



Agenda
Tuesday, November 17, 2020
9:30 a.m.
Jekyll Island Convention Center
JIA Committees and Meeting

Due to the current COVID-19 pandemic, special remote procedures will be in place for this meeting.

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/>

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

I. Historic Preservation/Conservation Committee

Bob Krueger, Chair

- A. Environmental Stressors and Priority Plant Communities on Jekyll Island, Georgia (Deer Study) – Ben Carswell, Director of Conservation and Dr. Elizabeth King, University of Georgia

II. Finance Committee

Bill Gross, Chair

- A. October Financials – Bill Gross, Chair
- B. Request for Ratification of Financial Expenditure for Additional Bike Path Rehabilitation – Jones Hooks, Executive Director
- C. Capital Request for Emergency Repair and Ratification of Fire Hydrant Rehabilitation Expenditure – Noel Jensen, Chief Operations Officer

III. Human Resources Committee

Buster Evans, Chair

- A. No Report

IV. Marketing Committee

Joy Burch-Meeks, Chair

- A. Report from Marketing Department – Kate Harris, Director of Strategic Partnerships

V. Legislative Committee

Trip Tollison, Chair

- A. Report from Chair – Trip Tollison, Chair

VI. Committee of the Whole

Joseph B. Wilkinson, Jr., Chair

- A. Golf Course Master Plan Next Steps – Jones Hooks, Executive Director
 - Golf Master Plan Economic Feasibility Study – Ken Bleakly, Bleakly Consulting
- B. Consideration of Awarding Request for Proposal (RFP) #359, Proposal for Exhibit Concept Design Plan for Hollybourne Cottage – Andrea Maroquin, Museum Curator
- C. Pier Road Lease Renewals – Maria Humphrey, Lease Manager
- D. Executive Director’s Report – Jones Hooks, Executive Director
- E. Chairman’s Comments – Joseph B. Wilkinson, Jr., Chairman

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

Board Meeting Agenda

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

Action Item

1. Minutes of the October 20, 2020 Board Meeting
2. Request for Ratification of Financial Expenditure for Additional Bike Path Rehabilitation
3. Capital Request for Emergency Repair and Ratification of Fire Hydrant Rehabilitation Expenditure
4. Consideration of Award for Request for Proposal (RFP) #359, Proposal for Exhibit Concept Design Plan for Hollybourne Cottage
5. Pier Road Lease Renewals

Adjournment

Note: Board Member and staff to tour Courtyard by Marriott and Residence Inn Jekyll Island Construction Site to follow meeting

FINAL REPORT SUMMARY AND SYNTHESIS

Environmental Stressors and Priority Plant Communities on Jekyll Island, Georgia: Interacting Effects, Stakeholder Values, and Structured Decision Modeling



2016-2020

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RESEARCH FUNDED BY:



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Summary and Synthesis Report

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Final Public Reports

- Report 1: Spatial Study: Live Oaks, Laurel Oaks, and Environmental Stressors
- Report 2: Exclosure Experiment: Effects Of Herbivory on Naturally Occurring Oak Seedlings, Planted Live Oak Seedlings, and Understory Vegetation
- Report 3: Camera Trap Study: Wildlife activity and Protecting Newly Planted Live Oaks
- Report 4: Camphor Study: Deer Herbivory and Exotic Camphor Trees
- Report 5: Maritime Forest Workshop: Co-Producing Knowledge of Forest Ecology, Concerns, and Research Needs
- Report 6: Structured Decision-Making: Participatory Maritime Live Oak Forest Restoration Planning
- Report 7: Social Values Study: Social Values of Live Oaks on Jekyll Island

ABOUT THIS SYNTHESIS REPORT:

This synthesis report summarizes and synthesizes the rationale, findings, and recommendations from our research program. It has three parts.

- Section 1 is an executive summary of the research program.
- Section 2, “Key Concepts and Guiding Principles” explains the context and approaches that we took in our research. *We highly recommend reading it as a preface to the individual public final reports for each research study.*
- Section 3 contains brief highlights from each component study, with a synthesis of the management implications and recommendations.

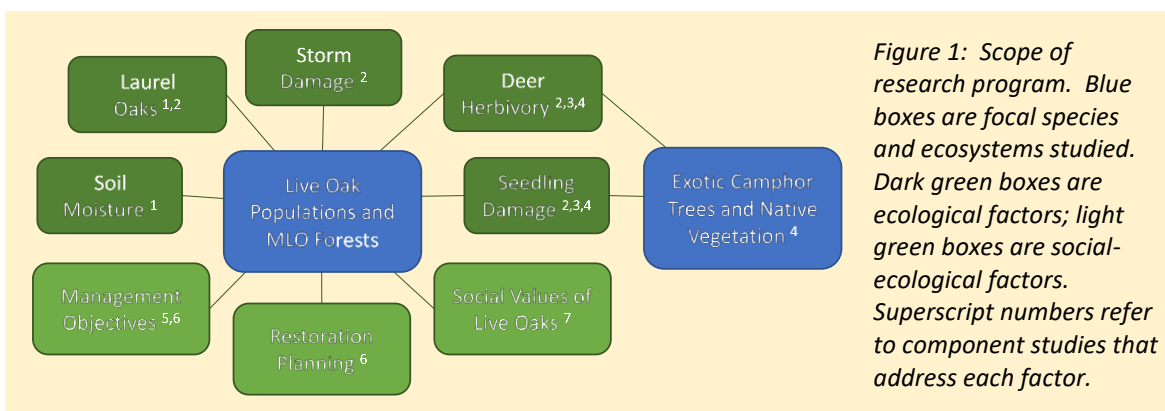
1. EXECUTIVE SUMMARY:

MOTIVATION

This research program was undertaken to expand our knowledge regarding Jekyll Island’s treasured Maritime Live Oak (MLO) forests. The MLO forests on Jekyll are unique, rare ecosystems, and they are valued dearly for their biodiversity and their aesthetic beauty alike. Their continued presence and health are a management priority, yet there is surprisingly little scientific information to help guide their conservation and restoration. Our aim was to supplement available knowledge to support forest stewardship.

SCOPE

As per our original proposal, the focal subject of our research was the status of tree populations and forest vegetation. To gain a more holistic perspective on forest dynamics, we conducted seven studies that investigated environmental stressors and ecological processes that shape these forests, and implications for forest stewardship decision-making (Figure 1). ***Our conclusions and recommendations focus on managing and restoring vegetation*** in light of multiple environmental stressors and visitor/resident perceptions. While wildlife herbivory and was studied as a potential stressor on vegetation, ***that perspective on wildlife is very one-dimensional, thus the findings on their own are insufficient to fully inform the management of deer or other wildlife.***



KEY FINDINGS AND RECOMMENDATIONS

Conserving MLO Forests: Our studies found that there are currently very few live oak seedling and saplings, but a plethora of young laurel oaks in the MLO forest on the north end of Jekyll. It remains unclear whether, and to what extent, deer are contributing to that low abundance. Regardless of cause, this raises concern that laurel oaks, not live oaks, will ascend to the canopy in current and future light gaps, thereby changing forest composition. We do not know for certain that current conditions would result in such a long-term change, but as a proactive measure, we recommend planting young live oaks to ensure that there are young trees in forests to replace mature trees over time.

Proactive restoration planning: Jekyll Island Authority's conservation objectives include the maintenance of live oaks as dominant overstory trees in MLO forests. Proactive restoration via planting live oak seedlings is an appropriate strategy to meet that objective. Planted seedlings should be protected from small and large mammal herbivores to increase their survival probability. The costs and benefits of other possible manipulations, including clearing surrounding vegetation, are being explored through a decision support tool.

Invasive camphor: In a mixed hardwood forest with invasive camphor, the exclusion of deer appears to benefit native understory vegetation as well as camphor seedling growth. The study was only two years long, so our conclusions are tentative. But it appears that deer exclusion alone may not control camphor proliferation.

Social values: In studying residents' and visitors' social values associated with live oaks, we found that actively engaging in tree stewardship, and enhancing opportunities to learn about and admire live oak trees, would reinforce existing social values and likely build public support for forest conservation and restoration initiatives.

2. KEY CONCEPTS AND GUIDING PRINCIPLES

Context and purpose of research program

Maritime forests on Jekyll Island, like many of Coastal Georgia's ecosystems, are facing a multitude of environmental stresses. Sea level rise, climate change, altered hydrology, fire suppression, invasive species, and altered wildlife abundances can all affect the dynamics of vegetation communities. Jekyll Island's maritime forest communities are globally rare, unique to barrier islands, foundational to the island's ecological health, and cherished for their aesthetic and recreational values. This creates a strong impetus for conserving the integrity of these forests.

Yet, there is surprisingly little scientific information on the functioning of these ecosystems, which can be used to inform conservation. Jekyll Island Authority recognized the need for scientific research, and offered a competitive grant to sponsor research to

investigate the effects of environmental stressors, including deer herbivory, on the island's ecosystems.

As recipients of the research grant, our four-year research program addressed a number of key ecological and management concerns regarding the present and future status of the island's prized maritime forests. The value and implications of this research extend far beyond Jekyll, and are highly relevant for conserving natural areas all along Georgia's coast. We were able to leverage Jekyll Island's forward-thinking funding initiative to secure additional grants, which we used to extend studies on three other barrier islands, and to engage a broader community of land stewards and stakeholders to assess research priorities, management objectives and strategies.

Herbivores and forest regeneration

On Jekyll Island, managers have noticed very few naturally occurring live oak seedlings or saplings in the island's iconic Maritime Live Oak (MLO) forests. The implications of this trend for the future of MLO forests is a key conservation and management concern, not only on Jekyll, but on other Georgia barrier islands that have also observed very few juvenile live oaks. .

It is widely recognized that herbivory by white-tailed deer (*Odocoileus virginianus*) can influence recruitment – i.e., the establishment, growth, and survival of young oak trees – by consuming acorns or by browsing on seedlings and saplings. And Jekyll Island's large deer population is almost as iconic as its magnificent live oaks. This naturally leads one to wonder: Are deer contributing to the observed scarcity of young live oaks? This question, however, is only one part of the puzzle that ecologists and land stewards ultimately seek to solve. **The ultimate questions of concern are not just whether deer eat live oaks, but are instead:**

In forest ecology, **regeneration** occurs when young trees establish, survive and grow, then reach the canopy to replace mature trees that are lost from the canopy.

- What are the longer-term consequences of herbivory on the live oak tree populations, and on the composition of the forest ecosystem?
- Are the levels of deer herbivory expected to impede the process of MLO forest regeneration?
- What other environmental factors may be limiting live oak recruitment and regeneration?
- How important are the effects of deer herbivory relative to other factors?
- Based on our emerging knowledge and remaining uncertainties, what are the likely outcomes of different forest management actions?

The challenge is to scale up from the specific effects of herbivores on individual trees to understand their cumulative consequences alongside other limiting factors. These ecological relationships are highly complex. For example, the impact of one factor, like

deer browsing pressure, will often depend on other factors, like light availability and competition with other plants. As naturalist John Muir wrote, "*When we try to pick out anything by itself, we find it hitched to everything else in the Universe.*" It requires multiple research questions and methodologies to follow and understand the many threads of these intertwined relationships. Because interactions occur on many timescales, from days to decades, and they cannot be readily understood in a short period of time. The portfolio of projects described in the following reports represent our team's ongoing efforts to begin disentangling these threads.

Our approach to generating management-relevant knowledge

Quite surprisingly, there was very little existing research on MLO forest dynamics for us to build upon. Therefore we have worked closely with the Jekyll Island Authority (JIA) Conservation Program staff in choosing research questions to address, and we have sought insights from forest managers and stewards all along the Georgia coast to target our studies in response to management-driven questions and information needs. While we have sought to address management-relevant research questions, our team has derived its scientific findings and conclusions independently. This is important not only for scientific legitimacy, but also because the knowledge generated will be useful and relevant for MLO forest management beyond Jekyll Island, where different land stewards have different management priorities and visions. They need to be able to use our findings to help them work toward their own management and conservation goals. We have not interpreted or filtered our scientific findings in order to lend support to any stakeholder's management preferences or conservation goals.

In our research team's approach to generating management-relevant knowledge about forests, the first aim is to use research to understand ecological processes, i.e., what is happening, and what is likely to happen. The second aim is to share our findings with stakeholders, so that they can appreciate how different actions will likely lead to different outcomes. The third aim is to understand stakeholders' objectives – the things they want to happen – so that we can help them evaluate the extent to which different management decisions are likely to lead to the outcomes they wish to achieve. This process is generally referred to as "decision support." It means that scientists help stakeholders and decision-makers evaluate their options, whatever their objectives may be. Management objectives reflect people's values and priorities. When there are multiple stakeholders with different objectives, there may be no single plan of action that will fully satisfy all objectives. Decision support helps stakeholders and decision-makers understand the inherent tradeoffs. Decision support does not mean that we help stakeholders justify their objectives, or that we judge which objectives are more important than others.

It is also important to recognize that the scope of management implications from our work is not all-encompassing. ***The primary subject of our work is the status of tree populations and vegetation communities in maritime forests.*** We evaluate ecological dynamics, multiple management objectives, and stakeholder values as they relate to

outcomes for the plant communities themselves. In doing so, we explore the drivers that affect plant communities, such as effects of herbivores or groundwater availability. However, we *did not* attempt to evaluate all the ecology, objectives, and values surrounding those driving factors. For example, we evaluated wildlife and hydrology drivers, and different stakeholders' values, as they relate to trees and forest communities. But we did not explore a fuller range of ecological dynamics or values around wildlife management or hydrological changes. The findings from our work provide multi-faced information to help achieve forest management objectives. But because of our vegetation-focused scope, ***the findings, taken on their own, are not intended to provide multi-faceted decision support on wildlife, hydrological, or other management issues.***

Uncertainty, adaptive management, and restoration

Even as we draw conclusions from the research conducted thus far, there is still considerable uncertainty that must be acknowledged as we interpret the management implications of our findings in light of JIA's ecological management objectives. We have observed that the JIA Conservation Program has two key strengths for the navigating the challenge of ecological management in the face of large uncertainties.

First, their emphasis on research and extensive ecological monitoring gives them great capacity for adaptive management. Adaptive management is a cyclical, research-like approach to managing and conserving natural resources. Actions are taken based on hypotheses regarding outcomes. Often, different actions are taken simultaneously and compared as a real-time experiment to better understand the how the ecosystem works. The outcomes are monitored and data analyzed to test hypotheses and update knowledge about how the ecosystem responds to management. Management practices are also updated according to new knowledge. Working with MLO forests, this is an invaluable approach to both building knowledge, improving outcomes, and to avoid persisting with an ineffective management plan – all of which are very important when managing systems with largely unknown ecological dynamics.

Second, the Conservation Program's approach toward MLO forest conservation tends to reflect the "Precautionary Principle" concept from the field of conservation biology, which is advocated in many international conservation agreements today. Often, we lack the detailed ecological knowledge necessary to know just how endangered a species or an ecosystem may be. But if we wait until enough knowledge is available, it may be too late or much more expensive to take appropriate action. In such cases, forward-looking proactive conservation measures are therefore favored as a bet-hedging strategy against irreversible or very expensive losses that might occur if no action is taken presently. Given that there is still much uncertainty regarding the future implications of low live oak recruitment, the Precautionary Principle is a reasonable approach for MLO forest management, in pursuit of the JIA Conservation Strategy's mission to "*preserve, maintain, manage, and restore Jekyll Island's natural communities and species diversity while providing nature-based educational and recreational opportunities for the general public*" (JIA Conservation Plan, 2011). We do know that the canopy trees cannot be replaced in

the short-term future if there are no seedlings or saplings in the understory. Thus the Precautionary Principle favors restoration actions to establish some seedlings and saplings in existing MLO forests. JIA Conservation managers have expressed interest in evaluating management alternatives for doing so.

In the face of uncertain ecological dynamics and uncertain future environmental conditions, Precautionary Principle management coupled with adaptive management are considered best practices for the objectives of reducing risks and sustainably conserving biodiversity. The JIA Conservation Program is well-positioned to implement this approach. Thus, we have directed several research activities toward generating knowledge about live oak restoration options, which can be incorporated into adaptive management.

Leveraging Jekyll Island Authority support

Our research aims not only to provide management relevant information to Jekyll Island, but also to make broader impacts in Georgia coastal ecosystem management, conservation, and decision science. To extend the impact and scope of the JIA sponsored research, we secured additional funding from a NOAA/Georgia DNR Coastal Incentive Grant (CIG) to conduct parallel studies of multiple stressors in MLO forests on three other Georgia barrier islands, and to extend the studies of multiple stakeholder perspectives to a broader range of coastal stewards, and to generate a decision-support tool with applicability to Jekyll Island and beyond. Sponsorship of this work positions Jekyll Island at the frontier of innovation in decision science, which we continue to showcase at regional, national, and international scientific conferences.

Research contributors and collaborators

The original proposal sought to support a single PhD student to collaborate with the Principal Investigators, and proposed a significantly narrower research program. By leveraging additional sources of support through the Warnell School at UGA and the above-mentioned CIG grant, we were able to engage a larger team of collaborators to conduct a broader suite of studies. The grant from JIA helped support three doctoral students, one undergraduate student, and two employees, whose contributions (and sources of guidance) we outline below.

Hannah Morris is a doctoral candidate in Warnell and the Integrative Conservation PhD program, advised by Dr. Elizabeth King (UGA Faculty). She was chiefly responsible for the deer Exclosure Experiment in the MLO forest – in charge of fence construction, vegetation monitoring, the planting of hundreds of live oak seedlings, and recruiting and overseeing numerous teams of volunteers to assist with research activities. She also co-wrote the CIG grant, and was in charge of replicating the Exclosure Experiment on three other islands, which greatly enhances the broader importance of the knowledge we generate at Jekyll. Hannah was instrumental in conceptualizing, organizing, and facilitating the

Maritime Forest Workshop. She also undertook a substantial portion of the analysis of the Spatial Study data, with guidance from Dr. Nate Nibbelink (UGA Faculty).

Dessa Dunn is a doctoral student in the Odum School of Ecology, advised by King (UGA Faculty). Dessa was responsible for the Camphor Study, including enclosure installation, all tracking of camphor seedlings and vegetation monitoring, recruitment and supervision of volunteers, and data analysis. Dessa is also leading the data synthesis, interviews to elicit expert knowledge, and model construction for the Structured Decision-Making Study, with guidance from Dr. Clint Moore (UGA Faculty). Additionally, she conducted vegetation monitoring for the Exclosure Experiment.

Kentrell Richardson is an undergraduate wildlife major in Warnell, who was responsible for the Camera Trap Study. He helped design the study, install the wildlife cameras, and analyzed the data with guidance from Nibbelink (UGA faculty) and Joseph Colbert (JIA Conservation Program).

Sarah Horsley is a doctoral candidate in Warnell and the Integrative Conservation PhD program, advised by Dr. Gary Green (UGA Faculty). She conducted the Social Values Study, bringing a stakeholder-focused perspective to the research program and generating new insights into social dimensions of live oak stewardship. This was one component of her dissertation, which examines sea turtles and live oaks as iconic species on Jekyll Island.

Ruth Cumberland worked as our research coordinator, managing and conducting a vast amount of fieldwork, data entry, and data management for Jekyll Island as well as the other islands covered by the CIG grant. **Emily Laske** also contributed as a research technician to fieldwork, GIS analysis, and data management. Both brought considerable prior experience with large-scale vegetation monitoring projects to improve data quality, efficiency, and our team's overall data handling and analyses.

Ben Carswell, Joseph Colbert, and Yank Moore, of the JIA Conservation Program, were invaluable collaborators throughout the study. They facilitated project logistics, provided site access, and helped us recruit volunteers for numerous data collection episodes.

Dozens of land managers, researchers, and concerned stakeholders helped to establish the context, starting knowledge, and salient research questions through individual conversations, interviews and workshops. See Report 5: Maritime Forest Workshop for list of collaborators and the outcomes of their insightful inputs.

Figure 2: UGA students who have been key contributors, with primary responsibility for different facets of the research program.



3. RESEARCH HIGHLIGHTS AND RECOMMENDATIONS

Our research activities are summarized in seven public final reports, which follow this summary and synthesis. Below, we give a brief snapshot of each study's findings.

1. **Spatial Study:** Live Oaks, Laurel Oaks, and Environmental Stressors

- Elevation gradients affect the distribution of mature live oaks and laurel oaks.
 - Live oaks dominate lower, wetter sites
 - Both species are co-dominant at higher sites.
 - This is thought to be a response to differences in soil moisture
- Live oak seedlings were very rare.
- Laurel oak seedlings were common, and were present in low elevation zones.
- Without young live oak, laurel oaks could become more dominant over time.
- We do not know whether they would be able to dominate low elevations.
- ❖ **Given the trends, we recommend proactive management: planting seedlings of live oaks in MLO forests that lack young trees.**

2. **Exclosure Experiment:** Effects Of Herbivory on Naturally Occurring Oak Seedlings, Planted Live Oak Seedlings, and Understory Vegetation

- During the study period, understory vegetation varied dramatically with time.
 - Major storms altered the canopy and light conditions.
 - Vegetation fluctuations were probably responses to light.
- Against the background of substantial variability, we were unable to detect effects of deer exclusion on understory vegetation or naturally-occurring seedlings.
 - This doesn't mean that deer have no effects. It only means we weren't able to detect them under the conditions of the experiment.
 - The question of whether deer have an influence on forest composition remains unanswered.
- Planted live oak seedlings were unexpectedly killed by small mammals.
 - We learned that small mammals may be a problem in restoration.
 - Other islands, with sparser and less variable vegetation, did detect deer effects on planted seedlings.
- ❖ **Given the high variability in time and space, quantifying deer impacts on Jekyll may take much longer than four years.**
- ❖ **Storm damage and light gaps may create windows of opportunity to steer forest regeneration through adaptive management.**

3. Camera Trap Study: Wildlife activity and Protecting Newly Planted Live Oaks

- We used wildlife cameras (“camera traps”) in a two-phase study to determine that squirrels were destroying planted live oak seedlings.
- Squirrels consume the swollen bulb on the roots of acorn-grown seedlings.
- Wire cages were effective in preventing squirrel damage.
- ❖ **Protection from small mammals is recommended if seedlings are planted for restoration work.**

4. Camphor Study: Deer Herbivory and Exotic Camphor Trees

- The exotic camphor tree is becoming more invasive in forests near the center of Jekyll Island.
- We used deer exclosures to examine whether deer influenced camphor seedlings and other understory vegetation.
- Excluding deer benefitted native understory vegetation, but it also benefitted camphor seedlings.
- ❖ **Because the study was very short-term, we do not know whether deer exclusion would be effective to help control camphor proliferation in the long run.**

5. Maritime Forest Workshop: Co-Producing Knowledge of Forest Ecology, Concerns, and Research Needs

- Each barrier island, including Jekyll, has different visions, concerns, and management objectives for maritime forests.
- Jekyll’s objectives favor active management and live oak restoration in the face of uncertainty about forest regeneration
- ❖ **Adaptive management and structured decision-making are recommended to effectively navigate uncertainty and multiple management objectives.**
- ❖ **Jekyll’s concerns regarding fire present key knowledge gaps and priorities for future research.**

6. **Structured Decision-Making:** Participatory Maritime Live Oak Forest Restoration Planning

- Herbivory, light availability, and competition are key conditions affecting seedling growth and survival when planting live oaks for restoration.
- These conditions can be manipulated in restoration planting strategies.
- We are building a transition matrix model to simulate their combined effects so that restoration success rates can be projected.
- Incorporating the time and labor costs of alternative planting strategies will allow the model to be used to identify optimal strategies for a given budget or success criterion.
- ❖ **We will work through model simulations with JIA Conservation personnel to support restoration decision-making.**

7. **Social Values Study:** Social Values of Live Oaks on Jekyll Island

- Jekyll Island residents and visitors identified live oak trees as the island's 2nd most iconic species, after sea turtles.
- As iconic species, live oaks represent a source of psychological and social empowerment for residents.
- Live oak trees were not key reasons why tourists visited Jekyll Island, but they did influence decisions to return and recommend Jekyll to others.
- ❖ **To reinforce residents' affinities for live oaks, we recommend creating opportunities to participate in stewardship and ensuring that development is sensitive to preserving live oaks.**
- ❖ **To enhance visitors' positive experiences with live oaks, we recommend greater use of live oaks in marketing and promoting access to view and admire trees in forested settings.**

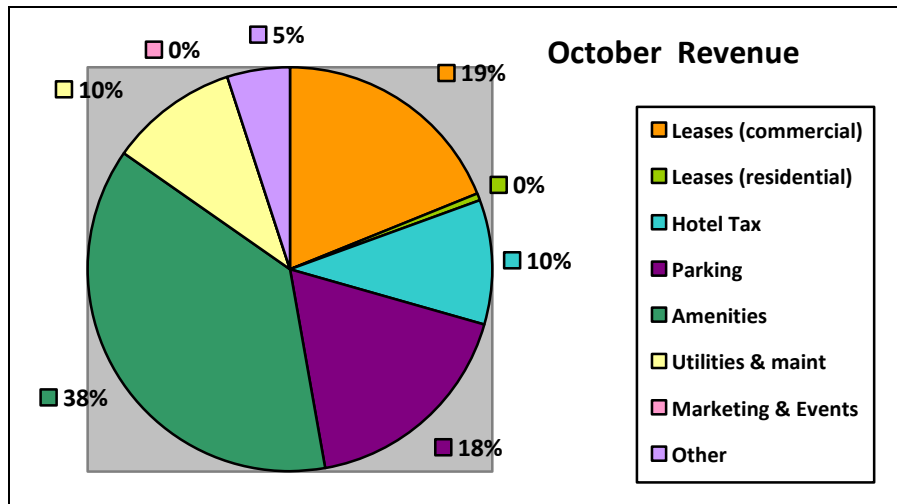


MEMORANDUM

TO: FINANCE COMMITTEE
FROM: MARJORIE JOHNSON
SUBJECT: OCTOBER FINANCIAL STATEMENTS
DATE: 11/6/2020

Revenues

Revenues for October were \$2,162,021 which reflects a favorable \$391K (22%) variance from budget. Revenues reflect a favorable \$1.6M (17%) variance from year to date budget and an unfavorable \$1.3M variance from the prior year to date revenues.



The largest variances for the month were:

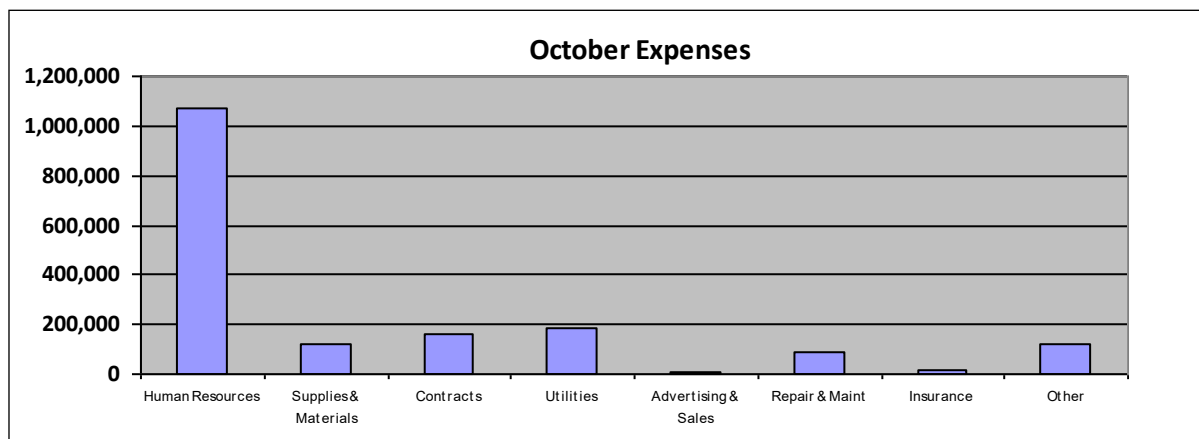
- Parking (+\$111K) – Traffic counts for the month were higher than October 2019. Revenues for both annual pass sales and daily parking fee sales were higher than budgeted.
- Convention Center (-\$108K) – The convention center had \$90K in revenue this month. The largest groups were the Skylark Dinner (\$27K), the Red Pill Expo (\$51K) and the Eastman Gun Show (\$8.8K). The remaining 14 groups were smaller events, weddings and pavilion rentals resulting in an additional \$13K in revenue.
- Administration Revenue (+\$94K) – this variance is the result of a lease dispute that has been in process for a few years but has now been settled.
- Hotel/Motel Taxes (+\$90K) – Taxes we receive in October are based on the hotel revenues from September, which better than we anticipated.

Expenses

Expenses were \$1,769,868 for October and reflected a favorable budget variance of \$274K (13%) for the month. Expenses also reflect a favorable \$1.3M (15%) variance from year to date budget and a favorable \$1.6M variance from Prior Year to Date expenses.

The largest budget variances for the month were:

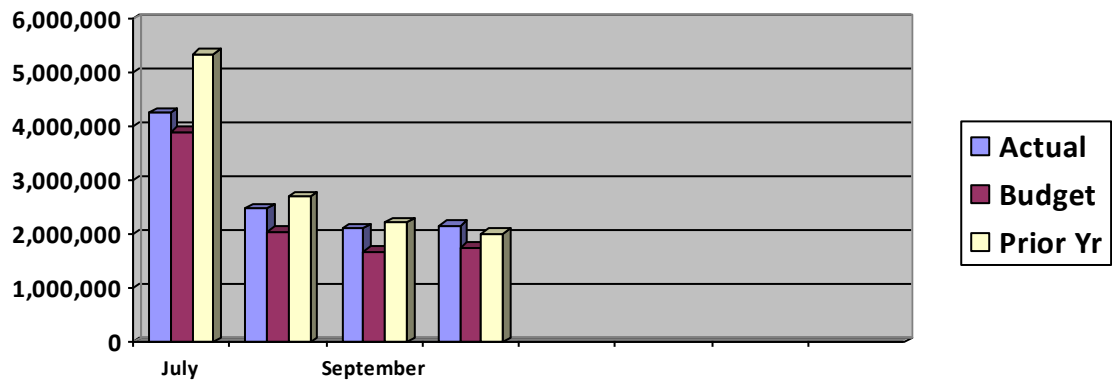
- Human Resources (-\$40K)
- Contracts (-\$146K)
- Supplies & Materials (-\$28K)
- Advertising expenses (-\$39K)



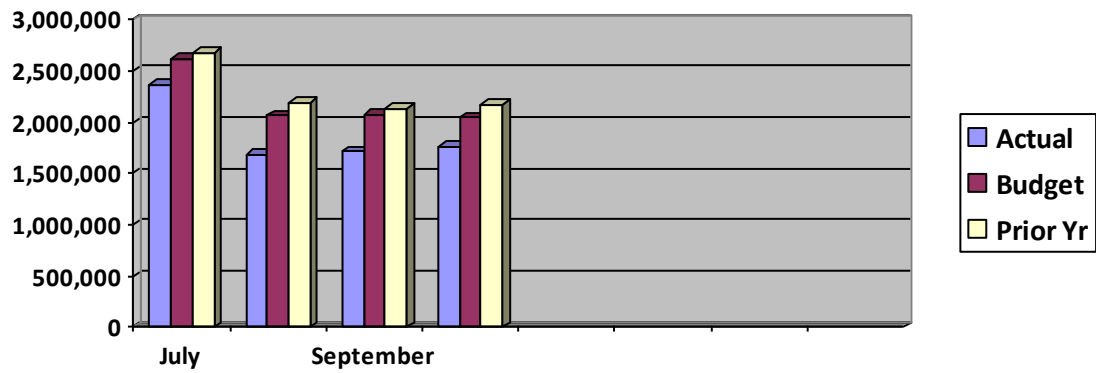
Net Operating Cash

The Net Operating Cash Income for the month is \$392,153, which is a \$665K favorable variance from the budgeted net operating cash loss of \$272,485. Net Operating Cash Income reflects a favorable \$2.9M (454%) variance from year to date budget and a favorable \$356K variance from prior year to date income.

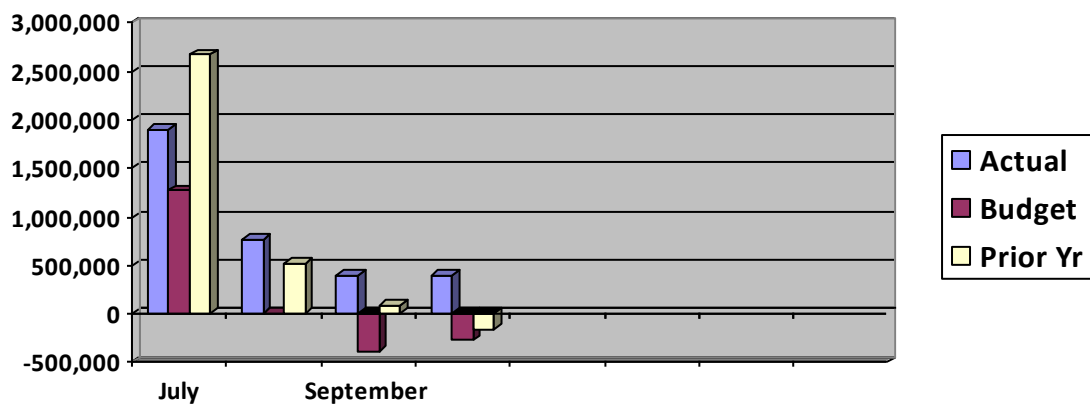
FY2020 Revenues



FY2020 Expenses



Net Operating Cash



Jekyll Island Authority
CONSOLIDATED BUDGET COMPARISON
For the Four Months Ending October 31, 2020

| | MONTH ACTUAL | MONTH BUDGET | BUDGET VARIANCE | | YTD ACTUAL | YTD BUDGET | BUDGET VARIANCE | | PRIOR YEAR ACTUAL | VARIANCE | |
|-----------------------------------|------------------|-----------------|--------------------|------------|------------------|------------------|--------------------|------------|-------------------------|------------|-----------|
| | | | (000's) | % | | | (000's) | % | | (000's) | % |
| Revenues | | | | | | | | | | | |
| Administration | | | | | | | | | | | |
| Business Leases | 409,403 | 394,295 | 15 | 4% | 1,683,015 | 1,663,375 | 20 | 1% | 1,632,061 | 51 | 3% |
| Hotel Tax | 153,447 | 90,793 | 63 | 69% | 751,818 | 592,398 | 159 | 27% | 708,822 | 43 | 6% |
| Tourism Development Fund | 65,763 | 38,911 | 27 | 69% | 322,208 | 253,885 | 68 | 27% | 303,781 | 18 | 6% |
| Parking | 381,379 | 270,698 | 111 | 41% | 1,859,603 | 1,269,159 | 590 | 47% | 1,692,005 | 168 | 10% |
| Interest | 449 | 800 | (0) | -44% | 1,760 | 3,200 | (1) | -45% | 3,861 | (2) | -54% |
| Lot Rentals | 9,681 | 2,000 | 8 | 384% | 116,393 | 8,000 | 108 | 1355% | 114,926 | 1 | 1% |
| Foundation | 468 | 534 | (0) | -12% | 2,855 | 3,391 | (1) | -16% | 2,988 | (0) | -4% |
| Airport | 1,993 | 2,334 | (0) | -15% | 7,477 | 9,334 | (2) | -20% | - | 7 | 0% |
| Administration revenue | 99,313 | 4,816 | 94 | 1962% | 140,172 | 44,822 | 95 | 213% | 23,619 | 117 | 493% |
| Beach Village | - | - | - | 0% | 1,507 | 1,507 | - | 0% | 6,026 | (5) | -75% |
| Intern Housing | 3,525 | 3,200 | 0 | 10% | 16,275 | 16,125 | 0 | 1% | 16,125 | 0 | 1% |
| Total Administration | 1,125,420 | 808,380 | 317 | 39% | 4,903,081 | 3,865,195 | 1,038 | 27% | 4,504,214 | 399 | 9% |
| Enterprises | | | | | | | | | | | |
| Golf | 204,427 | 170,048 | 34 | 20% | 660,785 | 540,240 | 121 | 22% | 587,757 | 73 | 12% |
| Convention Center | 89,065 | 197,348 | (108) | -55% | 100,493 | 417,199 | (317) | -76% | 1,666,835 | (1,566) | -94% |
| McCormick's Grill | 25,420 | 21,786 | 4 | 17% | 71,116 | 70,849 | 0 | 0% | 127,114 | (56) | -44% |
| Summer Waves | (15,105) | - | (15) | 0% | 1,068,704 | 835,249 | 233 | 28% | 1,199,978 | (131) | -11% |
| Campground | 201,021 | 145,603 | 55 | 38% | 715,530 | 519,804 | 196 | 38% | 507,731 | 208 | 41% |
| Life is Good | 20,308 | 12,737 | 8 | 59% | 91,232 | 58,354 | 33 | 56% | 64,064 | 27 | 42% |
| Museum | 58,130 | 66,604 | (8) | -13% | 192,486 | 171,789 | 21 | 12% | 274,261 | (82) | -30% |
| Georgia Sea Turtle Center | 150,451 | 133,927 | 17 | 12% | 757,946 | 593,201 | 165 | 28% | 798,962 | (41) | -5% |
| Conservation | 298 | - | 0 | 0% | 2,604 | 604 | 2 | 331% | 4,234 | (2) | -38% |
| Miniature Golf & Bikes | 33,060 | 20,033 | 13 | 65% | 142,486 | 98,816 | 44 | 44% | 121,521 | 21 | 17% |
| Water/Wastewater | 154,176 | 107,182 | 47 | 44% | 640,673 | 593,551 | 47 | 8% | 595,149 | 46 | 8% |
| Sanitation | 47,406 | 47,054 | 0 | 1% | 188,663 | 191,338 | (3) | -1% | 190,294 | (2) | -1% |
| Fire Department | 7,292 | 4,283 | 3 | 70% | 1,268,332 | 1,245,206 | 23 | 2% | 1,196,076 | 72 | 6% |
| Tennis | 23,098 | 13,852 | 9 | 67% | 48,347 | 39,888 | 8 | 21% | 39,790 | 9 | 22% |
| Destination Mktg & Special Events | 154 | - | 0 | 0% | 48,402 | 98,417 | (50) | -51% | 301,230 | (253) | -84% |
| Guest Information Center | 19,846 | 9,367 | 10 | 112% | 62,316 | 38,748 | 24 | 61% | 62,252 | 0 | 0% |
| Camp Jekyll & Soccer Fields | 14,193 | 12,755 | 1 | 11% | 45,020 | 53,952 | (9) | -17% | 55,134 | (10) | -18% |
| Landscaping, Roads & Trails | 1,857 | 500 | 1 | 271% | 3,899 | 3,450 | 0 | 13% | 2,994 | 1 | 30% |
| Vehicle & Equipment Maintenance | - | - | - | 0% | - | - | - | 0% | 552 | (1) | -100% |

| | MONTH ACTUAL | MONTH BUDGET | BUDGET VARIANCE | | YTD ACTUAL | YTD BUDGET | BUDGET VARIANCE | | YEAR ACTUAL | VARIANCE | |
|--------------------------|------------------|------------------|--------------------|------------|-------------------|------------------|--------------------|------------|-------------------|----------------|-------------|
| | | | (000's) | % | | | (000's) | % | | (000's) | % |
| Facility Maintenance | 1,500 | - | 2 | 0% | 1,500 | - | 2 | 0% | - | 2 | 0% |
| Golf Course Maintenance | 4 | - | 0 | 0% | 4 | - | 0 | 0% | - | 0 | 0% |
| Total Enterprises | 1,036,602 | 963,078 | 74 | 8% | 6,110,537 | 5,570,653 | 540 | 10% | 7,795,927 | (1,685) | -22% |
| Total Revenues | 2,162,021 | 1,771,458 | 391 | 22% | 11,013,618 | 9,435,848 | 1,578 | 17% | 12,300,141 | (1,287) | -10% |

Expenses

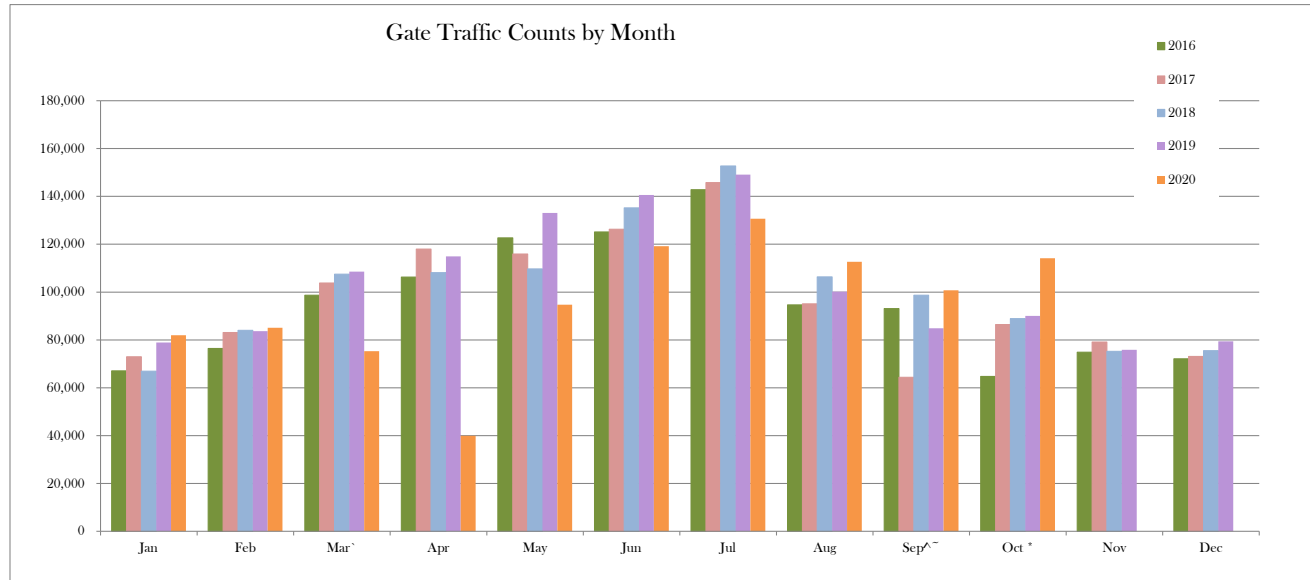
| | | | | | | | | | | | |
|-------------------------------------|------------------|------------------|--------------|--------------|------------------|------------------|----------------|-------------|------------------|----------------|-------------|
| Human Resources | 1,074,305 | 1,114,700 | (40) | -4% | 4,232,390 | 4,508,530 | (276) | -6% | 4,433,539 | (201) | -5% |
| Supplies & Materials | 123,595 | 148,013 | (24) | -16% | 366,067 | 546,728 | (181) | -33% | 616,931 | (251) | -41% |
| Advertising & Sales | 10,049 | 48,608 | (39) | -79% | 83,237 | 257,426 | (174) | -68% | 245,604 | (162) | -66% |
| Repairs - Facilities & Grounds | 72,641 | 76,451 | (4) | -5% | 366,715 | 518,107 | (151) | -29% | 536,895 | (170) | -32% |
| Utilities | 171,904 | 184,190 | (12) | -7% | 702,229 | 733,585 | (31) | -4% | 773,125 | (71) | -9% |
| Insurance | 15,283 | 16,067 | (1) | -5% | 593,248 | 604,007 | (11) | -2% | 615,377 | (22) | -4% |
| Contracts | 157,836 | 303,936 | (146) | -48% | 612,748 | 1,005,995 | (393) | -39% | 1,063,130 | (450) | -42% |
| Rentals | 57,822 | 51,424 | 6 | 12% | 185,247 | 199,207 | (14) | -7% | 344,444 | (159) | -46% |
| Printing | 1,820 | 5,833 | (4) | -69% | 29,214 | 17,483 | 12 | 67% | 57,025 | (28) | -49% |
| Motor Vehicle | 12,491 | 32,761 | (20) | -62% | 64,738 | 113,204 | (48) | -43% | 113,679 | (49) | -43% |
| Telephone | 9,884 | 10,072 | (0) | -2% | 40,543 | 40,808 | (0) | -1% | 40,220 | 0 | 1% |
| Equipment Purchase <\$1K | 7,825 | 7,339 | 0 | 7% | 23,568 | 17,351 | 6 | 36% | 38,709 | (15) | -39% |
| Equipment Purchase \$1K to \$5K | 7,834 | 3,529 | 4 | 122% | 7,834 | 13,629 | (6) | -43% | 32,754 | (25) | -76% |
| Travel | 1,269 | 3,525 | (2) | -64% | 3,888 | 13,010 | (9) | -70% | 34,690 | (31) | -89% |
| Dues | 16,446 | 17,026 | (1) | -3% | 80,758 | 100,466 | (20) | -20% | 95,481 | (15) | -15% |
| Credit Card Fees | 28,865 | 20,433 | 8 | 41% | 137,685 | 117,948 | 20 | 17% | 131,080 | 7 | 5% |
| Bank Fees | - | 35 | (0) | -100% | - | 105 | (0) | -100% | 37 | (0) | -100% |
| Total Expenditures | 1,769,868 | 2,043,943 | (274) | -13% | 7,530,110 | 8,807,586 | (1,277) | -15% | 9,172,718 | (1,643) | -18% |
| Net Operating Cash Income ** | 392,153 | (272,485) | 665 | -244% | 3,483,509 | 628,262 | 2,855 | 454% | 3,127,423 | 356 | 11% |

** Does not include depreciation or capital projects

October 2020 Traffic Counts

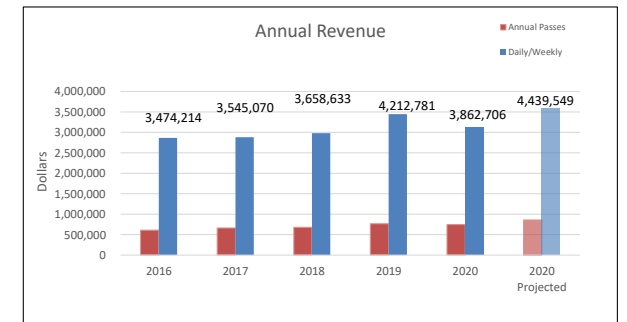
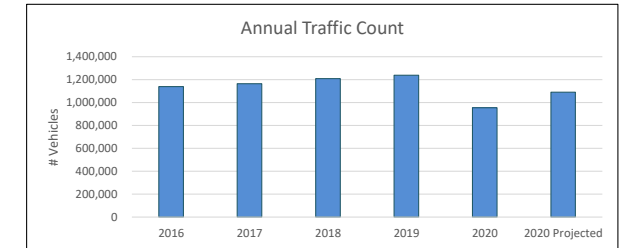
| | 2016 | | | 2017 | | | 2018 | | | 2019 | | | 2020 (LPR System: April) | | |
|-----------|--------------|---------------|-----------|--------------|---------------|-----------|--------------|---------------|-----------|--------------|---------------|-----------|--------------------------|---------------|---------|
| | Daily/Weekly | Annual Passes | Total | Daily/Weekly | Annual Passes | Total | Daily/Weekly | Annual Passes | Total | Daily/Weekly | Annual Passes | Total | Gate Purchase | Pre-purchased | Total |
| January | 24,977 | 42,084 | 67,061 | 26,372 | 46,562 | 72,934 | 21,065 | 45,842 | 66,907 | 28,874 | 50,037 | 78,911 | 29,773 | 52,159 | 81,932 |
| February | 31,332 | 45,113 | 76,445 | 35,982 | 47,081 | 83,063 | 34,326 | 49,664 | 83,990 | 35,010 | 48,619 | 83,629 | 32,646 | 52,457 | 85,103 |
| March | 46,104 | 52,582 | 98,686 | 49,605 | 54,166 | 103,771 | 51,052 | 56,444 | 107,496 | 51,682 | 56,865 | 108,547 | 27,012 | 48,279 | 75,291 |
| April | 57,158 | 49,140 | 106,298 | 66,259 | 51,718 | 117,977 | 55,620 | 52,474 | 108,094 | 61,404 | 53,529 | 114,933 | 12,082 | 27,810 | 39,892 |
| May | 69,981 | 52,704 | 122,685 | 62,367 | 53,558 | 115,925 | 54,547 | 55,167 | 109,714 | 74,194 | 58,894 | 133,088 | 44,891 | 49,825 | 94,716 |
| June | 74,618 | 50,525 | 125,143 | 72,234 | 54,056 | 126,290 | 79,575 | 55,657 | 135,232 | 82,105 | 58,479 | 140,584 | 51,147 | 68,042 | 119,189 |
| July | 90,544 | 52,276 | 142,820 | 90,765 | 55,010 | 145,775 | 95,960 | 56,773 | 152,733 | 89,499 | 59,595 | 149,094 | 56,441 | 74,236 | 130,677 |
| August | 46,949 | 47,693 | 94,642 | 44,352 | 50,732 | 95,084 | 53,639 | 52,681 | 106,320 | 47,501 | 52,687 | 100,188 | 39,096 | 73,585 | 112,681 |
| September | 47,555 | 45,509 | 93,064 | 26,578 | 37,809 | 64,387 | 49,032 | 49,651 | 98,683 | 37,317 | 47,518 | 84,835 | 34,055 | 66,662 | 100,717 |
| October | 26,241 | 38,461 | 64,702 | 35,871 | 50,566 | 86,437 | 38,539 | 50,366 | 88,905 | 39,100 | 50,923 | 90,023 | 33,851 | 80,276 | 114,127 |
| November | 31,634 | 43,245 | 74,879 | 32,323 | 46,777 | 79,100 | 29,468 | 45,737 | 75,205 | 30,173 | 45,699 | 75,872 | 0 | 0 | 0 |
| December | 29,947 | 42,132 | 72,079 | 27,891 | 45,195 | 73,086 | 30,104 | 45,436 | 75,540 | 31,871 | 47,504 | 79,375 | 0 | 0 | 0 |
| Totals | 577,040 | 561,464 | 1,138,504 | 570,599 | 593,230 | 1,163,829 | 592,927 | 615,892 | 1,208,819 | 608,730 | 630,349 | 1,239,079 | 360,994 | 593,331 | 954,325 |

| Year to Date | 2016 YTD | 2017 YTD | 2018 YTD | 2019 YTD | 2020 YTD |
|--------------|----------|-----------|-----------|-----------|----------|
| Comparison | 991,546 | 1,011,643 | 1,058,074 | 1,083,832 | 954,325 |



~Mar 2020 - COVID-19 outbreak

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



November 5, 2020
 Jekyll Island Convention Center SMG and JIA combined
 October Financial Review

| OCTOBER | FY2021 | FY2020 | FY2019 | FY2018 | FY2017 | FY2016 | FY2015 | FY2014 | FY2013 |
|------------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|------------------|
| Number of Events | 17 | 16 | 20 | 30 | 18 | 31 | 15 | 9 | 16 |
| Event Days | 22 | 46 | 51 | 46 | 32 | 62 | 25 | 22 | 24 |
| Attendance | 3439 | 13,063 | 13,697 | 12,029 | 9170 | 20382 | 17317 | 6465 | 5411 |
| Revenue | \$99,603act \$218,771 bud | \$380,589 act | \$484,786 act | \$406,354 act | \$206,869 act | \$458,227 act | \$282,826 act | \$59,249 act | \$146,912 act |
| Square feet used | 3000,730 | 670,350 | 722,344 | | | | | | |

For a month in current times I am pleased that we were able to turn in \$99K in revenue. Red Pill was an event that we had no idea what to expect but it alone generated \$50K. Skylark also “happened” this month and though it was lower attendance it was still more than 600 people. We had wonderful response for how we handled the event and that night generated \$27K. And, our first public consumer show was a great success. Eastman Gun Shows hosted their first show with a weekend total attendance of approx. 1900.

One event missing was Festival of the Tabernacle. After 56 straight years they went to Daytona Beach this year. They have asked for future dates with JIA sales.

FUTURE Contracts Issued – 6 estimated revenue -\$141,780.00

Conventions –2– Anticipated rev of \$111,000
 Meetings –3 –Anticipated revenue \$ 9,580
 Banquet –1 – Anticipated revenue \$ 21,200
 Weddings –0 – Anticipated revenue \$
 Public Event –0- Anticipated revenue \$

PROPOSALS

CVB – 6

Westin – 2

Cvent- 3

SMG staff combined sites and planning meetings – 11 total

JEKYLL ISLAND AUTHORITY

HOTEL OCCUPANCY STATISTICS

October 2020

HOTEL STATISTICS AT-A-GLANCE

Oct-20

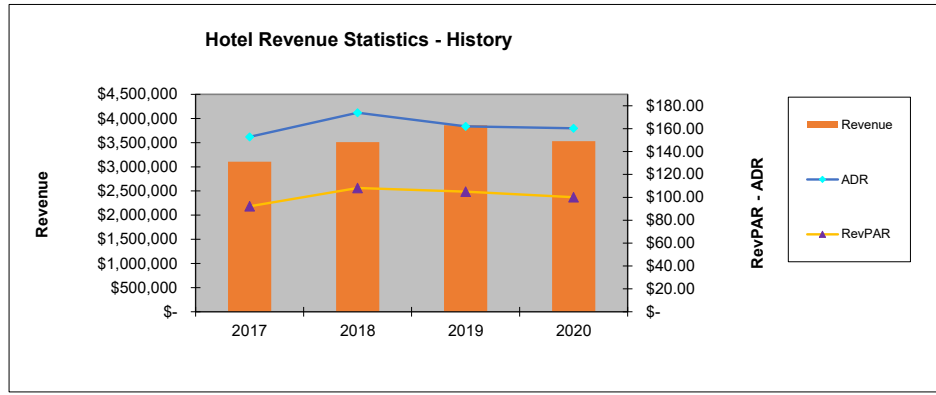
| | | |
|----------------|----|-----------|
| Total Revenue | \$ | 3,531,159 |
| Occupancy Rate | | 62.4% |
| Rev PAR | \$ | 100.08 |
| ADR | \$ | 160.25 |

Oct-19

| | | |
|----------------|----|-----------|
| Total Revenue | \$ | 3,859,039 |
| Occupancy Rate | | 64.8% |
| RevPAR | \$ | 104.92 |
| ADR | \$ | 161.95 |

Oct-18

| | | |
|----------------|----|-----------|
| Total Revenue | \$ | 3,512,472 |
| Occupancy Rate | | 62.2% |
| RevPAR | \$ | 108.15 |
| ADR | \$ | 173.94 |



OCCUPANCY REPORT DETAIL

| Hotel | # of Rms | Units Availbl | Units Occpd | Percent Occpd | Average Daily Rate | RevPAR | 2020 Room Revenue | 2019 Room Revenue | Revenue Variance |
|------------------------------------|--------------|---------------|---------------|---------------|--------------------|------------------|---------------------|---------------------|---------------------------|
| Beachview Club ^^ | 38 | 1,012 | 379 | 37.5% | \$ 197.26 | \$ 73.87 | \$ 74,761.11 | \$ 48,479.08 | \$ 26,282 54% |
| Home2Suites | 107 | 3,317 | 2,068 | 62.3% | \$ 130.57 | \$ 81.40 | \$ 270,019.00 | \$ 238,339.88 | \$ 31,679 13% |
| Holiday Inn Resort | 157 | 4,324 | 2,454 | 56.8% | \$ 149.15 | \$ 84.65 | \$ 366,023.22 | \$ 453,497.63 | \$ (87,474) -19% |
| Days Inn & Suites | 124 | 3,844 | 2,604 | 67.7% | \$ 131.29 | \$ 88.94 | \$ 341,876.37 | \$ 344,256.47 | \$ (2,380) -1% |
| Hampton Inn | 138 | 4,278 | 2,446 | 57.2% | \$ 145.52 | \$ 83.20 | \$ 355,932.00 | \$ 427,874.00 | \$ (71,942) -17% |
| Jekyll Island Club Resort | 200 | 6,200 | 3,547 | 57.2% | \$ 256.43 | \$ 146.70 | \$ 909,547.00 | \$ 968,780.00 | \$ (59,233) -6% |
| Seafarer Inn & Suites | 73 | 2,180 | 1,267 | 58.1% | \$ 115.60 | \$ 67.19 | \$ 146,464.78 | \$ 201,669.51 | \$ (55,205) -27% |
| Villas by the Sea | 132 | 2,845 | 2,665 | 93.7% | \$ 84.28 | \$ 78.95 | \$ 224,618.65 | \$ 304,375.42 | \$ (79,757) -26% |
| Villas by the Sea - Jekyll Realty | 19 | 589 | 217 | 36.8% | \$ 130.36 | \$ 48.03 | \$ 28,288.25 | \$ 28,086.41 | \$ 202 1% |
| Villas by the Sea - Parker Kaufman | 16 | 496 | 304 | 61.3% | \$ 69.77 | \$ 42.76 | \$ 21,210.00 | \$ 12,403.35 | \$ 8,807 71% |
| Westin | 200 | 6,200 | 4084 | 65.9% | \$ 194.03 | \$ 127.81 | \$ 792,419.00 | \$ 831,277.00 | \$ (38,858) -5% |
| Oct-20 Total | 1,204 | 35,285 | 22,035 | 62.4% | \$ 160.25 | \$ 100.08 | \$ 3,531,159 | \$ 3,859,039 | \$ (327,879) -8.5% |

^^ Beachview Club Hotel closed 10/9/17 for renovations

JEKYLL ISLAND AUTHORITY

HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - October 2020

HOTEL STATISTICS AT-A-GLANCE

2020

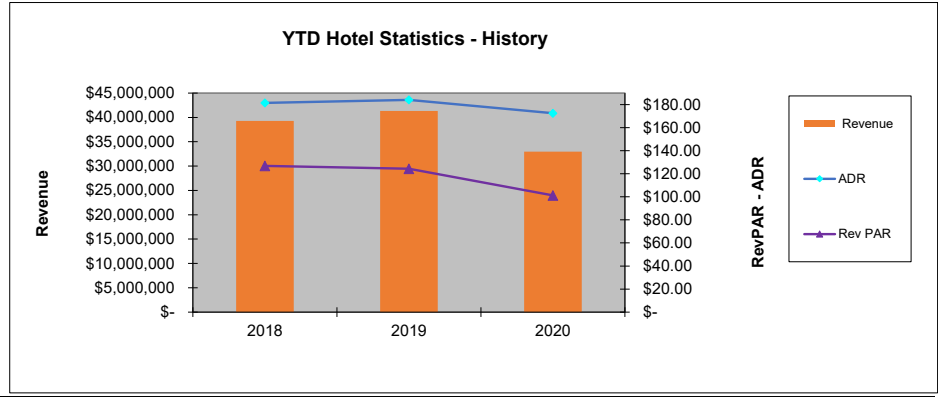
Total Revenue \$ 32,952,797
Occupancy Rate 58.7%
Rev PAR \$ 101.26
ADR \$ 172.57

2019

Total Revenue \$ 41,334,191
Occupancy Rate 67.5%
RevPAR \$ 124.29
ADR \$ 184.10

2018

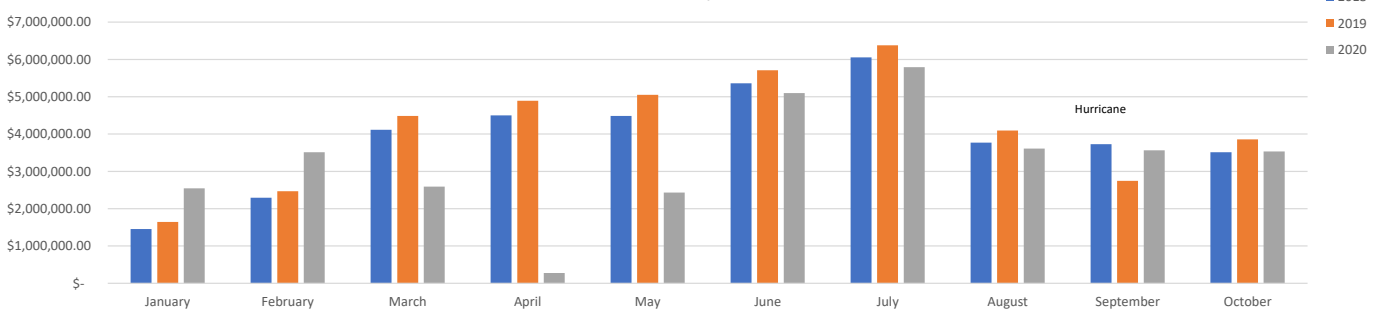
Total Revenue \$ 39,266,153
Occupancy Rate 69.9%
RevPAR \$ 126.85
ADR \$ 181.50



OCCUPANCY REPORT DETAIL

| Hotel | # of Rms | Units Avail | Units Occpd | Percent Occpd | Average Daily Rate | RevPAR | 2020 Room Revenue | 2019 Room Revenue | Revenue Variance |
|------------------------------------|----------|----------------|----------------|---------------|--------------------|------------------|----------------------|----------------------|------------------------------|
| Beachview Club | 38 | 11,094 | 4,694 | 42.3% | \$ 196.28 | \$ 83.05 | 921,339 | 682,215 | \$ 239,124 35% |
| Home2Suites | 107 | 28,575 | 18,163 | 63.6% | \$ 145.89 | \$ 92.73 | 2,649,841 | 434,958 | \$ 2,214,884 509% |
| Holiday Inn Resort | 157 | 40,254 | 24,165 | 60.0% | \$ 167.97 | \$ 100.83 | 4,058,898 | 5,701,605 | \$ (1,642,707) -29% |
| Days Inn & Suites | 124 | 33,976 | 22,271 | 65.5% | \$ 143.84 | \$ 94.28 | 3,203,406 | 4,072,545 | \$ (869,140) -21% |
| Hampton Inn | 138 | 41,036 | 22,681 | 55.3% | \$ 156.61 | \$ 86.56 | 3,552,163 | 5,243,806 | \$ (1,691,643) -32% |
| Jekyll Island Club Resort | 200 | 55,000 | 29,152 | 53.0% | \$ 246.56 | \$ 130.68 | 7,187,589 | 9,624,471 | \$ (2,436,882) -25% |
| Seafarer Inn & Suites | 73 | 21,609 | 12,361 | 57.2% | \$ 151.31 | \$ 86.55 | 1,870,344 | 2,056,854 | \$ (186,510) -9% |
| Villas by the Sea | 132 | 33,815 | 19,645 | 58.1% | \$ 149.39 | \$ 86.79 | 2,934,721 | 3,667,740 | \$ (733,019) -20% |
| Villas by the Sea - Jekyll Realty | 19 | 5,574 | 2,914 | 52.3% | \$ 132.82 | \$ 69.43 | 387,030 | 322,722 | \$ 64,308 20% |
| Villas by the Sea - Parker Kaufman | 16 | 3,833 | 2,779 | 72.5% | \$ 96.24 | \$ 69.77 | 267,441 | 233,242 | \$ 34,199 15% |
| Westin | 200 | 50,670 | 32,133 | 63.4% | \$ 184.24 | \$ 116.83 | 5,920,026 | 9,294,032 | \$ (3,374,006) -36% |
| 2020 Total | | 325,436 | 190,958 | 58.7% | \$ 172.57 | \$ 101.26 | \$ 32,952,797 | \$ 41,334,191 | \$ (8,381,394) -20.3% |
| 2019 Total | | 332,564 | 224,524 | 67.5% | \$ 184.10 | \$ 124.29 | \$ 41,334,191 | | |
| 2018 Total | | 309,557 | 216,342 | 69.9% | \$ 181.50 | \$ 126.85 | \$ 39,266,153 | | |

Revenues by Month



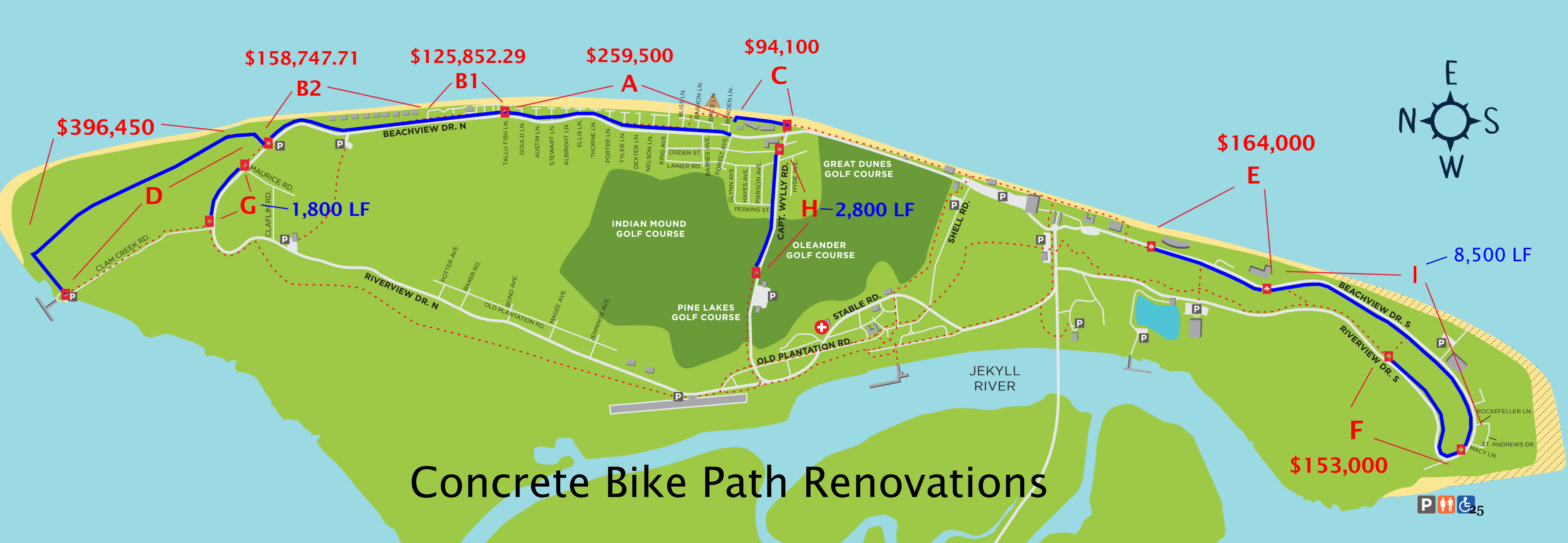
MEMORANDUM

TO: FINANCE COMMITTEE
FROM: JONES HOOKS, EXECUTIVE DIRECTOR
NOEL JENSEN, CHIEF OPERATIONS OFFICER
SUBJECT: CAPITAL REQUEST – RATIFICATION OF CHANGE ORDER FOR BIKE PATH REHABILITATION
DATE: 11/10/2020

On October 28, Landscapes Unlimited, the contractor for Jekyll Island Bike Path Rehabilitation, informed staff of a credit of 900 linear feet (approximately \$65,472.29) for driveways that were originally included within the GIS calculated construction estimates versus field measurements for paving of Section A of the bike path along Beach View Drive.

As a result of the credit, the Authority could pave bike path Section B1, immediately in front of The Cottages, for an additional \$60,380. Using the 900 linear feet credit for additional paving would allow rehabilitation of Section B1 at a fraction of the estimated cost of \$125,852. Section B1 had been discussed previously as being in poor condition. Based on the fact that mobilized equipment had to be returned, the contractor required a decision by October 29, and since a credit of \$65,472 could be used for this project, Board members were polled regarding their interest in immediately accomplishing additional paving. In the essence of time, we decided to move forward with the project for \$60,380, a significant savings.

Staff hereby requests ratification of an expenditure in the amount of \$60,380 from cash flow, if available or reserve capital funds if necessary, to complete replacement of the bike path immediately in front of The Cottages (Section B1).



Concrete Bike Path Renovations

MEMORANDUM

TO: FINANCE COMMITTEE
FROM: NOEL JENSEN, CHIEF OPERATIONS OFFICER
SUBJECT: CAPITAL REQUEST – EMERGENCY REPAIR AND RATIFICATION OF FIRE HYDRANT
REHABILITATION
DATE: 11/9/2020

During routine testing of 144 fire hydrants, Jekyll Island Fire Department determined that four fire hydrants have failed since last inspection and are in need of complete replacement. Three of the fire hydrants are located in the Historic District and one is adjacent to the JIA fuel pump island.

The replacements will be built in house via JIA Water/Wastewater staff with purchased materials totaling \$6,336.12 for four hydrants and associated hardware. Two responsive bids were obtained and the low quote for the materials was from Core & Main Supplies located in Savannah, GA.

Staff hereby requests ratification of capital funds to be paid from reserves in the amount of \$6,336.12 for four hydrants and associated hardware.

Golf Master Plan Issues and Topics for Contemplation and Consideration

Next Steps

- Recommendations contained in the Vincent Design proposed Golf Club Master Plan will require further review and assessment by the staff and Board. It is important to realize at present there is **no schedule nor funding to accomplish golf course improvements presented in the Vincent Design proposed plan or any other plan.**
- Matters requiring further consideration before formal adoption of a Golf Course Master Plan by the JIA Board:
 - Thorough understanding of Vincent Design's recommendations
 - JIA golf course priorities
 - History of golf on Jekyll Island
 - Review of National Golf Foundation Findings
 - Reviews of previously received RFI recommendation highlights
 - Infrastructure serving Jekyll's courses (irrigation/cart paths/equipment)
 - Golf course turf – tees, greens, fairways, bunkers and roughs
 - Environmental/conservation opportunities and issues
 - Eventual number of holes, configurations, and golf course improvements will ultimately be determined by RFP's, JIA Budget, and partnerships
 - Practice areas - range and practice greens
 - Reuse/renovation of club houses, course restrooms
 - Review of Public Comments
 - Croquet greens
 - Expected ROI (return on investment) - increased number of rounds expected
 - Golf program creative reuse and enhancement possibilities
 - Assisted Living
- Financial Analysis of Vincent Design group's proposal, to include direct and indirect revenue impacts and financing options
- Golf Course Working Sessions

Jones Hooks, Executive Director

November 6, 2020



FINANCIAL ANALYSIS:

Jekyll Island Authority Proposed Vincent Golf Master Plan

Jekyll Island, GA

November 10, 2020



Table of Contents:

Introduction/Summary


Jekyll Golf Operations

Development Options for Surplus Land

Direct and Indirect Revenue Impacts

Financing Options

Appendix



Introduction/Summary

INTRODUCTION

- The Jekyll Island Authority (JIA) commissioned a master plan study of the golf facilities on the Island.
- The draft master plan was prepared by a highly experienced golf industry team of:
 - Vincent Design LLC, (Lead)
 - Pond Engineers and Planners
 - Johnson, Laschober & Associates, P.C.
 - Peacock & Lewis
- Bleakly Advisory Group was engaged by JIA to prepare a financial analysis of the proposed Vincent Golf Master Plan, which is the subject of this report.
- This report is based upon, and should be read in conjunction with, the proposed Vincent Jekyll Island Golf Master Plan.



JEKYLL ISLAND GOLF CLUB MASTER PLAN



SEPTEMBER 16, 2020

VINCENT DESIGN GOLF COURSE ARCHITECTURE - JEKYLL ISLAND GOLF COURSE MASTER PLAN FINAL REPORT -

1

REPORT SUMMARY

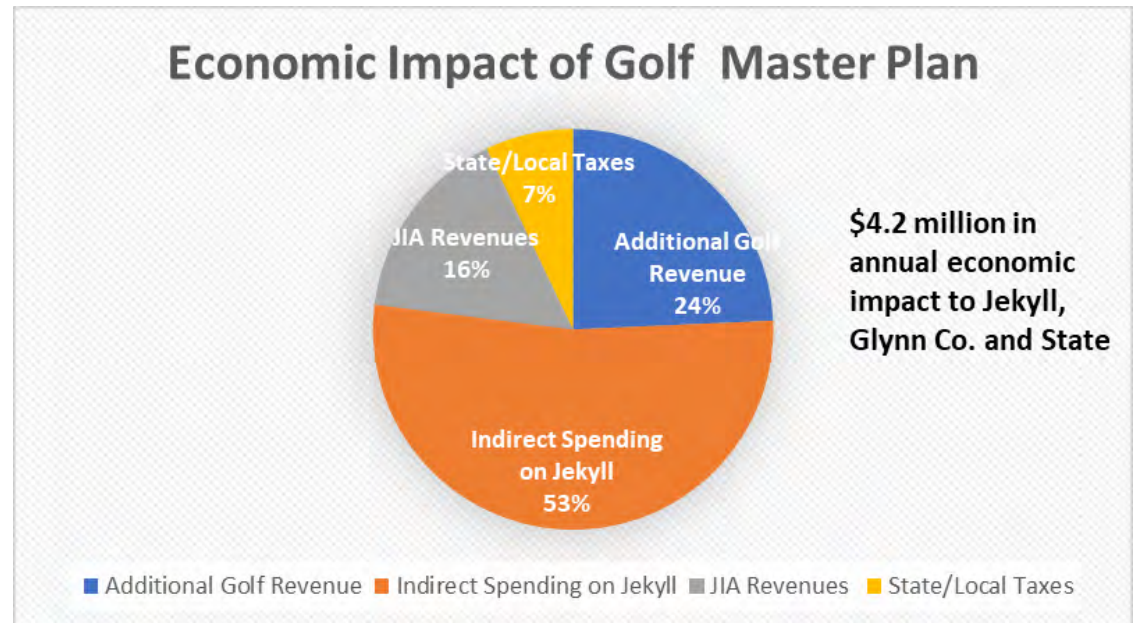


- Jekyll Island currently has too few golf rounds spread over too many golf holes.
- With the exception of Pine Lakes, there has not been a major refresh of the Jekyll Island golf courses in over forty years.
- JIA is considering investing \$15.0-\$18.6 million in “right-sizing” and improvements to the golf courses through implementation of the proposed Vincent Golf Master Plan.
- The result will be a new Great Dunes 18-hole course, a renovated Pine Lakes 18-hole course and new Par 3 and 9-hole courses at Indian Mound and a new practice and golf instruction area. This will reduce the golf facility from 63 to 54 holes, concentrating play on fewer holes, with fewer holes to be maintained.
- The implementation of the plan will attract more higher revenue rounds and provide better options for all golfers.
- Much of the cost can be paid from revenues from limited new development on surplus land, with the majority of surplus land held in conservation.

OVERALL ECONOMIC IMPACT FROM VINCENT GOLF MASTER PLAN

Implementation of the Vincent Golf Master Plan will generate **\$4.2 million** in annual economic impact to Jekyll:

- 24% from additional golf revenues
- 53% in indirect spending on Jekyll
- 16% in additional revenues to JIA
- 7% in property and sales taxes



TOTAL ECONOMIC IMPACT OF IMPLEMENTATION OF VINCENT GOLF MASTER PLAN TO JIA

Direct Impacts

Indirect Impacts

Total Economic Impacts

From Construction (one-time)

\$18,601,726



\$8,921,388



\$27,523,114

From Operations (annual)

\$1,009,320



\$3,162,488



\$4,171,808

Revenues to JIA:

\$1,679,398

State and Local Taxes:

\$305,235

JIA'S RETURN FROM INVESTMENT IN GOLF COURSE RENOVATIONS

Return on Investment: JIA will receive an annual return on its investment in the golf course renovations:

- The “cash on cash” return on investment to JIA, in terms of revenues it receives, will be 9% annually.
- The return in terms of both revenues to JIA and other economic benefits will be 22% annually.

Payback Period: JIA will recoup its investment of \$18.6 million in renovation of the golf facilities overtime as follows:

- A “cash on cash” payback of costs in additional revenues to JIA in 11 years.
- A payback of cost in terms of the overall economic return to JIA from a combination of direct revenues and other direct and indirect economic effects in 4.5 years.

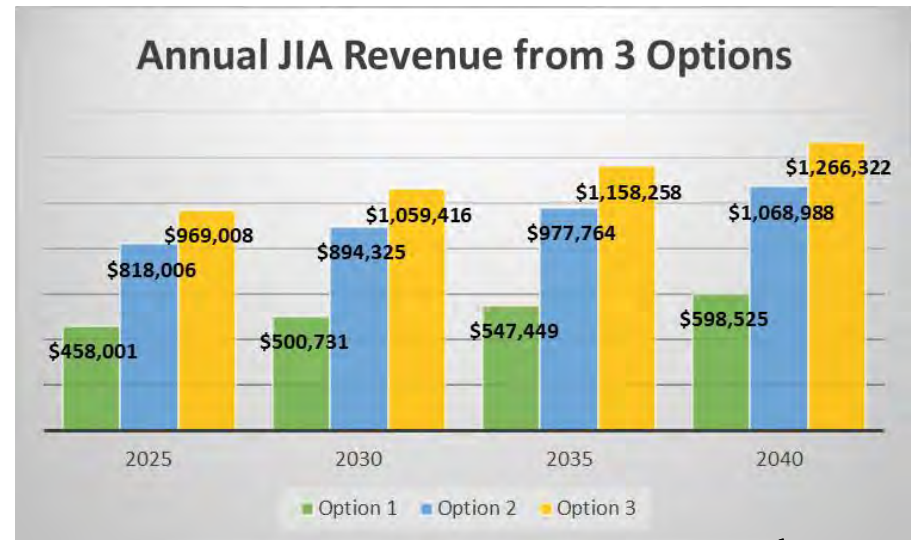
| JIA Return on Golf Renovation Investment | | | | |
|--|---------------|--------------------------------|-------------------|--|
| | | Annual Return On Investment | Payback Period | |
| JIA Rennovation Cost | \$ 18,601,726 | | | |
| JIA Annual Revenues | \$ 1,679,398 | 9% | 11 years | |
| Jekyll Economic Impacts | \$ 4,171,808 | 22% | 4.5 years | |

DEVELOPMENT OPTIONS FOR SURPLUS GOLF LAND

- With redevelopment of golf course 113 acres of land currently in use will not be needed for golf.
- 82 of those acres are designated for conservation in the draft master plan
- 31 acres were identified for possible development.
- Three optional development scenarios were evaluated, with Option 1 modeled on the recommendations in the Vincent golf master plan.
- In terms of generating revenues to off-set the golf renovation costs, Option 3 can produce more than double the revenue of Option 1, while maintaining the 31-acre maximum for development.

| Development Options for Surplus Golf Acreage | | | | |
|--|----------------------|----------------------------|--------------|--------------|
| Parcel | Land Use | Option 1 (Vincent Plan) | Option 2 | Option 3 |
| A | Lodge Units | 50 | 60 | 60 |
| A | Cottages | 6 | 20 | 20 |
| B | Assist. Living Units | 56 | 100 | 100 |
| C | Retail | 12,500 SF | 12,500 SF | 12,500 SF |
| D | Nature Amenity | | | |
| E | SF Cottages | 0 | 0 | 38 |
| Acreage | | 26 | 20 | 29 |
| Value | | \$21,500,000 | \$33,600,000 | \$54,500,000 |

Source: BAG




FINANCING OPTIONS FOR IMPLEMENTING DRAFT GOLF MASTER PLAN

- Assuming a total cost of \$15.0-\$18.6 million for the renovation of the golf facilities in accordance with the draft golf master plan.
- **State Bond Financing:** JIA secures long term bond financing from the State of Georgia for implementation:
 - At 4% annual interest on \$18.6 million, the annual debt service on the loan for various terms would be:
 - 10-year annual payment of \$2.28 million
 - 15-year annual payment of \$1.67 million
 - 20-year annual payment of \$1.36 million
 - JIA dedicates the revenue from the development on surplus golf acreage under Option 3 would initially cover 71%, increasing to 93%, of 20-year annual debt service.
- The balance of annual financing costs, particularly in the early years, could come from one or more of the following sources:
 - JIA Tourism Fund, say, \$200,000 per year.
 - Surcharge of \$5 per future golf round could generate \$300,00
 - Creation of a Community Improvement District at 5 mills. Could generate \$220,000 annually

| Annual JIA Revenues from New Development | | | | |
|--|----------------------------|--------------|--------------|--|
| | Option 1 (Vincent Plan) | Option 2 | Option 3 | |
| 2025 | \$ 458,001 | \$ 818,006 | \$ 969,008 | |
| 2030 | \$ 500,731 | \$ 894,325 | \$ 1,059,416 | |
| 2035 | \$ 547,449 | \$ 977,764 | \$ 1,158,258 | |
| 2040 | \$ 598,525 | \$ 1,068,988 | \$ 1,266,322 | |

Source: BAG



Jekyll Golf Operations

DECLINING ROUNDS PLAYED AT JEKYLL ISLAND GOLF

| Total Golf Rounds Played at Jekyll Island 2014-2019 | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 |
| Daily Fee | 29,741 | 26,906 | 24,305 | 32,923 | 34,514 | 37,783 |
| Member | 14,908 | 16,193 | 19,395 | 22,890 | 22,597 | 21,040 |
| Tournament | 5,136 | 6,052 | 7,189 | | | |
| Passports | 4,134 | 4,383 | 4,716 | 4,151 | 3,345 | 3,230 |
| Great Dunes | 7,499 | 8,139 | 6,251 | | | |
| Non-Revenue | 8,044 | 5,250 | 2,672 | 2,104 | 2,061 | 2,911 |
| Total Rounds | 69,462 | 66,923 | 64,528 | 62,068 | 62,517 | 64,964 |
| % Change | | -4% | -4% | -4% | 1% | 4% |

Source: NGF/JIA

Golf rounds at Jekyll Island have declined dramatically from more than 100,000 rounds back in the early 2000s, to the mid- to low- 60,000s in recent years.

This is due to several factors including: a national decline in golf participation over the past two decades; additional regional golf courses creating intense local competition for golf rounds; and a prolonged period of stagnant golf participation locally.

CHANGES IN ROUNDS PLAYED AT JEKYLL ISLAND GOLF

- Total rounds have declined by 6% over the period from 2014 to 2019.
- During this period, membership rounds have increased by 41%, but generate the lowest revenue per round on the course.
- Passport rounds, those associated with area hotel guest demand, have declined by 22% over the period.
- **Jekyll attracts 1,031 rounds per hole of golf annually, verses a national average of 1,722 per hole—too few rounds per hole to be economically viable.**

The goal of the master plan is to help reverse this long-term decline by creating a more appealing, right-sized golf amenity that sparks additional interest in golf from visitors to Jekyll.



CONTINUED DEFICITS FROM JEKYLL ISLAND'S GOLF OPERATING PERFORMANCE

| Operating Performance of Jekyll Golf 2014-2020 | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| Revenue | \$ 1,760,756 | \$ 1,952,383 | \$ 2,043,889 | \$ 2,332,447 | \$ 2,228,705 | \$ 2,096,865 | \$ 2,465,110 |
| Cost of Goods Sold | \$ 135,375 | \$ 219,248 | \$ 203,388 | \$ 195,167 | \$ 180,459 | \$ 179,813 | \$ 190,712 |
| Net Revenue | \$ 1,625,381 | \$ 1,733,135 | \$ 1,840,501 | \$ 2,137,280 | \$ 2,048,246 | \$ 1,917,052 | \$ 2,274,398 |
| Total Operating Expenses | \$ 2,409,825 | \$ 2,596,078 | \$ 2,472,502 | \$ 2,438,336 | \$ 2,527,484 | \$ 2,646,363 | \$ 2,822,357 |
| Operating Income | \$ (784,444) | \$ (862,943) | \$ (632,001) | \$ (301,056) | \$ (479,238) | \$ (729,311) | \$ (547,959) |
| Operating Income % of Net Revenue | -48% | -50% | -34% | -14% | -23% | -38% | -24% |

Source: Jekyll Island Authority/BAG

- The Jekyll golf facilities have reportedly been operating at a loss for many years, shown above is the data for the past seven years showing the substantial annual operating losses. However, JIA has been able to lower the amount of the loss in recent years to +/- \$500K.
- The combination of limited revenue growth potential of the courses in their current condition, and substantial maintenance costs associated with operating a 63-hole facility which is under utilized, will likely result in continued net losses from golf operations in the years ahead.



Jekyll Golf Master Plan Options

COST TO UPGRADE THE EXISTING JEKYLL GOLF FACILITIES

- Jekyll has a long history as a major golf resort location.
- The island's first golf course, Great Dunes, was reconfigured as a 9-hole layout in the 1950s but it dates back to 1898, the heyday of the Jekyll Island Club.
- The three 18-hole courses—Oleander, Pine Lakes and Indian Mound--were created in the 1960s/1970s to greatly expand golfing options—resulting in 63 total holes at Jekyll Island.
- The only major upgrade to a Jekyll course occurred in 2001 to Pine Lakes.
- Golf facilities typically undergo a major renovation every 15-25 years--it has been more than 40 years since some of Jekyll courses have been upgraded.
- **A comprehensive renovation of the existing Jekyll golf facilities--without any reconfiguration--would cost \$21.7 million.**

| Estimated Cost of Improving Existing Jekyll Island Golf Facilities | | | | |
|--|---------------------|---------------------|---------------------|---------------------|
| | Phase I | Phase II | Phase III | Total |
| Renovate Oleander 18 Hole Course | \$ 7,089,000 | | | \$ 7,089,000 |
| Renovate Indian Mound 18 Hole Course | | \$ 7,050,000 | | \$ 7,050,000 |
| Renovate Pine Lakes 18 Holes Course | | | \$ 3,230,000 | \$ 3,230,000 |
| Renovate Great Dunes 9 Hole Course | | | \$ 3,570,000 | \$ 3,570,000 |
| Major Clubhouse/Driving Range Renovation | \$ 800,000 | \$ - | \$ - | \$ 800,000 |
| Estimated Budget by Phase | \$ 7,889,000 | \$ 7,050,000 | \$ 6,800,000 | \$21,739,000 |

Source: Troy MG Vincent/NGF/JIA/BAG

PROPOSED JEKYLL ISLAND GOLF MASTER PLAN

This is the proposed Jekyll Island Golf Master Plan as prepared by the Vincent Design LLC team.



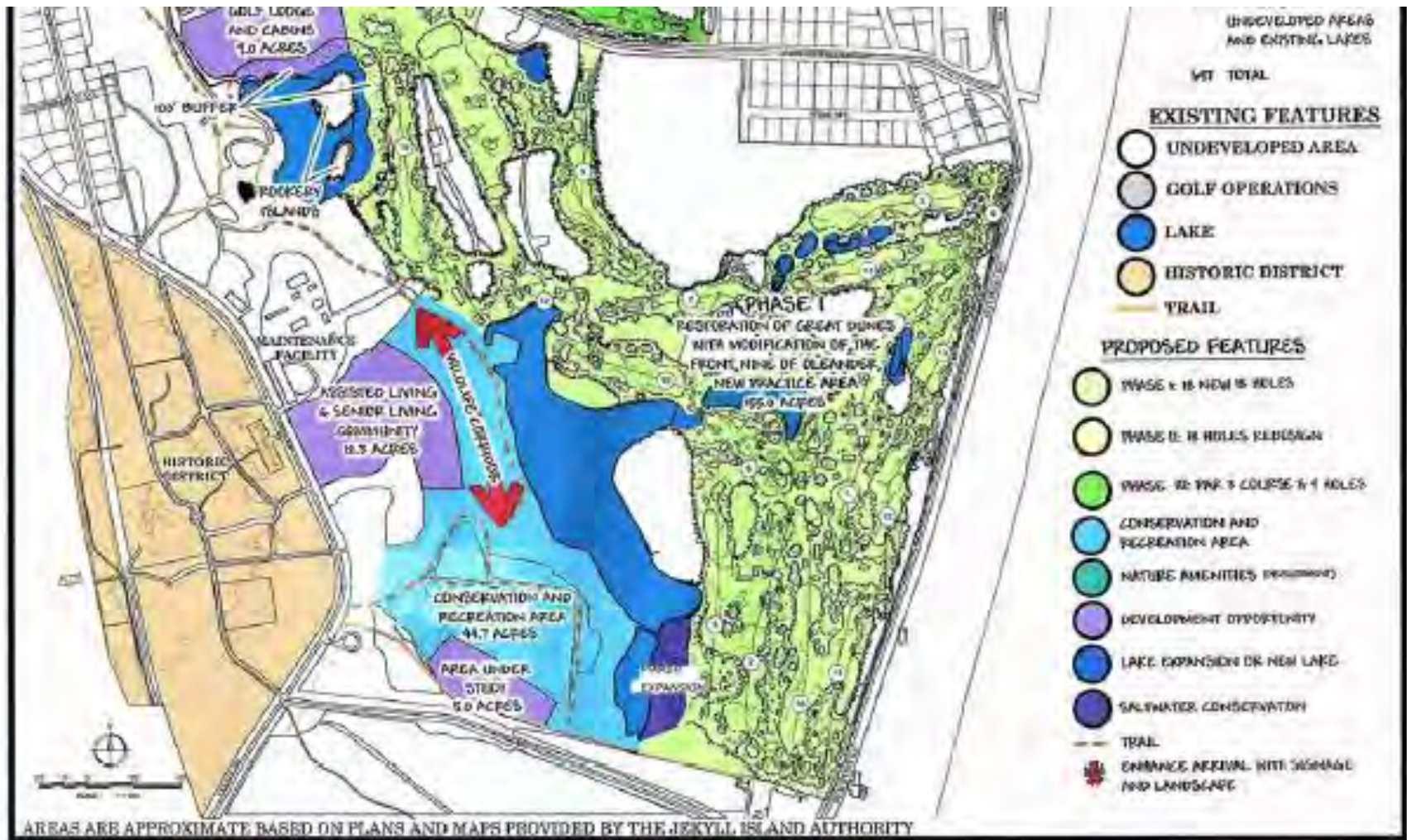
JEKYLL ISLAND GOLF MASTER PLAN

44

PROPOSED JEKYLL ISLAND GOLF MASTER PLAN— NORTHERN HALF



PROPOSED JEKYLL ISLAND GOLF MASTER PLAN— SOUTHERN HALF



ESTIMATED COST OF IMPLEMENTATION OF THE PROPOSED GOLF MASTER PLAN

Vincent Design is proposing in the Golf Master Plan to reconfigure the current 63-holes into a total of 54-holes, which will enhance the golfing experience for golfers, achieve higher utilization per course, while lowering the maintenance costs associated with 63 holes.

- The result will be two 18-hole courses, a 9-hole and an innovative Par 3 course—for a total of 54 holes.
- **The estimated total cost, over a three-phased implementation process, is \$15.0 to \$18.6 million—depending on which final option for the Indian Mound course is chosen.**

| Estimated Jekyll Golf Master Plan Implementation Costs | | | | |
|---|---------------------|---------------------|---------------------|----------------------|
| | Phase I | Phase II | Phase III | Total |
| Expanding Great Dunes Course to 18 Holes | \$ 6,908,661 | | | \$ 6,908,661 |
| Renovate Pine Lakes 18 Holes | | \$ 4,155,698 | | \$ 4,155,698 |
| Options for Indian Mound: | | | | |
| A: Create Par 3 and 9 Hole Courses | | | \$ 4,593,694 | |
| B: Create Par 3 Only | | | \$ 1,617,254 | |
| C: Renovate Indian Mound 18 Hole | | | \$ 5,137,367 | |
| Renovate Clubhouse/Restore Conservation Areas | \$ 800,000 | \$ 800,000 | \$ 800,000 | \$ 2,400,000 |
| Estimated Budget by Phase--Indian Mound Option A | \$ 7,708,661 | \$ 4,955,698 | \$ 5,393,694 | \$ 18,058,053 |
| Estimated Budget by Phase--Indian Mound Option B | \$ 7,708,661 | \$ 4,955,698 | \$ 2,417,254 | \$ 15,081,613 |
| Estimated Budget by Phase--Indian Mound Option C | \$ 7,708,661 | \$ 4,955,698 | \$ 5,937,367 | \$ 18,601,726 |

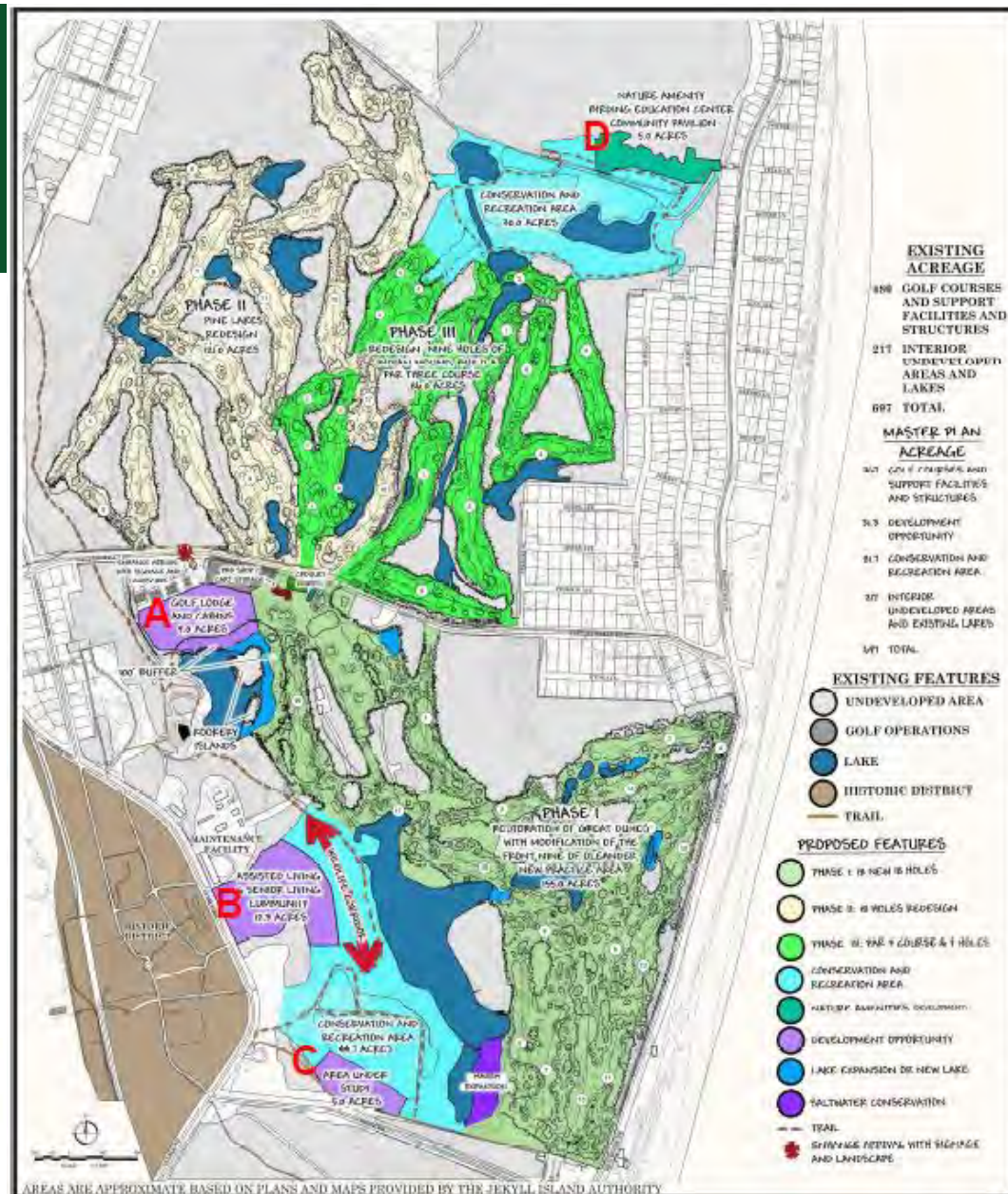
Source: Troy MG Vincent/NGF/JIA/BAG



Development Options for Surplus Land

PROPOSED GOLF MASTER PLAN DEVELOPMENT SITES

The proposed Vincent golf master plan identifies potential development sites from surplus golf acreage that would be suitable for future commercial development. They are noted in the golf master plan and are indicated on the map:

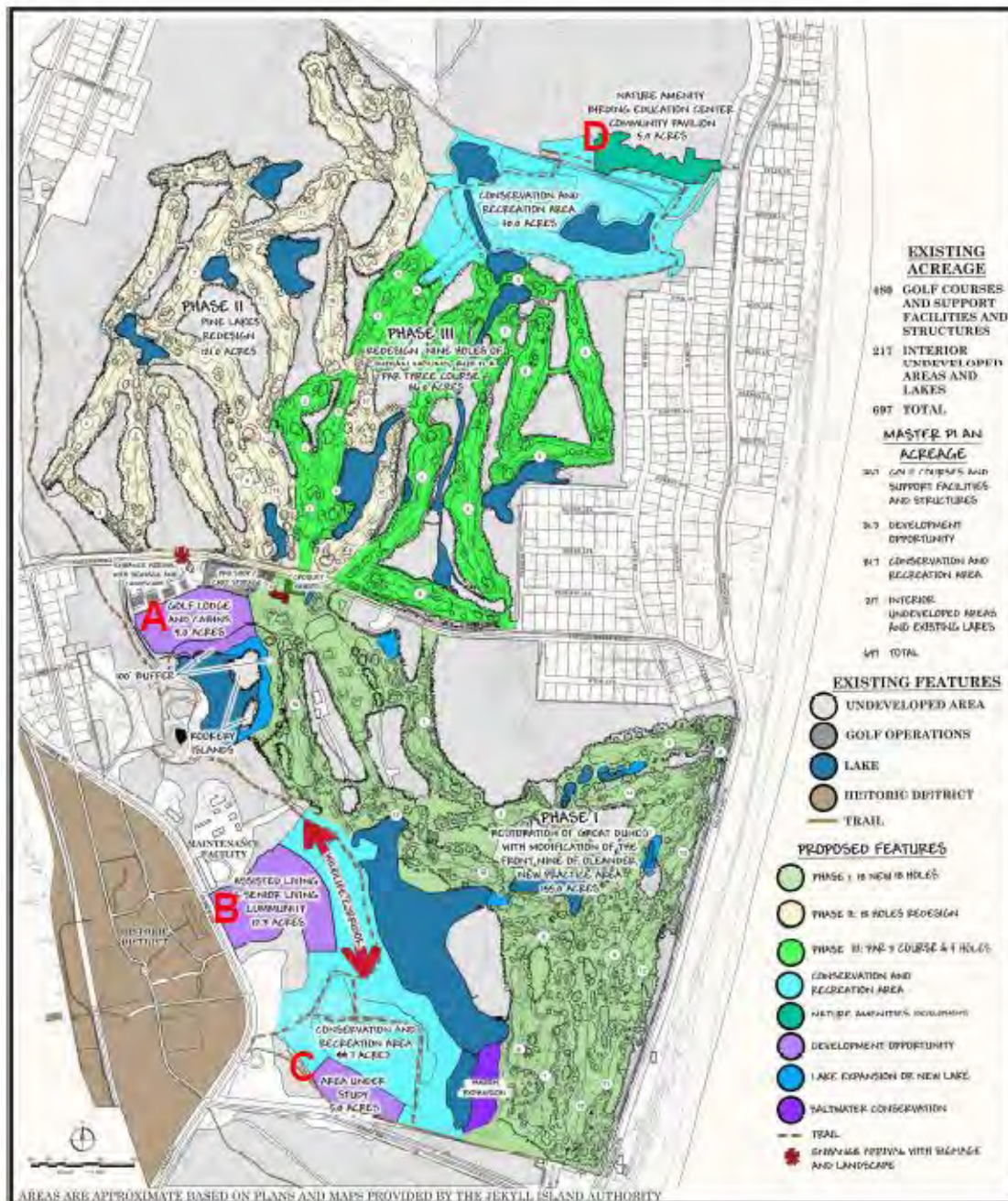


THREE DEVELOPMENT OPTIONS CONSIDERED FOR SURPLUS LAND

- As part of the financial analysis, Bleakly Advisory Group evaluated the sites designated in the golf master plan for their potential for future commercial development. Our goal in this analysis was to determine the level of commercial development that would be compatible with the golf master plan, reflect likely local market conditions, and thereby offered the potential to generate revenues that could be dedicated for implementation of the golf master plan. As a result of this analysis, three options have been proposed:
- **Option 1:** This option tracks the location, land uses, and intensity of development as proposed in the proposed Vincent Golf Master Plan.
- **Option 2:** This option tracks the location and suggested land uses of the four designated parcels in the master plan but proposes adjustments to parcel size and density based upon market development factors.
- **Option 3:** Is consistent with Option 2 but also proposes the creation of a new Parcel E, for the purpose of allowing limited additional residential development as part of this option.



OPTION 1: POTENTIAL SURPLUS GOLF LAND DEVELOPMENT SITES



Four sites are identified in the proposed Vincent golf master plan as identified as suitable for potential future development (A-D), totaling a maximum of 31 acres.

The balance of 82 acres will be preserved for recreational and conservation uses.

Option 1 contemplates development on three of the four parcels identified in the master plan, sites A, B, and C.

Golf Master Plan Proposed Development on Surplus Acreage

| | Acres | Use | Density |
|----------|-------|-----------------|----------------------|
| Parcel A | 9 | Lodge/Cottages | 50 units/ 6 cottages |
| Parcel B | 12 | Assisted Living | 50 units/ 6 cottages |
| Parcel C | 5 | Retail | unspecified |
| Parcel D | 5 | Nature Amenity | no commercial |
| Total | 31 | | |

Source: Vincent Design: Jekyll Island Authority Draft Golf Master Plan, p. 29

OPTION 1: POTENTIAL DEVELOPMENT ON SURPLUS GOLF ACREAGE

Under Option 1, limited development would occur on the 31 acres of the surplus golf acreage designated for development consistent with the draft golf master plan. Presented above is the potential development program for this acreage by parcel—

| Option 1: Development Potential on Surplus Golf Acreage | | | | | |
|---|-----------------------|-----------|-----------------|------------------|---------------------|
| Parcel | Development Type | Acres | Units/Rooms/SF | Value/Sale Price | Total Value |
| A | Lodge & Golf Cottages | 6 | 50 hotel rooms | \$160,000 | \$8,000,000 |
| A | | 3 | 6 golf cottages | \$200,000 | \$1,200,000 |
| B | Assisted Living | 12 | 56 units | \$175,000 | \$9,800,000 |
| C | Retail Center | 5 | 12,500 SF | \$200 (SF) | \$2,500,000 |
| D | Nature Amenity | 5 | | | |
| Total | | 31 | | | \$21,500,000 |

Source: Vincent Design/BAG

- **Parcel A** would be developed as a lodge and golf cottages with a total of 56 lodging units, it would also be the new home of the golf grille for use by golfers and their guests.
- **Parcel B** is targeted in the golf master plan to be an assisted living community of 56 units. The development would occur on a 12-acre site.
- **Parcel C** would be developed as a small retail center of 12,500 SF. A center of this size would be developed on the five-acre site.
- **Parcel D** could be developed as one or more nature amenities which support the recreational and conservation uses around the golf facility. It would comprise a total of five acres.

OPTION 1: JIA REVENUE POTENTIAL FROM DEVELOPMENT

Option 1: JIA Revenue Potential for Development on Surplus Golf Course Acreage**

| Parcels | Land Use | Acres | Units/ Rooms/SF | Total Value | Monthly Base Lease/Ac./Unit** | Monthly Base Lease | Annual Base Lease | % Rent | Participation Fee | H/M Tax | Annual JIA Revenues | Initial Part. Fee |
|---------------|-----------------------|-----------|--------------------|----------------------|----------------------------------|-----------------------|----------------------|-------------|----------------------|------------------|------------------------|----------------------|
| A | Lodge & Golf Cottages | 6 | 50 hotel rms | \$ 8,000,000 | \$ 1,111 | \$ 6,665 | \$ 79,980 | 3%* | | \$ 71,175 | \$ 151,155 | |
| A | | 3 | 6 cottages | \$ 1,200,000 | \$ 1,333 | \$ 3,999 | \$ 47,988 | 3%* | | \$ 20,759 | \$ 68,747 | |
| B | Assisted Living | 12 | 56 units | \$ 9,800,000 | \$ 1,333 | \$ 15,996 | \$ 191,952 | | | | \$ 191,952 | |
| C | Retail | 5 | 12,500 SF | \$ 2,500,000 | \$ 1,066 | \$ 5,332 | \$ 63,984 | | | | \$ 63,984 | |
| D | Nature Amenity | 5 | | | | | | | | | | |
| Totals | | 31 | | \$ 21,500,000 | | | \$ 383,904 | \$ - | \$ - | \$ 91,934 | \$ 475,838 | \$ - |

* for Lodge JIA would receive the greater of the ground lease amount or 3% of gross revenue, whichever is greater

** Reflects the maximum monthly ground lease by development type adjusted for the proposed acreage of the development parcel in the draft golf master plan.

Ground lease rates shown are assumptions only and subject to future negotiation between JIA and development partners.

Source: BAG

- Based on the Option 1 development plan, consistent with the recommendations of the draft golf master plan, JIA could receive \$475,838 in annual revenue from new development when all components are completed. This assumes all of the revenue sources noted above are pledged to the financing of the golf improvements.
- The amount of land required to support the new development would be 26 acres in Parcels A-C, with an additional 5 acres undeveloped as part of the nature amenity in Parcel D.
- In ten years, the projected annual rent and fees will be \$500,731, due to CPI increases in the base land rent, hotel/motel taxes, etc.(see: Appendix: Option 1: JIA Revenue from Development)

Option 2 contemplates development on three of the four parcels identified in the master plan, sites A, B, and C. However, market research, development operating efficiencies and local area development patterns indicate support for a more intensive level of development on the three parcels, which will result in more revenues to JIA, thereby providing additional support for the implementation of the golf master plan.

EXISTING ACREAGE

| | |
|-----|--|
| 180 | GOLF COURSES AND SUPPORT FACILITIES AND STRUCTURES |
| 217 | INTERIOR UNDEVELOPED AREAS AND LAKES |
| 697 | TOTAL |

MASTER PLAN ACREAGE

| | |
|------|--|
| 161 | GOLF COURSES AND SUPPORT FACILITIES AND STRUCTURES |
| 713 | DEVELOPMENT OPPORTUNITY |
| 813 | CONSERVATION AND RECREATION AREA |
| 217 | INTERIOR UNDEVELOPED AREAS AND EXISTING LAKES |
| 1471 | TOTAL |

EXISTING FEATURES

- UNDEVELOPED AREA
- GOLF OPERATIONS
- LAKE
- HISTORIC DISTRICT
- TRAIL

PROPOSED FEATURES

- PHASE I: 15 HOLE REDISIGN
- PHASE II: 9 HOLE REDISIGN
- PHASE III: 9 HOLE COURSE & 9 HOLES
- CONSERVATION AND RECREATION AREA
- ARTIST/ARTIST'S RESIDENCE
- DEVELOPMENT OPPORTUNITY
- LAKE EXPANSION OR NEW LAKE
- SALTWATER CONSERVATION
- TRAIL
- GRASS/GRASS WITH SIGNAGE AND LANDSCAPE

AREAS ARE APPROXIMATE BASED ON PLANS AND MAPS PROVIDED BY THE JEKYLL ISLAND AUTHORITY

OPTION 2: POTENTIAL DEVELOPMENT ON SURPLUS GOLF ACREAGE

| Option 2: Development Potential on Surplus Golf Acreage | | | | | |
|---|--------------------------|-----------|------------------|------------------|---------------------|
| Parcel | Development Type | Acres | Units/Rooms/SF | Value/Sale Price | Total Value |
| A | Lodge & Golf Cottages | 3.5 | 60 hotel rooms | \$160,000 | \$9,600,000 |
| A | | 2.5 | 20 golf cottages | \$200,000 | \$4,000,000 |
| A | Undeveloped | 3 | | | |
| B | Assisted Living Phase I | 6 | 60 units | \$175,000 | \$10,500,000 |
| B | Assisted Living Phase II | 6 | 40 units | \$175,000 | \$7,000,000 |
| C | Retail | 2 | 12,500 SF | \$200 (SF) | \$2,500,000 |
| C | Undeveloped | 3 | | | |
| D | Nature Amenity | 5 | | | |
| Total | | 31 | | | \$33,600,000 |

Source: BAG

Under Option 2, limited development would occur on 20 of the 31 acres of the surplus golf acreage designated for development in the master plan. Development of the three parcels A-C at a higher density would generate additional revenue to off-set the cost of the golf renovation to JIA. A reduction in the development site size allows JIA to achieve a higher rent per acre on the developed sites.

A potential development program for this acreage by parcel—

- **Parcel A** would be developed as a lodge and golf cottages, it would also be the new home of the golf grille for use by golfers and their guests. Operational efficiencies would be enhanced by a lodge operation of 80 total units and be more likely to attract an independent operator. Given JIA preferred ground lease rates for commercial development, a 6-acre site would be appropriately sized for this level of development.
- **Parcel B** is targeted to be an assisted living community, likely in two phases. To address operational efficiencies and fully absorb the site at the desired ground lease rate, we are proposing the development total 100 units over time, likely in a mix of apartment style units with common services and cottage units for independent living.
- **Parcel C** would be developed as a small retail center of 12,500 SF. A center of this size would only require approximately 2 acres of land, not the 5 as proposed in the draft master plan.
- **Parcel D** could be developed as one or more nature amenities which support the recreational and conservation uses around the golf facility.

OPTION 2: JIA REVENUE POTENTIAL FROM DEVELOPMENT

| Option 2: JIA Revenue Potential for Development on Surplus Golf Course Acreage** | | | | | | | | | | | | |
|--|-------------------------|-----------|--------------------|----------------------|--------------------------------|-----------------------|----------------------|-------------|----------------------|-------------------|------------------------|----------------------|
| Parcels | Land Use | Acres | Units/ Rooms/SF | Total Value | Monthly Base Lease/Ac./Unit | Monthly Base Lease | Annual Base Lease | % Rent | Participation Fee | H/M Tax | Annual JIA Revenues | Initial Part. Fee |
| A | Lodge & Golf Cottages | 3.5 | 60 hotel rms | \$ 9,600,000 | \$ 2,666 | \$ 9,331 | \$ 111,972 | 3%* | | \$ 106,763 | \$ 218,735 | |
| A | | 2.5 | 20 cottages | \$ 4,000,000 | \$ 2,666 | \$ 6,665 | \$ 79,980 | 3%* | | \$ 41,519 | \$ 121,499 | |
| A | Undeveloped | 3 | | | | | | | | | | |
| B | Assisted Living Phs. I | 6 | 60 units | \$ 10,500,000 | \$ 2,666 | \$ 15,996 | \$ 191,952 | | | | \$ 191,952 | |
| B | Assisted Living Phs. II | 6 | 40 units | \$ 7,000,000 | \$ 2,666 | \$ 15,996 | \$ 191,952 | | | | \$ 191,952 | |
| C | Retail | 2 | 12,500 SF | \$ 2,500,000 | \$ 2,666 | \$ 5,332 | \$ 63,984 | | | | \$ 63,984 | |
| C | Undeveloped | 3 | | | | | | | | | | |
| D | Nature Amenity | 5 | | | | | | | | | | |
| Totals | | 31 | | \$ 33,600,000 | | | \$ 639,840 | \$ - | \$ - | \$ 148,281 | \$ 788,121 | \$ - |

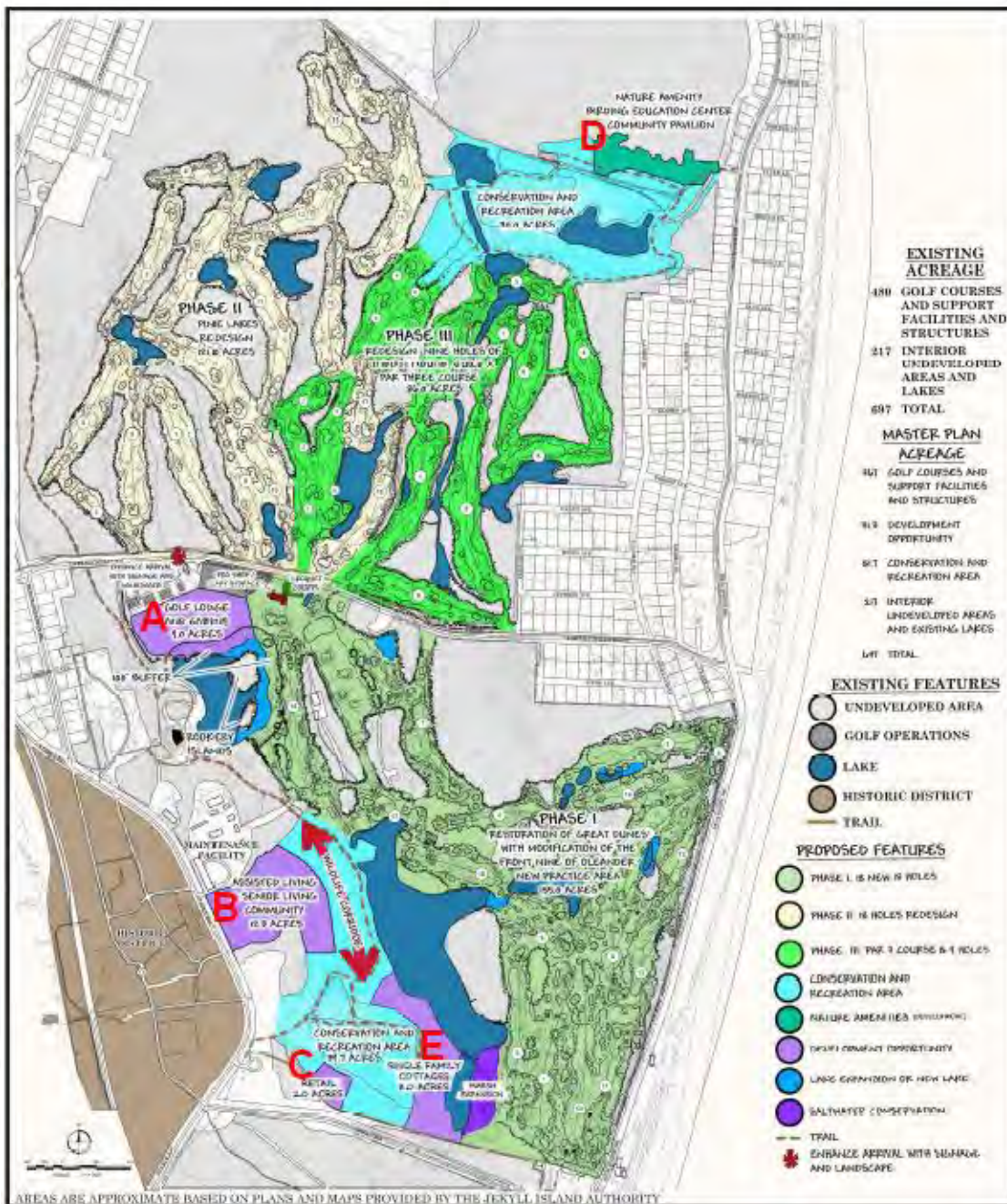
* for Lodge JIA would receive the greater of the ground lease amount or 3% of gross revenue, whichever is greater

**Ground lease rates shown are assumptions only and subject to future negotiation between JIA and development partners.

Source: BAG

- Based on the Option 2 development plan noted earlier, JIA could receive \$788,121 in annual revenue from the enhanced level of new development when all components are completed. This assumes all of the revenue sources noted above are pledged to the financing of the golf improvements.
- In ten years the projected annual rent and fees will be \$894,325, due to CPI increases in the base land rent, hotel/motel taxes, etc.(see: Appendix: Option 2: JIA Revenue from Development)

OPTION 3: POTENTIAL SURPLUS GOLF LAND DEVELOPMENT SITES



Option 3 contemplates development on four sites, three as identified in the draft master plan, sites A, B, C, with a new lakefront parcel E added, close to Shell Road on the southside of the golf facility. Under this option, while adding a parcel, a total of 29 acres would be developed, consistent with the overall acreage for development as recommended in the of the draft golf master plan. The inclusion of this development site would be help generate additional revenue to pay for the implementation of the proposed Vincent golf master plan.

OPTION 3: POTENTIAL DEVELOPMENT ON SURPLUS GOLF ACREAGE

| Option 3: Development Potential on Surplus Golf Acreage | | | | | |
|---|--------------------------|-----------------------------------|------------------|------------------|---------------------|
| Parcel | Development Type | Acres | Units/Rooms/SF | Value/Sale Price | Total Value |
| A | Lodge & Golf Cottages | 3.5 | 60 hotel rooms | \$160,000 | \$9,600,000 |
| A | | 2.5 | 20 golf cottages | \$200,000 | \$4,000,000 |
| B | Assisted Living Phase I | 6 | 60 units | \$175,000 | \$10,500,000 |
| B | Assisted Living Phase II | 6 | 40 units | \$175,000 | \$7,000,000 |
| C | Retail | 2 | 12,500 SF | \$200 (SF) | \$2,500,000 |
| D | Nature Amenity | 5 | | | |
| E | Single Family Cottages | 9 | 38 units | \$550,000 | \$20,900,000 |
| Total | | 29 plus 5 ac. Nat. Amenity | | | \$54,500,000 |

Source: BAG

Under Option 3: development would be permitted on a maximum 29 acres of the 34 total surplus golf acreage identified. This land could generate additional revenue to offset the cost of the golf renovation to JIA. The chief difference between Option 2 and Option 3 is the creation of Parcel E south of the golf facility near Shell Road. This site was identified as having potential for development single family cottages given its location. This development option would require the implementation of option A or B of the golf master plan.

Presented above is a potential development program for Option 3 by parcel—

- **Parcel A** would be developed as a lodge and golf cottages, it would also be the new home of the golf grille for use by golfers and their guests.
- **Parcel B** is targeted to be an assisted living community, likely in two phases.
- **Parcel C** would be developed as a small retail center.
- **Parcel D** would remain a nature amenity
- **Parcel E** could be developed as 38 single-family cottages on small lots, depending on the implementation of Option A or B of the golf master plan which would free-up the needed acreage for development.

OPTION 3: JIA REVENUE POTENTIAL OF DEVELOPMENT OPTIONS

Option 3: JIA Revenue Potential for Development on Surplus Golf Course Acreage*****

| Parcels | Land Use | Acres | Units/ Rooms/SF | Total Value | Monthly Base Lease/Ac./Unit | Monthly Base Lease | Annual Base Lease | % Rent | Participation Fee ***** | H/M Tax | Annual JIA Revenues | Initial Part. Fee |
|---------------|-------------------------|-----------|--------------------|----------------------|--------------------------------|-----------------------|----------------------|------------------|----------------------------|-------------------|------------------------|----------------------|
| A | Lodge & Golf Cottages | 3.5 | 60 hotel rms | \$ 9,600,000 | \$ 2,666 | \$ 9,331 | \$ 111,972 | 3%* | | \$ 106,763 | \$ 218,735 | |
| A | | 2.5 | 20 cottages | \$ 4,000,000 | \$ 2,666 | \$ 6,665 | \$ 79,980 | 3%* | | \$ 41,519 | \$ 121,499 | |
| B | Assisted Living Phs. I | 6 | 60 units | \$ 10,500,000 | \$ 2,666 | \$ 15,996 | \$ 191,952 | | | | \$ 191,952 | |
| B | Assisted Living Phs. II | 6 | 40 units | \$ 7,000,000 | \$ 2,666 | \$ 15,996 | \$ 191,952 | | | | \$ 191,952 | |
| C | Retail | 2 | 12,500 SF | \$ 2,500,000 | \$ 2,666 | \$ 5,332 | \$ 63,984 | | | | \$ 63,984 | |
| D | Nature Amenity | 5 | | | | | | | | | | |
| E | Single Family Cottages | 9 | 38 units | \$ 20,900,000 | \$44.58** | \$ 1,694 | \$ 90,710 | \$18,000*** | \$ 22,000 | \$ 15,000 | \$ 145,710 | \$ 418,000 |
| Totals | | 34 | | \$ 54,500,000 | | | \$ 730,550 | \$ 18,000 | \$ 22,000 | \$ 163,281 | \$ 933,832 | \$ 418,000 |

* for Lodge JIA would receive the greater of the ground lease amount or 3% of gross revenue, whichever is greater

** Cottage owners pay ground rent of .4% of the value of their lot, plus ground rent of common areas (2.2 acres) at \$2,666/mo. (common area rents included in annual base lease amount.)

*** Cottage owners agree to pay a fee from unit rentals of 3% of gross revenue to JIA annually

****Cottage owners would agree to pay a participation fee of 2% of the value of their unit on initial sale and 1% based on the resale price of their unit.

*****Ground lease rates shown are assumptions only and subject to future negotiation between JIA and development partners.

Source: BAG

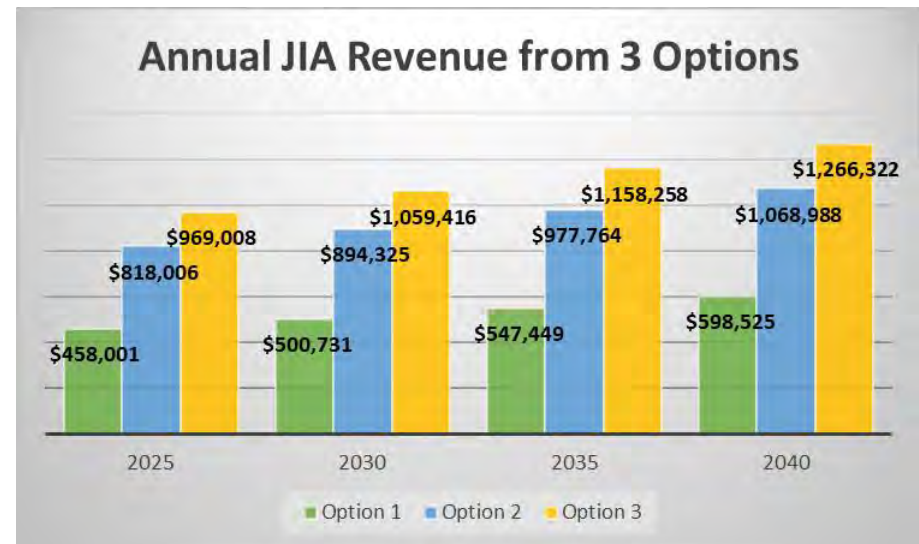
- In Option 3, a new Parcel E has been identified at the southern edge of golf master plan area for potential development of single-family cottages. The purpose of making this proposed change to the master plan is to increase potential revenues to JIA to pay for the proposed golf improvements, while maintaining an overall low level of development on 29 acres (with Parcel D remaining undeveloped as a nature amenity).
- Option 3 would have the potential to generate \$933,832 in revenue annually to JIA once completed. In ten years the annual revenue will grow to \$1,059,496 due to CPI increases in the base land rent, hotel/motel taxes, etc.(see: Appendix: Option 3: JIA Revenue from Development)

JIA REVENUES FROM THE THREE DEVELOPMENT OPTIONS

- From our analysis of the development parcels we concur with their location and projected land uses.
- However, Option 1 does not produce enough development to generate sufficient revenues to pay a substantial portion of the implementation costs.
- In Option 2 we are recommending a larger number of units at the lodge and the assisted living. This reflects the need for operational efficiencies in the development of these facilities and better supports JIA's revenue potential from development land.
- Option 3 proposes the addition of a modest sized single-family cottage development which would significantly increase the overall revenue from proposed development while limiting of development to 29 surplus golf acres, while more than doubling revenue to \$1,059,418 by 2030. Cottages are an established and successful development type on Jekyll island.

| Annual JIA Revenues from New Development | | | | |
|--|----------------------------|--------------|--------------|--|
| | Option 1 (Vincent Plan) | Option 2 | Option 3 | |
| 2025 | \$ 458,001 | \$ 818,006 | \$ 969,008 | |
| 2030 | \$ 500,731 | \$ 894,325 | \$ 1,059,416 | |
| 2035 | \$ 547,449 | \$ 977,764 | \$ 1,158,258 | |
| 2040 | \$ 598,525 | \$ 1,068,988 | \$ 1,266,322 | |

Source: BAG



DEVELOPMENT EXAMPLES

Lodge and Golf Cottage Concepts



DEVELOPMENT EXAMPLES

Assisted Living Community with Independent Living Units Concept



DEVELOPMENT EXAMPLES



Possible
Retail
Concepts



DEVELOPMENT EXAMPLES

Single Family Cottage Concepts





Direct and Indirect Revenue Impacts from Implementation of Golf Master Plan

DIRECT ECONOMIC IMPACTS FROM IMPLEMENTATION OF VINCENT GOLF MASTER PLAN

The implementation of the proposed Vincent golf master plan has the potential to generate additional revenues for JIA at completion through a combination of factors:

- 6,000 additional golf rounds at premium rates—chiefly from island hotel guests.
- 20,000 9-hole and Par 3 rounds, from the new appeal of the Par 3 option and renovated 9-hole course.
- Combined, these rounds will help generate additional:
 - Pro shop sales
 - Cart revenue
 - Range revenue
- **\$1.0 million in additional golf revenue annually.**

| Additional Golf Revenues from Renovated Golf Facilities | | | | |
|---|-----------|----|-------|---------------------|
| | Frequency | | Rate | Annual Revenue |
| Golf Revenue | | | | |
| 18 Hole Premium Revenue Rounds | 6,000 | \$ | 50.00 | \$ 300,000 |
| 9 Hole/Par 3 Rounds Revenue** | 20,000 | \$ | 20.00 | \$ 400,000 |
| Additional Pro Shop Sales*** | 26,000 | \$ | 5.84 | \$ 151,840 |
| Additional Cart Revenue*** | 14,000 | \$ | 9.02 | \$ 126,280 |
| Additional Range Revenue*** | 26,000 | \$ | 1.20 | \$ 31,200 |
| Total Additional Golf Revenue | | | | \$ 1,009,320 |

Source: *NGF Study

** Vincent Design/ BAG Estimates

***NGF Study rates per round

DIRECT AND INDIRECT CONSTRUCTION IMPACTS FROM JEKYLL GOLF RENOVATION

| Direct, Indirect and Total Economic Impact from Jekyll Golf Renovation | | | | |
|--|---------------|------------|-----------------|---------------|
| | Direct Impact | Multiplier | Indirect Impact | Total Impact |
| Construction | | | | |
| Construction Value | \$ 18,601,726 | 1.4796 | \$ 8,921,388 | \$ 27,523,114 |

Source: U.S. Bureau of Economic Analysis RIMS II Input/Output Multipliers, Glynn County, GA, 2018

- The renovation of the Jekyll Island golf facilities as proposed in the draft golf master plan would have a direct construction impact of \$18.6 million over the construction period.
- This direct construction cost would generate an additional \$8.9 million in indirect spending in the Glynn County economy for goods and services required to support the construction.
- This would result in a total economic impact of \$27.5 million to Glynn County's economy from the renovation of the Jekyll Island golf facilities.

INDIRECT IMPACTS AND PUBLIC REVENUES FROM GOLF FACILITIES

Investment in the Jekyll golf facility will stimulate additional indirect spending on the island, and as a result, revenue for JIA, Glynn County and the State:

- Attracting an additional 5,000 golf-related room nights and more day visitors will generate \$2.2 million in indirect visitor spending on Jekyll.
- Assuming development Option 1, plus additional visitor parking passes and hotel/motel taxes, an additional \$670,078 in JIA revenues per year.
- Assuming Option 1, County property taxes and County and State sales taxes of \$305,235 annually.

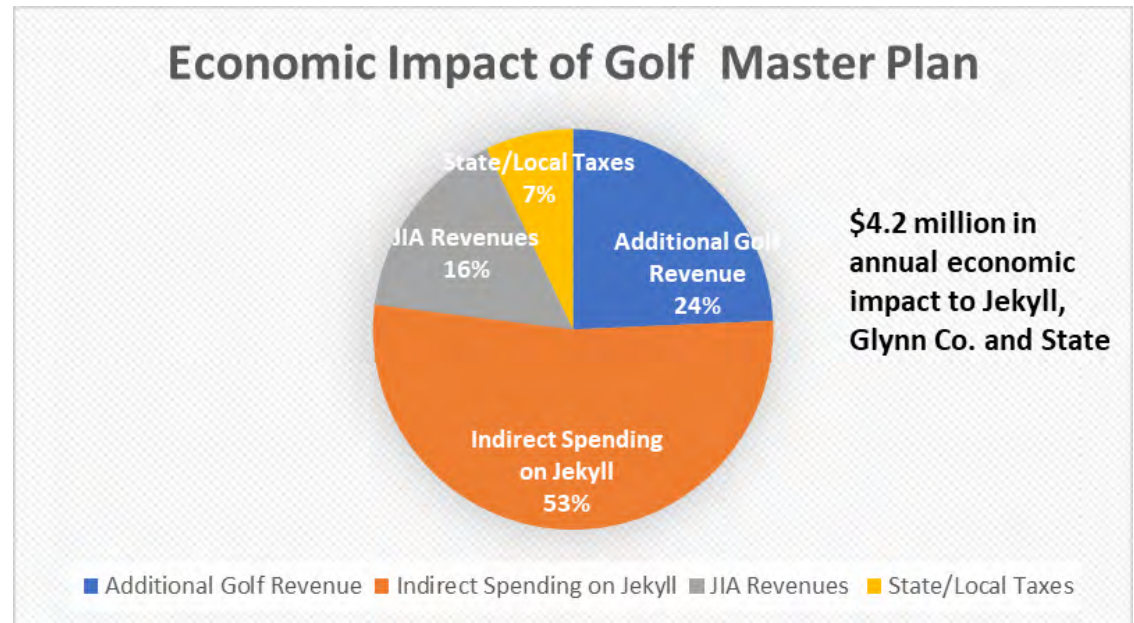
| Indirect and Public Revenues from Renovated Golf Facilities | | | | |
|---|--------------|---------------------|---------|---------------------|
| | Frequency | | Rate | Annual Revenue |
| Indirect Revenues | | | | |
| Additonal Room Nights | 5,000 | \$ | 179.00 | \$ 895,000 |
| Additional Hotel Revenue | | | 35% | \$ 313,250 |
| Daily Expenditures by Guests | 2,500 | \$ | 109.87 | \$ 274,675 |
| Day Visitors | 15,000 | \$ | 46.95 | \$ 704,250 |
| Total Indirects | | | | \$ 2,187,175 |
| JIA Revenues | | | | |
| Additonal Visitor Parking Passes | 17,500 | \$ | 8.00 | \$ 140,000 |
| Hotel/Motel Taxes | \$ 895,000 | | 5% | \$ 44,750 |
| Fees from Devel. Of Option 1 | \$ 485,328 | | | \$ 485,328 |
| Total JIA Revenues | | | | \$ 670,078 |
| Local and State Taxes | | | | |
| Property Taxes | | Millage/Rate | | |
| New Assessed Value | \$ 5,397,000 | | 0.02102 | \$ 113,445 |
| Sales Taxes | | | | |
| Local Sales Taxes (LOST, ESPLOST) | \$ 3,196,495 | | 2% | \$ 63,930 |
| GA State Sales Taxes | \$ 3,196,495 | | 4% | \$ 127,860 |
| Total State and Local Taxes | | | | \$ 305,235 |

Source: UGA, Jekyll Island Economic Impact Study/BAG

OVERALL ECONOMIC IMPACT FROM PROPOSED VINCENT GOLF MASTER PLAN

Implementation of the Vincent Golf Master Plan will generate \$4.2 million in annual economic impact to Jekyll:

- 24% from additional golf revenues
- 53% in indirect spending on Jekyll
- 16% in additional revenues to JIA
- 7% in property and sales taxes



TOTAL ECONOMIC IMPACT OF GOLF COURSE RENOVATIONS TO JIA

Direct Impacts

Indirect Impacts

Total Economic Impacts

From Construction (one-time)

$$\begin{array}{|c|} \hline \$18,601,726 \\ \hline \end{array} + \begin{array}{|c|} \hline \$8,921,388 \\ \hline \end{array} = \begin{array}{|c|} \hline \$27,523,114 \\ \hline \end{array}$$

From Operations (annual)

$$\begin{array}{|c|} \hline \$1,009,320 \\ \hline \end{array} + \begin{array}{|c|} \hline \$3,162,488 \\ \hline \end{array} = \begin{array}{|c|} \hline \$4,171,808 \\ \hline \end{array}$$

Revenues to JIA:

$$\begin{array}{|c|} \hline \$4,171,808 \\ \hline \end{array} \downarrow \begin{array}{|c|} \hline \$1,679,398 \\ \hline \end{array}$$

State and Local Taxes:

$$\begin{array}{|c|} \hline \$1,679,398 \\ \hline \end{array} \downarrow \begin{array}{|c|} \hline \$305,235 \\ \hline \end{array}$$

JIA'S RETURN ON INVESTMENT IN GOLF COURSE RENOVATIONS


Return on Investment: JIA will receive an annual return on its investment in the golf course renovations:

- The “cash on cash” return on investment to JIA, in terms of revenues it receives, will be 9% annually.
- The return in terms of both revenues to JIA and other economic benefits will be 22% annually.

Payback Period: JIA will recoup its investment of \$18.6 million in renovation of the golf facilities overtime as follows:

- A “cash on cash” payback of costs in additional revenues to JIA in 11 years.
- A payback of cost in terms of the overall economic return to JIA from a combination of direct revenues and other direct and indirect economic effects in 4.5 years.

| JIA Return on Golf Renovation Investment | | | | |
|--|---------------|--------------------------------|-------------------|--|
| | | Annual Return On Investment | Payback Period | |
| JIA Rennovation Cost | \$ 18,601,726 | | | |
| JIA Annual Revenues | \$ 1,679,398 | 9% | 11 years | |
| Jekyll Economic Impacts | \$ 4,171,808 | 22% | 4.5 years | |



Financing Options for Implementation of Golf Master Plan

FINANCING OPTIONS FOR IMPLEMENTING PROPOSED VINCENT GOLF MASTER PLAN

- Assuming a total cost of \$15.0-\$18.6 million for the renovation of the golf facilities in accordance with the golf master plan.
- **State Bond Financing:** JIA secures long term bond financing from the State of Georgia for implementation:
 - At 4% annual interest on \$18.6 million, the annual debt service on the loan for various terms would be:
 - 10-year annual payment of \$2.28 million
 - 15-year annual payment of \$1.67 million
 - 20-year annual payment of \$1.36 million
 - JIA dedicates the revenue from the development on surplus golf acreage would generate the revenues in this exhibit, assuming either Option 1, 2 or 3 is selected for development of the surplus golf acreage.
 - **Option 1** which follows the draft golf master plan, would cover between 34% to 43% of the 20-year debt service to finance the golf improvements.
 - **Option 2** would cover between 60% and 79% of debt service.
 - **Option 3** would cover between 71% and 93% of debt service.

| Annual JIA Revenues from New Development | | | |
|--|----------------------------|--------------|--------------|
| | Option 1 (Vincent Plan) | Option 2 | Option 3 |
| 2025 | \$ 458,001 | \$ 818,006 | \$ 969,008 |
| 2030 | \$ 500,731 | \$ 894,325 | \$ 1,059,416 |
| 2035 | \$ 547,449 | \$ 977,764 | \$ 1,158,258 |
| 2040 | \$ 598,525 | \$ 1,068,988 | \$ 1,266,322 |

Source: BAG

OTHER POTENTIAL FINANCING SOURCES TO CLOSE THE GAP

Other potential sources of funds for repayment could include:

- **Allocation of a portion of existing Tourism Development Fund**—JIA could commit additional funding from the Tourism Development fund on the island, say \$200,000 per year for a ten-year period.
- **Impose a dedicated golf renovation surcharge**—Another financing option would be to charge future golfers a user fee of say, \$5 per round which would be dedicated to cover future debt service. This user charge could vary by type of golfer and included in the daily fee and membership dues. An average \$5 fee per round could generate up to \$300,000 annually.
- **Create Community Improvement District (CID)**—Georgia law permits the creation of a special purpose taxing mechanism known as a Community Improvement District for investment in an area. It would apply to all commercial properties on the Island and be formed by JIA and approved by commercial property owners with authorization by Glynn County. A CID which charged 5 mills could generate approximately \$220,000 annually, based on the current commercial assessed value on the Island.
- **Identify State and Foundation Funding Support for Restoration and Conservation Costs**--Pay for some or all of restoration costs of conservation/recreation land from other sources, grants, etc., thereby lowering the amount needed to borrow from the State.

Appendix

APPENDIX A: OPTION 1: PROJECTED JIA REVENUES FROM DEVELOPMENT, 2021-2040

Option 1: Projected JIA Revenue from Potential Development on Surplus Golf Course Acreage, 2021-2040*

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| JIA Land Leases | | | | | | | | | | |
| Lodge | \$ - | \$ - | \$ 79,980 | \$ 81,420 | \$ 82,885 | \$ 84,377 | \$ 85,896 | \$ 87,442 | \$ 89,016 | \$ 90,618 |
| Assisted | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 | \$ 217,484 | \$ 221,399 |
| Retail | \$ - | \$ 63,984 | \$ 65,136 | \$ 66,308 | \$ 67,502 | \$ 68,717 | \$ 69,954 | \$ 71,213 | \$ 72,495 | \$ 73,800 |
| Hotel Motel Taxes | \$ - | \$ - | \$ 101,424 | \$ 103,250 | \$ 105,109 | \$ 107,000 | \$ 108,926 | \$ 110,887 | \$ 112,883 | \$ 114,915 |
| Other Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Annual Total | \$ - | \$ 255,936 | \$ 441,947 | \$ 449,902 | \$ 458,001 | \$ 466,245 | \$ 474,637 | \$ 483,180 | \$ 491,878 | \$ 500,731 |

| | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 |
|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| JIA Land Leases | | | | | | | | | | |
| Lodge | \$ 92,249 | \$ 93,910 | \$ 95,600 | \$ 97,321 | \$ 99,073 | \$ 100,856 | \$ 102,672 | \$ 104,520 | \$ 106,401 | \$ 108,316 |
| Assisted | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 | \$ 259,959 | \$ 264,638 |
| Retail | \$ 75,128 | \$ 76,480 | \$ 77,857 | \$ 79,258 | \$ 80,685 | \$ 82,137 | \$ 83,616 | \$ 85,121 | \$ 86,653 | \$ 88,213 |
| Hotel Motel Taxes | \$ 116,983 | \$ 119,089 | \$ 121,233 | \$ 123,415 | \$ 125,636 | \$ 127,898 | \$ 130,200 | \$ 132,544 | \$ 134,929 | \$ 137,358 |
| Other Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Annual Total | \$ 509,745 | \$ 518,920 | \$ 528,261 | \$ 537,769 | \$ 547,449 | \$ 557,303 | \$ 567,335 | \$ 577,547 | \$ 587,943 | \$ 598,525 |

Assuming 1.8% Annual CPI over period

Source: BAG

APPENDIX A: OPTION 2: PROJECTED JIA REVENUE FROM DEVELOPMENT, 2021-2040

Option 2: Projected JIA Revenue from Potential Development on Surplus Golf Course Acreage, 2021-2040*

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| JIA Land Leases | | | | | | | | | | |
| Lodge | \$ - | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 | \$ 217,484 |
| Assisted I | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 | \$ 217,484 | \$ 221,399 |
| Assisted II | \$ - | \$ - | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 |
| Retail | \$ - | \$ 63,984 | \$ 65,136 | \$ 66,308 | \$ 67,502 | \$ 68,717 | \$ 69,954 | \$ 71,213 | \$ 72,495 | \$ 73,800 |
| Hotel Motel Taxes | \$ - | \$ - | \$ 148,281 | \$ 150,950 | \$ 153,667 | \$ 156,433 | \$ 159,249 | \$ 162,115 | \$ 165,034 | \$ 168,004 |
| Other Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Annual Total | \$ - | \$ 255,936 | \$ 600,776 | \$ 803,542 | \$ 818,006 | \$ 832,730 | \$ 847,719 | \$ 862,978 | \$ 878,511 | \$ 894,325 |

| | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 |
|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|--------------------|
| JIA Land Leases | | | | | | | | | | |
| Lodge | \$ 221,399 | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 | \$ 259,959 |
| Assisted I | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 | \$ 259,959 | \$ 264,638 |
| Assisted II | \$ 217,484 | \$ 221,399 | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 |
| Retail | \$ 75,128 | \$ 76,480 | \$ 77,857 | \$ 79,258 | \$ 80,685 | \$ 82,137 | \$ 83,616 | \$ 85,121 | \$ 86,653 | \$ 88,213 |
| Hotel Motel Taxes | \$ 171,028 | \$ 174,107 | \$ 177,241 | \$ 180,431 | \$ 183,679 | \$ 186,985 | \$ 190,351 | \$ 193,777 | \$ 197,265 | \$ 200,816 |
| Other Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Annual Total | \$ 910,422 | \$ 926,810 | \$ 943,493 | \$ 960,475 | \$ 977,764 | \$ 995,364 | \$ 1,013,280 | \$ 1,031,519 | \$ 1,050,087 | \$1,068,988 |

Assuming 1.8% Annual CPI over period

Source: BAG

APPENDIX A: OPTION 3: PROJECTED JIA REVENUE FROM DEVELOPMENT 2021-2040

Option 3: Projected JIA Revenue from Potential Development on Surplus Golf Course Acreage, 2021-2040*

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| JIA Land Leases | | | | | | | | | | |
| Lodge | \$ - | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 | \$ 217,484 |
| Assisted I | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 | \$ 217,484 | \$ 221,399 |
| Assisted II | \$ - | \$ - | \$ - | \$ 191,952 | \$ 195,407 | \$ 198,924 | \$ 202,505 | \$ 206,150 | \$ 209,861 | \$ 213,638 |
| Retail | \$ - | \$ 63,984 | \$ 65,136 | \$ 66,308 | \$ 67,502 | \$ 68,717 | \$ 69,954 | \$ 71,213 | \$ 72,495 | \$ 73,800 |
| Cottages | \$ - | \$ - | \$ 90,710 | \$ 92,343 | \$ 94,005 | \$ 95,697 | \$ 97,420 | \$ 99,173 | \$ 100,958 | \$ 102,776 |
| Hotel Motel Taxes | \$ - | \$ - | \$ 163,281 | \$ 166,220 | \$ 169,212 | \$ 172,258 | \$ 175,358 | \$ 178,515 | \$ 181,728 | \$ 184,999 |
| Other Fees | \$ - | \$ - | \$ 40,000 | \$ 40,720 | \$ 41,453 | \$ 42,199 | \$ 42,959 | \$ 43,732 | \$ 44,519 | \$ 45,320 |
| Annual Total | \$ - | \$ 255,936 | \$ 746,486 | \$ 951,875 | \$ 969,008 | \$ 986,450 | \$ 1,004,207 | \$ 1,022,282 | \$ 1,040,683 | \$ 1,059,416 |

| | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| JIA Land Leases | | | | | | | | | | |
| Lodge | \$ 221,399 | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 | \$ 259,959 |
| Assisted I | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 | \$ 259,959 | \$ 264,638 |
| Assisted II | \$ 217,484 | \$ 221,399 | \$ 225,384 | \$ 229,441 | \$ 233,571 | \$ 237,775 | \$ 242,055 | \$ 246,412 | \$ 250,847 | \$ 255,362 |
| Retail | \$ 75,128 | \$ 76,480 | \$ 77,857 | \$ 79,258 | \$ 80,685 | \$ 82,137 | \$ 83,616 | \$ 85,121 | \$ 86,653 | \$ 88,213 |
| Cottages | \$ 104,625 | \$ 106,509 | \$ 108,426 | \$ 110,378 | \$ 112,364 | \$ 114,387 | \$ 116,446 | \$ 118,542 | \$ 120,676 | \$ 122,848 |
| Hotel Motel Taxes | \$ 188,329 | \$ 191,719 | \$ 195,170 | \$ 198,683 | \$ 202,260 | \$ 205,900 | \$ 209,606 | \$ 213,379 | \$ 217,220 | \$ 221,130 |
| Other Fees | \$ 46,136 | \$ 46,967 | \$ 47,812 | \$ 48,673 | \$ 49,549 | \$ 50,441 | \$ 51,349 | \$ 52,273 | \$ 53,214 | \$ 54,172 |
| Annual Total | \$ 1,078,485 | \$ 1,097,898 | \$ 1,117,660 | \$ 1,137,778 | \$ 1,158,258 | \$ 1,179,107 | \$ 1,200,331 | \$ 1,221,936 | \$ 1,243,931 | \$ 1,266,322 |

Assuming 1.8% Annual CPI over period

Source: BAG

Prepared by:



BleaklyAdvisoryGroup

Since our founding in 2001, we have been focused on helping our clients understand how market and economic forces impact their development vision. Our advice is grounded in more than 25 years of experience in both consulting and implementation. As a result, we understand what it takes to make a development project a reality. Our clients include developers, land owners, investors, corporations, institutions, development corporations, public authorities and governments.

- Bleakly Advisory Group takes pride in providing our clients insightful, objective analyses based on a thorough understanding of market trends and their financial implications.
- Our analysis is rooted in the knowledge gained from completing assignments throughout Georgia and the southeast.
- We are a trusted advisor to our clients and are determined to go the extra mile in helping them achieve their objectives. Over 1/2 of our assignments are from returning clients who learned the value of our expertise.



BleaklyAdvisoryGroup

www.bleaklyadvisory.com

404-845-3550

MEMORANDUM

TO: JEKYLL ISLAND AUTHORITY BOARD
FROM: ANDREA MARROQUIN, CURATOR
SUBJECT: RFP # 359 – EXHIBIT CONCEPT DESIGN PLAN FOR HOLLYBOURNE COTTAGE
DATE: 11/10/2020

On Friday 03/20/2020, JIA staff and committee members received 14 bids for RFP #359 to develop an exhibit concept design plan for Hollybourne Cottage. The fourteen bidders were: Deem Loureiro Inc., designminds, Dimensional Innovations, EXP Studios, gsm, Haley Sharpe Design, HealyKohler Design, HW Exhibits, Main Street Design, Shibui Design LLC, Signature Design Collaborative LLC, SkyDesign, Split Rock Studios, and TMT Design Group.

The review committee reviewed and ranked all fourteen of the proposals. The top six candidates were invited to give a presentation to the review committee on October 28, 2020.

Through the presentation and interview process, HW Exhibits emerged as the apparent finalist. This project is for the selected firm to collaborate with the JIA and museum staff to develop an exhibit concept design plan for Hollybourne Cottage. The project is scheduled to completed over the course of 20 weeks at a cost of \$56,520.49. This bid falls within previously budgeted amounts and does not require any additional funding.

Based on the selection committee's findings, staff recommends awarding RFP 359 to HW Exhibits, pending contract completion and legal review.



November 17, 2020

MEMORANDUM

TO: BOARD OF DIRECTORS

FROM: MARIA L. HUMPHREY, LEASE MANAGER

RE: RENTAL AGREEMENT APPROVAL

CERTAIN PIER ROAD RETAIL SHOPS RENEWING FOR A THREE-YEAR TERM

The Pier Road shops have a variety of gift and food options, including prepackaged snacks and drinks, ice cream, T-shirts, and other nautical gifts and convenience items. This Rental Agreement is the result of a renegotiation that was done upon expiration of the previous rental agreements which will occur December 31, 2020.

TERM: Three Years- January 1, 2021-December 31, 2023

RENEWAL: None.

LOCATIONS: 24 Pier Road – The Commissary

17B Pier Road – The Island House

9 Pier Road – Doc's Snack Shop

150 Old Plantation Road – Sweets Shoppe

Jekyll Island, Georgia 31527



RENT: Beginning January 1, 2021:

❖ BASE RENT:

- Juliana Germano, The Commissary: \$5,805.00/year, \$483.75/ month.
- Juliana Germano, The Island House: \$13,869.00/year, \$1,155.75/month.
- Jekyll Isles Enterprises, Inc. d/b/a Doc's Snack Shop: \$5,244.00/year \$437.00/month.
- Seashell Enterprises, Inc d/b/a Sweets Shoppe: \$3,600.00/year \$300.00/ month.

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

OTHER:

- ❖ Tenant is obligated to repair, maintain, and replace, which specifically include, but is not limited to,
 - (A) Electrical fixtures (for example, but not limited to, switches, outlets, and lighting);
 - (B) Fans and window or wall air conditioning units;
 - (C) Lightbulb and ballast replacement;
 - (D) Flooring; and
 - (E) The Plumbing System, including fixtures, apparatus, and pipes (for example, and not limited to, faucets, sinks, toilets), to the point it reaches behind the interior wall; and
 - (F) The interior walls, which are the sheetrock and interior wall paint/covering.
- ❖ Landlord shall keep in good order and repair the following. Any items not specifically listed in this section are the sole responsibility of Tenant:
 - (A) The roof, defined as the trusses, underlayment, and shingles, including exterior paint;
 - (B) The foundation, exclusive of any flooring;
 - (C) The Wall System, defined as the framing and exterior weatherproofing, window glass, doors, and window and door frames, but not including the sheetrock or interior wall paint/covering; and
 - (D) The Electrical System to the busbars of the main electrical panel, but not including the electrical panel;
 - (E) The HVAC system, including air filters;
 - (F) The plumbing system beginning behind the interior wall;
 - (G) The water heater.
- ❖ Tenant must carry insurance, which is specified in the lease.



POSSIBLE BOARD ACTIONS

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

RECOMMENDATION

Action Number Two is recommended if the Board wishes to approve the rental contracts with the various Pier Road merchants listed in this memo.

The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, October 20, 2020 in the Jekyll Island Convention Center and broadcasted to the public via YouTube.

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

Key Staff Present: Ben Carswell, Director of Conservation
Dr. Terry Norton, Director of the Georgia Sea Turtle Center
Jones Hooks, Executive Director
Marjorie Johnson, Chief Accounting Officer
Jenna Johnson, Director of Human Resources
Alexa Orndoff, Director of Marketing and Communications
Noel Jensen, Chief Operations Officer
Maria Humphrey, Lease Manager
Melissa Cruthirds, General Counsel
Michelle Webb, Executive Assistant

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

Vice Chairman Krueger called the committee sessions to order at approximately 9:30 a.m., introduced those participating via teleconference, and confirmed a quorum.

The roll was called. All members were present except Mr. Trip Tollison who was absent and Chairman Wilkinson who arrived late but assumed control of the meeting at approximately 9:45 a.m.

I. Historic Preservation/Conservation Committee

A. Ben Carswell, Director of Conservation introduced Dr. Rob Jay Exum of Exum Associates, Inc. who presented the draft 2020 Conservation Plan Update. Dr. Exum's presentation outlined: why an update was necessary, the process followed, stakeholder focus groups used, building a team and a portfolio of capabilities and accomplishments, accomplishments achieved, the new enhanced mission statement, significant plan additions and revisions, the impact of climate change and sea level rise, planning for climate challenges, institutional sustainability, information about environmental assessment procedure (EAP) and special protection areas (SPA), EAP outcomes, an increased focus on SPAs, a highlight on beachfront prairie landscape, and information about environmental and outdoor recreation. Finally, Dr. Exum provided information about the upcoming public session later in the day at 4:30 p.m. in the same location as the Board meeting.

Mr. Hooks commented he was very supportive of the update and in particular the added protection of the beachfront prairie area. He requested that the maps be altered so more detail could be easily seen.

B. Dr. Terry Norton, Director of the Georgia Sea Turtle Center presented the Georgia Sea Turtle Center Update. Dr. Norton presented information about: the Georgia Sea Turtle Center (GSTC) Gift Shop, new GSTC staff, improvements in the Learning Center, social media highlights, GSTC ecological research - including Loggerhead sea turtle nest management and program, the GSTC involvement with the Sea Turtle Rehabilitation Website (Wider Caribbean Sea Turtle Conservation Network), veterinary medical research and publication regarding pain management drugs, the AmeriCorps Program, the Diamondback Terrapin conservation program, a highlight of Ruck the Kemp's ridley sea turtle that was a shark bite injury survivor, an interesting case regarding the surgical removal of five fishhooks, and GSTC plans for the future.

C. Mr. Hooks presented Mr. Michael Scott, the new Director of Historic Resources to the Board and members of the public.

There were no questions from the Board and no public comments. It was announced for the record that Ms. Joy Burch Meeks had dropped of the phone line, and that Mr. Wilkinson had joined the meeting and resumed the role as chair.

II. Finance Committee

A. Mr. Bill Gross, Finance Committee Chair, reviewed the September financials as included in the Board materials. He reported revenue from parking fees again exceeded year to date from the previous year. The Convention Center continued to show a loss due to lack of business.

Mr. Hooks commented the net operating cash, even though revenues are over budget, reflected the significantly reduced COVID-19 influenced budget. He reminded the Board and members of the public the fiscal concerns for the Authority are still significant and the convention center continues to show significant losses.

B. Ms. Johnson then introduced the ratification of the emergency purchase of an incubator for Water/Wastewater Department. The incubator is used for water testing as the EPD Wastewater Permit requires Bio-Oxygen Demand (BOD) samples to be housed at 20 degrees Celsius for five days before analysis, three times a week. Staff requested ratification of the emergency purchase of a new incubator in the amount of \$5,755.95. The motion to approve the ratification was made by Mr. Krueger and seconded by Commissioner Williams. The motion was unanimously approved without objection.

There were no public comments.

III. Human Resources Committee

A. Ms. Jenna Johnson, Director of Human Resources introduced a proposed update to the Recruiting and Selection Policy. This policy update changes and prohibits family members and those in a "close personal relationships" from being hired or assigned to work in the same work unit. The motion to approve the new policy was made by Dr. Evans and seconded by Mr. Krueger. The motion was unanimously approved.

B. Ms. Johnson also announced Waylan Carter as the JIFD Firefighter of the Year by the Brunswick Exchange Club during Fire Prevention Month. Mr. Carter was congratulated for his award and thanked for his work.

Mr. Hooks asked that Ms. Jamie Clayton also be recognized for her AmeriCorps award, as mentioned in the GSTC presentation. She was congratulated as well.

There were no further Board comments or questions. There were no public comments.

IV. Marketing Committee

A. Ms. Orndoff, Director of Marketing and Communications delivered a report from the Marketing Department. Ms. Orndoff discussed the 2020 Holly Jolly Season, messaging of “Remote on the Road” promoting Jekyll as a destination for remote work and school, and finally Jekyll Island in the news.

Mr. Krueger asked if the ice-skating rink would be back in 2020 as a holiday activity. Ms. Orndoff stated that due to cost, staff, and safety concerns the ice-skating rink would not be in place this year. However, it would remain in storage for possible future years’ use. Pandemic safety requirements significantly contributed to this decision.

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

V. Legislative Committee

Mr. Hooks reminded the Board of the two projects submitted for funding request this year, the Jekyll Island Campground Expansion the new Public Safety Complex. These requests were the same two projects presented last year. The amounts of the financial requests to the State of Georgia were reviewed as listed on the PowerPoint presentation and in the Board materials. Mr. Hooks stated that this year’s request included the approval of the reclassification of land for these projects achieved last year.

Mr. Hooks listed the state officials that he had corresponded or met with regarding the promotion of these projects. Furthermore, he had communicated with Colonel Wright of the Georgia State Patrol to request help in moving the proposed Public Safety Complex forward.

Next, he would be meeting with select members of the Board to take next steps in promoting these funding requests for Jekyll Island.

There were no public comments.

VI. Committee of the Whole

A. Mr. Jensen, Chief Operations Officer, presented the Summer Waves end of season report. Despite the late opening of the waterpark and limited capacity (due to the pandemic) Summer Waves had financially fared well. Mr. Jensen reviewed attendance numbers and the capacity caps put in place. Adjusted income was only down 8% from the same period in 2019. Mr. Steve Sharp, General Manager of Summer Waves, spoke about the lessons learned and improvements made in the 2020 season. Some improvements included adjusting hours, significant simplification of admissions pricing, and online ticketing. Concession, Season Passes, and Cabana sales were all increased this year. Mr. Jensen and Mr. Hooks applauded Mr. Sharp and his staff for their work during the significant and numerous challenges of the pandemic.

B. Mr. Hooks discussed the Golf Master Plan insights for consideration and the next steps for the Jekyll Island Authority. He first reported Mr. Troy Vincent's delivery of the final report of the Golf Master Plan had been delayed due to a death in the family.

Mr. Hooks outlined and discussed JIA's golf priorities. Some of these had been listed on the PowerPoint presentation slides and included: improved maintenance, enhanced golf operations, reconfiguration to enhance sustainability, alternative land use consistent with JIA's mission, renewed and improved golf experience to attract a broader audience, incorporating successful golf industry trends, excluding housing on core golf courses, limited development with low density, conservation opportunities, and others.

Mr. Hooks then discussed the possible next steps in the project. Without a defined or dedicated budget or schedule, there were additional opportunities to review all the information and options available before making further decisions. Previous proposals, ideas, studies, current conditions, and management information could all be weighed in detail. Furthermore, Mr. Hooks stated a financial analysis was recommended. He encouraged a series of work sessions over the next months.

C. Mr. Jensen next reported on the Special Purpose Local Option Sales Tax (SPLOST) 2016 project update. He stated while SPLOST collections had recently wrapped up in Glynn County, the JIA was completing the last of their SPLOST funded projects. He said the vast majority of the residential streets on Jekyll Island had been repaved with SPLOST money. Other allocations have included additional parking areas to improve the quality and quantity of the parking at locations such as Driftwood Beach, and to also improve the safety for drivers and pedestrians in the area.

Four additional parking area improvements using the last of the SPLOST funds are scheduled for parking areas at Stable and N. Riverview, Americans with Disabilities Act (ADA) access at Driftwood Beach and additional parking, additional parking spots at the St. Andrews Picnic area, and additional South Airport Parking are also planned. Paving contracts had recently been successfully bid with the intent to award. He stated that more environmentally friendly previous concrete was being used in portions of the project. Also, Mr. Jensen was able to confirm all of JIA's SPLOST projects were on schedule and budget. Mr. Hooks stated Mr. Jensen had done an excellent job handling the SPLOST projects. He also emphasized these small parking nodes were in alignment with the Capacity Study.

D. Mr. Hooks then explained to the Board the capital request for bike path rehabilitation. With money from the Federal Emergency Management Agency (FEMA) several badly damaged golf course paths had recently been repaved.

The JIA team identified that rented equipment to process salvaged construction materials could be used for further paving without additional cost. Accordingly, the paving company, Landscapes Unlimited, was contacted regarding a possible change order to pave bike paths.

5,500 linear feet of bike path paving on N. Beachview Drive was proposed. Additionally, the Holiday Inn/Beachview Club owners agreed to contribute 50% of the costs of a secondary section of path, 2,100 feet behind their hotels, if the section could also be paved. The change order would use \$55,600 in bike path improvement capital reserves and an additional \$250,950 in general capital reserves to accomplish 7,600 linear feet of bike path replacement. If approved, the JIA would benefit from significant savings by utilizing the contractor and equipment already on the island. Mr. Hooks felt the chance to pave these

sections of the bike path at such a beneficial rate was an excellent opportunity. Future bike path work was order, but the currently proposed work could be started quickly and would improve both the quality and the width of bike path in these sections.

Mr. Gross asked about the current material on the proposed improvement sections. Mr. Jensen stated that the current material was asphalt. The material would be milled and recycled and replaced with concrete (without shell) if approved. Mr. Jensen agreed that concrete, even without tabby shells, would be an improvement from the current asphalt surface. Mr. Hooks also stated all recent bike paths were concrete without tabby. Mr. Gross also asked if the millings from the recycled asphalt would be retained by the Authority. Mr. Jensen confirmed and stated that material could used for the project if needed.

Mr. Gross made the motion to approve the capital request for bike path rehabilitation and a approve the amendment to the existing contract with a change order. Mr. Atkins seconded the motion. The motion was unanimously approved.

E. Ms. Maria Humphrey, Lease Manager spoke to the Clam Creek Fishing Center Lease Renewal. She stated that while most Jekyll Island leases are automatically renewed, this lease was not and allowed for an update. The lease memorandum in the Board materials outlined the proposed changes to bring this lease in line with other Jekyll Island Leases and renew the lease for 5-years.

Mr. Krueger asked about the particularities of the insurance required, and if details of insurance requirements were available in the lease documents. Ms. Humphrey confirmed that all insurance definitions and specific requirements were listed.

Mr. Krueger moved to approve the lease and the motion was seconded by Mr. Atkins. The motion was unanimously approved.

F. Ms. Melissa Cruthirds, General Counsel, presented an update on Master Plan Amendment Update for the Georgia Power Substation. She reviewed the process the Board had taken, as well as the completed legal ad requirements, opportunities for public comment and hearing, the land being surveyed and staked, and notices sent to appropriate state officials. Public comment was ongoing. The next step in the legally defined process included waiting for any objection for state officials and then possibly considering approval of the amendment by the Board at the December meeting.

G. Mr. Hooks gave the Executive Director's Report.

First, Mr. Hooks gave an update regarding JIAs response to the September 11th ransomware update. Despite the JIA having more security than was required by the State of Georgia in place before the attack, the work to recover from the attack has continued. He shared the significant number of hours that the technology vendor, Coastal Computers, and JIA staff have dedicated to ensuring both recovery and appropriate notification of those who may have been affected. Mr. Hooks was pleased to remind the Board that none of the credit card or gate information was affected. He stated that notices would be sent out soon to those people who may had been affected. Ms. Marjorie Johnson and Ms. Cruthirds also commented about the progress that had taken place and the complexity of the job. Mr. Hooks stated the Georgia Technology Authority and the Georgia Bureau of Investigation continued to monitor the dark web for JIA information.

He also notified the Board the Jekyll Island Seafood Company was currently closed for renovations and would reopen with a new restaurant concept after the first of the year. Also, the Golden Ray recovery and removal had been delayed again. And finally, a Board tour of the Residence Inn/Courtyard by Marriott was scheduled to follow the November meeting.

H. Mr. Wilkinson stated in the Chairman's Comments how proud he was of the remarkable staff.

During public comment, Dr. Al Tate thanked the Board for the approval of the bike path renovation money. However, he asked that section B on the map shown on the PowerPoint, directly north of the currently approved section, be considered for repair due to deterioration. He stated it was a risk and he would like it prioritized.

The Board moved directly into the Board Meeting Agenda.

The Jekyll Island State Park Authority (JIA) Board Meeting
October 20, 2020

Chairman Wilkinson opened the JIA board meeting and roll was called. All members were present except Mr. Trip Tollison.

1. Mr. Atkins moved to approve the minutes of the September 15, 2020 Board Meeting as presented. The motion was seconded by Mr. Krueger. There was no discussion and the minutes were approved unanimously.
2. The ratification of the emergency purchase of an incubator for the Water/Wastewater Department, a recommendation from the Finance Committee, was adopted unanimously.
3. A recommendation from the Human Resources Committee to adopt the policy update for the Recruiting and Selection Policy was adopted unanimously.
4. A recommendation from the Committee of the Whole to approve the capital request for bike path rehabilitation was adopted unanimously.
5. A recommendation from the Committee of the Whole to adopt the Clam Creek Fishing Center Lease Renewal was adopted unanimously.

There were no public comments. The motion to adjourn was made by Mr. Kruger and seconded by Commissioner Williams. There was no objection to the motion and the meeting adjourned at 11:44 a.m.

MEMORANDUM

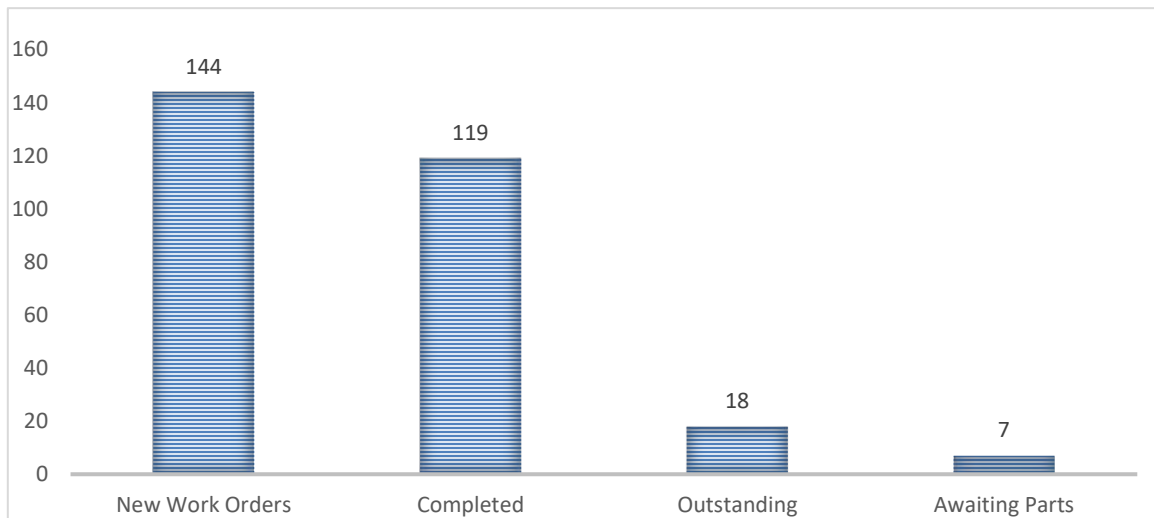
TO: COMMITTEE OF THE WHOLE
FROM: NOEL JENSEN, CHIEF OPERATIONS OFFICER
SUBJECT: OPERATIONS MONTHLY REPORT – OCTOBER 2020
DATE: 11/10/2020

PUBLIC SERVICES

October Highlights:

- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 1,951 gallons of 100LL aviation fuel totaling \$8,196.90 in sales for the month of October.
- Beach crossover construction continues with the current construction of Austin Lane. Updates and photos can be found at <https://www.jekyllisland.com/jekyll-island-authority/beach-crossover-construction/>
- Golf cart path repairs for Indian Mound, Pine Lakes and Oleander Golf Courses have been completed which was funded by FEMA due to Hurricane Irma. Carts continue to only be available for checkout until 4:00PM due to COVID staffing levels.
- Renovations have begun for 8,430 linear feet of bike paths. Updates can be found at <https://www.jekyllisland.com/jekyll-island-authority/bike-path-rehabilitation/>
- The Roads and Grounds, Park Services and Facilities departments continue to work on Christmas lights around the island in preparation for Holly Jolly events.

Operations Department Work Orders

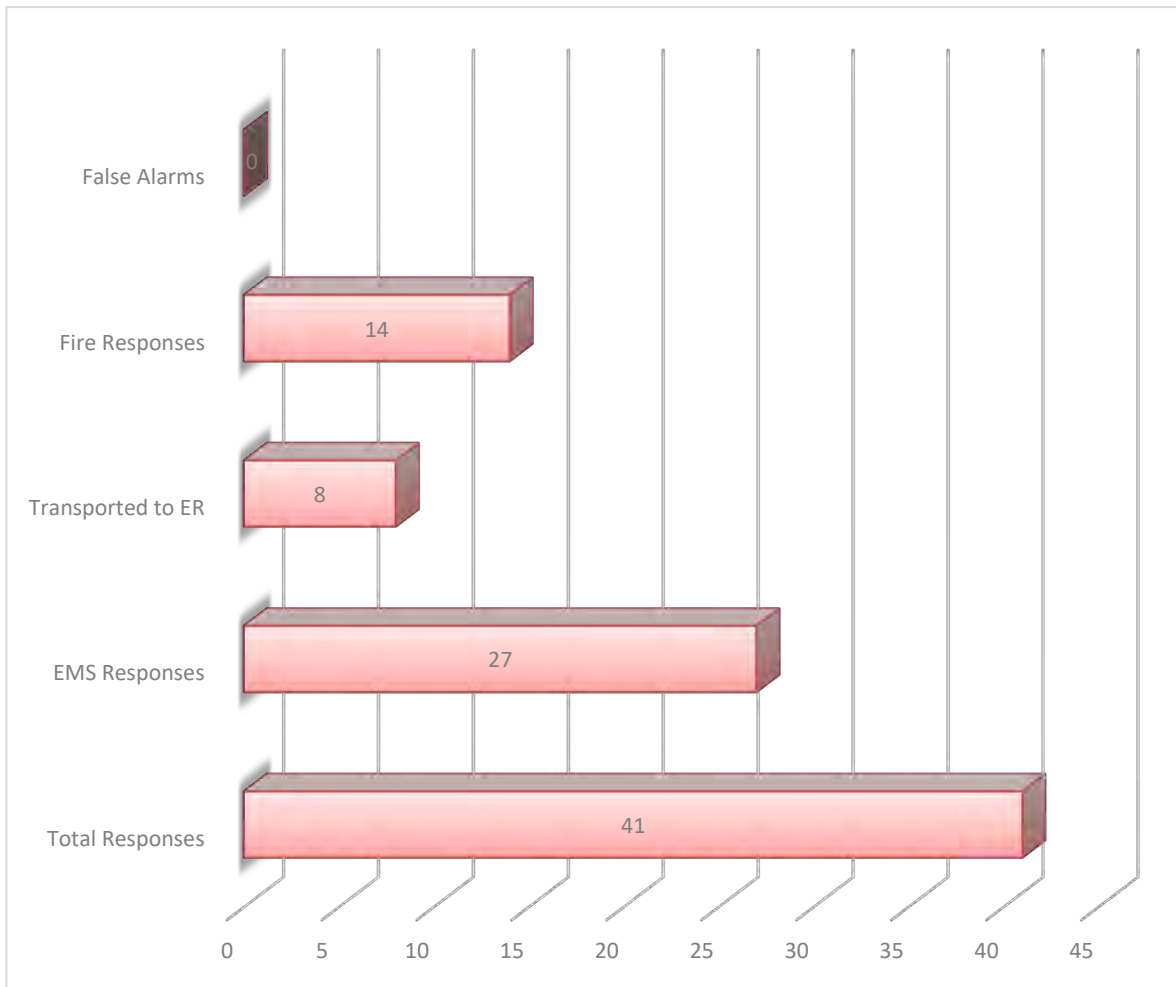


PUBLIC SAFETY – Fire & EMS

October Highlights:

- Completed 236 hours in staff training for the month.
- Fire Marshall performed 21 fire commercial inspections.
- Two building permits were issued, and there was one complaint needing investigation by Code Enforcement.

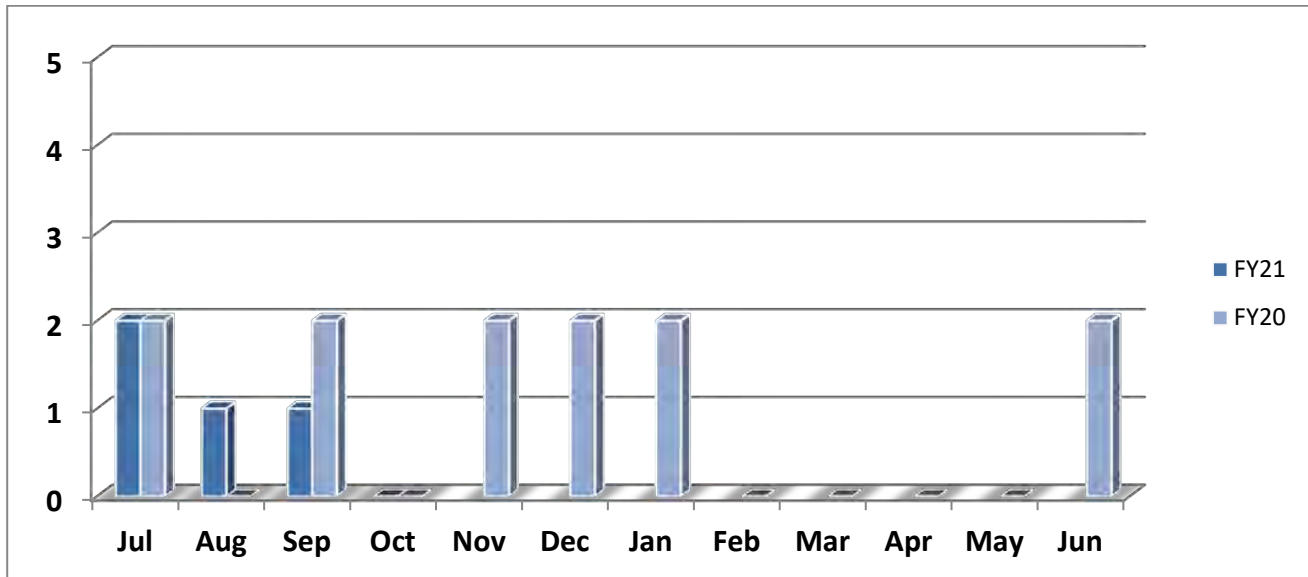
Jekyll Island Fire & EMS Responses



MEMORANDUM

TO: HUMAN RESOURCES COMMITTEE
FROM: JENNA JOHNSON, HR DIRECTOR
SUBJECT: HUMAN RESOURCES COMMITTEE REPORT
DATE: 11/9/2020

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



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

JIA Employee Census: 306

| Month | Full time | Part Time | Seasonal | Interns | Total Employees |
|-------|-----------|-----------|----------|---------|-----------------|
| Oct | 161 | 123 | 6 | 16 | 306 |

- **Retirements:**
 - None.

Recognition:

○ Meet our November Featured Employee: Drew Thomas



A native Nahunta, Georgia, Drew Thomas began his career with the Jekyll Island Authority in 2017 with Golf Course Maintenance as a Turf Assistant, earning his spray license just 5 months later, Drew promoted to a Spray Technician. In 2019 Drew became an Asst. Superintendent Trainee while earning his associates in turf grass management. Drew is learning the “ins and outs” of upkeeping 63 holes, projects to improve the conditions of the courses and applying herbicide fertilizer daily.

Drew’s favorite part of working at Jekyll Island is the team he works and learns with every day, as well as the nature and history of the island. Drew’s love for Jekyll Island reaches beyond the Golf Course, he has volunteered to be “Shrimpy” at the last two

Shrimp & Grits Festivals. He says, “I have enjoyed being the mascot every time I’ve volunteered, the experience has been great and the people I’ve met have been fantastic.”

When Drew is not taking care of the Golf Courses on Jekyll Island, he enjoys fishing, outdoor activities, going to concerts, listening to music and spending time with friends and family.

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

MEMORANDUM

TO: HISTORIC PRESERVATION/CONSERVATION COMMITTEE
FROM: BEN CARSWELL, DIRECTOR OF CONSERVATION
SUBJECT: CONSERVATION UPDATE
DATE: 11/10/2020

Research and Monitoring

- Migratory butterfly surveys have been completed for the year. Our team counted upwards of 96,132 Gulf Fritillary butterflies migrating over 8 survey days through this season in partnership with Krishna Sharma, a graduate student studying under Dr. Lizzie King at UGA. Virtually no research has previously been conducted to characterize the extent, timing, or status of this large-scale migration.
- Data through 2019 has been fully processed and analyzed for JIAs deer population monitoring efforts. Because our population estimating methods involve the arduous task of individually photo identifying as many bucks on the island as possible based on unique antler morphology, there is typically a one-year processing delay before we present population density results. Demographic data, such as the average number of fawns produced per doe is quickly processed within the same year of collection. These data are presented in Figure 1 on page 2 of this report.
- Final reports have been received for the multi-faceted UGA Study investigating the influence of environmental stressors (including deer) on Jekyll Island's priority plant communities. The summary report and seven additional reports focused on each facet of the study will be uploaded to the Jekyll Island Conservation Program website.
- We have begun beach monitoring for wintering piping plover, a federally threatened bird listed under the Endangered Species Act. This effort is being led by Sergio Sabat-Bonilla, who we are hosting on a one-year Fellowship through Georgia Sea Grant in partnership with Georgia Audubon.

Management and Planning

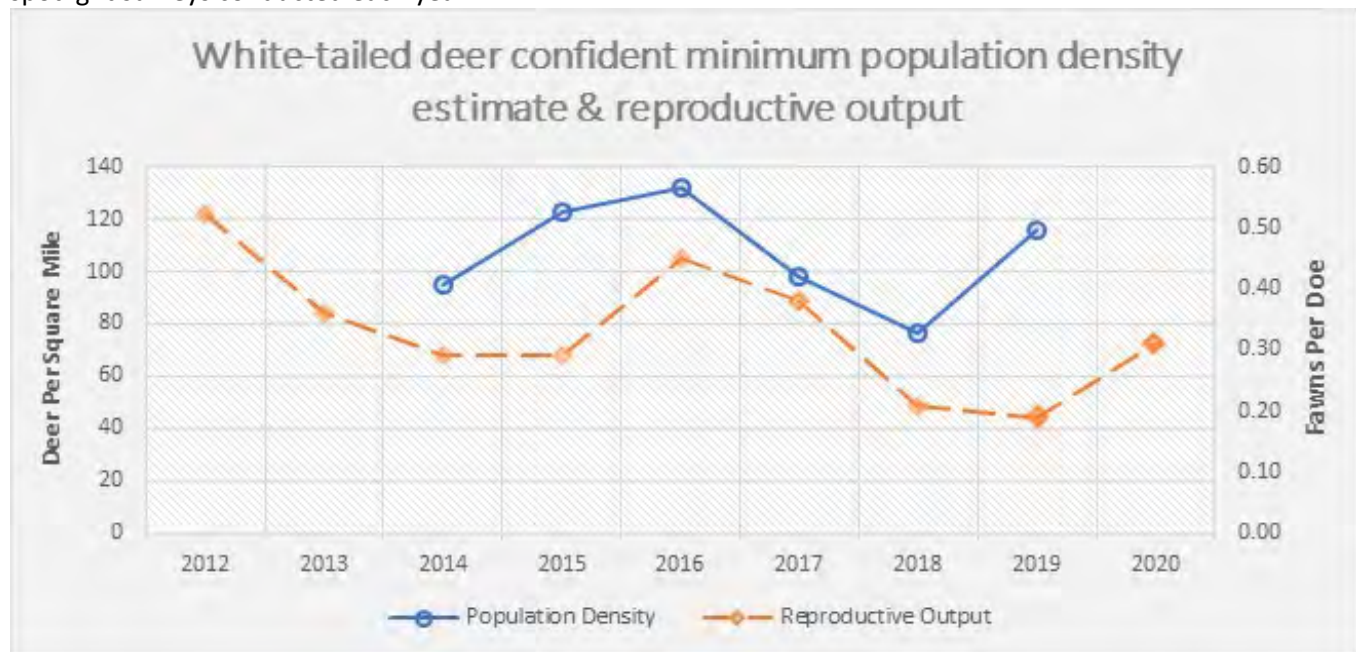
- The Conservation Plan update is continuing to move forward. The online public comment period has been extended to November 20, and we are making changes accordingly as we move towards the final document which is anticipated to be before the Board for consideration of adoption in December. Two zoom-based virtual workshops are being held this week with the two advisory groups we have engaged in the process.
- Georgia power is preparing to complete the final phase of their native plant restoration on the causeway which will involve a light surface till and native grass and wildflower seed spreading in early to mid-December between the Guest Information Plaza and the Cedar Creek bridge.

Outreach and Leadership

- JIAs Wildlife Biologist (Joseph), Land Manager (Yank), and Director of Conservation (Ben) attended the Georgia Coastal Research Council gathering (virtual).

- Yank and Ben attended the Glynn County Shoreline Task Force meeting at the Brunswick Library to discuss the objectives for year 2 of this project which is led by Glynn County and supported by Georgia DNR.
- Yank was invited to lead a training exercise on Little Saint Simons Island to orient their staff to using drone technology in ecological monitoring.
- Our AmeriCorps members and Lead Park Ranger participated in the September 11th National Day of Service that was postponed previously due to inclement weather. They assisted the National Park Service at Fort Frederica with trail work and other activities.

Figure 1. White-tailed deer are an abundant species found in all habitats on Jekyll Island. Annual assessments conducted since 2012 utilizing spotlight surveys, supplemented with photo surveys since 2014, indicate that the population has been generally stable at consistently high densities. Population density estimates have been produced by photo-identifying individual bucks based on unique antler morphology each year at bait stations distributed across representative habitats throughout the Island. Bucks that are not uniquely identifiable with confidence are not counted. The number of uniquely identified bucks is taken as a confident minimum number of adult bucks present on the island at that time. The ratio of bucks to non-bucks (does plus fawns) is averaged over three nights conducting spotlight count surveys along a standardized route across the island. The buck to non-buck ratio is applied to the number of confidently photo-identified bucks to produce a conservative estimate of total deer on the Island, which is divided by the area of the Island (excluding beach, marsh, and ponds) to present the result as density (deer per square mile). Fawns produced per doe is presented as an index of reproductive output and is taken as an average across the three nights of spotlight surveys conducted each year.



MEMORANDUM

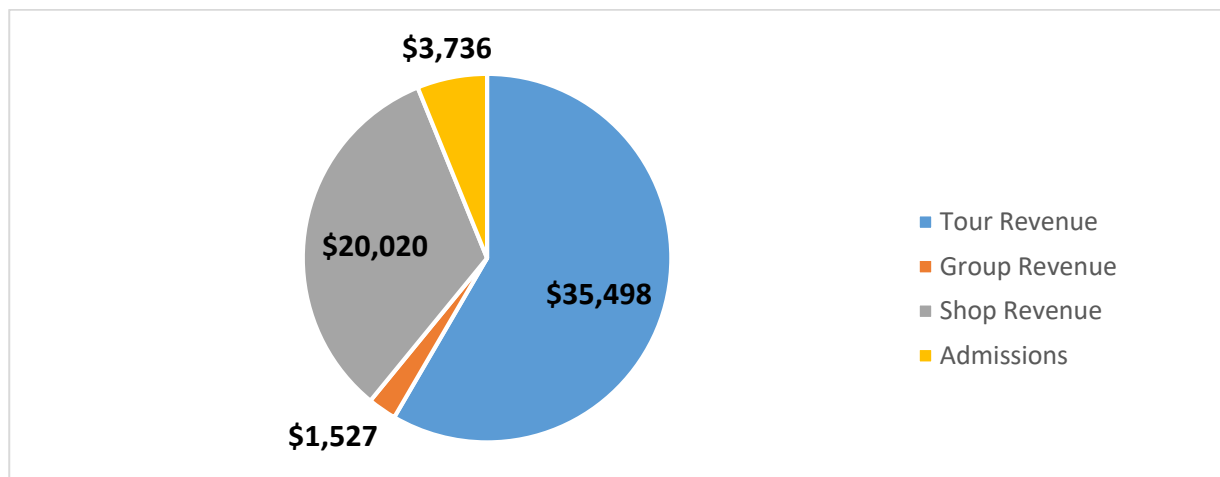
TO: COMMITTEE OF THE WHOLE

FROM: MICHAEL SCOTT, DIRECTOR OF HISTORICAL RESOURCES AND ANDREA MARROQUIN, CURATOR

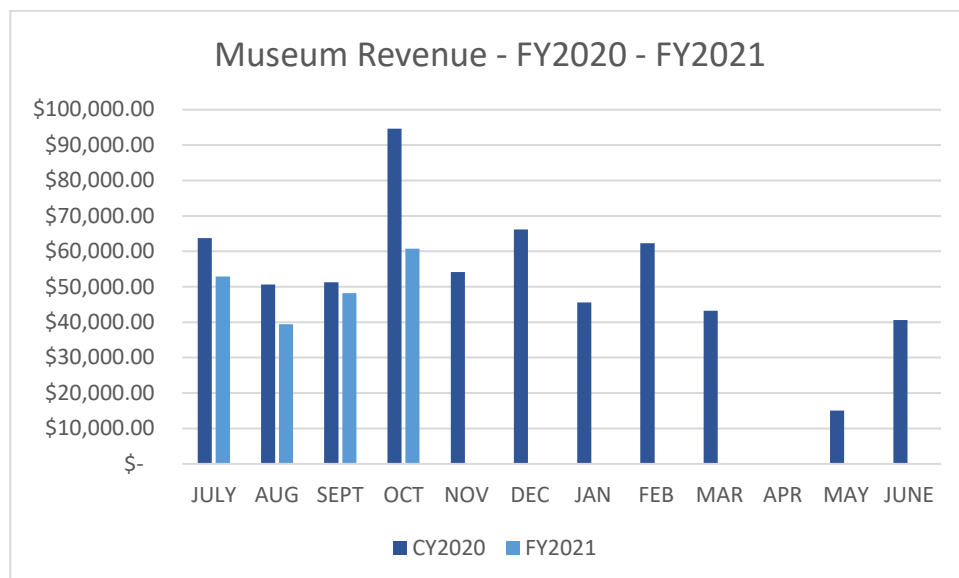
SUBJECT: HISTORIC RESOURCES UPDATE

DATE: 11/9/2020

| | | | | | |
|-----------------------------|-------------|-------------|------------|-------------------|-------|
| Jekyll Island Museum | Paid Tours: | Public: | 1,841 | Admissions: | 2,086 |
| | | Group: | <u>114</u> | | |
| | | Tour Total: | 1,955 | Total Visitation: | 4,041 |
| | | | | | |



While Mosaic, Jekyll Island Museum produced the second best Public Tour Revenue in its recorded history for the month of October, the continued reduction in Group Tour business has nevertheless severely impacted the museum's Total Revenue during the traditionally busy fall season in comparison with prior years.



Special Events

- **Historic District Property Rentals – 280 Attended** - In October, the Jekyll Island Museum hosted 1 memorial service and 4 wedding ceremonies at Faith Chapel, a wedding at Hollybourne Cottage, and a reception at Villa Marianna for a total value of \$4,450.
- **Macabre Tales– 227 Attended** - The Mosaic offered an after-dark ghost tour leading up to the Halloween season, highlighting stories of death, mourning, and ghostly encounters on Jekyll Island.

Curatorial/Research

- **Hollybourne Cottage** –A selection committee conducted interviews of shortlist candidates for RFP 359, to develop an exhibit concept design plan for Hollybourne Cottage.
- **Blueprint and Map Project** – Approximately 5,300 blueprints were sent out for digitization, kicking off Phase II of a large-scale digitization project intended to create easier access to collections. Materials consisted primarily of residential blueprints and island infrastructure plans.
- **Wayside Panels** –Began installation of 9 updated wayside panels interpreting the history of the Jekyll Island Club National Historic Landmark District.
- **Oral History Project** – Conducted an oral history interview with an early State Era resident, who recorded childhood memories of growing up on Jekyll Island and living in Mistletoe Cottage, beginning in 1954.
- **Collection Management** – Received multiple donations, including a piece of Club silverware and a collection of State Era slides. Returned several loan items and communicated with multiple donor families regarding deed of gifts as an ongoing Georgia Museum Property Act project continues.

Historic District/Preservation

- **Pier Road** – Addressed ADA-access ramps on 3 buildings along Pier Road.
- **Villa Ospo** – Continued work refinishing the cabinet doors for the Great Room.
- **Sans Souci** – Documented the existing entry patio for the Sans Souci patio rehab project for the Jekyll Island Club Resort.
- **Clubhouse** – Researched wooden cobbles from 2 different sources for possible project with the Jekyll Island Club Resort.
- **Chichota** – Researched and found potentially suitable tiles for courtyard rehabilitation in preparation for a possible Phase III project for Chichota site improvements.
- **Historic District Gates** – Conducted replacement and repair work on multiple gates in response to vehicle strikes.
- **Goodyear Cottage** – Responded to issues with the fire detection system at Goodyear Cottage.

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: TERRY M. NORTON, GSTC DIRECTOR AND VETERINARIAN, ROB MAHON, GSTC GENERAL MANAGER
SUBJECT: GEORGIA SEA TURTLE CENTER UPDATE – OCTOBER 2020
DATE: 11/9/2020

“Great turtle experience: Great place to learn about sea turtles and see care given to the injured turtles by a wonderful group of people. Great place for kids!” (Trip Advisor Review, October 2020)

“Must see. Love this wonderful group of dedicated workers taking care of the turtles. Amazing to see all the behind care to rehabilitate them turtles.” (Trip Advisor Review, October 2020)

Admissions Comparison with Prior Year (October 2020 vs. October 2019)

The GSTC was open during the month of October under limited visitation capacity due to COVID-19. The October admission count totaled 6,843, which was 92 (1%) less than the admission count for October 2019.

Revenue Categories*

- October concessions \$87,791.86 was \$38,262.31 more than budgeted
- October admissions \$61,690.29 was \$7,503.41 more than budgeted
- Adoption (Sea Turtle) 46 | \$2,295 Donations (general) 30 | \$2,509.19
- Memberships 17 | \$1,184.05 Behind the Scenes 0 participants | \$00.00
- Daily Programs 141
- Sub-Total Education Reservations: 141 Clients | Revenues \$2,615

**some online payments are received later*

Marketing/PR/Events/Grants/Pubs

Social Media, Website and Communications Updates: Trip Advisor: 2,189 reviews, ranking GSTC #4 out of #18 Jekyll attractions; FB: 50,522 likes | 51,812 following; Instagram: 20.6k followers

- Facebook: 51.8K followers | Increase of 30%
- TurtleWeen went virtual this year with a week of resources and fun educational videos on Facebook! It was a success. During this week, we gained 82 followers and engagement increased by about 70%. The videos received many views and shares.
- Raynah, Athena and Emerson's release was Premiered. It received 463 reactions, 258 shares, 66 comments and 16K views. Estimated reach of 36,480 people.
- Adoptions were promoted this month, including the 2020 loggerhead hatchling's pre-adoption. According to Google analytics, 3 adoptions were purchased via Facebook links.
- Instagram: 20.6K followers | Increase of 20%
- Most popular posts this month include:
 - Terrapin Hatchling in Marsh: 766 reactions, 35 shares, 9 comments, 2.9K views
 - Pip's Release: 619 reactions, 65 shares, 30 comments, 2.6K views
 - Chicken Turtle: 935 reactions, 17 shares, 10 comments
- Breanna Ondich gave a Professional Development Presentation (October 13) on the turtles of Jekyll Island to GSTC AmeriCorps members and staff.

Education

- Athena's recovery was quick; she was pulled from adoption sales on 10/5 and released on 10/13. She was only adoptable for 5 weeks; 31 people purchased adoptions (\$1,545). Including membership adoptions, she had 33 parents; all of them were transferred to the pre-adoption of the 2020 Loggerhead Sea Turtle Hatchling.
- Ruck has been improving and we decided to pull him from adoption sales again on 10/7 in case he is released within the next few months.
- We launched a special pre-adoption of the 2020 Loggerhead Sea Turtle Hatchling (C20333) on 10/10. The hatchling was not on exhibit during this time, but parents who adopted by 10/27 had the perk of being able to submit a name suggestion under the theme of the Sargasso Sea. 18 parents purchased a pre-adoption; including memberships and the Athena adoption transfer, the hatchling had 59 pre-adoptive parents. We received 15 name suggestions from pre-adoptive parents.

- We are working to develop a new group adoption for the 2020 cold-stun patients. Hopefully, this adoption can be launched in conjunction with the arrival of the cold stuns (usually November-December).
- The final updates for Adopt-a-Nest were sent this month and the program has concluded for 2020. 58 nests were adopted, raising \$4,350 between May-August.
- The first Teaching with Turtles Newsletter of the 2020 school year was themed for Pre-K through 2nd grade and went out October 21st.

Rehabilitation

| | Sea Turtle | Other Patients |
|-----------------------------|-------------------|-----------------------|
| New Patients | 4 | 17 |
| Current Patients | 14 | 47 |
| Released Patients | 3 | 7 |
| Transferred Patients | 0 | 0 |
| Total Since 2007 | 911 | 1,903 |

Research & Patrol

- We radio-tracked 15 Box Turtles weekly on the golf courses and near residential homes. We also processed 4 Eastern Box Turtles, 1 Mud Turtle, 1 Chicken Turtle, and 1 Florida Softshell for the mark-recapture study.
- We inventoried 1 loggerhead nest, the last of the 2020 season. Sea turtle dawn patrol interacted with 18 people. We also processed one dead stranded loggerhead sea turtle.
- We expanded a collaboration between the Conservation Department and GSTC to complete a manuscript evaluating the efficacy of head-starting box turtles.
- We held meetings with Rehabilitation Department members to plan efforts aimed at understanding and mitigating road mortality effects on the local terrapin population.
- Efforts to mitigate the impacts of marine debris on Jekyll Island continue with data collected by members of the community and GSTC Research team. During the past month, 2791 pieces of marine debris were collected from Jekyll Island beaches and logged with location data into the Marine Debris Tracker application of which 1544 pieces were collected by the GSTC Research team.

AmeriCorps Program, Volunteer Program, and Marine Debris Initiative

| Service Hours | | | |
|------------------------------------|----------------------|--|-------------------------|
| | Monthly Total | YTD Date Total <i>(see YTD period definitions)</i> | Cumulative Total |
| AmeriCorps Service Hours** | 2,854 | 4,993.75 | 396,990.42 |
| Volunteer Hours** | 56.75 | 117.5 | 74,802.51 |
| Marine Debris Hours* | 47.75 | 153.5 | 10,031.08 |
| MDI & Volunteer Program | | | |
| MDI Clean Ups | 0 | 4 | 72 |
| MDI Items Collected | 0 | 0 | 367,430 |
| New Volunteers Oriented | 0 | 0 | 242 |
| Volunteer Shadow Shifts | 0 | 0 | 242 |
| Volunteer Advancements | 0 | 0 | 265 |

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

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: DION DAVIS, E.D.
SUBJECT: JEKYLL ISLAND FOUNDATION UPDATE
DATE: 11/6/20

Finance (FC)/Executive Committee (EC) Meeting: The FC/EC held its scheduled meeting via teleconference on Thursday, October 21, 2020. Agenda included approval of August/September meeting minutes, disbursements and financials, FY20 audit review, operational policy/forms review, Paulk Cup Classic update, end of year membership campaign, and corporate sponsorship program and prospects discussion.

Board of Director's Meeting: The October 29, 2020 board meeting was cancelled due power outages in the northern part of the state. The meeting was rescheduled for Thursday, November 19, 2020. Agenda includes consent agenda approvals, finance committee report, FY20 audit, Paulk Cup Classic wrap up, sustainable funding streams, end of year membership campaign, JIF policy/procedures review/approval: Confidentiality & Conflict of Interest Policy/Agreement, and corporate sponsorship program and prospects.