UTILITIES	1,866,846.26	1,931,185.39	1,907,796.12	1,927,045.83	1,866,167.09	1,696,278.86	1,747,615.26
INSURANCE	853,180.44	840,637.82	879,553.88	807,138.76	844,487.09	821,443.86	874,461.17
ADVERTISING & PROMOTION	478,989.03	785,625.44	1,504,226.52	1,301,632.76	1,007,841.93	1,176,771.48	857,953.57
TRAVEL	22,312.17	80,849.90	96,432.71	73,822.77	73,924.26	70,343.48	66,012.54
LICENSES, REGISTRATIONS & SUBCRIPTIONS	231,705.47	247,869.72	232,089.56	201,880.04	196,424.48	149,280.07	125,736.61
CONTRACTS	2,249,429.51	3,010,864.34	3,292,477.64	3,237,532.88	3,044,249.11	2,679,025.22	2,171,208.96
BUILDING & EQUIPMENT RENTAL	617,785.72	810,302.49	619,899.50	497,299.26	370,949.86	358,399.96	317,559.09
CREDIT CARD FEES & BANK FEES	382,897.83	297,126.72	318,627.81	267,558.34	273,447.65	250,844.85	218,674.46
PRINTING & PUBLICATIONS	65,396.73	130,607.53	275,440.01	221,939.82	187,094.24	173,385.07	172,859.10
EQUIPMENT PURCHASES <\$5K	101,108.65	139,162.97	264,136.06	214,158.78	195,623.81	205,559.74	129,503.72
INTEREST EXPENSE	0.00	0.00	0.00	0.00	41,194.10	33,616.33	0.00
TOTAL OPERATING EXPENSES	22,498,238.82	24,301,024.71	25,741,601.68	24,643,415.73	23,403,201.79	22,118,308.16	19,883,220.08
<b>OPERATING INCOME</b>	<b>6,339,443.44</b>	<b>2,162,165.75</b>	<b>4,070,551.87</b>	<b>3,436,849.40</b>	<b>3,874,476.99</b>	<b>2,700,127.25</b>	<b>1,634,962.87</b>
<b>BOARD DESIGNATED FUND CONTRIBUTIONS</b>							
TOURISM DEVELOPMENT FUND	752,321.86	582,567.72	697,322.85	603,569.41	601,448.08	548,841.00	243,444.00
WATER / WASTEWATER FUND	521,713.06	534,217.95	351,836.33	305,497.09	400,646.39	261,657.00	197,498.00
RETAIL VILLAGE - LOAN PAYMENT (\$1.6M LOAN)	0.00	0.00	0.00	0.00	142,792.70	150,370.47	0.00
FIRE DEPARTMENT EQUIPMENT FUND	336,937.73	294,367.43	194,162.89	182,019.11	71,572.30	25,000.00	28,000.00
PUBLIC AREA IMPROVEMENT FUND	1,456,347.06	0.00	0.00	0.00	0.00	0.00	0.00
BEACH VILLAGE ENTERTAINMENT FEES - CARRYOVER	74,405.36	18,575.65	10,194.36	16,547.37	0.00	0.00	0.00
HOLLYBOURNE LINTEL PROJECT	0.00	0.00	0.00	180,662.50	0.00	0.00	0.00
PAYMENT TO JIF FOR MOSAIC PROJECT	0.00	0.00	300,000.00	150,000.00	150,000.00	150,000.00	0.00
TOTAL DESIGNATED FUND CONTRIBUTIONS	3,141,725.07	1,429,728.75	1,553,516.43	1,438,295.48	1,366,459.47	1,135,868.47	468,942.00
<b>AMOUNT AVAILABLE FOR CAPITAL OR RESERVES</b>	<b>3,197,718.37</b>	<b>732,437.00</b>	<b>2,517,035.44</b>	<b>1,998,553.92</b>	<b>2,508,017.52</b>	<b>1,564,258.78</b>	<b>1,166,020.87</b>
<b>CAPITAL PROJECTS AND EQUIPMENT</b>	<b>2,553,987.25</b>	<b>410,463.00</b>	<b>2,092,016.16</b>	<b>1,409,730.00</b>	<b>1,782,101.00</b>	<b>1,357,300.00</b>	<b>970,144.00</b>
<b>CONTRIBUTION TO CASH RESERVES</b>	<b>643,731.11</b>	<b>321,974.00</b>	<b>425,019.28</b>	<b>588,823.92</b>	<b>725,916.52</b>	<b>206,958.78</b>	<b>195,876.87</b>

**FY 2021 Income available for Capital Projects and Reserves:**

Description	Amount
<b>Estimated amount available for capital projects and reserves as of 06/30/2021</b>	<b>3,197,718.37</b>
Beach Village Fire alarm panel replacement	44,577.80
Summer Waves Slide & Splash Pad extension - Engineering	67,775.00
Summer Waves Slide - civil engineering	231,000.00
Summer Waves Slide - vertical construction	198,837.00
Airport Matching funds - Electrical rehab, pavement & remarking	7,095.10
Bike path rehabilitation	311,330.00
Public Safety Center design	157,500.00
Bicycles (50)	27,000.00
Master Plan Update	65,000.00
GDOT indermodal funding for fuel station - repayment	179,372.35
RFP #361 - revision of code of ordinances	125,000.00
<b>Subtotal - projects previously approved by Board</b>	<b>1,414,487.25</b>
Vehicle replacements	120,000.00
GSTC gift shop HVAC replacement	20,000.00
GSTC Sub-low freezer for specimens - replacement	10,000.00
GSTC Commissary counter tops/cabinetry (safety issue)	10,000.00
Gas Sterilizer - GSTC	10,000.00
Blood Gas Analyzer machine - GSTC	10,000.00
Endoscopy Equipment - GSTC	45,500.00
HVAC system replacements (Moss Cottage or other, as needed)	100,000.00
Range machine - replacement - Golf	8,000.00
Range picker - replacement - Golf	6,000.00
Airport Hangar - Public/Private partnership (total cost \$500K)	250,000.00
Mini-golf & Bikes - reconfiguration of building and restrooms	200,000.00
Golf course improvements	250,000.00
Software - Permitting, Licensing, lease management and contract management	100,000.00
<b>Subtotal - staff recommendations for additional consideration</b>	<b>1,139,500.00</b>
<b>Estimated balance of FY 2021 funds remaining for reserves or additional capital</b>	<b>643,731.12</b>

**Public Improvement Fund:**

Description	Amount
<b>Estimated amount available in Public Area Improvement Fund of 06/30/2021</b>	<b>1,456,347.06</b>
Toro Workman HD with canopy & bedliner (2) - landscaping (\$22K each)	44,000.00
Dingo TX-1000 Wide track with bucket and trencher - landscaping	42,000.00
Greenhouse - sliding door, pad system, cloth, hardware for shade system	55,000.00
Playground equipment - replacement	250,000.00
Beach Village restroom	260,000.00
South Dunes restrooms remodel	400,000.00
Bike path rehab and construction - section F	160,000.00
Bike path rehab and construction - section H	150,000.00
Gate cameras - additional	5,000.00
<b>Subtotal - staff recommendations for consideration</b>	<b>1,366,000.00</b>
<b>Estimated balance remaining for future projects</b>	<b>90,347.06</b>

**Water/Wastewater Fund:**

<b>Estimated amount available in Water/Wastewater Fund as of 6/30/2021</b>	<b>1,496,350.37</b>
Manhole liners	4,000.00
Incubator for water testing	5,755.95
Fire Hydrants (4)	6,336.12

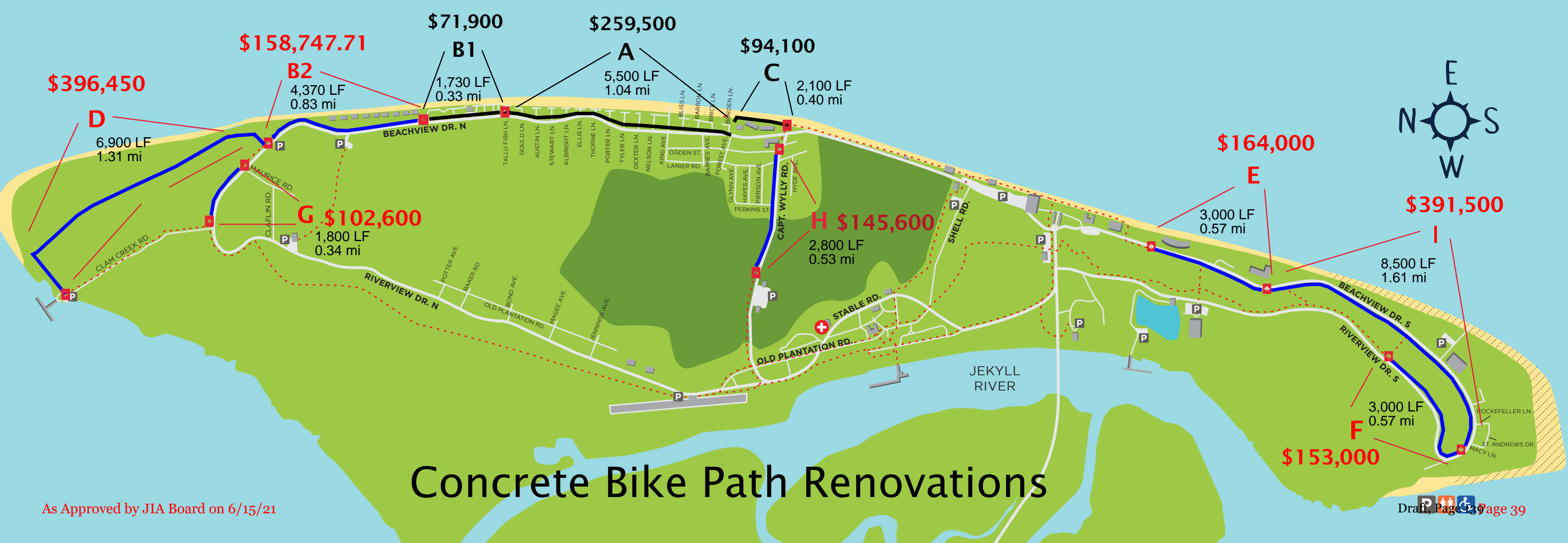
Pump at Lift Station #14 - replace	14,000.00
East Raw Sludge Pump WPCP - replace	12,000.00
Lawn mower - replace	12,500.00
Dishwasher in water lab - replace	10,000.00
Bar Screen at WPCP - replace	130,000.00
Commercial water meters - replace	30,000.00
Control Panel at Lift Station #8 - replace	8,000.00
Control Panel at Lift Station #20 - replace	5,500.00
Pump at Lift Station #18 - replace	4,500.00
Pump at Lift Station #3 - replace	4,500.00
Pump at Lift Station #10 - replace	4,500.00
Pump at Lift Station #6 - replace	4,500.00
Pump at Lift Station #9 - replace	4,500.00
West Intermediate pump at WPCP	16,000.00
Pump at Lift Station #5	15,000.00
Pump at Lift Station #15	14,000.00
Contingency fund for above projects	10,500.00
Sewer cleaning and mapping project (pending)	369,000.00
<b>Subtotal - projects previously approved by Board</b>	<b>685,092.07</b>
Sewer Vac truck (Estimate of \$380K total - \$84K was approved in FY19 Capital)	300,000.00
<b>Subtotal - staff recommendations for additional consideration</b>	<b>300,000.00</b>
<b>Estimated balance remaining for future projects</b>	<b>511,258.30</b>

#### ***Fire Equipment Fund:***

<b>Estimated amount available in Fire Equipment Fund as of 6/30/2021</b>	<b>300,941.26</b>
Turnout Gear (3)	8,125.50
Enforcer 30 Firefighting SKID - Firewise grant matching funds	6,800.00
<b>Subtotal - projects previously approved by Board</b>	<b>14,925.50</b>
Turnout Gear (3)	7,000.00
4x4 Pickup truck for off road firefighting with foam	15,000.00
Truck bed slide out tray with bed cover	7,500.00
UTV for beach for rescue and code enforcement staff	20,000.00
Ambulance chasis for remount project	150,000.00
<b>Subtotal - staff recommendations for additional consideration</b>	<b>199,500.00</b>
<b>Estimated balance remaining for future projects</b>	<b>86,515.76</b>

#### ***Tourism Development Fund:***

<b>Estimated amount available in Tourism Development Fund as of 6/30/2021</b>	<b>1,371,860.28</b>
Bike path improvements - section B2	160,000.00
Bike path improvements - section E	170,000.00
<b>Subtotal - staff recommendations for consideration</b>	<b>330,000.00</b>
<b>Estimated balance</b>	<b>1,041,860.28</b>



## Jekyll Island – State Park Authority

### FY 2022 Budget Information

#### Recommended Rate changes FY2022:

##### Golf Memberships:

- Single membership increases from \$2,220.00 to \$2,580.00.
- Family memberships increase from \$3,120.00 to \$3,600.00.
- Seasonal single membership increased from \$850.00 to \$1,100.00 for six-month plan; increase from \$600.00 to \$900.00 for three-month plan; one month membership option eliminated.
- Seasonal family membership increased from \$1,700.00 to \$2,200.00 for six-month plan; increase from \$1,200.00 to \$1,700.00 for three-month plan; one month membership option eliminated.

##### Golf Round rates:

- Regular golf rate increase from \$59 per round to \$69 per round
- 12 noon – 2:00pm increase from \$45 to \$50 per round
- Twilight rates increase from \$40 to \$45 per round
- Walking twilight rate increase from \$20 to \$25 per round

##### Bike rental rates:

- 4-hour rental rate increase from \$11 to \$15
- Daily rate increase from \$15 to \$20
- Weekly rate increase from \$57 to \$70.

GSTC admission rate increase \$1.00; new rate is: Adult \$10, Senior \$9, Child \$8

Water rates – no increase in residential rate; 13.6% increase in commercial and hotels rates

Sewer rates – 7% increase in residential rate; 13.6% increase in commercial and hotel rates

Trash fees – Waste Management 2% increase in rate due to increased cost



## Jekyll Island Authority Hiring Incentive Plan

Effective:

Purpose: The purpose of **the Jekyll Island Authority's** hiring incentive pay is to induce the employment of a prospective employee with particularly desirable qualifications and/or for a position that is difficult to fill. Positions identified are critical positions that present recruiting challenges due to skill level, area of expertise and/or geographic location.

### Hiring Incentive Plan Guidelines for FY22:

Positions: The following positions, if vacated, may include a hiring incentive to induce employment:

- Chief Accounting Officer
- Chief Operations Officer
- Director of Accounting
- Director of Conservation
- Director/Veterinarian of Georgia Sea Turtle Center
- Director of Historic Resources
- Director of Landscape and Planning
- Director of Marketing
- Director of Retail Operations
- General Counsel (Legal)
- Golf Course Maintenance Superintendent
- Golf Course Maintenance Assistant Superintendent
- Facilities Superintendent
- Water/Wastewater Superintendent
- Water/Wastewater Assistant Superintendent

Incentive amount: Hiring incentive pay of up to 5% of base salary, not to exceed maximum of \$5,000, may be provided for hard to fill, critical positions which involves relocation of the selectee for the position.

Agreement: Employees receiving hiring incentive pay are required to sign repayment agreement terms prior to payment request approval.

Repayment Terms: In the event of a voluntary resignation by the employee during the initial twelve months of employment, the employee will be required to repay the full incentive amount.

Approval: Hiring incentive pay is subject to fund availability and approval by the Executive Director.

Reporting: The Chief Accounting Officer and Director of Human Resources shall monitor all payments made in accordance within this plan for compliance with the Jekyll Island Authority Incentive Pay policy.

Review: Hiring incentive plans are reviewed prior to each fiscal year during budget development and may vary depending on budget each fiscal year.

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## Jekyll Island Authority Performance Incentive Plan

Effective:

Purpose: **The purpose of the Jekyll Island Authority's performance incentive pay is to reward employees for extraordinary performance, significant contributions and/or substantial accomplishments well beyond normal or regular work responsibilities impacting JIA operations.**

### Performance Incentive Plan Guidelines for FY22

Recommendation: Managers may recommend individual employees for performance incentive pay within the following;

- Accomplishing and exceeding expectations on major projects or initiatives established by division director and/or immediate supervisor.
- Participation in or completion of a project with significant impact to one or more JIA operation processes.
- Significant cost saving or cost avoidance realized beyond normally expected or established standards.
- Extraordinary effort during times of critical department need such as meeting critical deadline that could otherwise have an adverse impact on critical business operations or major project.
- Contribution that clearly and significantly impacts the accomplishment of important or critical business operational goals, deliverables and/or time line.

### Eligibility:

- Employees recommended for performance incentive pay must be in active employment.
- **Employees must have had at least "met expectations" on their last performance review and/or** there are no current or ongoing performance issues.
- Employees may not be awarded more than once for the same achievement.

Documentation: Managers must submit appropriate documentation including specific reason employee should receive performance incentive pay, including date or timeframe of contribution event and recommended bonus amount.

Incentive amount: Performance incentive pay may not exceed \$5,000 per employee per fiscal year.

Approval: Performance incentive pay is subject to fund availability and approval by the Executive director.

Reporting: The Chief Accounting Officer and Director of Human Resources shall monitor all recommendations and payments made in accordance with this plan for compliance with the Jekyll Island Authority Incentive pay policy.

Review: Performance incentive pay plan is reviewed prior to each fiscal year during budget development and may vary depending on budget each fiscal year.

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## Jekyll Island Authority Goal Based Incentive Plan

Effective:

Purpose: The purpose of the Jekyll Island Authority's goal-based incentive pay is to reward Managers and Directors of Retail and Amenity departments that are responsible for bringing in revenue to the organization. Payments under this plan will be based on the goal criteria listed in the plan and will be reviewed, validated and confirmed by the Chief Accounting Officer and Executive Director as a realized goal.

### Goal Based Incentive Plan Guidelines for FY22

The goal-based plan is developed to encourage the department Managers and Directors to manage multiple aspects of their budget including revenue, cost of goods sold %, labor % and total expenses. Managers and Directors that are successful in managing these items should reflect Net Income which exceeds budget for their department.

Manager positions eligible for the goal-based incentive plan:

- Guest Information Center Manager
- GSTC Gift Shop Manager
- Life is Good Manager
- Museum Gift Shop Manager
- Summer Waves Sales & Operations Managers
- Campground Manager
- Assistant Campground Manager
- Golf Pro Shop Manager
- Head Golf Professional

Director positions eligible for the goal-based incentive plan:

- Director of Retail Operations
- Director of Golf

Allocation: This Goal-based incentive plan is structured on an allocation approach as follows:

- The available incentive pool for each Manager/Director is determined as a percentage of Actual Net income in excess of Budgeted Net Income. The available incentive amount is set on an increasing scale as noted below.
  - 5%-10% = \$2,000.00
  - 11%-15% = \$2,500.00
  - 16%-20% = \$3,000.00
  - 21%-25% = \$3,500.00
  - 26%-30% = \$4,000.00
  - 31%+ = \$5,000.00
- For departments with cost of goods, the goals are broken down into 4 sections each worth 25% of the eligible incentive amount determined above. For departments without cost of goods sold, the

allocation for the 3 applicable sections are each worth 33% of the eligible bonus amount determined above.

- Revenues – must be in excess of budget for the fiscal year
  - Cost of goods sold % - must be less than budget or no more than 1.5% higher than budget for the year.
  - Labor as a % of revenue – must be less than budget or no more than 1.5% higher than budget for the year.
  - Expenses – must be equal to or less than budget for the year (expenses increased in proportion to revenue increases will be considered)
- Payment of the incentive will be allocated between the Manager and Director as follows:
    - Guest Information Center – 75% to Manager; 25% to Director of Retail
    - GSTC Gift Shop – 75% to Manager; 25% to Director of Retail
    - Life is Good – 75% to Manager; 25% to Director of Retail
    - Museum Gift Shop – 75% to Manager; 25% to Director of Retail
    - Mini-golf & bikes – 75% to Manager; 25% to Director of Golf
    - Summer Waves Gift Shop – 100% to Director of Retail
    - Summer Waves Operations – 50% to Operations Manager; 50% to Revenue Manager
    - Campground – 45% to Manager; 30% Asst. Manager 25% to Director of Retail
    - Golf – 30% to Pro Shop Manager; 25% Head Golf Pro; 45% to Director of Golf

**Payment:** The incentive shall be awarded in the fall of each year between August and November for the prior fiscal year. Payments will be included as bonus pay in the pay period issued and will be taxed accordingly. Bonus pay shall not be included as earnable compensation for determining retirement benefits.

**Eligibility:**

- Payment will only be made to employees who have at least “met expectations” on their last performance review, and/or there are no current or ongoing performance issues.
- Employees must be in an active employment status to receive the incentive.
- Employees who terminate either voluntarily or involuntarily prior to payment will not receive incentive pay.
- Payments may only be made for accomplished goals and may not be made in advance.

**Reporting:** The Chief Accounting Officer and Director of Human Resources shall monitor all payments made in accordance with this plan for compliance with the Jekyll Island Authority Incentive pay policy.

**Review:** Goal-based incentive plans are reviewed prior to each fiscal year during budget development and may vary depending upon budget each fiscal year.

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# COMPREHENSIVE CAPITAL NEEDS AND IMPROVEMENTS

## 1 - 5 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
Beach Village	New Restrooms	Needed for additional lawn and village activity	\$230,000
Airport	New Termial	GDOT funding (\$500,000)	\$671,000
Airport	New hangar	Public/Private partnership to build 10 plane T Hangar JIA Contribution	\$250,000
Annex Building	New flooring	Replace carpet with vinyl tiles	\$100,000
Admin Office	Fire Alarm	Install new fire alarm system	\$10,000
Jekyll Island Airport	Aircraft Hangar Facility	There is a demonstrated need for a 10 aircraft hangar possibly in the location of the existing 3 aircraft hangar. Staff has received several calls about hangar space and there is a demand.	\$400,000
Campground	Expansion	Expansion of approximately 12 acres and 55 camp sites and facility improvements such as two new bath houses, new entrance, campground store and offices. Expanded check in area. Also includes 12 Yurts for camping. ***Preliminary design in hand***	\$3,370,559
Roads and Grounds	Bike Path Paving and Repaving	Paving the bike path on the causeway to completion from Island to Guest Information Center.	\$234,000
Conservation	Fortson Pond Restoration	Addition of culverts under Fortson Parkway to restore tidal flow to degraded pond. create opportunity to pipe/pump treated wastewater to be used for irrigation. Will also create a pathway for wildlife movement under the road. Assumes leveraging SPLOST funds for mobilization, traffic management, demo, and paving.	\$400,000
Conservation and Facilities	South Driftwood Beach Restoration Preparation	Consulting, engineering, permitting, etc. for advancing prospective shoreline restoration for the southern portion of Driftwood Beach degraded by old revetment debris. Federal cost share through USACE could cover 65% of total construct expense and up to 100% of storm damage repair.	\$250,000
Conservation/Facilities	Fishing Pier Renovations	Demolish damaged portion of west wing and update handrails/lighting (Facilities has added some lighting).	\$650,000
Convention Center	Entry Walk-Off Mats	Replace the grated system of walk-off mats for all weather mats for all six sets of doors across main entrance - three sets with logo	\$20,000
Convention Center	Furniture Replacement	Replace old furniture in common area.	\$180,000
Golf Courses	Master Plan Improvements	<b><i>Golf Course Master Plan</i></b> - 6 Pickleball Courts - Croquet Lawns	\$18,600,000
GSTC	Expansion	Visionary Plan in FY 20	TBD

Note: This is an internal departmental planning tool and is subject to change.  
All associated cost estimates are rudimentary estimates.

# COMPREHENSIVE CAPITAL NEEDS AND IMPROVEMENTS

## 1 - 5 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
GSTC	Replacement of Sinks, Cabinetry, And Countertops in Commissary, Bathroom, and Hospital - Add Additional Cabinetry in Hospital	Current items are worn out and there is not enough cabinet space. Cabinets are not deep enough and are poorly designed. In addition to being more functional and useful, these improvements in our hospital and commissary will look more professional for our guests and trainees.	\$60,000
GSTC	HD Camera for Surgical Lighting Item Above	Used so public can watch procedures. Current system is very old and picture quality is poor.	\$15,000
GSTC	Tank Chiller	The current tank chiller is nonrepairable and needs to be replaced.	\$13,000
GSTC	O2 Cage System	Needed for treating critical patients.	\$7,500
GSTC	UV Lighting with Electrical Installation	Enclosing the pavilion comes with many benefits but also has its draw backs. One area of concern is providing enough natural or appropriate artificial light to our sea turtles. We have done some initial research on artificial lighting over one of our tanks and have found that vitamin D levels in the blood have significantly improved. We need to do this same evaluation for all of our tanks. These funds will go towards installing the appropriate electrical systems above the tanks and the housing for artificial lights and the lights themselves. We will also be measuring vitamin D levels in the blood prior to installation of the system and then monitor vitamin D levels regularly for several months. This work will assist other facilities with similar problems.	\$20,000
Various	Shed/Enclosure for UTV's, Tractors, and Other Equipment	A secure and dedicated location to park and store UTVs, Tractors and other outdoor equipment when they are not in use is needed. They are currently parked outdoors. This enclosure would help protect them from environmental conditions, and provide space for personnel to be out of the weather where they can meet to organize/transfer datasheets and equipment during shift changes.	\$210,000
Public Works	New Building	80x80 building (6500 sqft) - office, restrooms, breakroom	\$600,000
GSTC	Replace and Improve Door from Learning Center to the Pavilion	This door leaks substantially whenever it rains and water pools around the door. A new door, threshold, and trench drain is needed to prevent carpet from being ruined and to ensure guests are not walking through a large pool of water when it is raining.	\$25,000
GSTC	Install Awning/covering over outdoor walkway between the Center and the Pavilion.	An awning/covering will help keep guests from having to walk through the rain when moving from the Center to the Pavilion. An awning/covering will also assist with the leakage and pooling of water problems we currently have as described above in prior item.	\$80,000

Note: This is an internal departmental planning tool and is subject to change.  
All associated cost estimates are rudimentary estimates.

# COMPREHENSIVE CAPITAL NEEDS AND IMPROVEMENTS

## 1 - 5 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
Historic Resources	Annex Remodel/HVAC	Complete remodel and reconfigure with HVAC Replacement eliminating window units, stairwells, and interior upgrades.	\$750,000
Historic Resources	Collection Archive & Records Storage - Design/Use to be Determined	2002 pre-design study funded by the GA Legislature - recommended open collection storage, public access, library, research area. Best reuse to be determined. New roof - FOHJI - Exterior repairs. Floor asbestos removal.	\$4,557,000
Historic Resources	Villa Marianna	Considering Adaptive Reuse, Possible public/private partnership	TBD
Landscaping	St. Andrews Beach Park Renovation	Enhanced improvements at picnic area. Scope to be determined.	\$250,000
Landscaping	Main Event Lawn West of San Souci	Restore main lawn design to original layout	\$170,000
Landscaping	Indian Mound Cottage	Restore privet hedges near main lawn. Replace with Japanese Boxwood	\$10,000
Landscaping	Great Dunes Beach Park	Replant missing herbaceous plant beds & restore dune sun flowers, missing lantana and other bare spots from Great Dunes-North of Convention Center. Create planting plans and purchase and install plant material.	\$10,000
Marketing	Standardize Wayfinding Signage: Phase I	Standardize directional signage across the island. Will need to rehab 14 existing signs at an estimated \$4,000 each, and install 6 new signs, at an estimated \$10,000 each, for a total of \$116,000.	\$116,000
Marketing	Standardize Wayfinding Signage: Phase 2	Standardize location markers across the island (example: Beach Parks, Tennis, Golf, etc.). Estimating \$10,000 per sign, with 15 signs needed.	\$150,000
Marketing	Jekyll Island Causeway Billboard (HWY 17)	Upgrade of the current print billboard structure to a double-sided digital billboard to improve visibility and messaging, located at the end of the Jekyll Island Causeway on HWY 17. The digital billboards would allow for increased promotion of island amenities, events and larger promotional needs, increase turn-around time for messaging changes by day-part and weekly, to better promote island initiatives. One digital billboard is estimated at \$80,000. The upgrade would include two digital billboards to ensure visibility from both directions of the highway, for a total of \$160,000. (Current remodel will be set to receive LED boards)	\$160,000
Mini-Golf / Bikes	ADA Bathrooms/Ticket Hut Relocation	New construction of ticket booth for mini-golf/bike rental area and attached ADA bathrooms	\$175,000
Mini-Golf	Shade, Lights, and Attractions	Continue to add shade sails, lights, and replace worn out attractions	\$50,000
Roads and Grounds	Paving	The parking area on Pier Rd and Stable Rd needs to be paved.	\$29,048
Roads and Grounds	Rejuvenate	The parking lot at Convention Center and Great Dunes Park needs to be rejuvenated	\$92,000

Note: This is an internal departmental planning tool and is subject to change.  
All associated cost estimates are rudimentary estimates.



# COMPREHENSIVE CAPITAL NEEDS AND IMPROVEMENTS

## 1 - 5 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
Playground Equipment Replacement	Playground Equipment Replacement	Replace playground equipment on both sides of playground that was repaired four years ago and remove wood chips for poured in place rubber playscape matting. Greatly improve ADA compliance.	\$350,000
Public Safety Complex	Fire, EMS, and GA State Patrol Facility	To meet ISO standards and provide for improved and adequate housing of public safety equipment and personnel	\$6,536,110
Retail Operations	Ticketing Kiosk	Kiosk need to be located at Summer Waves, Mosaic, Guest Information, and the Georgia Sea Turtle Center.	\$65,000
Roads and Grounds	Bike Path Paving and Repaving	Add additional bike path paving to areas and repave old and damage areas	\$2,500,000
Roads and Grounds	Signage	Signage installed at Corsair Beach Park and Oceanview Beach Park	\$30,000
South Dunes Picnic Area	Replacement Bathroom Facility	Replace bathroom facility with the same design as Oceanview and Corsair Beach Parks. Will preserve architectural look.	\$480,000
Summer Waves	Pirates Passage	Replacement of Pirates Passage with four lane mat racer to move 84% more people down the slide greatly enhancing customer experience.	\$615,000
Summer Waves	Parking Lot Resurfacing	Reconfigure and resurface our parking lot to better handle increasing volume	\$200,000
Summer Waves	New Bathroom Facility	Replace bathroom facility with the same design as Oceanview and Corsair Beach Parks	\$240,000
Summer Waves	Front Entrance and Gift Shop Remodel	Update our ticketing, security, and traffic flow at the Gift Shop exit.	\$100,000
Summer Waves	Complete Security System	Add/upgrade our camera system to cover the entire park and parking lot	\$98,906
Summer Waves	Add Slide to Existing Tower (Nature's)	Add a new slide to Nature's tower. It was originally designed for 3 slides. We have room on the tower and the space in the catch pool. This will increase the throughput for a relatively small price.	\$160,000
Tennis Facility	Retractable Tarps for Courts	Stop and/or Reduce clay court surface from running off during heavy rains. Will allow material savings.	\$60,000
Tennis Facility	Court Surface Refresh	Courts should be resurfaced approximately every two years. Courts were rebuilt in 2017 and they have not been resurfaced in 2023.	\$35,000
Welcome Center	Replace Siding and Decking	Replace Masonite siding that is falling off the building with Hardie Plank Cementous board siding that is pre-finished and will require no painting. Remove and replace all porch decking and replace with TREX composite decking.	\$180,000
Amphitheater	Rehabilitation	Rehabilitation to include new seating and cover as well as technical/lighting equipment	\$2,500,000
		Total	\$ 47,065,122.64

# VEHICLES

## 1 - 5 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
Conservation	UTV (2-seat) - 2 Each	Replacement vehicle. One of Department's two UTVs, essential for fully mobilizing staff of four Rangers in summer months, is a 2013 model year vehicle and is now frequently down for maintenance with heavy corrosion and other wear/tear typical to the stresses of beach use.	\$30,000
Convention Center	Small Truck	Need to replace Crown Victoria with a small pick up that can haul lumbar, salt, and other things that we are using personal trucks for.	\$10,000
Fire/EMS	Staff Vehicle	Need replacement vehicle SUV/Or a electric vehicle for on-island use.	\$17,000
Fire/EMS	UTV (2-seat)	Replacement vehicle.	\$18,000
Fire Department	Ladder Truck	ISO rating requires ladder truck to maintain rating.	\$1,200,000
Fire Department	4x4 Pickup Truck	Replace 1995 Ford F-150	\$35,000
Fleet Maintenance	Roll Off Tow truck (Used)	Move vehicles and equipment across the island and to collect surplus across the region.	\$55,000
Fleet Maintenance	CAT Backhoe	New backhoe needed	\$115,000
Fleet Maintenance	Garbage Truck (used)	Old garbage truck needs to be replaced as it is no longer repairable	\$130,294
Historic Resources	Replace GEM Cart	Estimate replacement needed in 2021 budget.	\$9,500
Historic Resources	Small Van/Pickup w/bed cover	Shred, preservation projects, and artifact moving.	\$15,000
Landscaping	Service Body Full Sized Pickup Truck	Replace irrigation crew's truck over the next five years with a gently used service body truck - Isuzu NPR Model	\$35,000
Landscaping	Truck with Service Body	For irrigation crew	\$16,500
Various	Four Replacement Vans for Park Services (2) and Facilities (2)		\$60,000
Total			\$1,746,294



# EQUIPMENT                      1 - 5 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
Convention Center	FFE Replacement	Need to replace lobby furniture and china, glassware, flatware as well as serving pieces	\$200,000
Landscaping	Toro Workman	Replace 2 oldest workman over the next five years	\$50,000
Landscaping	Fully Automated Mowers	This technology is early in its infancy, but within 5 years full sized commercial mowers will most likely be fully automated and will allow our department to care of more areas with less man power.	\$50,000
Landscaping	Used Skid Steer	Purchase bobcat that is available to our staff to use for small projects and to load mulch and other materials	\$30,000
Landscaping	Storage Building	Erect prefabricated building to store all of this equipment and other materials that we have.	\$50,000
Landscaping	Vibratory Plate Compactor	This piece of equipment aides in compacting subgrades in preparation for paving work and other projects.	\$1,500
Landscaping	Goose Neck Trailer	18' heavy duty trailer with hydraulic gate lift for special projects and to haul materials efficiently.	\$15,000
Golf Course Maintenance	Fully Automated mowers	This technology is early in its infancy, but within 5 years full sized commercial mowers will most likely be fully automated and will allow our department to care of more areas with less man power.	\$50,000
Roads and Grounds	Zero Turn Mowers	Replace two worn out mowers	\$28,000
Roads and Grounds	Replace John Deere Gator UTV	Trail maintenance vehicle replacement	\$26,000
Roads and Grounds	CAT D6 Dozer (Used)	Large projects, drainage jobs, storm cleanup, Vegetative landfill maintenance (We have trailer and truck to move it already and we currently rent one for a month)	\$80,000
Sanitation	Used Garbage Truck	Current used garbage truck is 9 years old. The trash box is rebuilt annually where it rusts through	\$80,000
Various	All Terrain Forklift	These are rented from time to time and would save approx. \$4,000/year	\$20,000
Water/Wastewater	Grit Pump	The current grit pump at WPCP is nonrepairable and needs to be replaced.	\$21,000
Water/Wastewater & Historic Preservation	Ground Penetrating Radar	Ground penetrating radar for locating utilities and historical areas	\$25,000
			\$726,500

# COMPREHENSIVE CAPITAL NEEDS AND IMPROVEMENTS

## 5 - 10 YEAR HORIZON

DEPARTMENT	CAPITAL NEED/IMPROVEMENT	BRIEF DESCRIPTION	COST ESTIMATE
Conservation and Facilities	South Driftwood Beach Restoration	Local cost share for construction expenses for advancing shoreline restoration for the southern portion of driftwood beach degraded by old revetment debris. Federal cost share through USACE could cover 65% of total expense.	\$1,000,000
Conservation and Facilities	Driftwood Beach/North Picnic Area/Clam Creek Trail Adaptation	Redesign, permitting, and construction of trail system and beach access routes/structures to reduce impact of visitation and improve resiliency to coastal flooding and erosion.	\$1,500,000
Convention Center	Repainting the Exterior	The facility looks great now but need to prepare for exterior painting of the complete facility by 2023	\$265,000
Convention Center	Carpet Replacement	This needs to be on the horizon for 5-7 years	\$645,000
Convention Center	Replace HVAC Components	Most RTU's will be reaching expected lifespan	\$345,000
Historic	New Watchtower	WWII Watchtower and Beach Attraction (possibly at South Dunes)	\$400,000
Summer Waves	Zero or Lagoon Entry into Lazy River	A more guest friendly and handicapped accessible entry into the river.	\$250,000
Summer Waves	Wave Generation Equipment Upgrade	Technology has advanced far beyond what we have. This will deliver a much better product while reducing energy consumption	\$350,000
Summer Waves	Storage Building for Equipment	Larger space to store equipment (Chairs, pumps, motors, shade tops, cabana furniture...) in the off season	\$19,000
Summer Waves	Additional Food & Beverage Location	Another location for expanded F&B to handle more guests	\$150,000
Roads and Grounds	Garbage Transfer Station	Renovate transfer station for increased recycling efforts and rodent free environment	\$350,000
Golf Course Maintenance	Covered/Secure Parking for Equipment	Protect investments with paved/covered parking out of the elements replacing pole barn and exposed outdoor shed	\$380,000
Marketing	Digital Map	Could provide up to the minute information and sound access for sight impaired guests	\$16,000
		Total	\$5,670,000

Note: This is an internal departmental planning tool and is subject to change.  
All associated cost estimates are rudimentary estimates.

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The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, August 17, 2021 at the Jekyll Island Convention Center and via teleconference.

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

Key Staff Present: Jones Hooks, Executive Director  
Marjorie Johnson, Chief Accounting Officer  
Melissa Cruthirds, General Counsel  
Jenna Johnson, Director of Human Resources  
Alexa Hawkins, Director of Marketing and Communications  
Dennis Gailey, Director of Public Safety  
Anna Trapp, Executive Assistant

Various members of the public, JIA staff, and press were also present.

Chairman Wilkinson called the committee session to order at 9:30 a.m., and the roll was called for members attending in person and those attending via teleconference.

Mr. Trip Tollison and Ms. Joy Burch-Meeks joined the meeting via teleconference by 9:40 a.m.

There was one public comment received online for this meeting. A copy of the full comment was given to each Board member and becomes part of the permanent record.

- Steve Smith – Golf Master Plan

#### I. Historic Preservation/Conservation Committee

A. The presentation on the Hollybourne Cottage Final Plan was deferred to the September 21st JIA Board Meeting, due to the scheduled presenter from HW Exhibits being unexpectedly unable to attend the meeting.

There were no public comments.

#### II. Finance Committee

A. Mr. Bill Gross, Finance Committee Chair summarized the June Financial items that were not available at the time of the July meeting. This included an overview of June's Revenues, Expenses, and Net Operating Cash.

- Revenues were \$4,626,801
- Expenses were \$2,304,161
- Net Operating Cash was \$2,322,639

Mr. Gross also reviewed the July Financials including an overview of Revenues, Expenses, Net Operating Cash, and Traffic Statistics.

- Revenues were \$5,705,136
- Expenses were \$2,712,825
- Net Operating Cash Income was \$2,992,311
- Total Traffic Counts were 178,798 vehicles

July Hotel Statistics were not available, as the JIA needed information from the Club Hotel to complete the monthly hotel report.

- B. Marjorie Johnson, Chief Accounting Officer provided an overview of the Year-End Financials. She explained that because of all the uncertainty that came along with the COVID-19 Pandemic, the Fiscal Year (FY) 2021 revenues and expenses were conservatively budgeted, and staff did a great job of staying below their expenses.

The expenses for FY21 were \$22.3 million, which was approximately \$3 million less than budgeted and \$2 million less than the prior year. The FY21 expenses were the lowest they had been since FY 2016.

Revenues far exceeded the expectations for the FY. The budgeted revenues were \$27.5 million, but the actual revenues were \$30.5 million, which is almost \$3 million more than expected and \$4 million better than the prior FY. This was also an all-time revenue record.

She then explained that the net result at the end of FY21 equaled \$8 million available for designated fund contributions, capital expenditures, and cash reserves. That total was \$5.9 million more than anticipated, and from those funds \$3.5 million was set aside in board designated fund contributions, which included contributions to the Water Wastewater Fund, the Fire Equipment Fund, the Tourism Development Fund, and the Public Area Improvement Fund. During the year, the Board also approved \$2.6 million in funding for capital equipment and projects.

This left \$2.1 available at the end of year for capital projects and cash reserves.

- C. M. Johnson presented a request to the board for Additional Capital Funding totaling \$1,554,342. This included:
- \$1,018,000 to be paid from the FY21 Operating Funds for the requested Capital Equipment and Projects:
    - Purchase of new CAT backhoe
    - Construction of new Public Works Office/Restrooms/Lunchroom
    - Replacement of carpet flooring in Annex Building with vinyl laminate
    - Replacement of all common area furniture at the JI Convention Center
    - Installation of a fire alarm at the JIA Administration building
    - Replacement of the Tank Chiller at GSTC Hospital
  - \$536,342 for additional projects to be paid from the previously designated funds as follows:
    - Water/Wastewater Reserves: \$21,000
      - Grit pump at WPCP
    - Public Area Improvement Funds: \$281,342
      - Paving of Pier Road parking lot
      - Rejuvenation and restriping of Convention Center and Great Dunes asphalt parking lots
      - Signage at Corsair Beach Park and Ocean View Park
      - Purchase of used garbage truck to replace current one
    - Tourism Development Funds: \$234,000
      - Complete unfinished section of causeway bike path to the Jekyll Island Guest Information/GSP Building

She noted that if the staff recommended capital projects were approved, a contribution of \$1,074,479 would first be made to JIA cash reserves.

A motion to recommend the approval of the Additional Capital Requests as recommended by staff was made by Mr. Krueger and seconded by Dr. Evans. The motion carried unanimously

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with no objections.

- D. Marjorie Johnson, Chief Accounting Officer reviewed the Georgia Department of Audits Report of JIA Financials. She explained that the state auditing staff selected seven procedures to test JIA financial information. These procedures are selected entirely by the audit staff, and they're the same procedures used when performing engagements for similar entities of JIA's size and structure. These tests ensured that various transactions and records contained adequate and appropriate documentation, numbers matched what was previously submitted to the State Accounting Office, and Federal Grant Awards were in line and on track.

There were no findings in any of the testing procedures conducted by the Georgia Department of Audits.

- E. M. Johnson moved on to discuss the Georgia Department of Audits Report of JIA's Business and Residential Leases for calendar years 2019 and 2020. During this engagement, the auditors consulted with JIA Lease and Accounting Staff to determine procedures to test. Businesses and hotels are rotated to ensure that they are all tested at least every two years. Additionally, randomly selected residential rental properties are chosen for testing each year. For this year's test, the businesses chosen for testing included the hotels and their subleases along with several residential rental properties.

Eight procedures were selected by JIA staff and the auditors for this engagement which included confirming the mathematical accuracy of the hotel motel tax reports, ensuring businesses reported correct revenues to the JIA, confirming correct rent and hotel tax percentages, and confirming if the business was subject to capital reserve requirements.

The auditors did note some minor calculation errors in the reports and found underpayments of approximately \$13,000 that were due to JIA. They also noted that several of the hotels did not meet the capital reserve requirements of their lease. The hotels, business, and residential properties will be notified of any discrepancies found.

There were no public comments.

### III. Human Resources Committee

- A. Jenna Johnson, Director of Human Resources, presented a Fiscal Year 2021 Staffing Level Update. The JIA has an average monthly roster of 273 full-time and part-time employees. During FY21, 141 employees left, 116 voluntarily and 25 involuntarily. This was a 21% increase of people leaving employment. This increase is not JIA specific and has been seen throughout other businesses as well. Of the 116 employees who left voluntarily, 73 were part-time employees while 43 were full-time. The reasons for those who left voluntarily are as follows:

- 32% - Opportunity
- 30% - Personal
- 23% - Availability
- 10% - Relocation
- 3% - Retirement
- 2% - Abandoned Job

J. Johnson then broke down the data even further differentiating the reasoning between full-time and part-time employees. She noted that this was the first time the percentage of full-time employees who left for another opportunity or a higher paying position was higher than part-time employees who left for the same reason. She then discussed the turnover trends JIA has seen since FY14 which has fluctuated through the years, with FY21 seeing the highest percent of turnovers. She noted that the actual pay is often a determining factor with hiring and retention, and compensation along with other data is looked at to attract qualified candidates.

Lastly, she discussed the pilot program developed alongside the Boys and Girls Club that allows teenagers to shadow departments that they have an interest in.

- B. Alexa Hawkins, Director of Marketing and Communications, elaborated on JIA's Intern Partnership with the Boys & Girls Club. This internship program exposed the participating students to career environments while they worked alongside the JIA teams. The Landscaping Department hosted one intern, and the Marketing Department hosted two 11<sup>th</sup> grade students from Brunswick High School and Glynn Academy for six weeks.

The Landscaping intern assisted with landscape restoration projects, including installation of several commemorative benches around the island. The Marketing interns assisted with social media development, brand photo shoots, and developing group experience team building exercises. Additionally, they each had a capstone project. One intern, who had interest in graphic design, created her version of a Shrimp and Grits poster. The other, who showed an interest in social media, developed a social media content calendar.

Overall, the pilot program served as a great way for the teens to gain experience in a career field they may be interested in pursuing and allowed the JIA staff to gain insight on what career paths students coming out of high school are interested in. Hawkins also noted that discussions continue with the Boys and Girls Club on opportunities to enhance the program.

There were no public comments.

#### IV. Marketing Committee

- A. Alexa Hawkins, Director of Marketing and Communications, presented the Marketing Department Report. She began her presentation by discussing the Marketing Team's public relations (PR) outreach and news placements. During FY21, particularly April through June, more than 2 billion potential visitors were reached through Marketing's strategies. There were approximately 1,000 media placements for the FY, which was about a 50% increase from the previous year. Marketing did adjust their advertising as the pandemic hit, taking a more targeted approach. They pitched stories around destinations that are worth the drive, remote work, road trips, RV camping, unique museum exhibits, wedding venues, or anything that would encourage visitors to come to Jekyll for a unique experience. One approach they took was to host Familiarization Trips with media journalists in targeted areas. One of those markets was Charlotte, which resulted in a story in *Charlotte Magazine* called "Travel Retreat to Historic Jekyll Island". This story will also run in *Orlando Magazine*.

Additionally, digital media efforts have continued to grow with Jekyll Island's website receiving 4.8 million visits during FY21. Marketing has reintroduced SEO (search engine optimization) with a small budget, which increased their clickthrough rate. A redesigned newsletter rolled out earlier in 2021 which has been performing well. A targeted co-op program with Jekyll's large lodging partners was also reintroduced. Nearly 10,000 clicks were seen through those specific co-op ads to partner sites. Social media was also a top performer, as followers continue to increase on both Facebook and Instagram. Instagram saw a particularly big boost in 2021 with an accumulation of more than three million impressions, a 38% increase in engagements, and followers increasing by 22%.

During the next fiscal year, Marketing plans to continue targeted advertising to reach specific regional markets.

There were no public comments.

#### VI. Committee of the Whole



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- A. Dennis Gailey, Director of Public Safety presented the Request for Approval of the Dispatch Service Agreement with the Joint Public Safety Communications Department (JPSCD). He explained that earlier in the year a resolution was passed by the Board that moved 911 calls from the Georgia State Patrol (GSP) Center to the Glynn-Brunswick 911 Center (GB 911). This request serves as an extension of that resolution, as it allows the GB 911 staff to dispatch Jekyll Island Fire Department (JIFD) units directly from the 911 center in lieu of forwarding calls to GSP Radio Operations for final dispatch. The calculated cost for Jekyll Island is \$41,757 annually, contingent on the number of radios on the system. The JIA will be billed in four equal quarterly invoices by Glynn County.

Gailey explained that this agreement will improve the response times, expedite emergency communications, and enhance mutual aid operations for the JIFD units.

A motion to recommend approval of the Dispatch Service Agreement as recommended by staff was made by Mr. Willard and seconded by Mr. Krueger. The motion carried unanimously with no objections.

- B. Jones Hooks, Executive Director presented the Request for Approval of the Campground Bathhouse Proposal. He explained that The Georgia State Financing and Investment Commission (GSFIC) approved a grant award of \$999,480 to JIA for construction of new bath houses in the campground. In addition, JIA received \$2.95 million in state bond funding for campground expansion. JIA was required to obtain three competitive bids for the prototype bathroom designed by Ussery Rule Architecture. The three bidders were Woodman Builders Inc, Wildsmith Construction and Overholt Construction. The apparent low bidder, Woodman Builders Inc, was approved by GSFIC to proceed to contract.

Hooks continued by requesting approval to utilize a combination of grant funds and bond funds in the amount of \$1,243,026.24 for construction of the three prototype ADA Compliant Bath Houses at the Jekyll Island Campground and to award the construction contract to Woodman Builders Inc.

A motion to recommend approval of the Campground Bathhouse Proposal as recommended by staff was made by Mr. Gross and seconded by Mr. Willard. The motion carried unanimously with no objections.

- C. Leigh Askew Elkins, JIA's Consultant from the University of Georgia's Carl Vinson Institute, provided an update on JIA's Master Plan planning process and explained the results from a Public Survey conducted for about a month during the summer of 2021.

The JI Master Plan Survey was a Qualtrics survey with approximately twenty questions that provided responses via the Lickert scale and one open ended question for additional comments. The categories and initial questions were developed by UGA and JIA, and the questions were reviewed and edited by the UGA Survey Research Unit to ensure they met the best survey research standards and practices.

The Survey was organized under six major headings: visitation, conservation and land use, capacity and infrastructure, economic sustainability, activities and amenities, and about you. A total number of 11,497 surveys were submitted, although they were not all completed. Elkins noted that to receive that many survey submissions was truly remarkable. Responses were received from forty-eight states, Canada, and even one response from a fleet post office in the Pacific and one response from an Army post office in allied Europe. Elkins then reviewed several of the questions and responses from the survey, with each falling under one of the above-mentioned categories. For the open-ended questions, there were 5,554 comments that were sorted and categorized by topic and by respondent type: resident, current visitor, previous visitor, and part-time resident.

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Elkins then provided a summary of the JI Master Plan Update Town Hall, which took place on June 16, 2021 as part of the public input process. During this session, an electronic town hall software was used that allowed for equal participation from all attendees, which totaled approximately 70. During the town hall the following questions were asked and received the corresponding responses:

- The Jekyll Island Authority has had numerous accomplishments over the past 10 years – what has been most significant to you?
  - Convention Center and Beach Village, Conservation Plan, Great Dunes Park, and Bike Path improvements
- Over the next five years, what do you see as the greatest issues or challenges for the JIA to address?
  - Overdevelopment; Capacity and Infrastructure Concerns; Traffic/Toll Booth
- What are the greatest opportunities for the JIA over the next five years?
  - Pickleball, Restaurants, Pharmacy/Urgent Care
- What else do we need to know?
  - Communication and Community are important

Elkins concluded her presentation by reviewing the next steps in the process which include:

- Gathering data and information to help inform decision-making
- Reviewing input from stakeholders, JIA staff, and JIA Board Members in combination with survey and town hall input
- Reviewing plans and studies that were developed as recommended by the 2014 Master Plan
- Using the above to inform the Findings and Recommendations for the Master Plan Update

D. The Operations Update was deferred, as Noel Jensen, Deputy Executive Director, was unexpectedly unable to attend the meeting due to illness.

E. Jones Hooks, Executive Director, Presented the Executive Director's Report. He discussed the following points:

- A scheduled public input session for the Code Revision project. The session will provide an update on what the consulting team has done up to that point and will offer participants an opportunity to ask questions or comment on specific concerns. These types of meetings will continue until the project is complete.
- A survey conducted by Longwoods International that showed the influence the Delta Variant of COVID-19 would have on travel plans during the next six months. 34% percent of those surveyed indicated that their travel plans would be impacted. He noted that it was important to look at these trends, as they could potentially begin impacting Jekyll.
- He provided an update on the newly designed signage that has been added throughout Jekyll Island, particularly at beach areas, through the Ranger Program. The preliminary numbers of the effectiveness of these signs show approximately a 35% decrease in violations since the signs were installed. A full report will be given at a later date.
- The Georgia Department of Community Affairs awarded the Jekyll Island Turtle Center \$358,433 through an AmeriCorp grant. This is the third highest award given within the state of Georgia.
- The Environment Protection Division of the Georgia Department of Natural Resources completed a review of Jekyll's sanitary sewer system. Hooks quoted from the review, "During the inspection, no deficiencies were noted, but recommendations are presented in the enclosed report based upon the operation history. Since the last sanitary survey, this system has been designated as an outstanding performer."
- The Office of Fleet Management rated Jekyll Island as a Tier 1 in their Fourth Quarter Tier Report. There are only four agencies in the State of Georgia who have earned a Tier 1 ranking.
- Per the State Agency Records Manager, JIA is one of the only state agencies in Georgia with a fully revised and updated retention schedule.



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- Hooks provided an update on the Golf Master Plan, which has yet to be adopted as methodical steps are being taken to ensure the plan is appropriate. These steps include in-depth review of the plan itself, on-site visits by Board members, and an archeological study. He then shared updated data on golf rounds and golf revenue. He noted that this continual sharing of data is an important aspect of the Golf Master Plan. It is a phased plan that allows decisions to be based on play. Hooks continued by explaining that the Bleakly Impact Study is just an analysis of various ways to pay for development of the Golf Master Plan. The study has not been adopted and it contains various scenarios to be considered. He ended the point by explaining that any erroneous information that has been distributed will be addressed by JIA staff and dialog will continue with the Board as decisions are made on the Golf Master Plan.
  - Hooks addressed the poor cellular service provided by Verizon on the south end of Jekyll Island. These issues are tied to the improvements that are being made at the south water tower and are caused by Verizon not moving forward on the schedule that was provided to them. The interim solution involves raising the Verizon antenna, which much accommodate airport requirements. A full and complete resolution will follow the interim solution.
  - Lastly, Hooks recommended an additional JIA Board meeting to be held on November 16, 2021, due to anticipated Master Plan Updates and additional projects in the works. This meeting will include a teleconference option for Board Members. The Board approved this recommendation with no objections.
- F. During the Chairman's Comments, Joseph B. Wilkinson, Jr., Chairman, showed his gratitude to everyone who has been supportive and helpful to him and his family over the past few months. He noted how proud he is of the JIA staff and what they've accomplished.

There were no public comments.

No break was taken, and the Chairman continued directly into the JIA Board Meeting.

The Jekyll Island State Park Authority (JIA) Board Meeting  
August 17, 2021

The roll was called, and all members were present except for Commissioner Williams and Mr. Tollison who dropped off the teleconference line.

Action Items

1. Mr. Krueger moved to accept the minutes of the July 20, 2021 board meeting as presented. The motion was seconded by Mr. Willard. There was no discussion, and the minutes were approved unanimously.
2. Mr. Krueger moved to ratify, affirm, and adopt the previous actions, approvals, appointments, or other actions taken by this Board of Directors as a whole, that were within the Board's authority, from July 1, 2020 to June 30, 2021. The motion was seconded by Mr. Gross. The motion was unanimously approved.
3. Dr. Evans nominated Mr. Krueger to continue the position of Vice Chair. Mr. Krueger consented to the nomination. There were no other nominations, and therefore the Chair declared Mr. Krueger elected to the Vice Chair position.
4. Mr. Kreuger nominated Mr. Gross to continue the position of Treasurer/Secretary. Mr. Gross consented to the nomination. There were no other nominations, and therefore the Chair declared Mr. Gross elected to Treasurer/Secretary.
5. The recommendation from the Finance Committee to approve Additional Capital Requests carried by unanimous consent.
6. The recommendation from the Committee of the Whole to approve the Dispatch Service Agreement carried by unanimous consent.
7. The recommendation from the Committee of the Whole to approve the Campground Bathhouse Proposal carried by unanimous consent.

There were no public comments.

Announcements

1. Per Chairman Wilkinson's request, Anna Trapp, Executive Assistant to the Director, read the Committee Appointments into the record. The following changes were made from the previous year:
  - a. Dale Atkins was appointed Chair of the Historic Preservation/Conservation Committee
  - b. All Board Members were appointed to the Finance Committee
  - c. The Vice Chair, Mr. Bob Krueger, was appointed to each Committee

The motion to adjourn was made by Mr. Krueger and was seconded by Mr. Willard. There was no objection to the motion and the meeting adjourned at 11:12 a.m.

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## MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR  
**SUBJECT:** OPERATIONS MONTHLY REPORT – AUGUST 2021  
**DATE:** 9/13/2021

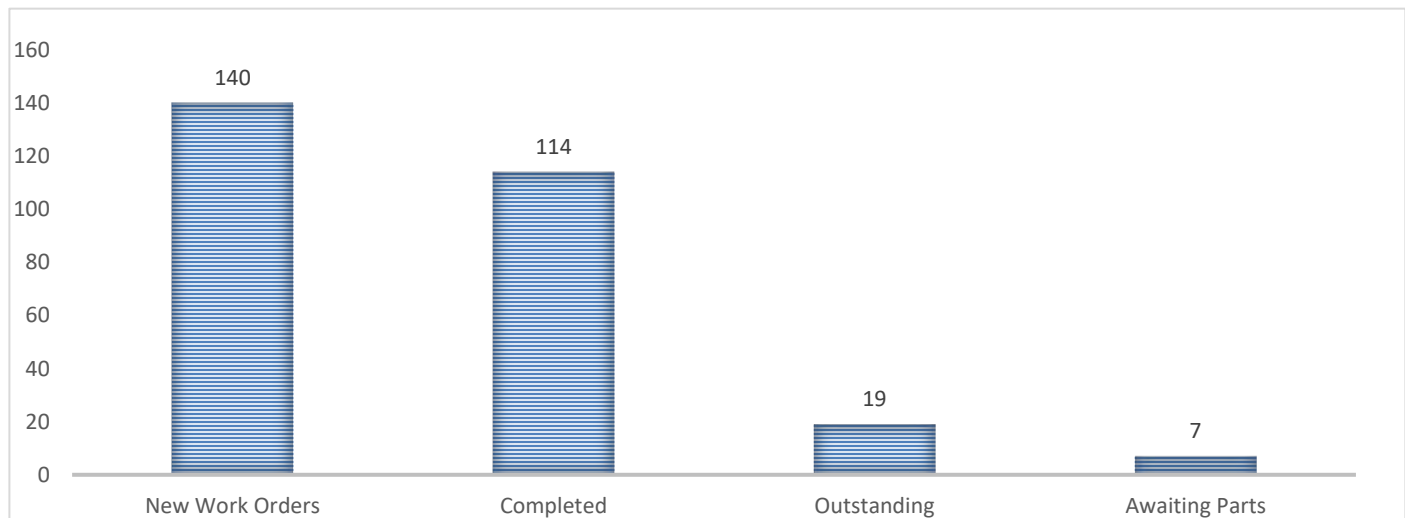
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### **PUBLIC SERVICES**

#### **August Highlights:**

- Rehabilitation and construction are underway on four (4) approved sections of bike paths which includes the completion of the South End Loop.
- Vehicle maintenance recently received a perfect score on the Office of Fleet Management's Quarterly Tier Report. They are one of four state agencies with a Tier 1 Fleet status.
- Landscaping is in the process of revitalizing the area around the Pro Shop of the Golf Course. They have removed several overgrown trees that were in decline and freshening up the foundation plantings around the building. The cabbage palms are being trimmed and the entire area will be re-mulched.
- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 802.10 gallons of 100LL aviation fuel totaling \$4,162.90 in sales for the month of August.
- Repairs at existing crossovers are currently underway for Austin Lane, Thorne Lane and Corsair Beach.
- The campground reached 58% occupancy in the month of August which is typically the slowest month of the year.

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

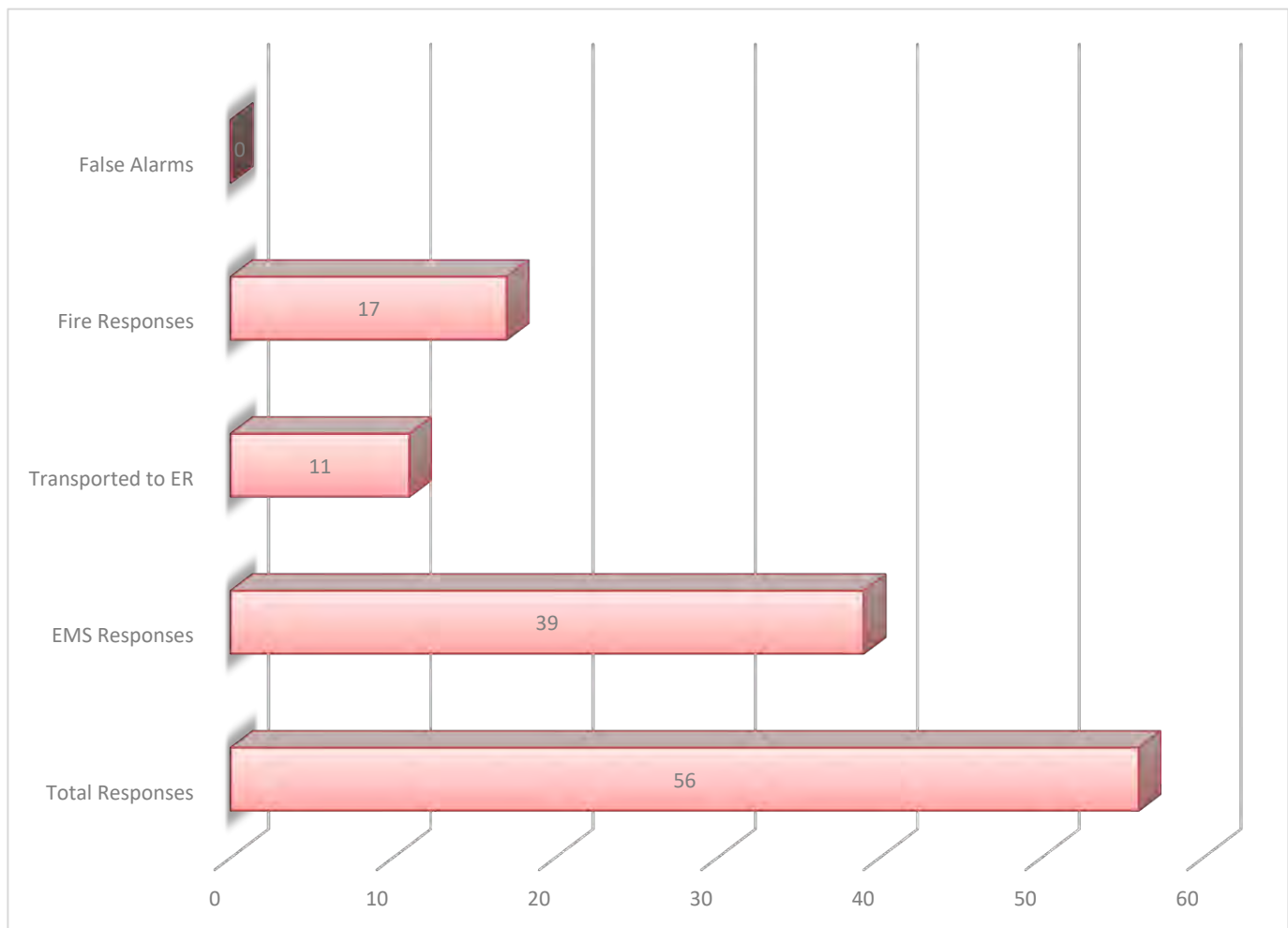


## **PUBLIC SAFETY – Fire & EMS**

### **August Highlights:**

- Completed 370 hours in staff training for the month.
- Three (3) building permits were issued, and there were six (6) complaints investigated by Code Enforcement.
- Board approval of the JIFD Dispatching Services Agreement.
- Hired one vacant full-time Firefighter/paramedic position.
- Interviews are underway to fill the remaining approved FY 2022 positions.
- Three JIFD staff members were out due to COVID-19.
- JIA Active Shooter training is being planned for later this year.

### **Jekyll Island Fire & EMS Responses**



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## MEMORANDUM

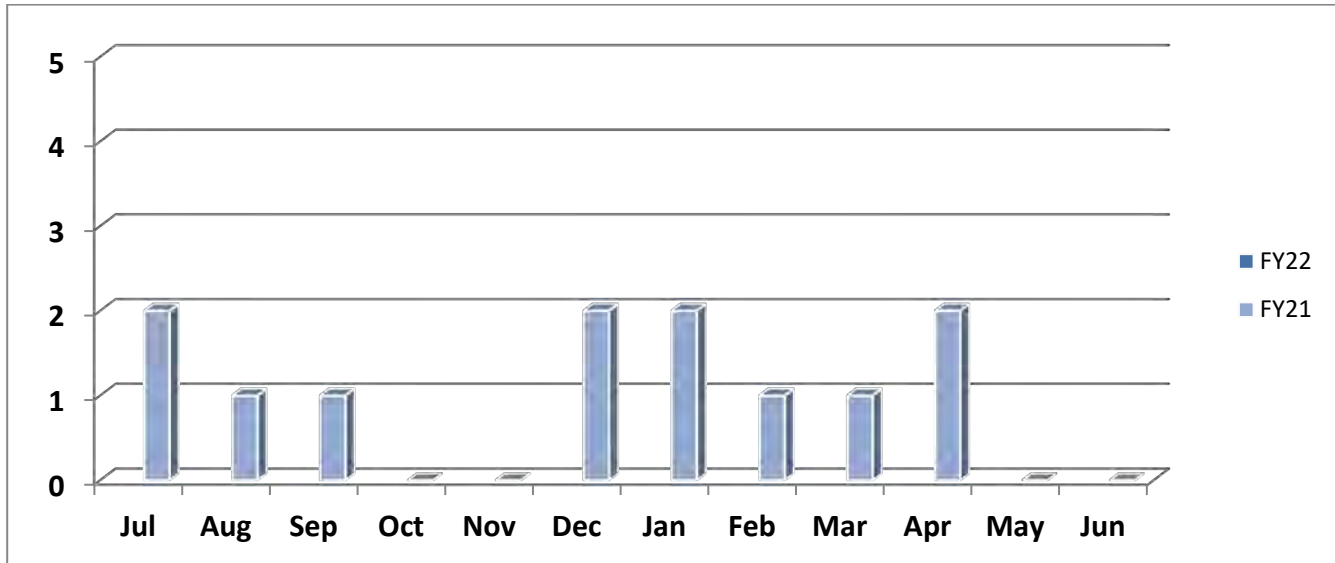
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**TO:** HUMAN RESOURCES COMMITTEE  
**FROM:** JENNA JOHNSON, HR DIRECTOR  
**SUBJECT:** HUMAN RESOURCES COMMITTEE REPORT  
**DATE:** 9/14/2021

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



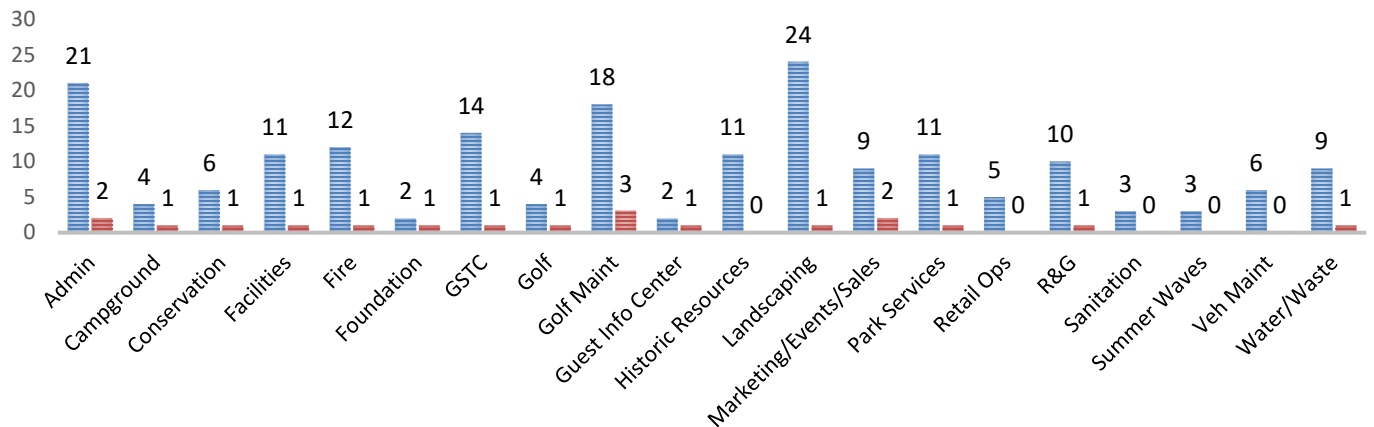
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY22	0	0											0
FY21	2	1	1	0	0	2	2	1	1	2	0	0	12

**JIA Employee Census:**

Month	Full time	Part Time	Seasonal	Interns/ Members	Total Employees
Aug	158	104	58	4	324

## FULL TIME STAFFING

■ Positions Funded ■ Positions Vacant



*Full-time Staffing as of 9/10/2021*

### **Retirements:**

- Phyllis Gaska – Historic Resources, Interpreter Tour Guide – retiring after 16 years of service.

### **Recognition:**

- **Meet our September Featured Employee: Angie Sullivan**



Originally from Millen, GA and growing up in Woodbine, GA, Angie Sullivan began her career with the Jekyll Island Authority (JIA) October 2017. As the Payroll Specialist with the JIA, Angie processes payroll, receives, enters, and maintains records for Benefits, Retirement and Payroll Taxes. She also researches and implements updates within the payroll system, performs internal audit controls, clears cash accounts and anything else that comes up!

Angie says there are so many great things about working for the JIA but what she likes most is “Getting to work on this beautiful island, the great co-workers and most of all...I Love My Job with the opportunities that challenge my abilities and keeps me on my toes daily”. Angie was asked, if you could improve one thing about Jekyll Island what would it be she said, “I grew up coming to Jekyll Island and remember that it was affordable to come and enjoy the day with your family. I would like to see some affordable restaurants and activities, so that everyone could come and enjoy this beautiful Island.”

When Angie is not in Administration processing, researching, and maintaining payroll related responsibilities, she is spending time with her grandchildren and family, working on the cabin, and starting a farm. Another thing Angie wants to share with us is that she loves going to church, being a Sunday School Teacher and helping others whenever she can.

Angie, we appreciate all that you do, thank you for your service!

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**MEMORANDUM**

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**TO:** HISTORIC PRESERVATION/CONSERVATION COMMITTEE  
**FROM:** BEN CARSWELL, DIRECTOR OF CONSERVATION AND SUSTAINABILITY  
**SUBJECT:** CONSERVATION UPDATE  
**DATE:** 9/14/2021

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**Research and Monitoring**

- Loggerhead sea turtles have deposited 126 nests this year on Jekyll's beaches. Hatching season is in full swing with less than 25% of nests still incubating.
- One of the female Eastern Diamondback Rattlesnakes (EDBs) that we radio track recently gave birth to at least 7 neonates (newborn snakes). Our team have been watching her closely for months and managed to capture 6 of the neonates to place a pit tag for future identification. This method recently paid dividends when we caught an adult male that was born to a telemetered female a little over 6 years ago. This is the first snake with a known parent that we have added to the ongoing research and gives us rare insight into early life growth rates in the wild.
- In support of the Historic Resources Division, Natural Resources Manager Yank Moore is developing a shoreline monitoring plan for the eroding marsh shoreline along the Horton House historic area.
- With guidance from Joseph and Yank, outgoing AmeriCorps member Meghan Connelly, updated and refined our Alligator population estimate for the island. The refined technique produced an estimate of 168 alligators over 3-feet in size on Jekyll Island. This will allow us to better track trends in the alligator population over time.

**Management and Planning**

- The Conservation team has been coordinating and participating in a variety of planning discussions surrounding the Jekyll Island causeway. Topics include management of the Georgia Power right-of-way pollinator strip, long term causeway vegetation management, and design/implementation considerations for piloting a terrapin barrier.
- Ben and Yank have assisted with the current 2021 Master Plan Update, including input on the Natural Resources section and the Developed area maps. Yank presented at both stakeholder workshops held earlier this month to explain mapping updates.
- Preparations and planning for the upcoming prescribed fire season are taking place.

**Outreach, Leadership, and Personnel**

- Ben and Yank assisted Noel and Cliff with field trips associated with the Georgia Chapter of the American Public Works Association Conference that was held at the Convention Center. The trips included a demonstration at the new historic boathouse site previous parking installation and the Oceanview Beach Park bioswale.
- Ben drafted and submitted a comment letter (included in Board packet) in response to the US Fish and Wildlife Service's proposed designation of Critical Habitat for Red Knots



under the Endangered Species Act, which includes all Georgia Beaches in the current draft designation.

- We welcome another cohort of AmeriCorps members to the department; Charlotte Bernhard, Will Hicks, Audrey Naughton, Morgan Pierce, and Libby Sutton. They will be helping us with a variety of tasks including sea turtle nest monitoring, EDB research, invasive plant treatment, native seed collection, and other duties related to conservation efforts on Jekyll.
- Following their orientation week, all new AmeriCorps members participated in a Day of Service, in recognition of September 11<sup>th</sup>, at New Paths Horse Sanctuary. Ben accompanied them in helping the sanctuary get a lot of farm labor done quickly with all the hands pitching in.

**A cohort of newly hatched baby alligators from Amphitheater Pond that were PIT tagged to allow us to track growth rates and survival.**





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## MEMORANDUM

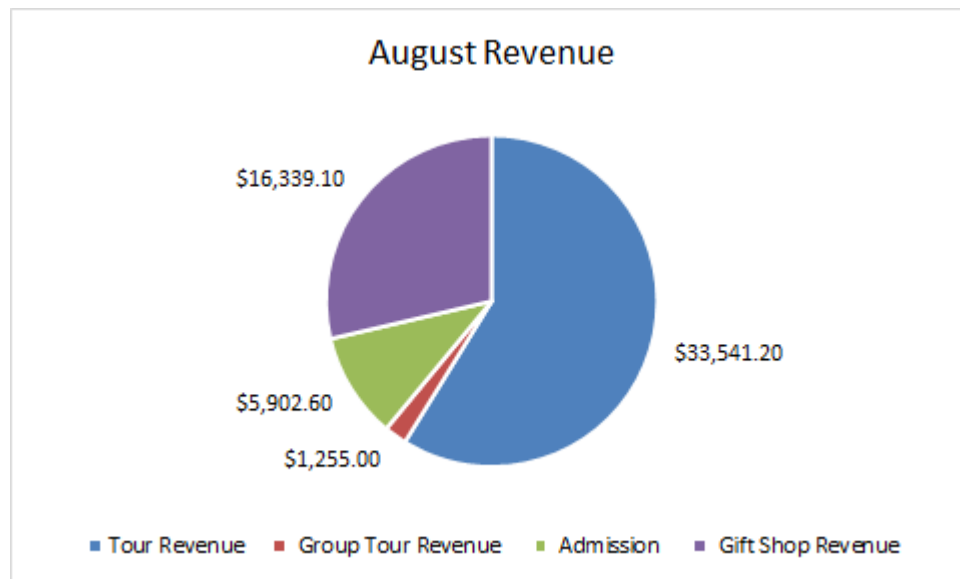
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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** MICHAEL SCOTT, HISTORIC RESOURCES  
**SUBJECT:** HISTORIC RESOURCES MONTHLY UPDATE  
**DATE:** SEPTEMBER 10, 2021

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Earned revenues have improved as the island's visitation had continued to remain high. August showed improved numbers compared to the past month. The continuing issues related to the Delta variant of Covid-19 mean that new group tour bookings remain trailing past years numbers. Past property rentals are coming due and new requests for the spring are beginning to be booked. Those are expected to increase as fall and spring events are planned.

<b>Mosaic 2021</b>		<u>Visitors</u>	<u>Revenues</u>
<b>August:</b>	Public Tours:	2,169	\$33,541.20
	Admissions:	704	\$5,902.60
	Groups	94	\$1,255.00
	Museum Store	--	\$16,339.10
	Totals	2,967	\$57,037.90



### August Google Review

"Nice hands-on activities for kids. They were engaged longer than I expected and wanted to do the trolley ride after!"

### **Mosaic Museum / Historic District**

- **Landmark Tours** – Witnessed a dip in attendance as schools returned to session, which is normal for this time of year. The Delta Variant has not (to our knowledge) been a factor in the attendance dip.
- **Group Tours** – Saw the beginnings of the return of group tours. We continued to receive many booking requests from several tour operators for the upcoming tour season and into 2022.
- **Cottage Tours** – Ran the last Cottage Tour of the 2021 season. We will look at reimagining the guest experience in the cottages for their return in Spring and Summer 2022.
- **Museum Operations** – Hired a new part-time tour guide, Arthur Haber.
- **Property Rentals** – Began preparations for numerous property rentals in September and October. We also worked on the possibility of a new pricing model and wrote new contract verbiage.

### **Education and Public Programs**

- **Programs** – “Jekyll Island Before the Europeans” and “Louis Comfort Tiffany at the Jekyll Island Club” are being continued for another month. Both continue to do well. The Tiffany program will run through the end of the year as a partner to the Tiffany exhibit in the Mosaic.
- **Speakers** - Jennifer Thalheimer’s guest speaker program has been moved to Oct. 1 at the convention center. The title of her program is “**Manifesting Memorials: Louis C. Tiffany’s Ecclesiastical Work**”. Barbara Stevenson is scheduled to give a talk Dec. 3 on her research into the Tiffany window.
- **School Programs** - Developing four different programs for late elementary school (3<sup>rd</sup>-5<sup>th</sup> grades), 8<sup>th</sup> grade Georgia studies, or high school-level U.S. history classes. Possibly offering these programs virtually or in person as an add-on to the trolley tour.

### **Curatorial**

- **Golf Course Archaeology Project** – Contracted with Terracon to conduct Phase I and II Archaeological Investigations of the Jekyll Island Golf Courses. Provided materials for background research and project planning. Held a kickoff meeting to coordinate project with golf course management. Began Phase I fieldwork, beginning with Oleander and Great Dunes, and coordinated logistics between contractor and JIA staff.
- **Moss Cottage** – Closed Moss Cottage for several weeks to complete preservation, artifact inventory, and deep clean of the space.
- **Gift Shop** – Reviewed inventory of history-related books available at the Museum Gift Shop for their accuracy and relevance to the history of Jekyll Island. Offered recommendations for changes and updates to available materials.
- **Oral History** – Re-inventoried the oral history collection to determine what materials are currently available in digitized and transcription format following last year’s ransomware attack. Updated catalog records in Past Perfect.
- **Collections** – During the month of August, 446 items were added or updated in Past Perfect. Responded to 5 research requests and 2 photo requests. Received 1 new donation. Met with 1 author to assist with research for 3 days. Also reviewed another potential publication for accuracy at author’s request.

### **Preservation**

- **Moss Cottage** - Preservation work completed includes: Relayed firebox bricks in foyer, Painting of foyer, Rehab of servants’ dining room, Repair of light fixtures, Wall paper repairs, Floor stain match, other assistance with the clean
- **Chichota** - Courtyard rehab continues
- **Wharf** - Met with roofing contractor for Wharf roof issues
- **Cottage Painting** - Met with three contractors for Faith Chapel, Large Dorm, and Small Dorm

### **Archives and Records**

- Facilitated research and payment for 2 blueprint requests, totaling \$400
- Began Pulling for shred, 27 linear feet of boxes thus far
- Completed records intake for 6 linear feet of boxes
- Successfully used the new records software for records intake and completed 8 hours of training for digital component
- Completed records training makeups
- Updated Past Perfect records for 100 objects

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## MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** MICHELLE KAYLOR, GSTC DIRECTOR  
**SUBJECT:** GEORGIA SEA TURTLE CENTER UPDATE – AUGUST 2021  
**DATE:** 9/14/2021

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*“Great work being done here!*

*August 2021 • Family Trip Advisor Review*

*“Learned so much about turtles and tortoises. I’m 52 and visited Jekyll since I was a kid and never knew about the relationship that Georgia has without shelled friends. The people working here are dedicated to their work and doing a great job.”*

### **Admissions Comparison with Prior Year (August 2020 vs. August 2021)**

<u>August 2020</u>	<u>August 2021</u>
9,475	13,751

August 2021 was yet another record-setting month for annual visitation over the history of the GSTC.

*(Note: There were capacity restrictions in place during the month of July 2020. Capacity restrictions were lifted at the end of May in 2021.)*

### **Revenue Categories\***

- August concessions \$165,618.55 was \$73,709.04 more than budgeted
  - August admissions \$127,583.68 was \$30,025.68 more than budgeted
  - Adoptions (Sea Turtle& Adopt-a-Nest) 84 | \$3,735 | Donations (General) 32 | \$1,105.00– one from Switzerland
  - Memberships 12 | \$1,325.00
  - Daily Programs 138
- Sub-Total Education Reservations: \$3,720.00 (Sunrise Walks)

### **Marketing/PR/Events/Grants/Pubs**

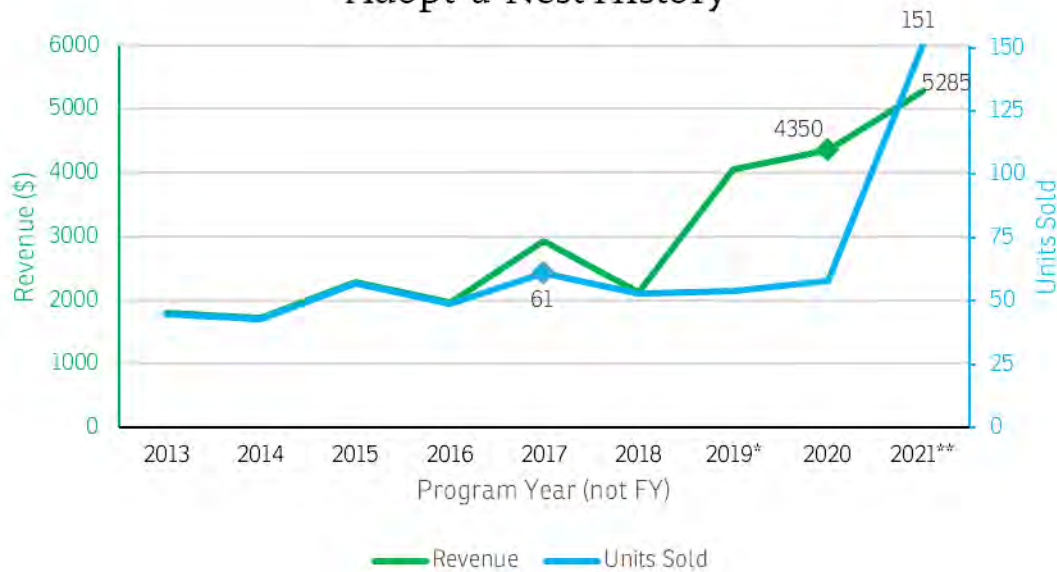
**Social Media, Website, and Communications Updates:** Trip Advisor: 2,262 reviews, ranking GSTC #4 out of #17 Jekyll attractions.

- 53.2K Facebook Followers
  - Impressions: 371K
  - Number of Posts: 19
  - The top social media post for Facebook was the “Transformation Tuesday” post of Tres the loggerhead sea turtle on Tuesday, 8/10. It reached 24,400 people and received 3,233 engagements.
- 24.3K Instagram Followers
  - Impressions: 177K
  - Number of Posts: 14
  - The top social media post for Instagram was the Devin the loggerhead sea turtle’s release video on Thursday, 8/19. It reached 21,566 people and received 1,982 engagements.

### **Education**

- Sunrise Walks concluded August 21<sup>st</sup>. The program reached 105 participants all of whom witnessed a nest inventory.
- Adopt-a-Nest sales were closed on August 31. This was the program’s best-ever year since launching as Nest Trackers in 2013, both in terms of revenue and units sold. We suspect the popularity was a combination of the price point (\$35) and frequent promotions. Summer 2021 (spanning the end of FY21 and beginning of FY22) saw 151 total nest adoptions, which is a 248% increase over our previous record of 61 adoptions sold in 2017.

## Adopt-a-Nest History



### Research & Patrol

- Nesting season for loggerhead sea turtles in Georgia is approaching its conclusion. To date, the last nest in the state was laid on August 23. On Jekyll, nesting concluded on August 17<sup>th</sup> with our 128<sup>th</sup> nest. This represents approximately 10,000 sea turtle eggs laid on Jekyll this nesting season.

### Rehabilitation

	Sea Turtle	Other Patients
<b>New Patients</b>	<b>7</b>	<b>18</b>
<b>Current Patients</b>	<b>12</b>	<b>53</b>
<b>Released Patients</b>	<b>5</b>	<b>51</b>
<b>Transferred Patients</b>	<b>0</b>	<b>24</b>
<b>Total Since 2007</b>	<b>976</b>	<b>2,175</b>

- Hosted 2 vet students from University of Florida and University of Illinois College of Veterinary Medicine during the month of August

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

- On August 31<sup>st</sup>, we welcomed 12 new and 4 returning AmeriCorps members to our program. Keep an eye out for these new and friendly faces helping JIA's Conservation department and the GSTC!

Service Hours			
	Monthly Total	YTD Date Total (see YTD period definitions)	Cumulative Total
AmeriCorps Service Hours**	2,299.25	34,196.5	426,193.17
Volunteer Hours*	376.50	745	76,660.59
Marine Debris Hours*	103.75	171.75	10,893.33
MDI & Volunteer Program			
MDI Clean Ups	1	1	73
MDI Items Collected	484	484	369,050
New Volunteers Oriented	1	3	243
Volunteer Shadow Shifts	0	0	242
Volunteer Advancements	0	0	265

\*YTD Based off fiscal year (July 1, 2021-June 30, 2022) / \*\*YTD Based off AmeriCorps Program Year (September 1, 2020-August 31, 2021)



**Board of Directors Committee Assignments**  
**Effective August 18, 2021**

<p align="center"><b><u>HISTORIC PRESERVATION/CONSERVATION</u></b></p> <p><b>Dale Atkins, Chair</b>          Joe Wilkinson          Bob Krueger          Mark Williams          Joy Burch-Meeks          Buster Evans</p> <p><u>Staff:</u>          Ben Carswell          Michelle Kaylor          Michael Scott          Cliff Gawron</p>	<p align="center"><b><u>FINANCE</u></b></p> <p><b>Bill Gross, Chair</b>          Joe Wilkinson          Bob Krueger          Mark Williams          Trip Tollison          Buster Evans          Glen Willard          Joy Burch-Meeks          Dale Atkins</p> <p><u>Staff:</u>          Jones Hooks          Marjorie Johnson</p>
<p align="center"><b><u>HUMAN RESOURCES</u></b></p> <p><b>Buster Evans, Chair</b>          Joe Wilkinson          Bob Krueger          Joy Burch-Meeks          Dale Atkins</p> <p><u>Staff:</u>          Jenna Johnson</p>	<p align="center"><b><u>MARKETING</u></b></p> <p><b>Joy Burch-Meeks, Chair</b>          Joe Wilkinson          Bill Gross          Trip Tollison          Buster Evans          Glen Willard          Bob Krueger</p> <p><u>Staff:</u>          Alexa Hawkins</p>
<p align="center"><b><u>LEGISLATIVE</u></b></p> <p><b>Trip Tollison, Chair</b>          Joe Wilkinson          Bob Krueger          Bill Gross          Mark Williams          Joy Burch-Meeks          Dale Atkins</p> <p><u>Staff:</u>          Jones Hooks</p>	<p align="center"><b><u>COMMITTEE OF THE WHOLE</u></b></p> <p><b>Joseph B. Wilkinson, Jr., Chair</b>          Bob Krueger          Bill Gross          Mark Williams          Joy Burch-Meeks          Trip Tollison          Buster Evans          Glen Willard          Dale Atkins</p> <p><u>Staff:</u>          Jones Hooks</p>