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## **Agenda**

**Tuesday, October 19, 2021**

**9:30 a.m.**

**Jekyll Island Convention Center  
JIA Committees and Meeting**

### **Public Remote Attendance:**

This meeting will be streamed to YouTube at:

<https://www.youtube.com/channel/UCuWsJpfyPMTCr66XoVFLdOA>

Meeting documents and public comments are available at:

<https://www.jekyllisland.com/jekyll-island-authority/board-directors/>

### **Public Comment**

Written public comments can be submitted online until 12:00 noon on Monday, October 18<sup>th</sup> at the [JIA Board of Directors website](#). The name of the person and the topic of the comment will be read into the record. The full public comment will become part of the permanent record. Opportunities for in-person public comment will be offered at the Board meeting.

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

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

Dale Atkins, Chair

- A. AmeriCorps Members Update – Michelle Kaylor, Director of the Georgia Sea Turtle Center
- B. Eastern Diamondback Rattlesnake Long-Term Monitoring and Research Effort – Ben Carswell, Director of Conservation and Sustainability and Joseph Colbert, Conservation Wildlife Manger

### **II. Finance Committee**

Bill Gross, Chair

- A. September Financials – Bill Gross, Chair
- B. Accounting Department Updates – Marjorie Johnson, Chief Accounting Officer

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

Buster Evans, Chair

- A. Retirement of Dennis Powell - Jenna Johnson, Human Resources Director

#### **IV. Marketing Committee**

Joy Burch-Meeks, Chair

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

#### **V. Legislative Committee**

Trip Tollison, Chair

- A. No Report

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

Joseph B. Wilkinson, Jr., Chair

- A. RCLCO Report for Jekyll Island Buccaneer Site – Jones Hooks, Executive Director and Karl Pischke, RCLCO
- B. Update and Survey Results for Code Revision Project – Melissa Cruthirds, General Counsel, Glenn Coyne, GMC, and Courtney Reich, GMC
- C. Request for Approval of Emergency and Disaster Mutual Aid Agreement with the City of Brunswick and Glynn County – Noel Jensen, Deputy Executive Director and Dennis Gailey, Director of Public Safety
- D. Ratification of Letter Sent to Glynn County Board of Elections and Commissioners Regarding Redistricting Maps– Jones Hooks, Executive Director
- E. Retail Operations Update – Brian O’Neal, Director of Retail Operations
- F. Executive Director’s Report – Jones Hooks, Executive Director
- G. Chairman’s Comments – Joseph B. Wilkinson, Jr., Chairman

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If Needed - 5 Minute Break

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### **Board Meeting Agenda**

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

#### **Action Item**

1. Minutes of the September 21, 2021 Board Meeting
2. Request for Approval of Emergency and Disaster Mutual Aid Agreement with the City of Brunswick and Glynn County
3. Ratification of Letter Sent to Glynn County Board of Elections and Commissioners Regarding Redistricting Maps

#### **Adjournment**

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MEMORANDUM

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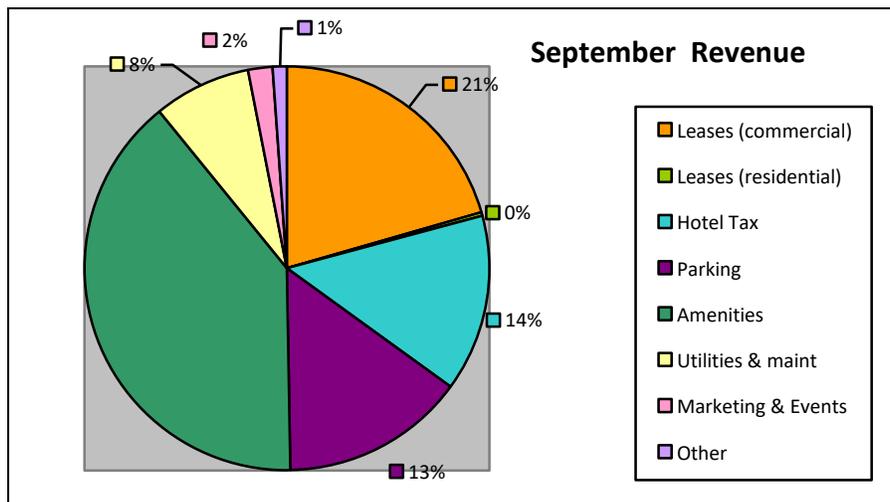
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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON  
**SUBJECT:** SEPTEMBER FINANCIAL STATEMENTS  
**DATE:** 10/12/2021

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## Revenues

Revenues for September were \$2,749,038 which reflects a favorable \$528K (24%) variance from budget. Year-to-date revenues reflect a favorable \$1.9M (19%) variance from budget and a \$3M (34%) variance from the prior year to date revenues.



The largest variances for the month were:

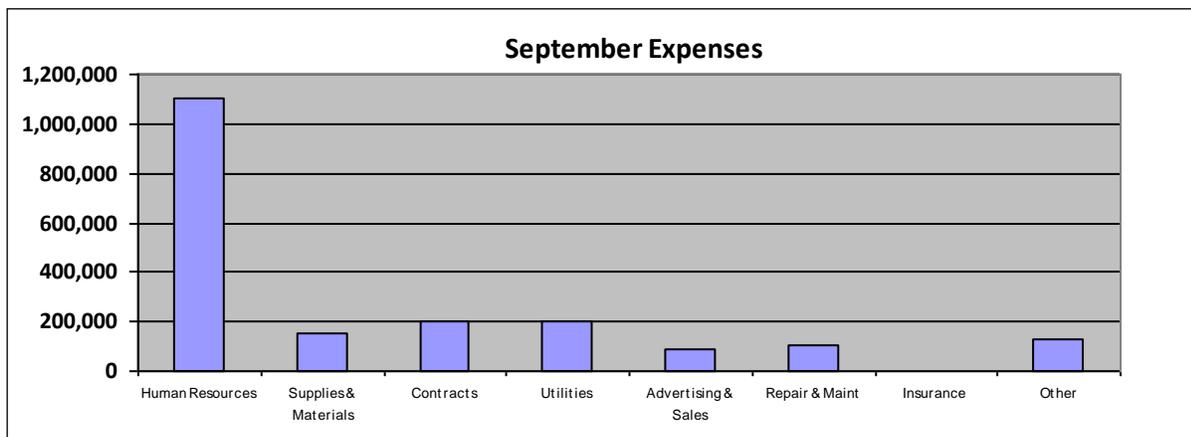
- Hotel/Motel taxes (+\$177K) and Business leases (+\$114K) – Both hotel taxes and percentage rent are collected in September but are based on August hotel and business revenues. Revenues in August were higher than anticipated.
- Golf (+\$55K) – Tournament fees, golf card sales and membership fees were all higher than budget for the month. The weather was favorable for golf this month.
- Campground (+\$55K) – Site rental was \$53K higher than budget. Camping has remained a popular outdoor activity since the onset of COVID last year. Campground currently reflects a favorable \$112K variance from the year-to-date budget.

## Expenses

Expenses were \$1,978,719 for September and reflected a favorable budget variance of \$192K (9%) for the month. Expenses also reflected a favorable \$662K variance from Year-to-date budget and reflected an unfavorable \$1M (18%) variance from Prior Year to Date expenses.

The largest budget variances for the month were:

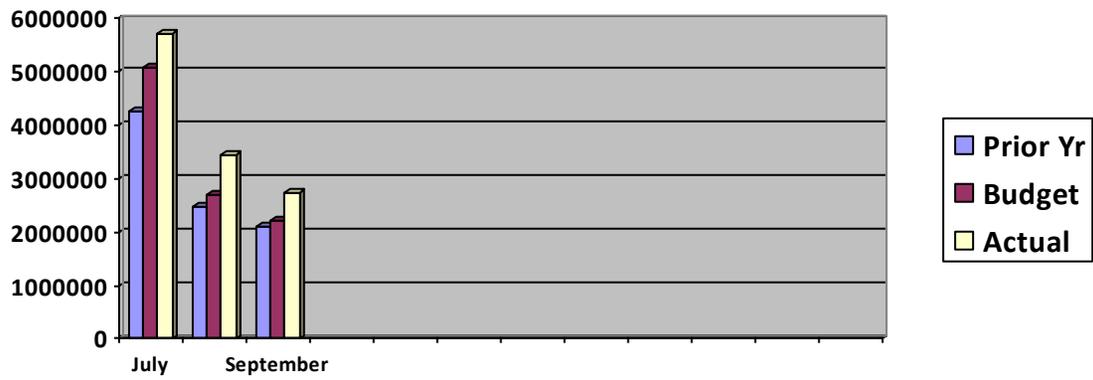
- Human Resources (-\$110K) – vacant positions – full and part time.
- Repairs – Facilities & Grounds (-\$30K), and Contracts (-\$36K) both reflect favorable budget variances. These are assumed to be timing related variances since it is still early in the fiscal year.



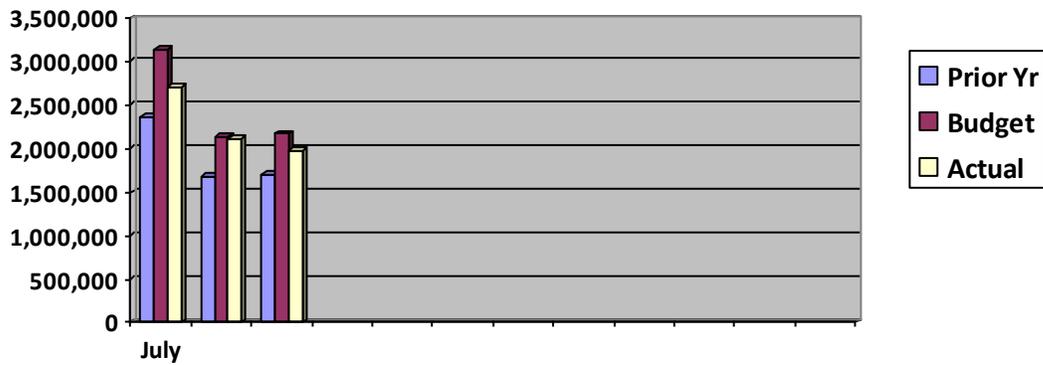
## Net Operating Cash

The Net Operating Cash Income for the month is \$770,319, which is a \$720K favorable variance from the budgeted net operating cash income of \$50,363. Net Operating Cash Income reflects a favorable \$2.6M variance from year-to-date budget and a \$2M favorable variance from prior year to date income.

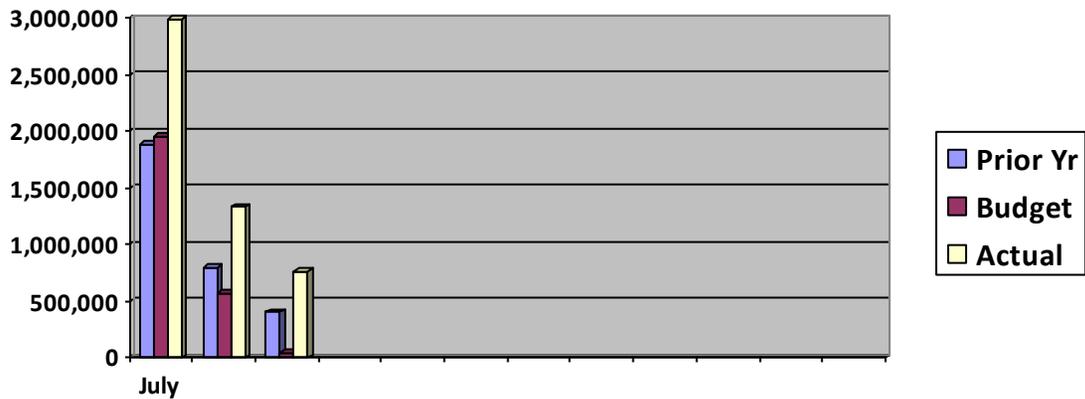
### Total Revenues



### Total Expenses



### Net Operating Cash



Jekyll Island Authority  
CONSOLIDATED BUDGET COMPARISON  
For the Three Months Ending September 30, 2021

	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		PRIOR YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
<b>Revenues</b>											
<b>Administration</b>											
Business Leases	563,998	449,863	114	25%	1,672,962	1,440,162	233	16%	1,273,612	399	31%
Hotel Tax	273,946	150,370	124	82%	838,992	555,109	284	51%	598,370	241	40%
Tourism Development Fund	117,405	64,444	53	82%	359,568	237,904	122	51%	256,444	103	40%
Parking	408,550	382,153	26	7%	1,606,824	1,391,788	215	15%	1,478,224	129	9%
Interest	764	450	0	70%	2,253	1,350	1	67%	1,311	1	72%
Lot Rentals	6,772	6,500	0	4%	64,532	20,000	45	223%	106,712	(42)	-40%
Foundation	399	469	(0)	-15%	2,525	3,188	(1)	-21%	2,387	0	6%
Airport	752	1,395	(1)	-46%	3,351	4,185	(1)	-20%	5,484	(2)	-39%
Administration revenue	20,461	6,224	14	229%	72,552	38,797	34	87%	40,860	32	78%
Beach Village	-	-	-	0%	-	-	-	0%	1,507	(2)	-100%
Intern Housing	4,500	3,950	1	14%	13,500	12,750	1	6%	12,750	1	6%
<b>Total Administration</b>	<b>1,397,546</b>	<b>1,065,818</b>	<b>332</b>	<b>31%</b>	<b>4,637,059</b>	<b>3,705,234</b>	<b>932</b>	<b>25%</b>	<b>3,777,662</b>	<b>859</b>	<b>23%</b>
<b>Enterprises</b>											
Golf	198,956	144,359	55	38%	586,330	454,872	131	29%	456,358	130	28%
Convention Center	250,403	296,580	(46)	-16%	1,124,381	947,415	177	19%	11,427	1,113	9739%
McCormick's Grill	(732)	-	(1)	0%	785	-	1	0%	45,697	(45)	-98%
Summer Waves	129,826	91,248	39	42%	1,433,183	1,270,171	163	13%	1,083,808	349	32%
Campground	169,787	114,742	55	48%	525,634	413,478	112	27%	514,508	11	2%
Life is Good	25,376	16,069	9	58%	104,466	65,336	39	60%	70,924	34	47%
Museum	71,055	48,240	23	47%	231,317	215,447	16	7%	134,357	97	72%
Georgia Sea Turtle Center	177,944	132,993	45	34%	873,084	624,614	248	40%	607,495	266	44%
Conservation	906	650	0	39%	3,360	3,016	0	11%	2,306	1	46%
Miniature Golf & Bikes	31,392	24,974	6	26%	147,403	104,860	43	41%	109,426	38	35%
Water/Wastewater	141,530	153,200	(12)	-8%	509,704	510,623	(1)	0%	486,497	23	5%
Sanitation	49,193	48,053	1	2%	145,012	142,112	3	2%	141,257	4	3%
Fire Department	8,792	4,680	4	88%	1,335,045	1,323,565	11	1%	1,261,040	74	6%
Tennis	4,399	3,933	0	12%	29,013	24,855	4	17%	25,249	4	15%
Marketing, Special Events & Sales	56,511	53,526	3	6%	108,774	107,703	1	1%	48,247	61	125%
Guest Information Center	25,287	10,328	15	145%	61,963	41,852	20	48%	42,469	19	46%
Camp Jekyll & Soccer Fields	9,111	11,097	(2)	-18%	36,551	37,194	(1)	-2%	30,827	6	19%
Landscaping, Roads & Trails	1,757	500	1	251%	4,613	2,950	2	56%	2,042	3	126%
Vehicle & Equipment Maintenance	-	-	-	0%	1,926	250	2	670%	-	2	0%

	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE (000's)	%	YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE (000's)	%	YEAR ACTUAL	VARIANCE (000's)	%
Golf Course Maintenance	-	-	-	0%	234	-	0	0%	-	0	0%
<b>Total Enterprises</b>	<b>1,351,492</b>	<b>1,155,173</b>	<b>196</b>	<b>17%</b>	<b>7,262,778</b>	<b>6,290,312</b>	<b>972</b>	<b>15%</b>	<b>5,073,935</b>	<b>2,189</b>	<b>43%</b>
<b>Total Revenues</b>	<b>2,749,038</b>	<b>2,220,991</b>	<b>528</b>	<b>24%</b>	<b>11,899,837</b>	<b>9,995,546</b>	<b>1,904</b>	<b>19%</b>	<b>8,851,597</b>	<b>3,048</b>	<b>34%</b>

### Expenses

Human Resources	1,101,480	1,211,734	(110)	-9%	3,373,561	3,829,866	(456)	-12%	3,158,085	215	7%
Supplies & Materials	151,278	156,418	(5)	-3%	401,731	424,356	(23)	-5%	242,472	159	66%
Advertising & Sales	85,096	87,767	(3)	-3%	174,428	213,632	(39)	-18%	73,188	101	138%
Repairs - Facilities & Grounds	77,844	107,351	(30)	-27%	355,782	451,824	(96)	-21%	294,074	62	21%
Utilities	191,489	194,475	(3)	-2%	566,692	576,777	(10)	-2%	530,325	36	7%
Insurance	2,661	3,392	(1)	-22%	641,950	664,201	(22)	-3%	577,965	64	11%
Contracts	202,843	238,758	(36)	-15%	673,390	713,576	(40)	-6%	454,913	218	48%
Rentals	44,096	58,571	(14)	-25%	155,243	170,582	(15)	-9%	127,425	28	22%
Printing	5,217	7,463	(2)	-30%	11,282	31,281	(20)	-64%	27,394	(16)	-59%
Motor Vehicle	24,781	20,011	5	24%	73,537	67,384	6	9%	52,247	21	41%
Telephone	8,735	10,151	(1)	-14%	27,558	30,427	(3)	-9%	30,659	(3)	-10%
Equipment Purchase <\$1K	9,694	9,034	1	7%	26,290	24,616	2	7%	15,743	11	67%
Equipment Purchase \$1K to \$5K	13,567	7,000	7	94%	23,909	15,750	8	52%	-	24	0%
Travel	5,425	4,665	1	16%	7,613	12,255	(5)	-38%	2,619	5	191%
Dues	15,871	27,767	(12)	-43%	134,078	136,028	(2)	-1%	64,312	70	108%
Credit Card Fees	38,613	26,047	13	48%	157,865	104,731	53	51%	108,820	49	45%
Bank Fees	27	25	0	8%	81	75	0	8%	-	0	0%
<b>Total Expenditures</b>	<b>1,978,719</b>	<b>2,170,629</b>	<b>(192)</b>	<b>-9%</b>	<b>6,804,992</b>	<b>7,467,361</b>	<b>(662)</b>	<b>-9%</b>	<b>5,760,241</b>	<b>1,045</b>	<b>18%</b>
<b>Net Operating Cash Income **</b>	<b>770,319</b>	<b>50,363</b>	<b>720</b>	<b>1430%</b>	<b>5,094,845</b>	<b>2,528,185</b>	<b>2,567</b>	<b>102%</b>	<b>3,091,356</b>	<b>2,003</b>	<b>65%</b>

\*\* Does not include depreciation or capital projects

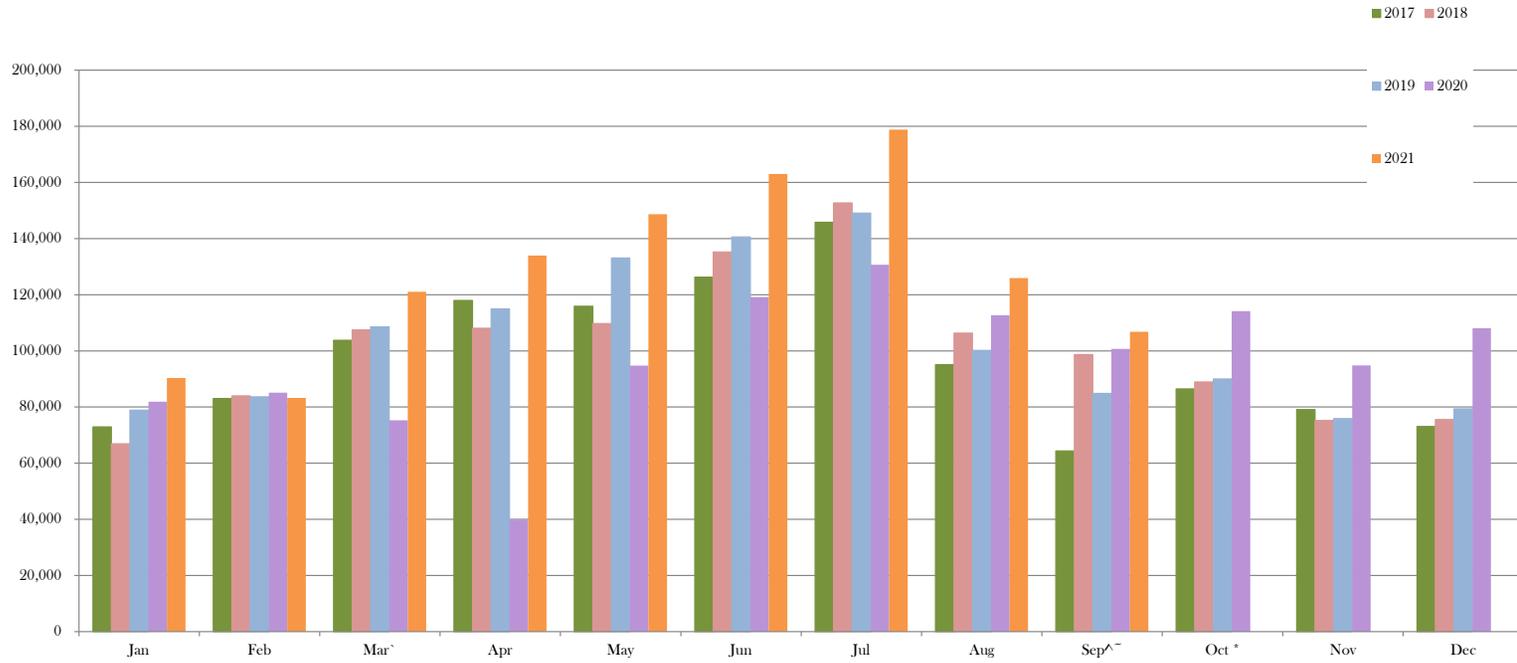
## September 2021 Traffic Counts

	2017			2018			2019			2020			2021		
	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total
January	26,372	46,562	72,934	21,065	45,842	66,907	28,874	50,037	78,911	29,773	52,159	81,932	23,462	66,875	90,337
February	35,982	47,081	83,063	34,326	49,664	83,990	35,010	48,619	83,629	32,646	52,457	85,103	22,609	60,616	83,225
March	49,605	54,166	103,771	51,052	56,444	107,496	51,682	56,865	108,547	27,012	48,279	75,291	39,560	81,491	121,051
April	66,259	51,718	117,977	55,620	52,474	108,094	61,404	53,529	114,933	12,082	27,810	39,892	47,198	86,746	133,944
May	62,367	53,558	115,925	54,547	55,167	109,714	74,194	58,894	133,088	44,891	49,825	94,716	58,179	90,491	148,670
June	72,234	54,056	126,290	79,575	55,657	135,232	82,105	58,479	140,584	51,147	68,042	119,189	60,141	102,896	163,037
July	90,765	55,010	145,775	95,960	56,773	152,733	89,499	59,595	149,094	56,441	74,236	130,677	60,613	118,185	178,798
August	44,352	50,732	95,084	53,639	52,681	106,320	47,501	52,687	100,188	39,096	73,585	112,681	38,368	87,543	125,911
September	26,578	37,809	64,387	49,032	49,651	98,683	37,317	47,518	84,835	34,055	66,662	100,717	34,300	72,468	106,768
October	35,871	50,566	86,437	38,539	50,366	88,905	39,100	50,923	90,023	33,851	80,276	114,127	0	0	0
November	32,323	46,777	79,100	29,468	45,737	75,205	30,173	45,699	75,872	22,914	71,876	94,790	0	0	0
December	27,891	45,195	73,086	30,104	45,436	75,540	31,871	47,504	79,375	29,842	78,215	108,057	0	0	0
Totals	570,599	593,230	1,163,829	592,927	615,892	1,208,819	608,730	630,349	1,239,079	413,750	743,422	1,157,172	384,430	767,311	1,151,741

LPR System began April 2020

Year to Date Comparison	2017 YTD	2018 YTD	2019 YTD	2020 YTD	2021 YTD
	925,206	969,169	993,809	840,198	1,151,741

### Gate Traffic Counts by Month

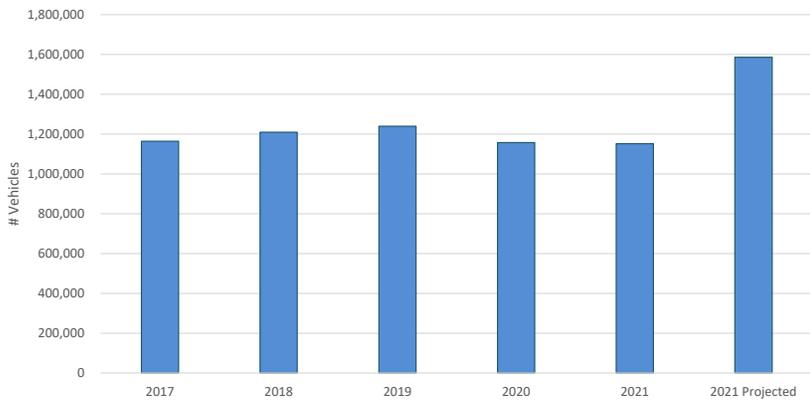


COVID - March 2020 through July 2020 (most significant impact)

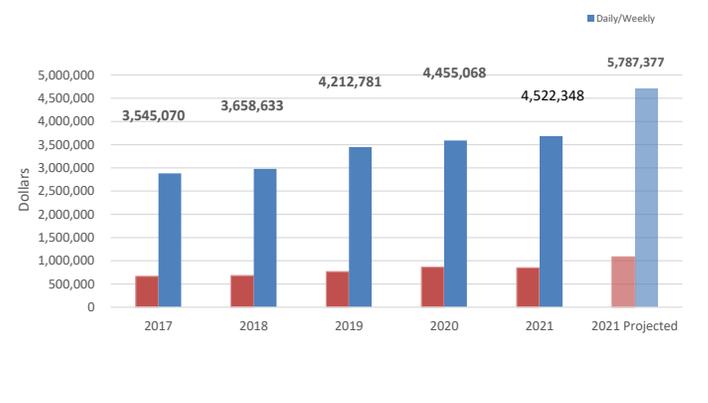
^Sep 2017 - Hurricane Irma

~Sept 2019 - Hurricane Dorian

### Annual Traffic Count



### Annual Revenue



October 4, 2021

Jekyll Island Convention Center ASM Global and JIA Sales Combined  
September Financial Review

<u>September</u>	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Number of Events	11	14	7	18	18	18	22	15
Event Days	14	20	30	39	27	22	41	18
Attendance	2104	379	3672	6881	6126	4424	7426	3249
Revenue	\$265,923 \$338,440bud	\$16,457	\$268,138	\$400,202	\$314,074	\$224,600	\$291,937	\$133,581
Sqr ft used	231,100	20,000	353,400	N/A	N/A	N/A	N/A	N/A

Numbers were not quite as budgeted but were close. There were cancellations in September due to COVID-19 concerns. Two conventions and two banquets were canceled, valued at \$123,000 total.

**FUTURE Contracts Issued – 6 estimated revenue -\$78,000**

Conventions –2– Anticipated revenue \$40,000  
Meetings –0– Anticipated revenue \$0  
Banquet –1 – Anticipated revenue \$11,000  
Weddings –0 – Anticipated revenue \$0  
Public Event –3- Anticipated revenue \$27,000

**PROPOSALS**

CVB – 9  
Westin –2  
CVENT- 4  
Combined sites and planning meetings with all staff - 12

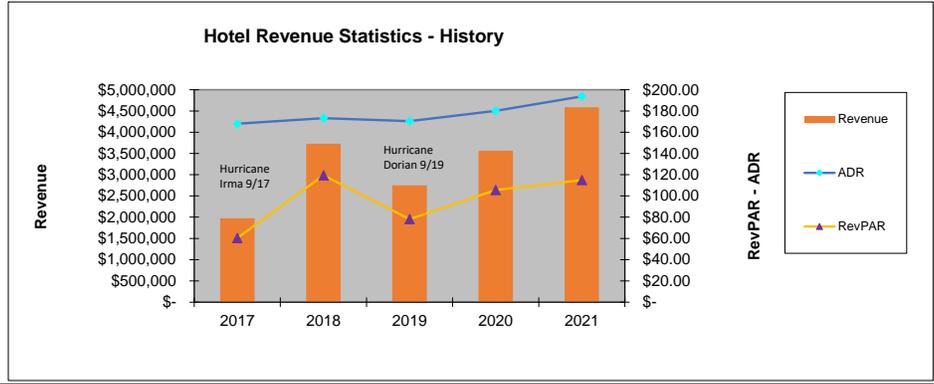
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

September 2021

### HOTEL STATISTICS AT-A-GLANCE

<b>Sep-21</b>		
Total Revenue	\$	4,586,305
Occupancy Rate		59.3%
Rev PAR	\$	114.84
ADR	\$	193.70
<b>Sep-20</b>		
Total Revenue	\$	3,564,690
Occupancy Rate		58.6%
RevPAR	\$	105.52
ADR	\$	180.11
<b>Sep-19</b>		
Total Revenue	\$	2,747,127
Occupancy Rate		45.9%
RevPAR	\$	78.23
ADR	\$	170.33



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021	2020	Revenue Variance	
							Room Revenue	Room Revenue		
Beachview Club	38	1,018	473	46.5%	\$ 224.13	\$ 104.14	\$ 106,015.69	\$ 91,557.10	\$ 14,459	16%
Home2Suites	107	3,210	1,879	58.5%	\$ 177.29	\$ 103.78	\$ 333,135.99	\$ 274,122.00	\$ 59,014	22%
Holiday Inn Resort	157	4,314	2,550	59.1%	\$ 189.90	\$ 112.25	\$ 484,235.84	\$ 440,483.38	\$ 43,752	10%
Days Inn & Suites	124	3,618	2,924	80.8%	\$ 139.75	\$ 112.94	\$ 408,619.37	\$ 351,038.00	\$ 57,581	16%
Courtyard by Marriott/ Residence Inn	209	6,270	2,522	40.2%	\$ 177.04	\$ 71.21	\$ 446,507.00	\$ -	\$ 446,507	0%
Hampton Inn	138	4,002	2,441	61.0%	\$ 147.34	\$ 89.87	\$ 359,650.00	\$ 417,284.00	\$ (57,634)	-14%
Jekyll Island Club Resort	200	6,000	3,853	64.2%	\$ 271.03	\$ 174.04	\$ 1,044,265.00	\$ 842,805.00	\$ 201,460	24%
Seafarer Inn & Suites	73	2,165	1,289	59.5%	\$ 147.74	\$ 87.96	\$ 190,433.76	\$ 151,509.18	\$ 38,925	26%
Villas by the Sea	127	2,512	1,425	56.7%	\$ 190.97	\$ 108.33	\$ 272,137.31	\$ 259,256.00	\$ 12,881	5%
Villas by the Sea - Jekyll Realty	13	390	188	48.2%	\$ 154.21	\$ 74.34	\$ 28,991.81	\$ 32,012.18	\$ (3,020)	-9%
Villas by the Sea - Parker Kaufman	20	439	290	66.1%	\$ 107.42	\$ 70.96	\$ 31,151.89	\$ 18,261.00	\$ 12,891	71%
Westin	200	6,000	3843	64.1%	\$ 229.29	\$ 146.86	\$ 881,161.00	\$ 686,362	\$ 194,799	28%
<b>Sep-21 Total</b>	<b>1,406</b>	<b>39,938</b>	<b>23,677</b>	<b>59.3%</b>	<b>\$ 193.70</b>	<b>\$ 114.84</b>	<b>\$ 4,586,305</b>	<b>\$ 3,564,690</b>	<b>\$ 1,021,615</b>	<b>28.7%</b>

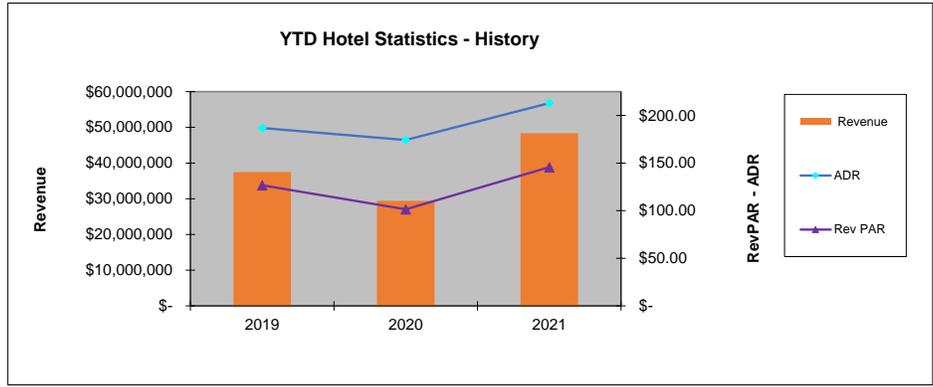
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - September 2021

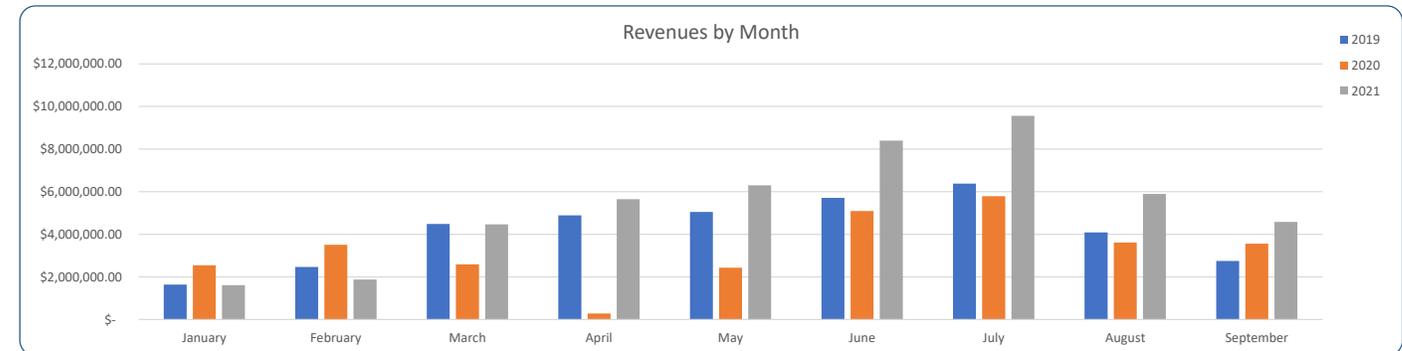
### HOTEL STATISTICS AT-A-GLANCE

<b>2021</b>		
Total Revenue	\$	48,361,498
Occupancy Rate		68.4%
Rev PAR	\$	145.64
ADR	\$	212.92
<b>2020</b>		
Total Revenue	\$	29,421,638
Occupancy Rate		58.2%
RevPAR	\$	101.40
ADR	\$	174.17
<b>2019</b>		
Total Revenue	\$	37,475,152
Occupancy Rate		67.9%
RevPAR	\$	126.70
ADR	\$	186.73



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	9,568	5,903	61.7%	\$ 217.86	\$ 134.41	1,285,999	846,577	\$ 439,422	52%
Home2Suites	107	28,541	19,851	69.6%	\$ 185.75	\$ 129.19	3,687,354	2,379,822	\$ 1,307,531	55%
Holiday Inn Resort	157	39,094	27,512	70.4%	\$ 211.85	\$ 149.09	5,828,434	3,692,875	\$ 2,135,559	58%
Days Inn & Suites	124	33,552	26,104	77.8%	\$ 166.57	\$ 129.59	4,348,063	2,861,529	\$ 1,486,533	52%
Courtyard by Marriott/ Residence Inn	209	25,080	13,705	54.6%	\$ 232.23	\$ 126.90	3,182,716	0	\$ 3,182,716	0%
Hampton Inn	138	37,536	26,647	71.0%	\$ 181.54	\$ 128.87	4,837,449	3,196,231	\$ 1,641,218	51%
Jekyll Island Club Resort	200	54,800	35,759	65.3%	\$ 277.77	\$ 181.26	9,932,818	6,278,042	\$ 3,654,776	58%
Seafarer Inn & Suites	73	19,742	11,971	60.6%	\$ 179.93	\$ 109.11	2,153,954	1,723,879	\$ 430,075	25%
Villas by the Sea	127	22,201	14,977	67.5%	\$ 192.87	\$ 130.11	2,888,609	2,710,102	\$ 178,507	7%
Villas by the Sea - Jekyll Realty	13	3,474	2,081	59.9%	\$ 186.41	\$ 111.66	387,909	358,741	\$ 29,168	8%
Villas by the Sea - Parker Kaufman	20	3,863	2,529	65.5%	\$ 114.81	\$ 75.16	290,350	246,231	\$ 44,119	18%
Westin	200	54,600	40,095	73.4%	\$ 237.88	\$ 174.69	9,537,844	5,127,607	\$ 4,410,237	86%
<b>2021 Total</b>		<b>332,051</b>	<b>227,134</b>	<b>68.4%</b>	<b>\$ 212.92</b>	<b>\$ 145.64</b>	<b>\$ 48,361,498</b>	<b>\$ 29,421,638</b>	<b>\$ 18,939,861</b>	<b>64.4%</b>
<b>2020 Total</b>		<b>290,151</b>	<b>168,923</b>	<b>58.2%</b>	<b>\$ 174.17</b>	<b>\$ 101.40</b>	<b>\$ 29,421,638</b>			
<b>2019 Total</b>		<b>295,782</b>	<b>200,696</b>	<b>67.9%</b>	<b>\$ 186.73</b>	<b>\$ 126.70</b>	<b>\$ 37,475,152</b>			



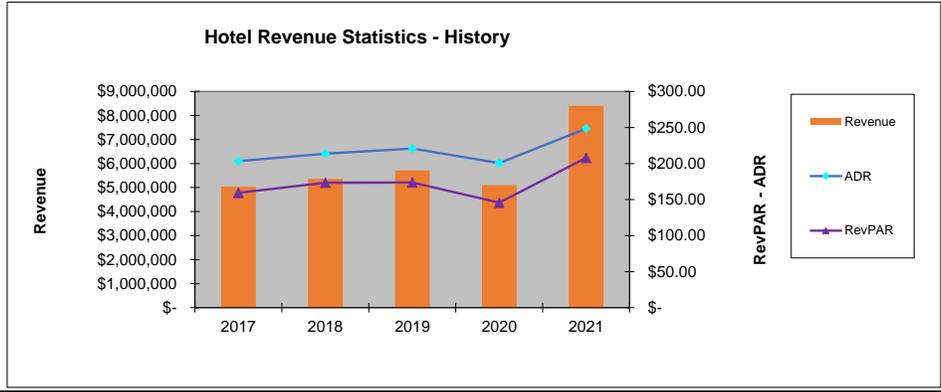
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

June 2021

### HOTEL STATISTICS AT-A-GLANCE

<b>Jun-21</b>		
Total Revenue	\$	8,402,824
Occupancy Rate		83.7%
Rev PAR	\$	207.96
ADR	\$	248.56
<b>Jun-20</b>		
Total Revenue	\$	5,094,757
Occupancy Rate		72.6%
RevPAR	\$	145.70
ADR	\$	200.62
<b>Jun-19</b>		
Total Revenue	\$	5,710,653
Occupancy Rate		78.7%
RevPAR	\$	173.76
ADR	\$	220.91



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	1,120	948	84.6%	\$ 254.43	\$ 215.35	\$ 241,197.54	\$ 144,785.97	\$ 96,412	67%
Home2Suites	107	3,210	2,779	86.6%	\$ 214.08	\$ 185.34	\$ 594,931.84	\$ 383,723.00	\$ 211,209	55%
Holiday Inn Resort	157	4,645	4,202	90.5%	\$ 259.48	\$ 234.73	\$ 1,090,325.21	\$ 604,021.25	\$ 486,304	81%
Days Inn & Suites	124	3,720	3,472	93.3%	\$ 216.13	\$ 201.72	\$ 750,393.00	\$ 502,867.95	\$ 247,525	49%
Courtyard by Marriott/ Residence Inn	209	5,852	3,123	53.4%	\$ 242.08	\$ 129.19	\$ 756,031.00	\$ -	\$ 756,031	0%
Hampton Inn	138	4,140	3,631	87.7%	\$ 230.89	\$ 202.50	\$ 838,349.00	\$ 528,842.00	\$ 309,507	59%
Jekyll Island Club Resort	200	6,000	5,294	88.2%	\$ 299.21	\$ 264.00	\$ 1,584,018.00	\$ 1,063,063.00	\$ 520,955	49%
Seafarer Inn & Suites	73	2,120	1,756	82.8%	\$ 221.03	\$ 183.08	\$ 388,124.60	\$ 287,167.77	\$ 100,957	35%
Villas by the Sea	129	2,669	2,269	85.0%	\$ 221.79	\$ 188.55	\$ 503,245.54	\$ 452,246.27	\$ 50,999	11%
Villas by the Sea - Jekyll Realty	15	450	378	84.0%	\$ 224.50	\$ 188.58	\$ 84,859.97	\$ 58,784.39	\$ 26,076	44%
Villas by the Sea - Parker Kaufman	20	480	315	65.6%	\$ 137.15	\$ 90.00	\$ 43,201.25	\$ 38,807.50	\$ 4,394	11%
Westin	200	6,000	5,639	94.0%	\$ 271.00	\$ 254.69	\$ 1,528,147.00	\$ 1,030,448	\$ 497,699	48%
<b>Jun-21 Total</b>	<b>1,410</b>	<b>40,406</b>	<b>33,806</b>	<b>83.7%</b>	<b>\$ 248.56</b>	<b>\$ 207.96</b>	<b>\$ 8,402,824</b>	<b>\$ 5,094,757</b>	<b>\$ 3,308,067</b>	<b>64.9%</b>

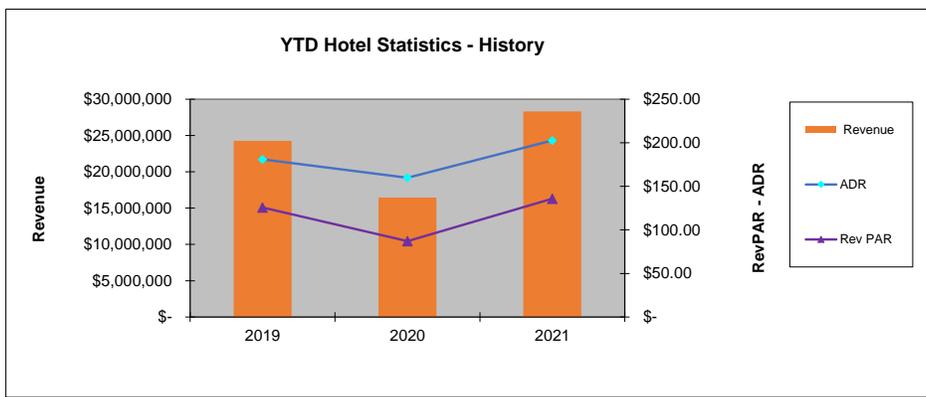
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - June 2021

### HOTEL STATISTICS AT-A-GLANCE

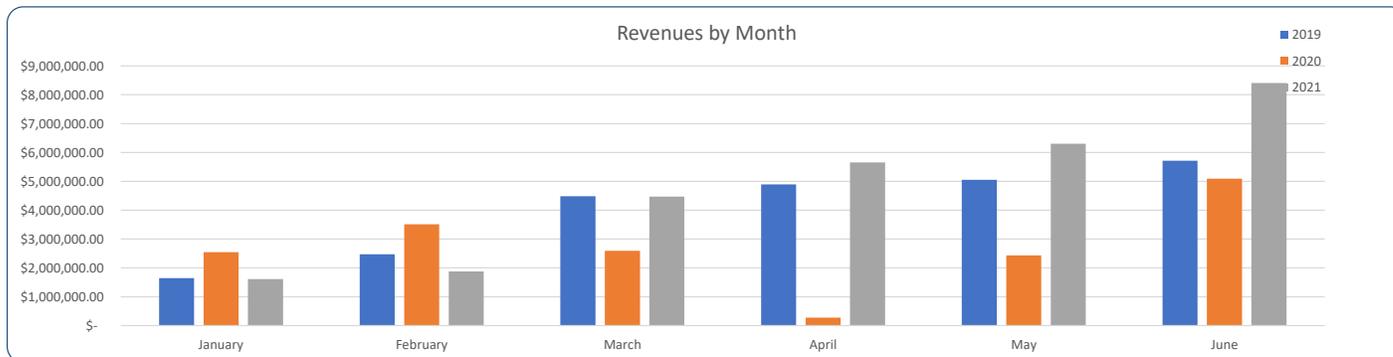
<b>2021</b>		
Total Revenue	\$	28,313,869
Occupancy Rate		67.0%
Rev PAR	\$	135.82
ADR	\$	202.68
<b>2020</b>		
Total Revenue	\$	16,451,858
Occupancy Rate		54.5%
RevPAR	\$	87.11
ADR	\$	159.86
<b>2019</b>		
Total Revenue	\$	24,254,117
Occupancy Rate		69.5%
RevPAR	\$	125.77
ADR	\$	180.96



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	6,378	3,966	62.2%	\$ 199.00	\$ 123.74	789,217	442,172	\$ 347,046	78%
Home2Suites	107	18,697	12,859	68.8%	\$ 174.99	\$ 120.35	2,250,249	1,344,632	\$ 905,617	67%
Holiday Inn Resort	157	25,409	17,724	69.8%	\$ 195.01	\$ 136.03	3,456,324	1,986,361	\$ 1,469,963	74%
Days Inn & Suites	124	22,444	16,574	73.8%	\$ 156.11	\$ 115.28	2,587,356	1,485,581	\$ 1,101,775	74%
Courtyard by Marriott/ Residence Inn	209	5,852	3,123	53.4%	\$ 242.08	\$ 129.19	756,031	0	\$ 756,031	0%
Hampton Inn	138	24,978	17,205	68.9%	\$ 168.46	\$ 116.04	2,898,413	1,864,657	\$ 1,033,756	55%
Jekyll Island Club Resort	200	36,400	23,335	64.1%	\$ 275.91	\$ 176.88	6,438,285	3,364,246	\$ 3,074,039	91%
Seafarer Inn & Suites	73	13,143	7,477	56.9%	\$ 170.90	\$ 97.22	1,277,823	1,046,126	\$ 231,696	22%
Villas by the Sea	129	14,353	9,512	66.3%	\$ 183.59	\$ 121.67	1,746,312	1,509,443	\$ 236,869	16%
Villas by the Sea - Jekyll Realty	15	2,154	1,169	54.3%	\$ 174.67	\$ 94.80	204,192	179,506	\$ 24,686	14%
Villas by the Sea - Parker Kaufman	20	2,463	1,522	61.8%	\$ 99.50	\$ 61.48	151,433	139,138	\$ 12,295	9%
Westin	200	36,200	25,231	69.7%	\$ 228.22	\$ 159.07	5,758,233	3,089,996	\$ 2,668,237	86%
<b>2021 Total</b>		<b>208,471</b>	<b>139,697</b>	<b>67.0%</b>	<b>\$ 202.68</b>	<b>\$ 135.82</b>	<b>\$ 28,313,869</b>	<b>\$ 16,451,858</b>	<b>\$ 11,862,011</b>	<b>72.1%</b>
<b>2020 Total</b>		<b>188,872</b>	<b>102,917</b>	<b>54.5%</b>	<b>\$ 159.86</b>	<b>\$ 87.11</b>	<b>\$ 16,451,858</b>			
<b>2019 Total</b>		<b>192,849</b>	<b>134,029</b>	<b>69.5%</b>	<b>\$ 180.96</b>	<b>\$ 125.77</b>	<b>\$ 24,254,117</b>			

Revenues by Month



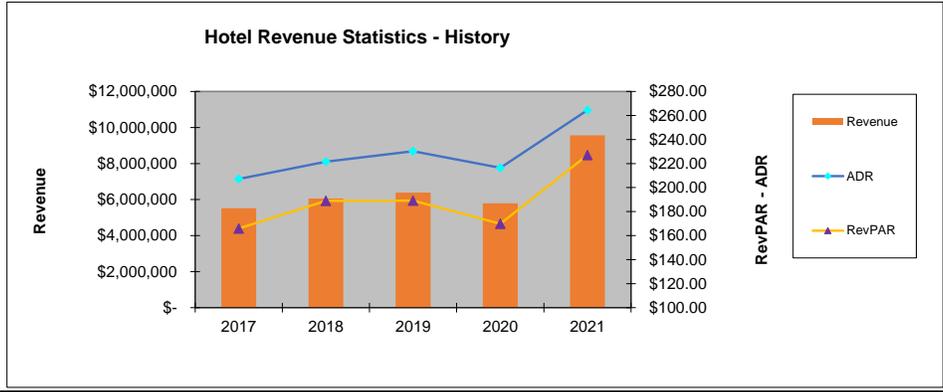
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

July 2021

### HOTEL STATISTICS AT-A-GLANCE

<b>Jul-21</b>		
Total Revenue	\$	9,562,376
Occupancy Rate		85.9%
Rev PAR	\$	227.05
ADR	\$	264.45
<b>Jul-20</b>		
Total Revenue	\$	5,794,380
Occupancy Rate		78.5%
RevPAR	\$	169.94
ADR	\$	216.43
<b>Jul-19</b>		
Total Revenue	\$	6,380,779
Occupancy Rate		82.1%
RevPAR	\$	189.02
ADR	\$	230.32



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	1,119	940	84.0%	\$ 272.04	\$ 228.53	\$ 255,721.96	\$ 210,553.31	\$ 45,169	21%
Home2Suites	107	3,317	2,878	86.8%	\$ 233.46	\$ 202.56	\$ 671,886.52	\$ 482,877.55	\$ 189,009	39%
Holiday Inn Resort	157	4,823	4,318	89.5%	\$ 296.62	\$ 265.56	\$ 1,280,796.55	\$ 831,571.34	\$ 449,225	54%
Days Inn & Suites	124	3,807	3,688	96.9%	\$ 235.59	\$ 228.22	\$ 868,846.59	\$ 629,953.56	\$ 238,893	38%
Courtyard by Marriott/ Residence Inn	209	6,479	4,917	75.9%	\$ 276.23	\$ 209.64	\$ 1,358,226.00	\$ -	\$ 1,358,226	0%
Hampton Inn	138	4,278	4,037	94.4%	\$ 254.80	\$ 240.45	\$ 1,028,639.24	\$ 622,570.00	\$ 406,069	65%
Jekyll Island Club Resort	200	6,200	4,353	70.2%	\$ 286.13	\$ 200.89	\$ 1,245,514.00	\$ 1,178,989.00	\$ 66,525	6%
Seafarer Inn & Suites	73	2,243	1,966	87.7%	\$ 238.33	\$ 208.90	\$ 468,552.81	\$ 351,221.10	\$ 117,332	33%
Villas by the Sea	129	2,750	2,406	87.5%	\$ 231.54	\$ 202.57	\$ 557,079.00	\$ 598,597.42	\$ (41,518)	-7%
Villas by the Sea - Jekyll Realty	15	465	414	89.0%	\$ 243.81	\$ 217.07	\$ 100,937.67	\$ 98,760.46	\$ 2,177	2%
Villas by the Sea - Parker Kaufman	19	434	402	92.6%	\$ 167.23	\$ 154.90	\$ 67,225.00	\$ 47,920.16	\$ 19,305	40%
Westin	200	6,200	5840	94.2%	\$ 284.07	\$ 267.57	\$ 1,658,951.00	\$ 741,366	\$ 917,585	124%
<b>Jul-21 Total</b>	<b>1,409</b>	<b>42,115</b>	<b>36,159</b>	<b>85.9%</b>	<b>\$ 264.45</b>	<b>\$ 227.05</b>	<b>\$ 9,562,376</b>	<b>\$ 5,794,380</b>	<b>\$ 3,767,996</b>	<b>65.0%</b>

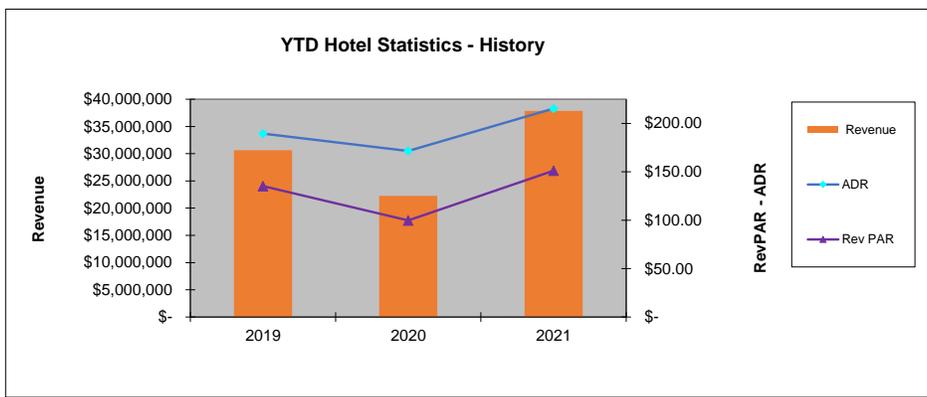
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - July 2021

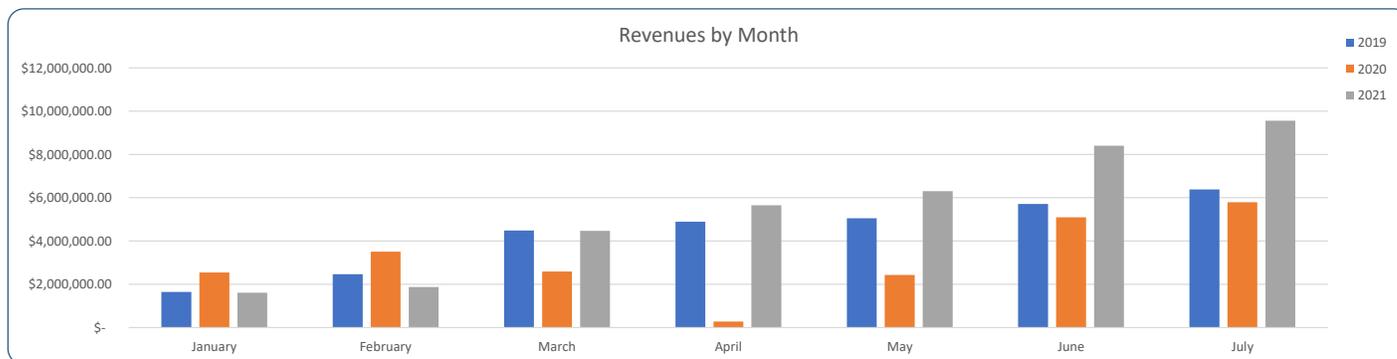
### HOTEL STATISTICS AT-A-GLANCE

<b>2021</b>	
Total Revenue	\$ 37,876,245
Occupancy Rate	70.2%
Rev PAR	\$ 151.15
ADR	\$ 215.38
<b>2020</b>	
Total Revenue	\$ 22,246,238
Occupancy Rate	58.2%
RevPAR	\$ 99.77
ADR	\$ 171.53
<b>2019</b>	
Total Revenue	\$ 30,634,895
Occupancy Rate	71.4%
RevPAR	\$ 135.19
ADR	\$ 189.42



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	7,497	4,906	65.4%	\$ 212.99	\$ 139.38	1,044,939	652,725	\$ 392,214	60%
Home2Suites	107	22,014	15,737	71.5%	\$ 185.69	\$ 132.74	2,922,135	1,827,509	\$ 1,094,626	60%
Holiday Inn Resort	157	30,232	22,042	72.9%	\$ 214.91	\$ 156.69	4,737,120	2,817,932	\$ 1,919,188	68%
Days Inn & Suites	124	26,251	20,262	77.2%	\$ 170.58	\$ 131.66	3,456,203	2,115,535	\$ 1,340,668	63%
Courtyard by Marriott/ Residence Inn	209	12,331	8,040	65.2%	\$ 262.97	\$ 171.46	2,114,257	0	\$ 2,114,257	0%
Hampton Inn	138	29,256	21,242	72.6%	\$ 184.87	\$ 134.23	3,927,053	2,487,227	\$ 1,439,826	58%
Jekyll Island Club Resort	200	42,600	27,688	65.0%	\$ 277.51	\$ 180.37	7,683,799	4,543,235	\$ 3,140,564	69%
Seafarer Inn & Suites	73	15,386	9,443	61.4%	\$ 184.94	\$ 113.50	1,746,375	1,397,347	\$ 349,028	25%
Villas by the Sea	129	17,103	11,918	69.7%	\$ 193.27	\$ 134.68	2,303,391	2,108,041	\$ 195,351	9%
Villas by the Sea - Jekyll Realty	15	2,619	1,583	60.4%	\$ 192.75	\$ 116.51	305,130	278,266	\$ 26,864	10%
Villas by the Sea - Parker Kaufman	19	2,897	1,924	66.4%	\$ 113.65	\$ 75.48	218,658	187,059	\$ 31,600	17%
Westin	200	42,400	31,071	73.3%	\$ 238.72	\$ 174.93	7,417,184	3,831,362	\$ 3,585,822	94%
<b>2021 Total</b>		<b>250,586</b>	<b>175,856</b>	<b>70.2%</b>	<b>\$ 215.38</b>	<b>\$ 151.15</b>	<b>\$ 37,876,245</b>	<b>\$ 22,246,238</b>	<b>\$ 15,630,007</b>	<b>70.3%</b>
<b>2020 Total</b>		<b>222,969</b>	<b>129,690</b>	<b>58.2%</b>	<b>\$ 171.53</b>	<b>\$ 99.77</b>	<b>\$ 22,246,238</b>			
<b>2019 Total</b>		<b>226,606</b>	<b>161,733</b>	<b>71.4%</b>	<b>\$ 189.42</b>	<b>\$ 135.19</b>	<b>\$ 30,634,895</b>			



2020 - Impacts from COVID-19 from March - July

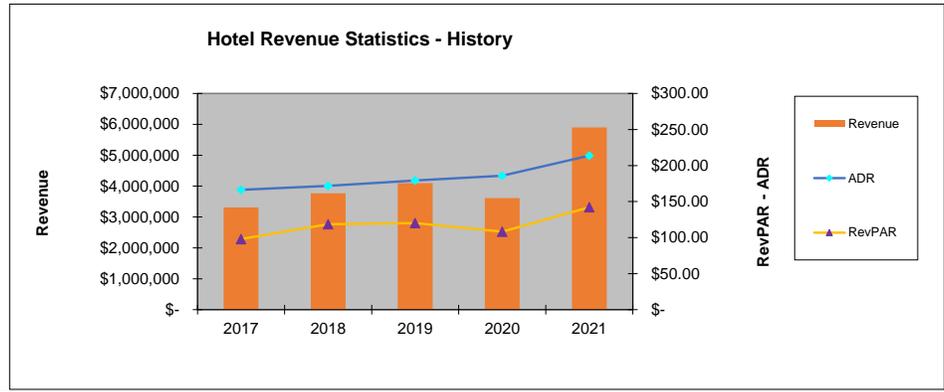
# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

August 2021

### HOTEL STATISTICS AT-A-GLANCE

<b>Aug-21</b>		
Total Revenue	\$	5,898,949
Occupancy Rate		66.5%
Rev PAR	\$	142.05
ADR	\$	213.72
<b>Aug-20</b>		
Total Revenue	\$	3,610,710
Occupancy Rate		58.2%
RevPAR	\$	108.11
ADR	\$	185.73
<b>Aug-19</b>		
Total Revenue	\$	4,093,130
Occupancy Rate		67.0%
RevPAR	\$	120.18
ADR	\$	179.25



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Avail	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	1,053	524	49.8%	\$ 257.72	\$ 128.25	\$ 135,044.36	\$ 102,295.45	\$ 32,749	32%
Home2Suites	107	3,317	2,235	67.4%	\$ 193.33	\$ 130.26	\$ 432,082.49	\$ 278,191.00	\$ 153,891	55%
Holiday Inn Resort	157	4,548	2,920	64.2%	\$ 207.90	\$ 133.48	\$ 607,078.18	\$ 434,459.14	\$ 172,619	40%
Days Inn & Suites	124	3,683	2,918	79.2%	\$ 165.61	\$ 131.21	\$ 483,240.37	\$ 394,956.60	\$ 88,284	22%
Courtyard by Marriott/ Residence Inn	209	6,479	3,143	48.5%	\$ 197.88	\$ 96.00	\$ 621,952.00	\$ -	\$ 621,952	0%
Hampton Inn	138	4,278	2,964	69.3%	\$ 185.81	\$ 128.74	\$ 550,746.49	\$ 291,720.00	\$ 259,026	89%
Jekyll Island Club Resort	200	6,200	4,218	68.0%	\$ 285.62	\$ 194.32	\$ 1,204,754.00	\$ 892,002.00	\$ 312,752	35%
Seafarer Inn & Suites	73	2,191	1,239	56.5%	\$ 175.26	\$ 99.11	\$ 217,144.64	\$ 175,022.65	\$ 42,122	24%
Villas by the Sea	127	2,586	1,634	63.2%	\$ 191.60	\$ 121.07	\$ 313,080.00	\$ 342,805.46	\$ (29,725)	-9%
Villas by the Sea - Jekyll Realty	20	465	310	66.7%	\$ 173.51	\$ 115.67	\$ 53,787.23	\$ 48,462.84	\$ 5,324	11%
Villas by the Sea - Parker Kaufman	17	527	315	59.8%	\$ 128.70	\$ 76.93	\$ 40,539.86	\$ 40,911.84	\$ (372)	-1%
Westin	200	6,200	5181	83.6%	\$ 239.24	\$ 199.92	\$ 1,239,499.00	\$ 609,883	\$ 629,616	103%
<b>Aug-21 Total</b>	<b>1,410</b>	<b>41,527</b>	<b>27,601</b>	<b>66.5%</b>	<b>\$ 213.72</b>	<b>\$ 142.05</b>	<b>\$ 5,898,949</b>	<b>\$ 3,610,710</b>	<b>\$ 2,288,239</b>	<b>63.4%</b>

Home2 Suites opened 8/28/19

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - August 2021

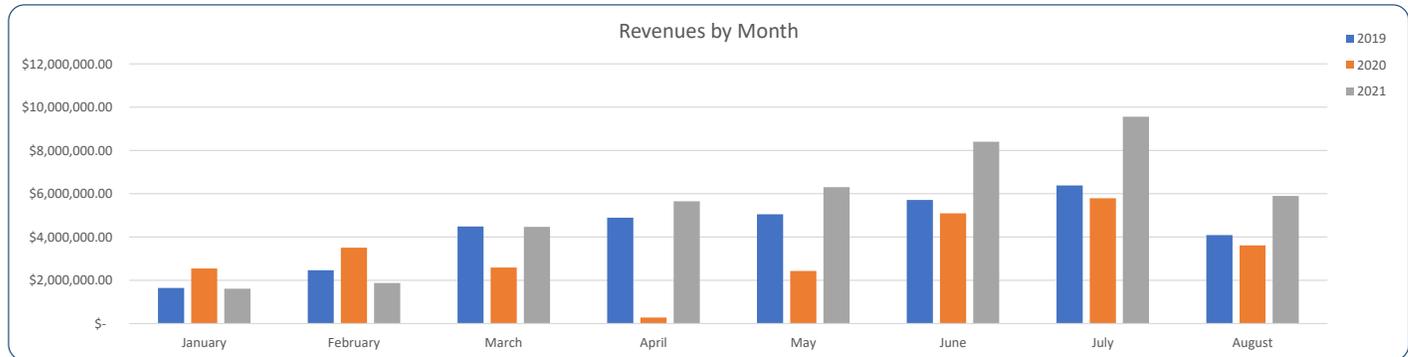
### HOTEL STATISTICS AT-A-GLANCE

<b>2021</b>		
Total Revenue	\$	43,775,194
Occupancy Rate		69.7%
Rev PAR	\$	149.86
ADR	\$	215.16
<b>2020</b>		
Total Revenue	\$	25,856,948
Occupancy Rate		58.2%
RevPAR	\$	100.86
ADR	\$	173.38
<b>2019</b>		
Total Revenue	\$	34,728,025
Occupancy Rate		70.8%
RevPAR	\$	133.23
ADR	\$	188.16



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	8,550	5,430	63.5%	\$ 217.31	\$ 138.01	1,179,984	755,020	\$ 424,963	56%
Home2Suites	107	25,331	17,972	70.9%	\$ 186.64	\$ 132.42	3,354,218	2,105,700	\$ 1,248,517	59%
Holiday Inn Resort	157	34,780	24,962	71.8%	\$ 214.09	\$ 153.66	5,344,198	3,252,391	\$ 2,091,807	64%
Days Inn & Suites	124	29,934	23,180	77.4%	\$ 169.95	\$ 131.60	3,939,443	2,510,491	\$ 1,428,952	57%
Courtyard by Marriott/ Residence Inn	209	18,810	11,183	59.5%	\$ 244.68	\$ 145.47	2,736,209	0	\$ 2,736,209	0%
Hampton Inn	138	33,534	24,206	72.2%	\$ 184.99	\$ 133.53	4,477,799	2,778,947	\$ 1,698,852	61%
Jekyll Island Club Resort	200	48,800	31,906	65.4%	\$ 278.59	\$ 182.14	8,888,553	5,435,237	\$ 3,453,316	64%
Seafarer Inn & Suites	73	17,577	10,682	60.8%	\$ 183.82	\$ 111.71	1,963,520	1,572,370	\$ 391,150	25%
Villas by the Sea	127	19,689	13,552	68.8%	\$ 193.07	\$ 132.89	2,616,471	2,450,846	\$ 165,625	7%
Villas by the Sea - Jekyll Realty	20	3,084	1,893	61.4%	\$ 189.60	\$ 116.38	358,917	326,729	\$ 32,188	10%
Villas by the Sea - Parker Kaufman	17	3,424	2,239	65.4%	\$ 115.77	\$ 75.70	259,198	227,970	\$ 31,228	14%
Westin	200	48,600	36,252	74.6%	\$ 238.79	\$ 178.12	8,656,683	4,441,245	\$ 4,215,438	95%
<b>2021 Total</b>		<b>292,113</b>	<b>203,457</b>	<b>69.7%</b>	<b>\$ 215.16</b>	<b>\$ 149.86</b>	<b>\$ 43,775,194</b>	<b>\$ 25,856,948</b>	<b>\$ 17,918,246</b>	<b>69.3%</b>
<b>2020 Total</b>		<b>256,368</b>	<b>149,131</b>	<b>58.2%</b>	<b>\$ 173.38</b>	<b>\$ 100.86</b>	<b>\$ 25,856,948</b>			
<b>2019 Total</b>		<b>260,665</b>	<b>184,568</b>	<b>70.8%</b>	<b>\$ 188.16</b>	<b>\$ 133.23</b>	<b>\$ 34,728,025</b>			





# MARKET ANALYSIS AND STRATEGIC DEVELOPMENT RECOMMENDATIONS

6.9-ACRE OCEANFRONT PROPERTY  
Jekyll Island, Georgia

Since 1967, RCLCO has been the “first call” for real estate developers, investors, the public sector, and non-real estate companies and organizations seeking strategic and tactical advice regarding property investment, planning, and development.

RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over 50 years and thousands of projects—touching over \$5B of real estate activity each year—RCLCO brings success to all product types across the United States and around the world.

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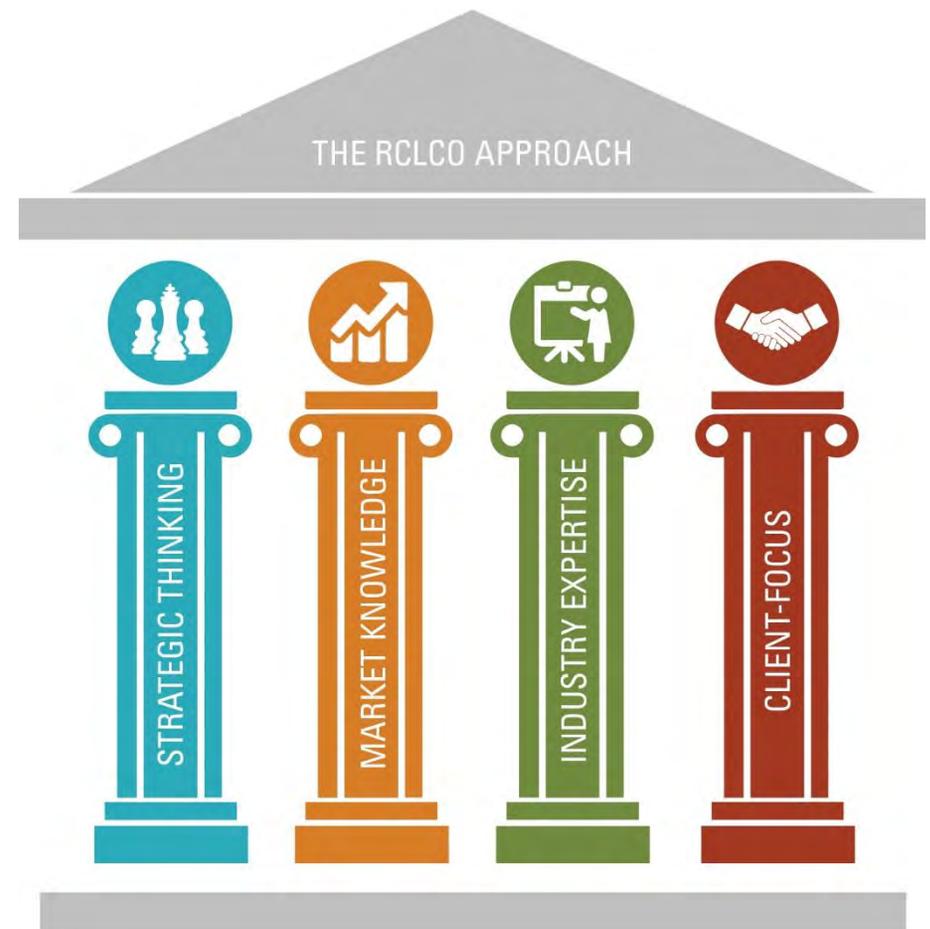
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# BACKGROUND AND OBJECTIVES

Leon Weiner and Associates (LNWA or “Client”) is currently evaluating the development potential of a 6.9-acre oceanfront property on Jekyll Island. The site is located approximately one half mile south of Jekyll Island’s Main Street and commercial village, and is adjacent to the Days Inn and Marriott Courtyard hotels. Client is currently developing the adjacent 209-key Marriott Courtyard and Residence Inn on a 5.84-acre site. The 6.9-acres available for development at the subject site today had previously included an additional 2.77-acres which Client has donated to the Jekyll Island Authority. Jekyll Island has benefitted from recent revitalization efforts such as the new retail shopping village, new hospitality such as the Westin hotel, convention center, and more, with over 2.9 million guests visiting the island in 2019. LNWA has been involved in other successful projects in the area, and recognizes the important considerations necessary to develop on Jekyll Island. To that end, the Jekyll Island Authority (“JIA”), has played an important role in the process which client has engaged RCLCO to conduct.

With the above in mind, RCLCO was engaged by Client to perform a detailed assessment to determine the market potential for development of the subject site, taking into consideration the opportunities, challenges, constraints, and market dynamics related to development on Jekyll Island, in general, and at the subject site, specifically. This market study is also required by the leasehold relationship between Client and the JIA before development on site. State law mandates that no more than 1,675 acres on Jekyll Island can be developed, with 3,854 acres remaining undeveloped, making the subject site a unique property and requiring special attention to market dynamics before the creation of a concept plan. The following report outlines RCLCO’s key findings relative to the opportunities related to development at the subject site.

Subject Site from South Dunes Beach (Left); S Beachview Drive (Right)

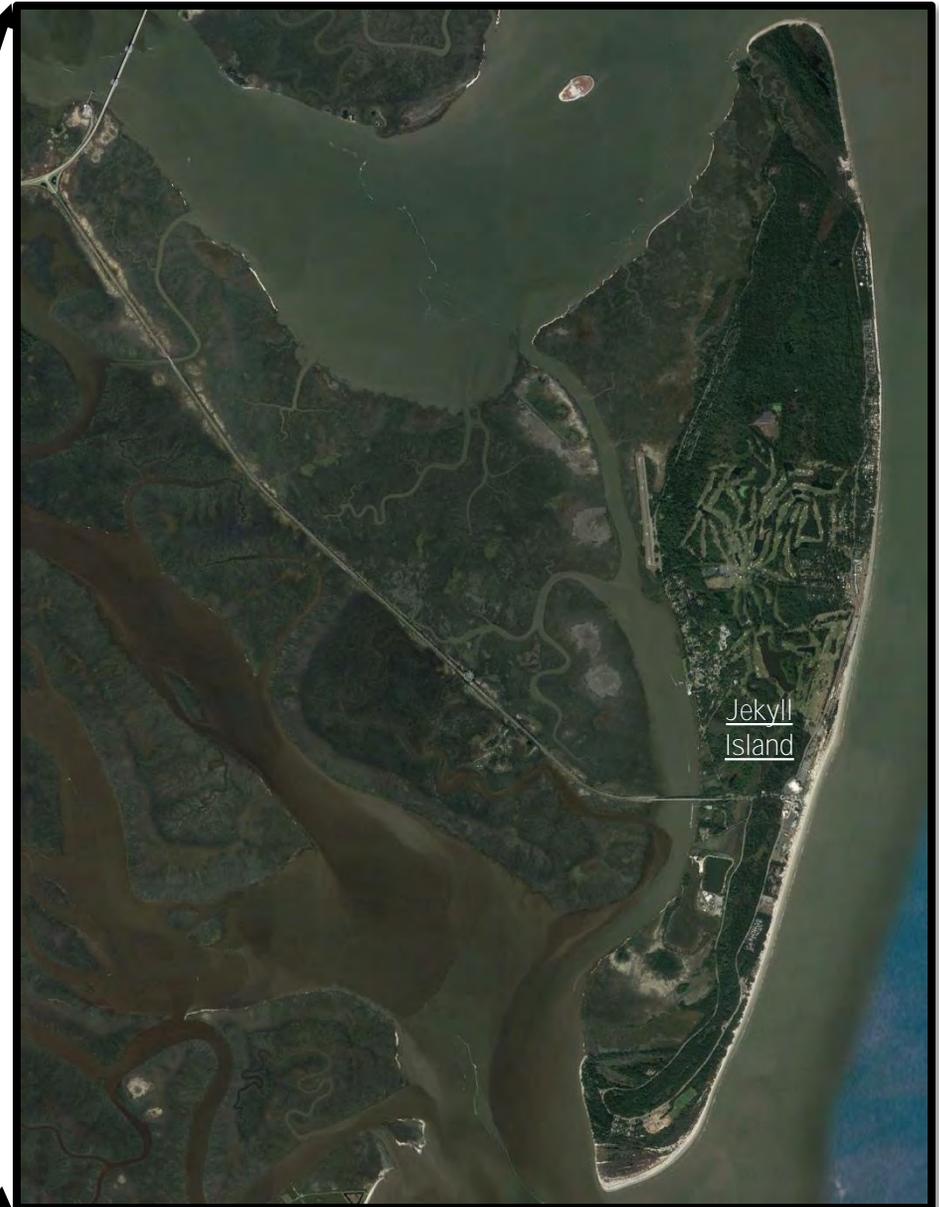


# INTRODUCTION TO JEKYLL ISLAND AND SUBJECT SITE ANALYSIS

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# REGIONAL CONTEXT OF JEKYLL ISLAND

JEKYLL ISLAND IS THE SOUTHERNMOST BARRIER ISLAND OF GLYNN COUNTY, WITH BEACHES ALONG THE ATLANTIC OCEAN TO THE EAST AND FRONTAGE ALONG THE SAINT SIMONS SOUND TO THE NORTH



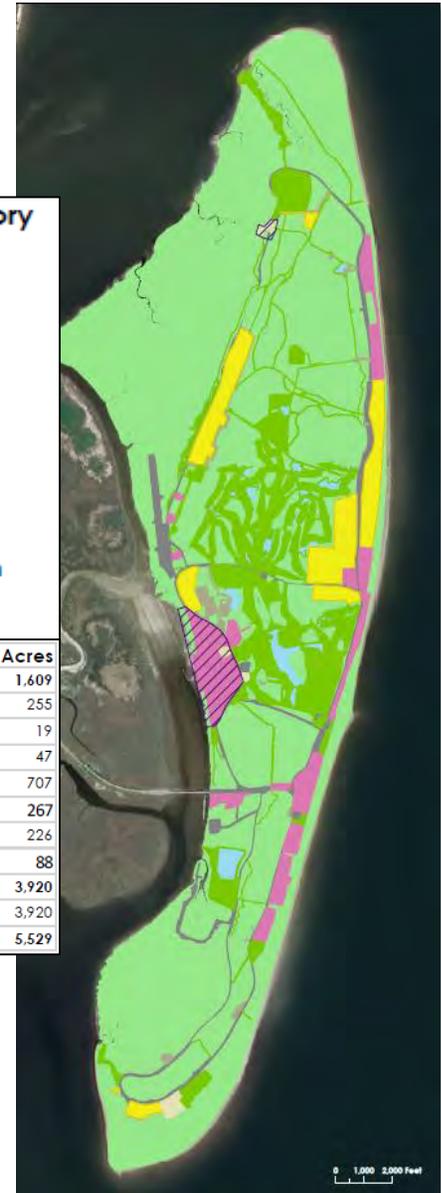
# STATE LAW MANDATES THAT ONLY 1,675 ACRES CAN BE DEVELOPED ON ISLAND



Land Use	
Developed (developed)	
Dune (undeveloped)	
Fairway (developed)	
Firebreak (developed)	
Freshwater wetland (undeveloped)	
Natural/forest/marsh (undeveloped)	
Pond (developed)	
Land Use	Acres
<b>Developed</b>	<b>1,609.19</b>
Developed	1,018.12
Fairway	482.46
Firebreak	21.06
Pond	87.55
<b>Undeveloped</b>	<b>3,920.45</b>
Dune	387.30
Freshwater wetland	19.73
Natural/forest/marsh	3,513.43
<b>Total</b>	<b>5,529.64</b>



Land use category	
Commercial	
Conservation	
Educational	
Maintenance	
Pond	
Recreation	
Residential	
Transportation	
Historic	
Land Use	Acres
Developed	1,609
Commercial	255
Educational	19
Maintenance	47
Recreation	707
Residential	267
Transportation	226
Pond	88
<b>Undeveloped</b>	<b>3,920</b>
Conservation	3,920
<b>Total</b>	<b>5,529</b>



# HISTORY AND REVITALIZATION OF JEKYLL ISLAND

*“Jekyll Island is a unique state-owned barrier island that balances conserving and preserving natural, historic, and cultural resources with providing accessible, affordable recreation, vacation, and education opportunities for the peoples of Georgia and beyond.” – Jekyll Island Master Plan 2014*

## BACKGROUND

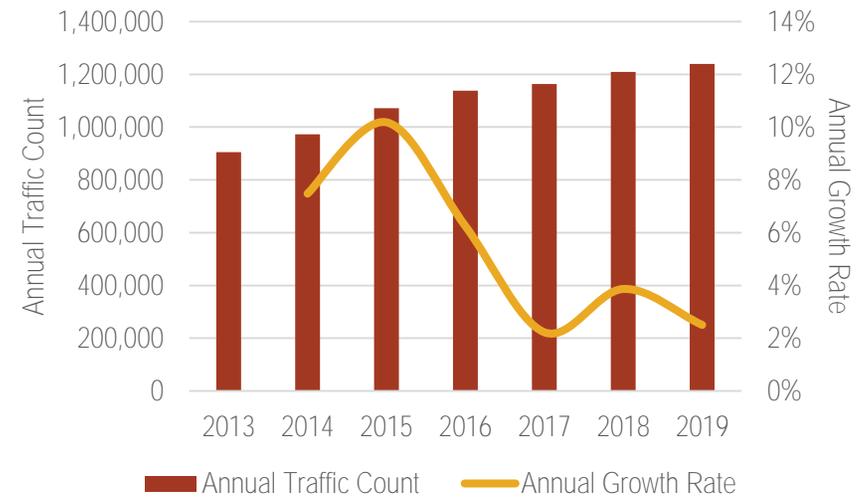
Jekyll Island was acquired by the state of Georgia in 1947 and was established as a State Park after centuries of various uses including a private hunting club. Today the Jekyll Island Authority manages the island for the state of Georgia and has overseen an economic turnaround and revitalization over the past decade. Jekyll Island was in economic decline up until the early 2010s in part due to poor quality of hospitality on-island, absence of development opportunities, shrinking visitation numbers, and economic and environmental sustainability concerns.

## REVITALIZATION

New hotels were constructed on existing hotel footprints starting in 2010 with the construction of the Hampton Inn. Other hotels have since been constructed including The Westin Jekyll Island and Home2 Suites, and existing hotels went through extensive renovations. The water park also saw improvements, and in 2012 the new Jekyll Island Convention Center opened. Three years later, Jekyll Island’s Beach Village opened bringing new retail and dining options for visitors on Jekyll Island. The JIA also made numerous improvements on-island such as the Horton Pond and Driftwood Beach parking.

Revitalization efforts have largely proved effective, as evident by the growing number of visitors of Jekyll Island. Over 1.2 million vehicles entered Jekyll Island annually in 2018 and 2019, and the Jekyll Island Progress Report 2020 indicates that approximately 1.16 million vehicles passed through the gates in 2020 despite the impacts of the COVID-19 outbreak.

Annual Traffic Count and Annual Growth Rate, Jekyll Island; 2013-2019

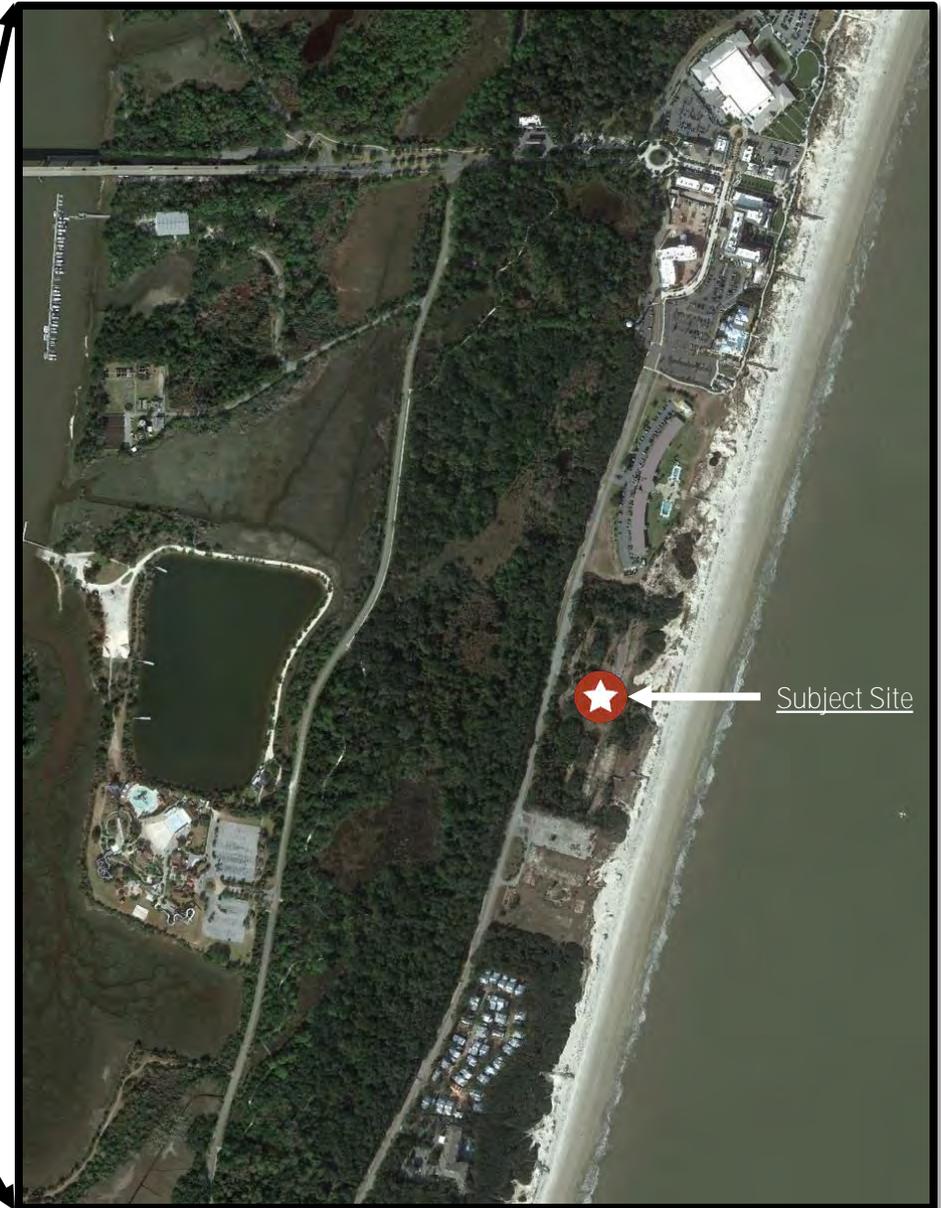


Beach Village



# SUBJECT SITE LOCATION ON JEKYLL ISLAND

THE SUBJECT SITE IS LOCATED ON THE EAST SHORE OF JEKYLL ISLAND, APPROXIMATELY HALF A MILE SOUTH OF MAIN STREET AND THE COMMERCIAL VILLAGE, NEAR THE DAYS INN AND MARRIOTT HOTELS



# SURROUNDING LAND USES – SUBJECT SITE



# SURROUNDING LAND USES – MID-ISLAND



# SURROUNDING LAND USES – NORTH ISLAND



## STRENGTHS

- ▶ The site is one of the last commercial parcels with frontage along the Atlantic Ocean on Jekyll Island's beaches. Despite being the site of an older hotel, the former Buccaneer Beach Resort, the subject site still has a number of older trees that are not always present on past development sites on Jekyll Island. These trees along with the current and historic dunes make this subject site a unique and special property on Jekyll Island. As the site of a previous hotel development, it is apparent that there can be a balance between development and environmental considerations at the subject site. Additionally, Client previously donated 2.77 acres total along the north and south portions of the site further benefitting the environmental characteristics surrounding the site.
- ▶ The subject site is located approximately half a mile south of the Beach Village shopping center and Jekyll Island Convention Center with frontage along S Beachview Drive. As the site is near the economic hub of the island, future development could further add activity around the retail center and support the businesses there.

## WEAKNESSES

- ▶ The subject site is an environmentally sensitive area on Jekyll Island due to its beachfront location. Development impacts such as lighting, parking, storm water, traffic, and more need to be carefully mitigated to sustain the balance that Jekyll Island has worked hard to achieve.
- ▶ The revitalization of Jekyll Island has brought several new hospitality chains to Jekyll Island. Future hospitality uses on Jekyll Island will compete with several of these new developments creating a challenging environment to deliver an additional hospitality chain on-island.

## OPPORTUNITIES

- ▶ As the last developable oceanfront parcel, the subject site has an opportunity to create a lasting impact on the island. Striking the balance between environmental concerns and market feasibility will best meet the concerns of various stakeholders, developers, and the JIA.

Subject Site Aerial



# CARRYING CAPACITY & INFRASTRUCTURE CONSIDERATIONS

	Hospitality	Residential
Capacity, Occupancy, and Balance	<p>A new hospitality use will bring new rental units online and increase the total volume of guests which can stay on-island. The adjacent Marriot Courtyard and Residence Inn has approximately 35.8 keys per acre, and this density would equate to 246 keys on the subject site. At a benchmark occupancy of about 65%, this level of density at the subject site could increase traffic on the island by 58,360 visitors per year. While this increased traffic would come with additional capacity that may be beneficial for uses such as the Convention Center during peak season, it is likely to have a more significant impact than residential development. While the development of a smaller, boutique hotel could theoretically have <b>less impact on the Island's capacity, this type of development is unlikely to be economically viable at a scale smaller than the assumptions outlined above.</b></p>	<p>New residential units will also increase the total volume of guests and residents on-island, but likely to a smaller degree as the density of residential development is typically smaller than hospitality uses, and the occupancy metrics (particularly for units used for vacation rentals), are lower. Though many homes may be used as vacation rentals, there is <b>still overall less "churn" of people and fewer vehicles compared to a hotel use.</b></p>
Parking	<p>Hotels create additional parking spaces on-island, <b>but the subject site's location half a mile away from the commercial node and Beach Village may not create significant additional benefits for practical parking remedies.</b> Implementing a shuttle service and encouraging hotel guests to walk or bike on island can reduce the impact on parking, especially during peak season. However, it is important to note that large surface parking lots can be a detriment to wildlife, as the lighting required to keep these spaces safe can impact nesting sea turtles.</p>	<p>The lesser number of residential units compared to hospitality reduces the potential burden on parking and capacity on-island. While many <b>residents and guests are tied to their cars as Jekyll Island is a "drive-in"</b> market, the subject site is located across from an existing bike trail, and beach access can reduce the traffic created to the commercial node and Beach Village if residents choose to walk or bike to restaurants and entertainment.</p>
Emphasis on Natural Character of the Island	<p>Building and physical footprints of hotels tend to be larger than residential, though this is not always the case. A new hotel may create a looming presence over the beach if not constructed carefully. The single ownership of a hotel use may make enforcement of policies easier for the JIA, but may not ultimately be the most balanced use for the site or the Island overall.</p>	<p>Residential construction may better conform to the natural characteristics at the subject site and may be able to better preserve trees, dunes, etc. Residential construction is likely less reliant on vertical construction, though smaller multifamily buildings of 2-3 stories can still be constructed. Multiple owners may make enforcement of policies more difficult for governing authorities, however residential product overall may still provide a more balanced solution for development on this site.</p>
Contribution to Convention Center vs. Competition with Existing Hotels	<p>A hotel on-site could serve to increase tourism to the island. However, this does present additional competition to existing hotel product on the island, particularly during off-season months. Demand modeling suggests that hospitality on-island may be oversupplied in the near-term and new supply may face difficulties during the off-season.</p>	<p>Residential units on the island provide less support for the convention center, though even when used as vacation rental product are unlikely to provide significant competition for existing hotels. A residential product which can be used for vacation rentals, assuming a 3-day minimum stay, could also provide some support for the convention center during peak season.</p>

## WILDLIFE

- ▶ In the Conservation Plan, the JIA has found new ways to monitor and research wildlife, and created goals for the protection of **Jekyll's** numerous wildlife creatures. This study identified several species as priorities for conservation including nesting sea turtles, shorebirds, migratory butterflies, frogs, alligators, and more. Given the subject **site's** location on the coast, sea turtles and shorebirds are likely to be the most significant considerations for future development.
- ▶ Lighting has a significant impact on nesting sea turtles, and ensuring that any development is able to mitigate lights directed toward the beach will be critical. While a single-ownership entity such as a hotel can make it easier to address issues like these, a lower density residential project could ultimately pose less risk to wildlife. Restrictions on pets may be necessary for residents and guests alike in order to ensure the safety of shorebird populations.



## BEACH AND DUNES

- ▶ The expansive early- and mid-successional dune habitat on **Jekyll's** southern shore is one of the most important for wildlife habitats. The frontal dune system seen below is extremely important as it allows for natural vegetation, wildlife habitats, shelter from weather, and more.
- ▶ Restrictions on residents and guests from accessing these dunes will be important, and could be accomplished for both residential and hospitality product. Compared to hospitality product, residential uses may create more full-time owners and residents that would likely have a more significant interest in maintaining the quality and health of the natural environment. Over time, some residents have shown to be extremely passionate about Jekyll Island and protecting its delicate balance and relationship with the natural environment.



## TREES

- ▶ The JIA has taken special care to preserve numerous trees on-island and has identified several requirements for any new construction, which includes a strict tree ordinance and necessary surveys.
- ▶ Residential footprints can typically be spread out across the property rather than congested in one large building, which may help to better preserve existing trees on property, though this will ultimately be determined by the final design at the property.

# RCLCO STAKEHOLDER FEEDBACK

RCLCO interviewed several stakeholders identified by the JIA that had key expertise and insight in the fields of tourism, meetings and conventions, real estate, and environmental conservation and management. These stakeholders included:

- ▶ Jay Kaufman – Parker Kaufman Realty
- ▶ Scott McQuade – Golden Isles Convention & Visitors Bureau
- ▶ Jason Lee and Jennifer Kline – Department of Natural Resources
- ▶ Matt Trevenen – Northview Hotel Group
- ▶ Kevin Runner – General Manager of The Westin Jekyll Island
- ▶ Kris Maichle – Hodnett Cooper Realty
- ▶ Charles McMillan – Georgia Conservancy
- ▶ Aaron Carone – Real Estate Professional, U.S. State Department and Island Resident
- ▶ Brian Considine – Considine Appraisals

RCLCO also conducted a group interview with several members of the JIA including:

- ▶ Jones Hooks – Executive Director
- ▶ Ben Carswell – Director of Conservation
- ▶ Alexa Hawkins – Director of Marketing & Communications
- ▶ Michelle Webb – Assistant to the Executive Director
- ▶ Noel Jensen – Chief Operations Officer
- ▶ Kevin Udell – Senior Sales Manager, Jekyll Island Convention Center Sales
- ▶ Cliff Gawron – Director of Landscaping and Planning



Through this interview process, RCLCO gleaned valuable insight into the opportunities, challenges, constraints, market dynamics, and more surrounding the development process and opportunities at the site.

The following highlights and themes emerged from the interviews noted above, though it is important to note not all comments represent the views of all individuals mentioned as there are various viewpoints, concerns, and insights into the development opportunity at this property.

- ▶ The balance of uses on Jekyll Island is extremely important as the greatest attraction of the island lies within its environment and natural amenities. If the balance is thrown off, then the entire island is harmed. Economically, this model has been able to work, maintaining balance while also attracting private investment, development, and economic opportunity.
- ▶ The subject site is an extremely special property on Jekyll Island, and it is crucial to fully understand all aspects before development begins. The subject site is the last undeveloped commercial parcel on the island, and development will have a lasting impact on how Jekyll Island relates to residents, guests, and the environment.
- ▶ The subject site is also a delicate property as there are several environmental concerns such as lighting and its effects on nesting sea turtles; population and their impact on shorebird habitats; building footprint and its impact on tree conservation; resident/guest volume and their effects on dune preservation and beach access; etc. The southern portion of the island is particularly environmentally important given the presence of sea turtle nesting sites.
- ▶ There are many steps that developers can take to mitigate a **development's** impact on the environment. Development at the subject site can be set back from the beach where possible, preserve trees, minimize the physical footprint of development, restrict access across dunes to boardwalks, manage storm water runoff, design building and windows to restrict lighting toward the beach, reduce surface parking, and more.
- ▶ Tourism growth has been strong over the past several years. From 2013 to 2019, the annual traffic count grew by approximately 334,000 vehicles to 1.239 million vehicles in 2019, translating to approximately three million guests in 2019.
- ▶ Leisure travel has grown tremendously over the past year as air-travel nationally was restricted. Jekyll Island has traditionally been a “drive-to” market, and this dynamic greatly benefitted its performance during the current COVID-19 pandemic for leisure travel. There is some evidence to suggest that travelers have even expanded their travel radius beyond a traditional 5-hour radius to a 8 to 10-hour radius. With the return of group travel after the pandemic and continued growth in leisure travelers, Jekyll Island is well positioned to continue to attract favorable numbers of visitors and tourists. Of course, this will have to be balanced with the environmental concerns of the Island.
- ▶ Given the circumstances encountered in 2020, hospitality on-island performed relatively well, but understandably ended the year with lower average occupancy rates than years prior. While group and business travel was near non-existent, leisure travel and demand was exceptionally strong contributing to a successful last two quarters on Jekyll Island in which average occupancy rates were above 70% in June and July. Still, there are mixed opinions on the opportunity for future hotel demand. The presence of the convention center and heavy travel during peak-season will benefit future hotel demand, but the pace of recent deliveries has flooded the market creating a competitive environment for future deliveries.
- ▶ Residential product has also benefitted from the revitalization efforts taken over the past decade, and private investment has led to the creation of new residential units for the first time on island since the mid 1970s. About 33% of homes are used as primary, secondary, and rental homes respectively, though the number of strictly vacation rental homes has risen sharply over the past five years. The pace of sales at new communities, tight inventory, and continuing visitation to the island has created a favorable market for new residential product.

# HOSPITALITY SUPPLY AND DEMAND

---

# MAJORITY OF PRODUCT ON JEKYLL ISLAND CONCENTRATED IN HOSPITALITY SPACE

Units Used as Rentals  
78.3%

Residential (Owner  
Occupied Year-Round or  
as Second Home)  
21.7%

Hotel Keys  
55.6%

RV  
Spots  
6.2%

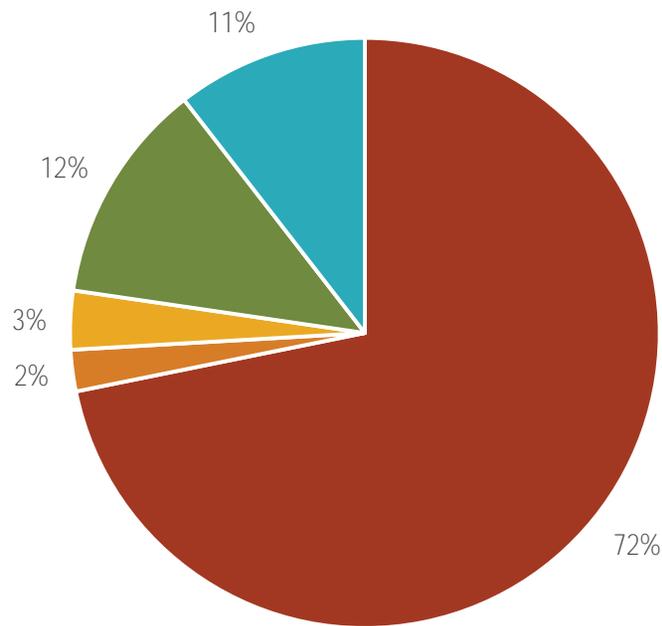
Residential  
(Investor-Owned)  
15.0%



# VISITOR AND RESIDENCE PROFILE

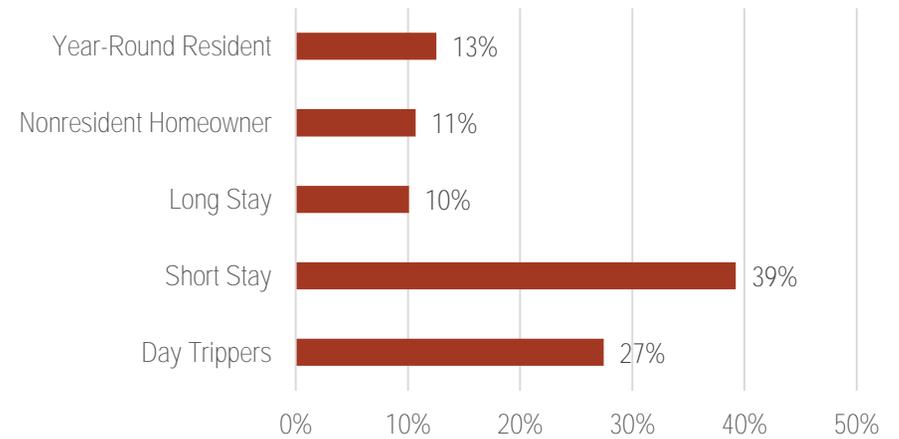
72% OF TRAVEL TO JEKYLL ISLAND IS FOR VACATION AND LEISURE ACTIVITIES. A MAJORITY OF VISITORS ARE DAY TRIPPERS AND THOSE STAYING FOR LESS THAN A WEEK.

Which Category Best Describes Your Experience on Jekyll Island?

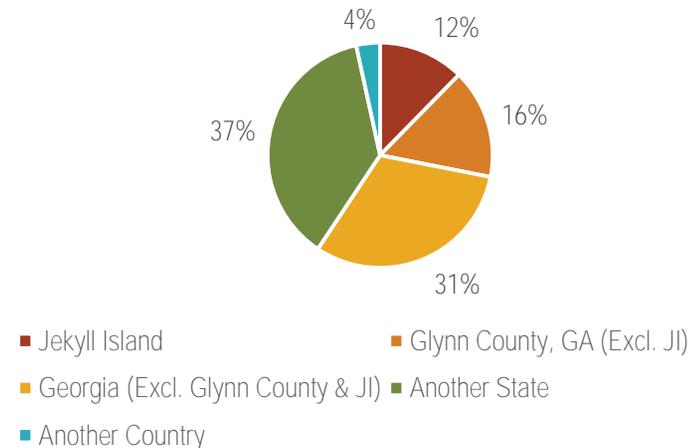


- Vacation/Leisure Travel
- Attending Convention at Convention Center
- Other Business Travel
- Year-Round Resident
- Nonresident Homeowner

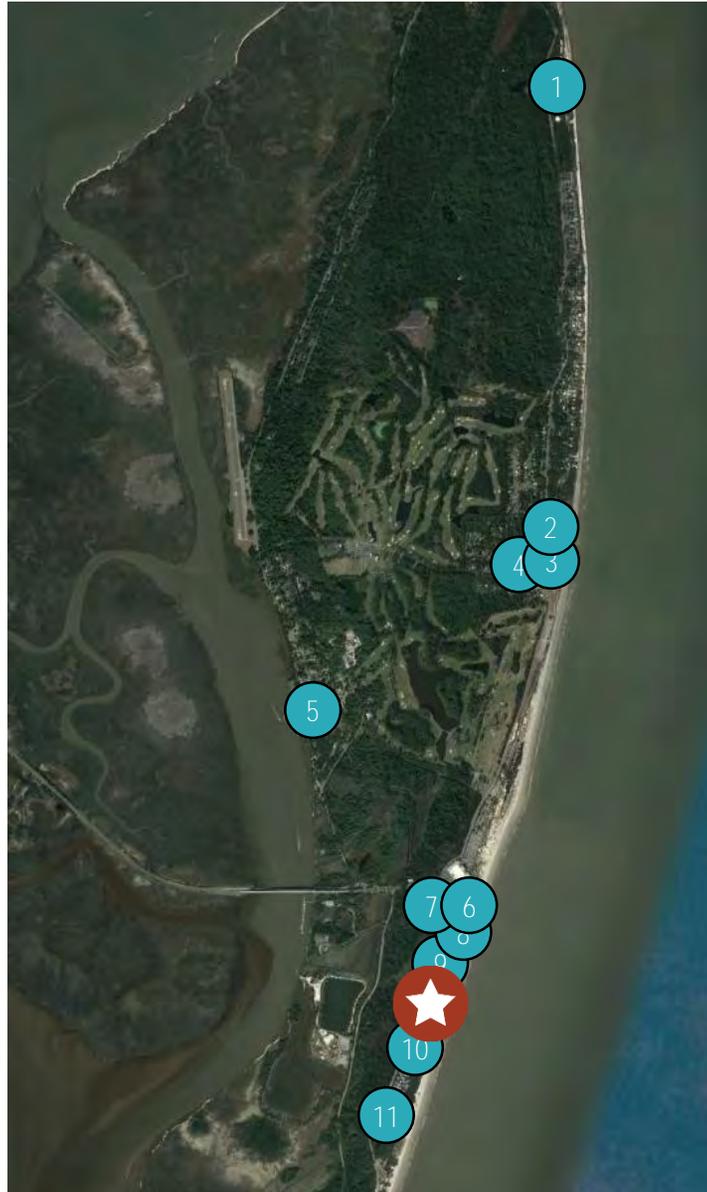
Visitors and Residents by Length of Stay and Residency



Where is Your Primary Residence?



# HOSPITALITY SUPPLY – APPROXIMATELY 1,400 UNITS EXISTING AND PLANNED



THE SUBJECT SITE IS CLUSTERED AROUND EXISTING HOSPITALITY ON JEKYLL ISLAND NEAR THE COMMERCIAL VILLAGE ON MAIN STREET.

NEW ADDITIONS TO SUPPLY OVER THE PAST FIVE YEARS SUCH AS WESTIN JEKYLL ISLAND HAVE BEEN IN THIS SAME CONCENTRATED AREA.

MAP KEY	HOTEL	CLASS	YEAR OPENED/ RENOVATED	ROOMS	ADR*
1	Villas by the Sea	Independent	1973/2021	177	\$140
2	Beachview Club Hotel	Independent	1998	38	\$193
3	Holiday Inn Resort Jekyll Island	Upper Midscale	1986/2016	157	\$164
4	Ascend Collection Seafarer Inn & Suites	Upscale	1968/2019	73	\$144
5	Jekyll Island Club Resort	Independent (Luxury)	1987/2019	159	\$219
6	Westin Jekyll Island	Upper Upscale	2015	200	\$181
7	Home2 Suites by Hilton Jekyll Island	Upper Midscale	2019	107	\$142
8	Jekyll Ocean Club	Independent (Luxury)	2017	41	\$322
9	Days Inn	Economy	1999	124	\$138
10	Marriott Courtyard & Residence Inn	Upscale	2021	209	N/A
11	Hampton by Hilton Inn & Suites	Upper Midscale	2010	138	\$151

\*Average Daily Rate shown is from the Calendar Year to Date Hotel Occupancy Statistics for 2020

# JEKYLL ISLAND HOSPITALITY SUPPLY



Map Key: 1	
Property:	Villas by the Sea
Keys:	177
Built/Reno:	1973/2021
ADR:	\$140
Scale:	Independent
Address:	1175 Beachview Dr N



Map Key: 5	
Property:	Jekyll Island Club Resort
Keys:	159
Built/Reno:	1987/2019
ADR:	\$219
Scale:	Independent
Address:	371 Riverview Dr



Map Key: 2	
Property:	Beachview Club Hotel
Keys:	38
Built/Reno:	1998
ADR:	\$193
Scale:	Independent
Address:	721 Beachview Dr N



Map Key: 3	
Property:	Holiday Inn
Keys:	157
Built/Reno:	1986/2016
ADR:	\$164
Scale:	Upper Midscale
Address:	701 Beachview Dr N



Map Key: 6	
Property:	The Westin
Keys:	200
Built/Reno:	2015
ADR:	\$181
Scale:	Upper Upscale
Address:	110 Ocean Way



Map Key: 4	
Property:	Seafarer Inn (Former Quality Inn)
Keys:	73
Built/Reno:	1968/2019
ADR:	\$144
Scale:	Upscale
Address:	700 Beachview Dr N



Note: Average Daily Rate shown is from the Calendar Year to Date Hotel Occupancy Statistics for 2020.

# JEKYLL ISLAND HOSPITALITY CONTINUED



Map Key: 7	
Property:	Home2Suites
Keys:	107
Built/Reno:	2019
ADR:	\$142
Scale:	Upper Midscale
Address:	101 Ocean Way



Map Key: 10	
Property:	Marriott Courtyard and Residence Inn
Keys:	209
Built/Reno:	2021
ADR:	N/A
Scale:	Upscale
Address:	178 S Beachview Dr



Map Key: 8	
Property:	Jekyll Ocean Club
Keys:	41
Built/Reno:	2017
ADR:	\$322
Scale:	Independent (Upscale)
Address:	80 Ocean Way



Map Key: 11	
Property:	Hampton Inn
Keys:	138
Built/Reno:	2010
ADR:	\$151
Scale:	Upper Midscale
Address:	200 S Beachview Dr



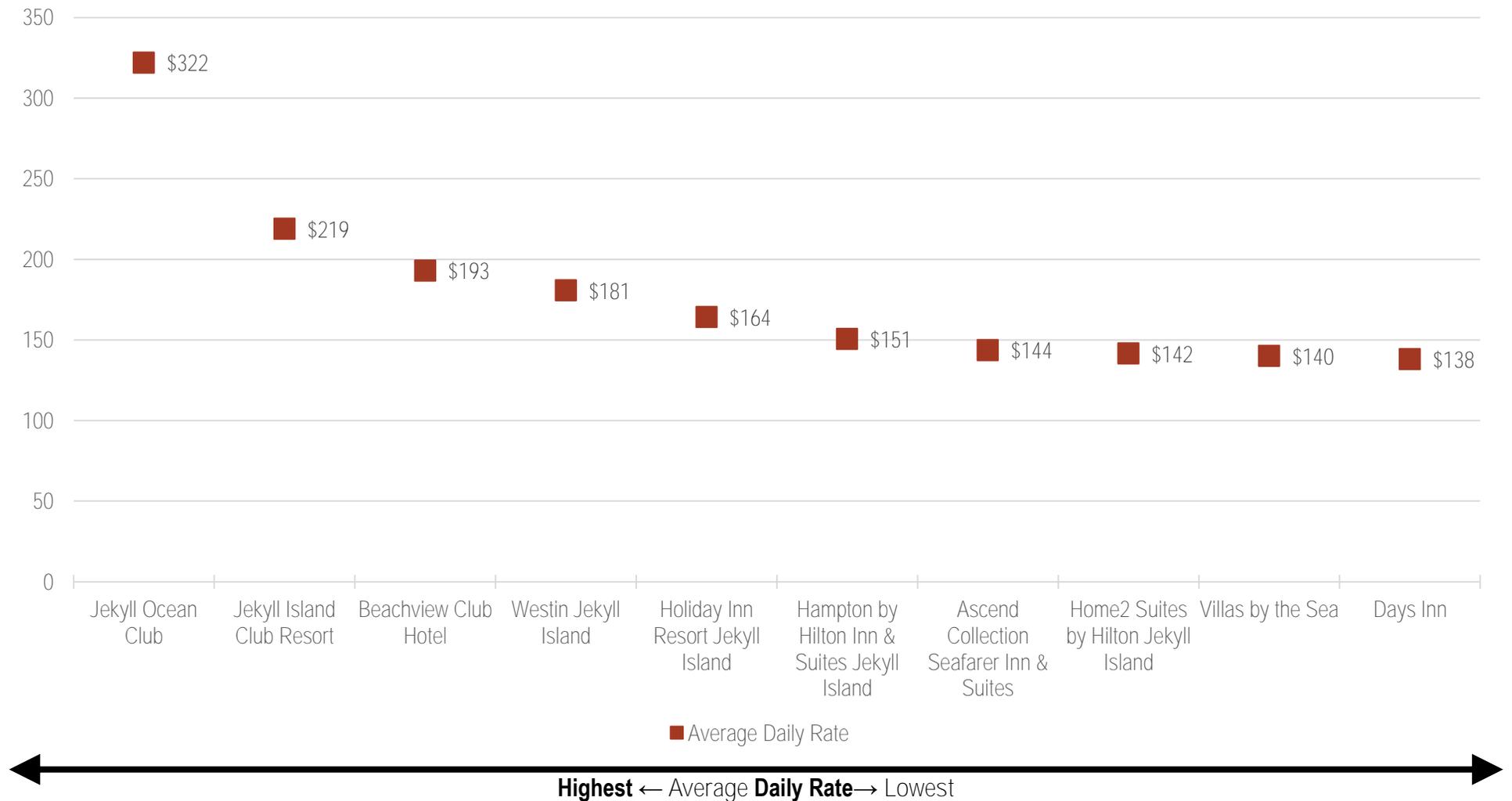
Map Key: 9	
Property:	Days Inn
Keys:	124
Built/Reno:	1999
ADR:	\$138
Scale:	Economy
Address:	60 S Beachview Dr



Note: Average Daily Rate shown is from the Calendar Year to Date Hotel Occupancy Statistics for 2020.

# HOSPITALITY OPTIONS TARGET DIFFERENT SEGMENTS

THE 10 EXISTING HOSPITALITY PROPERTIES ON JEKYLL ISLAND TARGET OFFER DIFFERENT OPTIONS FOR VISITORS AND **GUESTS SPANNING FROM ECONOMY “FLAGS” SUCH AS DAYS INN TO NON-FLAG RESORTS SUCH AS THE JEKYLL OCEAN CLUB AND UPSCALE RESORTS SUCH AS THE WESTIN JEKYLL ISLAND.**



Note: Average Daily Rate shown is from the Calendar Year to Date Hotel Occupancy Statistics for 2019

# SIGNIFICANT DIVERSITY IN HOTEL AMENITY OFFERING FROM ECONOMY TO UPSCALE

	VILLAS BY THE SEA	BEACHVIEW CLUB HOTEL	HOLIDAY INN RESORT JEKYLL ISLAND	ASCEND COLLECTION SEAFARER INN & SUITES	JEKYLL ISLAND CLUB RESORT	WESTIN JEKYLL ISLAND	HOME2 SUITES BY HILTON JEKYLL ISLAND	JEKYLL OCEAN CLUB	DAYS INN	HAMPTON BY HILTON INN & SUITES JEKYLL ISLAND	MARRIOTT COURTYARD & RESIDENCE INN
YEAR OPENED	1973	1998	1986	1968	1986	2015	2019	2017	1999	2010	2021
LOCATION	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island	Jekyll Island
CHAINSCALE	Independent	Independent	Upper Midscale	Upscale	Ind. (Luxury)	Upper Upscale	Upper Midscale	Ind. (Luxury)	Economy	Upper Midscale	Upscale
FLOORS	3	2	3	2	4	4	3	3	2	4	4
KEYS	170	38	157	71	159	200	107	41	124	138	209
MEETING SPACE	9,000	3,000	3,000	700	14,500	5,350	660	0	2,000	462	2,520
Spa	No	No	No	No	No	No	No	No	No	No	No
Pool	X	X	X	X	X	X	X	X	X	X	X
Fitness Center	X	No	X	No	X	X	X	X	No	X	X
Restaurant	X	X	X	No	X	X	No	X	No	No	X
Beachfront	X	X	X	No	No	X	No	X	X	X	X
Interior Hallways	No	No	No	No	X	X	X	X	No	X	X

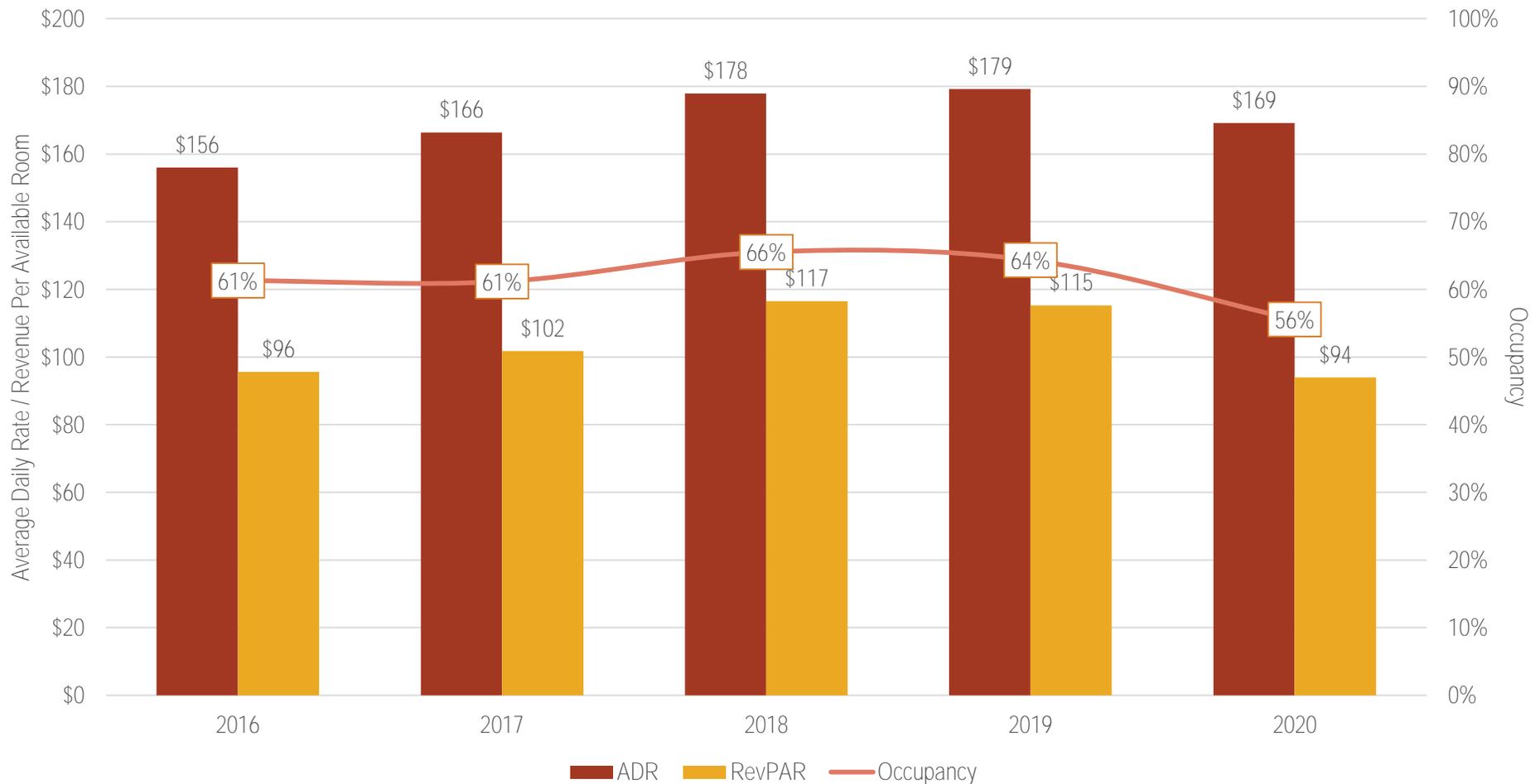
Westin Jekyll Island (Left, Right); Jekyll Ocean Club (Middle)



# HOSPITALITY PRODUCT IMPACTED BY COVID, BUT LESS AFFECTED THAN OTHER URBAN MARKETS

TRAVEL AND TOURISM TO JEKYLL ISLAND WAS IMPACTED IN 2020 BY THE CORONAVIRUS OUTBREAK, BUT HOSPITALITY FUNDAMENTALS HAVE ALREADY BEGUN TO REBOUND. IN 2020, THE AVERAGE OCCUPANCY RATE FELL BY 9% AND REVENUE PER AVAILABLE ROOM FELL BY \$21, BUT THE AVERAGE DAILY RATE (“ADR”) ONLY FELL BY \$10.

Jekyll Island Hotel Metrics: 2016-2020

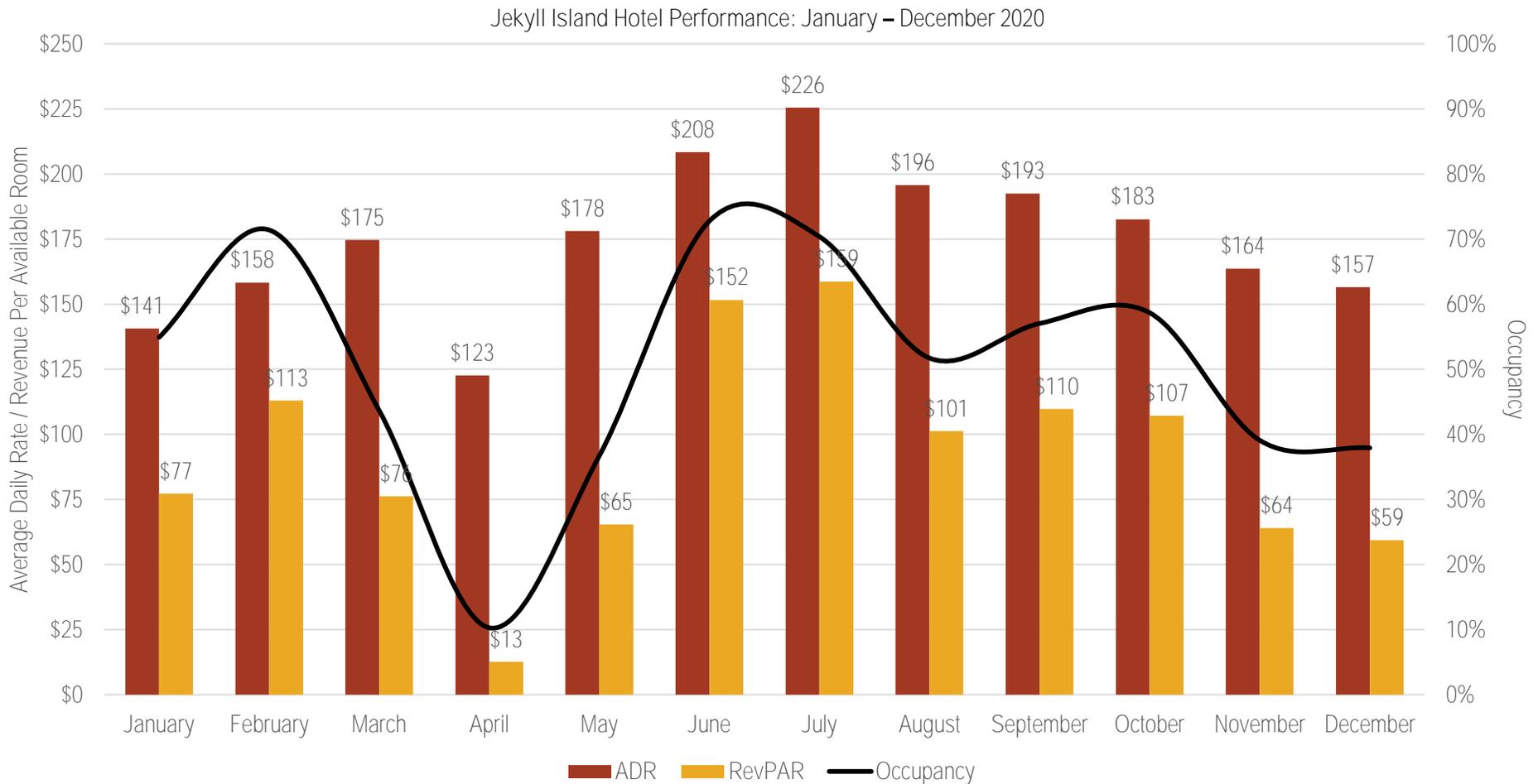


- ▶ After falling by 3.5% in 2020, U.S. GDP will rebound in 2021 and 2022 and revert to mean levels by 2023. GDP will exceed prior peak in late 2021.
- ▶ Job growth recovery will lag GDP growth, particularly for lower-end service, hospitality, and retail jobs. Office and professional jobs will resume growth.
- ▶ Inflation (and bond yields) could temporarily spike in 2021, but long term inflation will stay low.
- ▶ The effects on real estate will vary by product type:
  - » Demand for multifamily, industrial, and single-family homes (both for-sale and for-rent), and numerous niche sectors (data centers, for instance) will grow with the economy.
  - » Office and hotel demand will recover slowly as work from home and reduced business travel will be slow to reverse and will likely reduce long-term demand.
  - » Currently there is anecdotal evidence to suggest that financing new hotel projects could be difficult in the near term as appetites shift towards acquiring distressed hospitality assets as opposed to financing new construction.
  - » Mall and shopping center sales will rebound somewhat when COVID-related restrictions are lifted, but e-commerce will continue to take a greater share of retail sales, resulting in ongoing excess space.
- ▶ Real estate transaction volume will rebound in 2021, particularly for multifamily, industrial, and select niche property types. Dry powder remains plentiful, despite a decline in fundraising. Inflation and interest rates could spike in 2021, but should remain low in the mid-term.

Note: While the impacts of COVID-19 were analyzed for this report, **RCLCO's** following supply and demand analyses and recommendations incorporate a long-term view of land uses discussed, and as such are not unduly influenced by one year of poor performance of any land uses including hospitality.

# HOTELS TOOK SIGNIFICANT HIT FROM MARCH-MAY; SLIGHT RECOVERY BUT STILL MISSING GROUP TRAVEL

- ▶ Hospitality performance was dire in the spring of 2020 as local and national lockdowns and travel restrictions halted a majority of demand. However, hotels on Jekyll Island rebounded strongly reaching over 70% by June.
- ▶ There is optimism for recovery to continue in the hospitality sector as consumer confidence and vaccine rollouts improve the national and local appetite for travel.

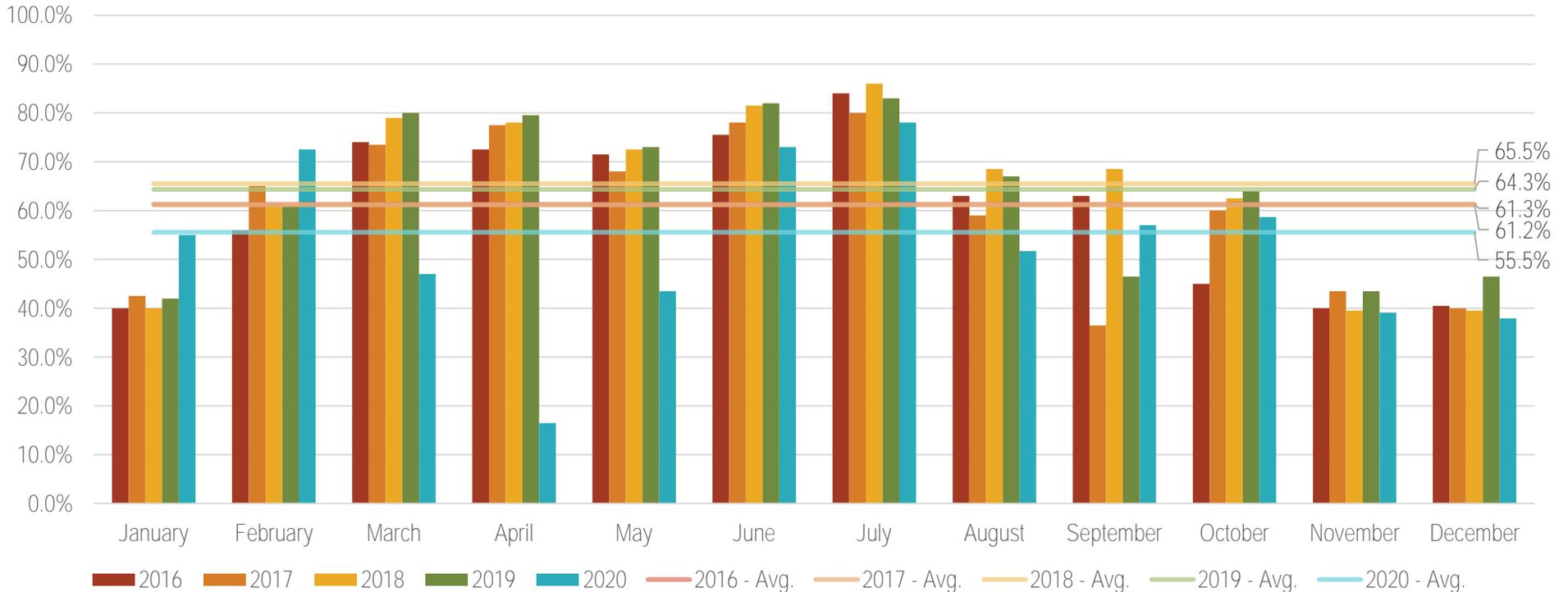


\* Metrics shown are for select properties on Jekyll Island including – Jekyll Island Club Resort, Westin Jekyll Island, Ascend Collection Seafarer Inn & Suites, Home2 Suites, Hampton by Hilton Inn & Suites, and Holiday Inn Resort.

# DEMAND IN SUMMER MONTHS IS STRONGEST

Hotel occupancy had been steadily rising before 2020, as the annual occupancy rate rose from 61.3% in 2016 to 64.3% in 2019. Demand in summer is strongest when some weekends are stretched to capacity on Jekyll Island. While demand was heavily impacted by the coronavirus outbreak, Jekyll Island fared much better than many other locations regionally and nationally, and demand is expected to quickly rebound to normal levels. However, a planned pipeline project just south of the subject site will absorb much of the unmet demand over the next several years. As shown on the next page of this report, there are concerns of oversupply conditions in the near and long term for the hospitality market on Jekyll Island. Additional hotel units may be beneficial during crunch times such as heavily trafficked weekends during the summer and larger conventions, but market fundamentals and trends do not support the construction of a new hotel for many years. Hotel operators often require annual occupancy rates near 65% for consideration of a new hotel, and this is likely not possible for several more years at the subject site.

Hotel Occupancy Rates\* 2016 – 2020



\* Data shown for occupancy rates is a combination of JIA and Smith Travel Research materials. The JIA FY 2021 Strategic Update provided monthly occupancy rates for all properties on-island from 2016 to July 2020 which are shown in the charts above. The remainder of 2020 monthly data is provided by Smith Travel Research which reflects performance at select properties including – Jekyll Island Club Resort, Westin Jekyll Island, Ascend Collection Seafarer Inn & Suites, Home2 Suites, Hampton by Hilton Inn & Suites, and Holiday Inn Resort. Annual occupancy rate data is provided by the JIA.

# LIMITED DEMAND FOR NEW HOTEL KEYS ON JEKYLL ISLAND

Historical tourism growth has been 5.4% over the past several years, and for new hospitality development to be feasible in the near term, growth in hotel demand would have to exceed this growth rate, averaging 7.5% annual growth from 2022 to 2026 in addition to making a full recovery of hotel demand in 2021. Assuming a complete recovery in 2021 followed by a similarly strong year of growth in 2022 while remaining consistent with the long-term average of 5.4% growth, there is very limited near-term demand for new hotel units on Jekyll Island.

	HISTORICAL					PROJECTED					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>SUPPLY</b>											
Beginning Room Nights <sup>1</sup>	350,411	381,377	385,054	373,160	404,391	392,416	472,340	516,840	516,840	516,840	516,840
Change in Room Nights <sup>2</sup>	30,966	3,677	-11,894	31,231	-11,975	79,924	44,500	0	0	0	0
Ending Room Nights <sup>3</sup>	381,377	385,054	373,160	404,391	392,416	472,340	516,840	516,840	516,840	516,840	516,840
<b>DEMAND</b>											
Demonstrated Demand Growth Rate <sup>4</sup>	9.3%	0.7%	3.8%	6.4%	-16.2%	19.3%	14.7%	5.4%	3.0%	2.0%	2.0%
Ending Demand Nights <sup>5</sup>	233,801	235,480	244,473	260,108	217,974	260,108	298,464	314,581	324,018	330,498	337,108
Historical & Projected Occupancies <sup>6</sup>	61.3%	61.2%	65.5%	64.3%	55.5%	55.1%	57.7%	60.9%	62.7%	63.9%	65.2%
Target Occupancy <sup>7</sup>						65.0%	65.0%	65.0%	65.0%	65.0%	65.0%
<b>UNMET DEMAND</b>											
Demand at Target Occupancy (Nights) <sup>8</sup>						307,021	335,946	335,946	335,946	335,946	335,946
Unmet Demand (Nights) <sup>9</sup>						0	0	0	0	0	1,162
Unmet Demand (Available Room Nights) <sup>10</sup>						0	0	0	0	0	1,788
Unmet Demand (Rooms) <sup>11</sup>						0	0	0	0	0	5

<sup>1</sup> The room nights available at the beginning of each year, which equals the ending room nights of the prior year.

<sup>2</sup> The change in room nights available throughout the year. Historical data is provided by the JIA Hotel Occupancy Statistics report. 2021 data includes the number of room nights available taken off the market in 2020 due to the coronavirus and renovations (assumes that all 1,207 rooms on-island are available throughout the year). Additionally, the dual Marriott Courtyard and Residence Inn includes 209 units assumed to deliver in August 2021, adding 31,785 and 44,500 room nights available in 2021 and 2022 respectively.

<sup>3</sup> The room nights available at the end of each year incorporating new supply additions and rooms taken off/added back to the market.

<sup>4</sup> Historical data is provided the JIA Hotel Occupancy Statistics report. In 2021, the growth rate is reflective of demand returning to levels seen in 2019. The rebound in hospitality demand is expected to extend into 2022, and grow at nearly the same rate as 2021. The growth in tourists on Jekyll Island from 2013 to 2019 was 5.4% annually, and was used as the projected growth for demand nights in 2023, and tapers off in 2024 and thereafter to sustainable levels. The long-term average growth in hotel demand has been assumed to equal the 5.4% tourism growth.

<sup>5</sup> The historical and projected room nights demanded annually.

<sup>6</sup> Historical and projected occupancy rates, taken by dividing the ending demand nights into the ending room nights.

<sup>7</sup> The targeted occupancy rate that will support the development and financing of a new hotel development.

<sup>8</sup> The target occupancy rate multiplied by the ending room nights, i.e. the demand necessary to support all room nights available at the target occupancy rate (65%).

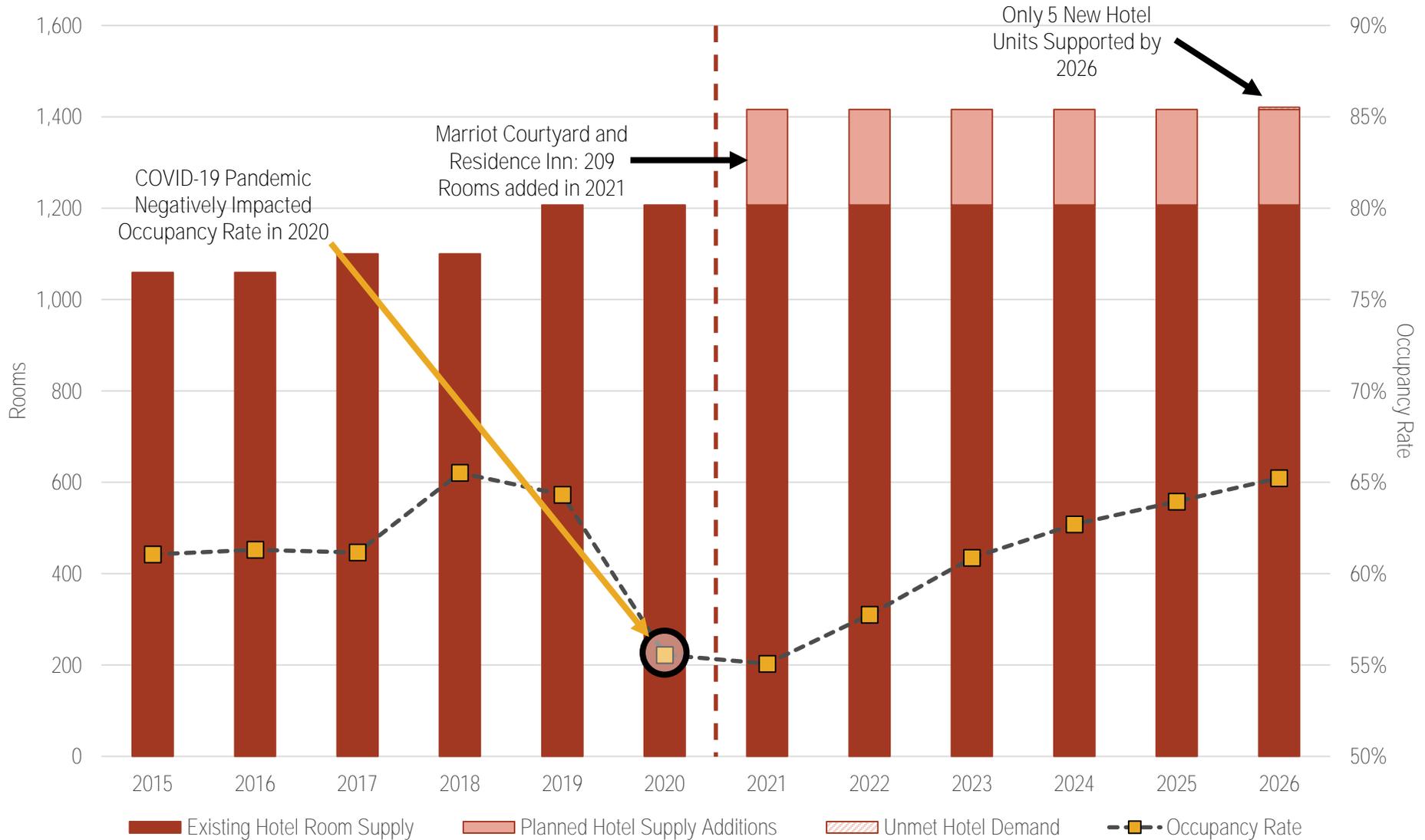
<sup>9</sup> The ending demand nights subtracted by the demand at target occupancy (row 8), i.e. the room nights demanded in excess of the demand at target occupancy.

<sup>10</sup> Unmet room nights demanded divided by the target occupancy rate, i.e. the room nights necessary (supply) to support the room nights demanded.

<sup>11</sup> The available room nights divided by 365 days, i.e. the supportable number of new hotel rooms supported on-island.

# LIMITED DEMAND FOR NEW HOTEL KEYS ON JEKYLL ISLAND

Hotel Room Supply and Unmet Demand, Jekyll Island; 2015 – 2026



\* Planned Hotel Supply Additions do not account for any hospitality development opportunity identified by the Jekyll Island Golf Club Master Plan, which could add another 56 hospitality units to Jekyll Island further increasing the competition on Jekyll Island and shrinking the market demand for new hotel units on-island.

# RESIDENTIAL SUPPLY AND DEMAND

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# BREAKDOWN OF RESIDENTIAL PRODUCT ON JEKYLE ISLAND BY TENURE TYPE

JEKYLE ISLAND HAS A LIMITED SUPPLY OF HOUSING, WITH A FAIRLY EVEN SPLIT BETWEEN PRIMARY, SECONDARY, AND RENTAL UNITS. MUCH OF THIS HOUSING STOCK IS OLDER AS A MAJORITY OF HOMES WERE CONSTRUCTED IN THE LATE 1960S AND MID 1970S, BUT THERE HAS BEEN SIGNIFICANT REINVESTMENT IN NEW RESIDENTIAL UNITS OVER THE PAST FEW YEARS, ALONG WITH SIGNIFICANT INVESTMENT IN EXISTING HOMES.

**Jekyll Island Real Estate Overview: 2020**

\$428,000 Avg. Price  
1,699 Avg. Square Feet  
\$252 Avg. Per Square Foot  
72 Annual Sales



88% Single Family



12% Multifamily



# NEW CONSTRUCTION CASE STUDY: THE COTTAGES AT JEKYLL ISLAND

THE COTTAGES AT JEKYLL ISLAND SUCCESSFULLY BROUGHT 122 NEW CONSTRUCTION ATTACHED RESIDENTIAL UNITS TO THE MARKET AND QUICKLY SOLD OUT.

- ▶ The Cottages saw quick relatively fast price appreciation throughout the life of the project, and was a successful example of new residential development on the island. As the Carrying Capacity & Infrastructure Assessment identified, The Cottages attracted a slightly higher share of primary home owners than other residential on-island. It is likely that new residential development on the subject site would attract a similar market audience as shown below.



The Cottages at Jekyll Island



# LOCATION OF RESIDENTIAL DEVELOPMENT ON-ISLAND



Villas by the Sea



The Cottages at Jekyll Island



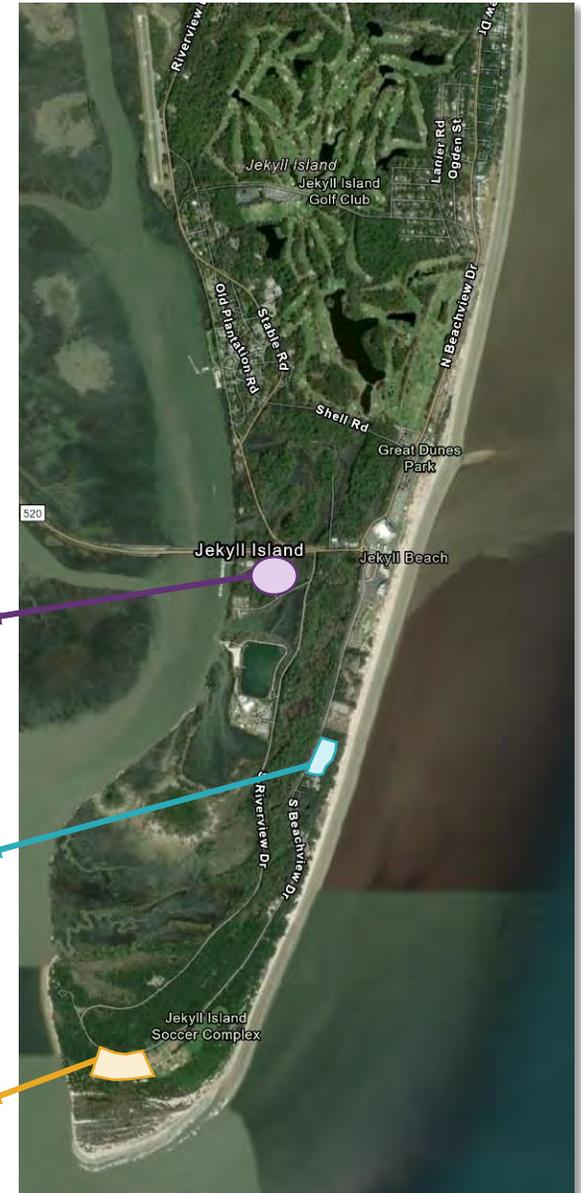
The Moorings at Jekyll Harbor



Ocean Oaks at Jekyll Island

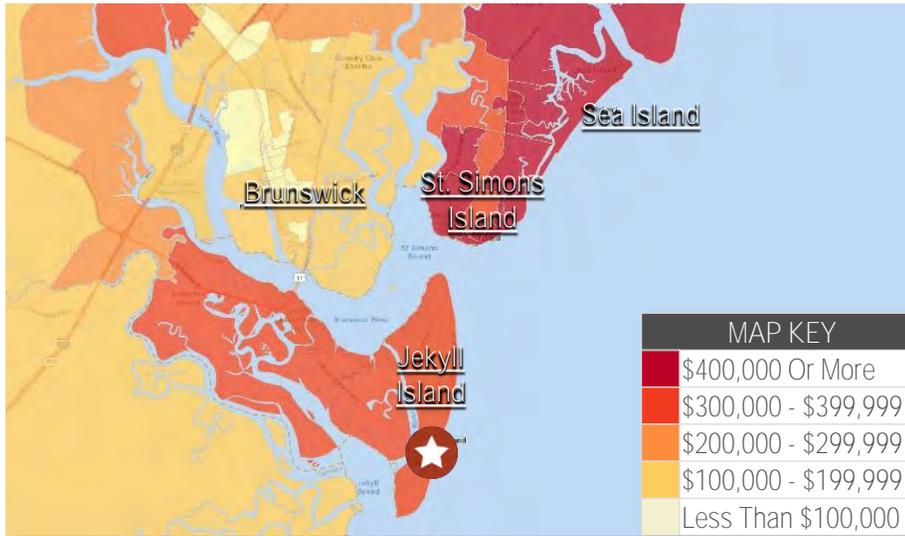


Single-Family Resale Homes

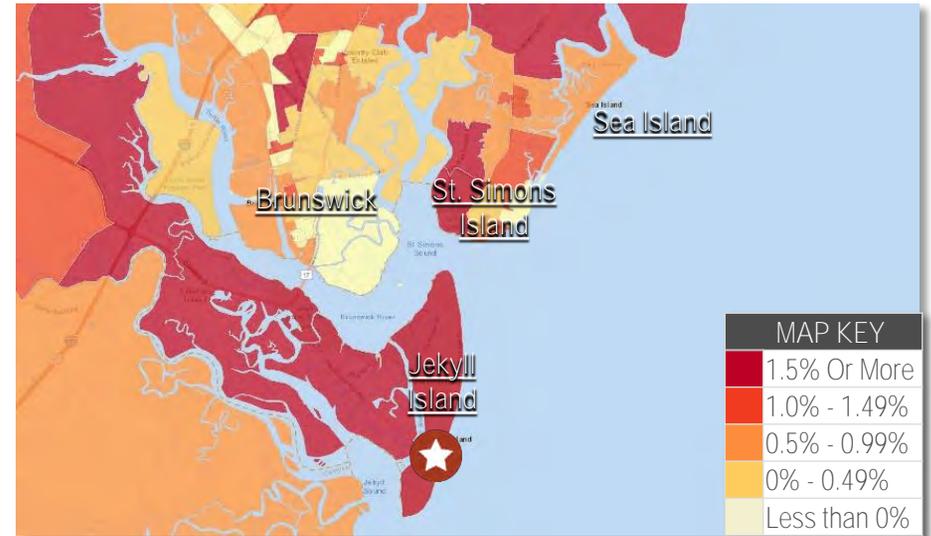


# REGIONAL DEMOGRAPHIC OVERVIEW

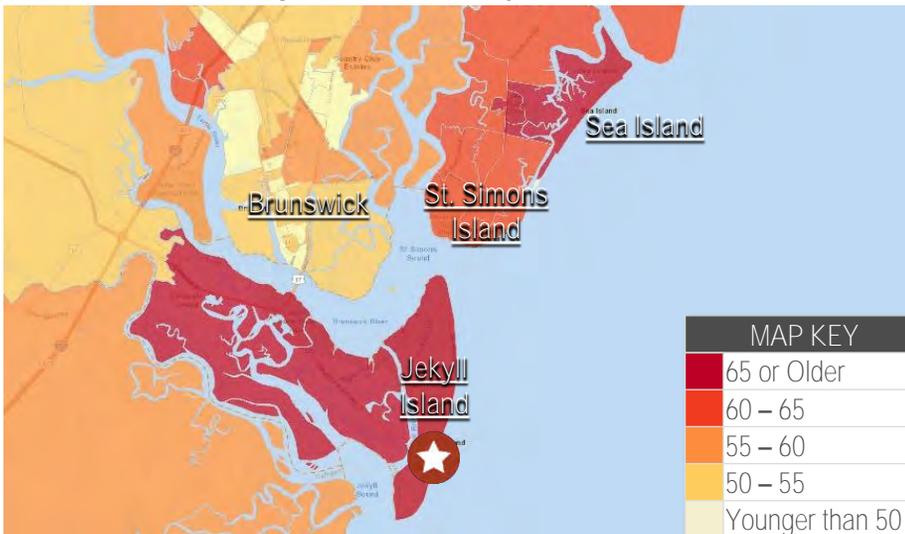
Median Home Value by Census Tract, 2020



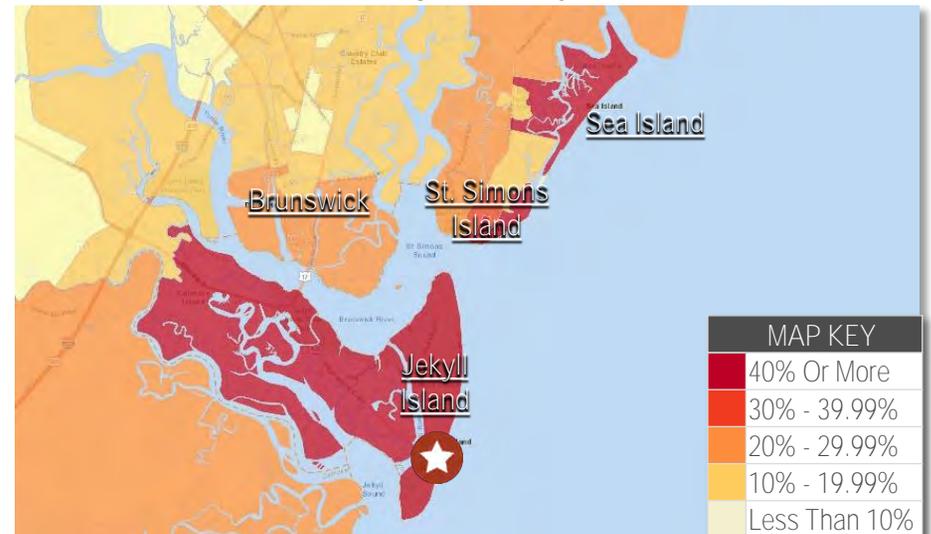
Household Growth Rate by Census Tract, 2010-2020



Median Age of Householder by Census Tract, 2020



Seasonal/Vacant Housing Units (%) by Census Tract, 2020



# JEKYLL ISLAND RESIDENTIAL SUPPLY OVERVIEW

1. The Moorings at Jekyll Harbor: New condominiums under construction along the Jekyll Harbor on the East River.
2. The Cottages at Jekyll Island: Newly constructed attached single-family homes on the north end of Jekyll Island.
3. Ocean Oaks at Jekyll Island: A small collection of newly built single-family homes with access to South Dunes Beach.
4. Jekyll Island Single Family Resales: These homes are much older than newer inventory on Jekyll Island.
5. Villas by the Sea: Jekyll Island's only condo-hotel property with units starting below \$200,000.

More detail on the competitive set is shown on the next page of this report.



Competitive Set Overview (Bottom); Competitive Set Map (Top)

MAP KEY	COMMUNITY	BUILDER/DEVELOPER	PRODUCT	YEAR OPEN	AVG HOME PRICE	AVG. \$/SF	ANNUAL SALES PACE <sup>1</sup>	OCEANFRONT
1	The Moorings at Jekyll Harbor	Carolina Holdings Group	Condos & Townhomes	2021	\$520,900	\$300	23	No
2	The Cottages at Jekyll Island	Carolina Holdings Group	Single Family Attached	2015	\$676,100	\$370	33	Yes
3	Ocean Oaks at Jekyll Island	Carolina Holdings Group	Single Family Detached and Duplex	2016	\$693,900	\$325	16	No
4	Jekyll Island - Single Family Resales	Multiple	Resale Single Family Detached	N/A	\$433,800	\$196	35*	Select Units
5	Villas by the Sea	N/A	Condo	1973	\$182,500	\$230	18*	Yes

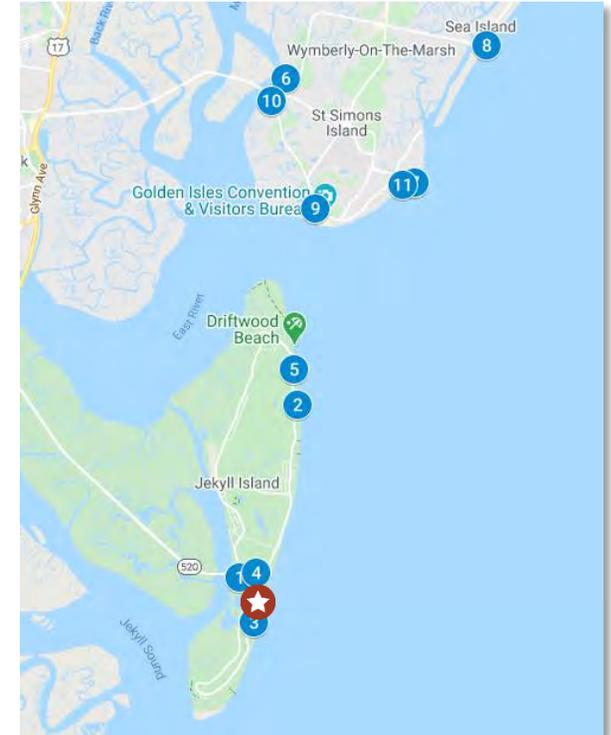
<sup>1</sup> Annual Sales Pace represents the pace of sales while each new project was actively-selling. These sales therefore did not necessarily occur simultaneously.

\* Indicates pace of resales

# REGIONAL RESIDENTIAL SUPPLY

6. Villas at Gascoigne: Four-story whole ownership condominiums near the St. Simons Marina.
7. Saint Simons Island Condominiums: A collection of several condominiums along the East Beach on Saint Simons Island.
8. Sea Island Resort: Larger condominium units in the exclusive Sea Island Resort.
9. Village Oaks: A small collection of single-family homes within walking distance to the St. Simons Pier Village
10. Yacht Club: An exclusive yacht-focused community along the Mackay River
11. Coast Cottages: Higher-density single-family homes along with access to East Beach.

More detail on the competitive set is shown on the next page of this report.



Competitive Set Overview (Bottom); Competitive Set Map (Top)

MAP KEY	COMMUNITY	BUILDER/DEVELOPER	PRODUCT	YEAR OPEN	AVG HOME PRICE	AVG. \$/SF	ANNUAL SALES	OCEANFRONT
6	Villas at Gascoigne	Palmetto Building Group	Condo	2017	\$472,500	\$264	14	No
7	Saint Simons Condominiums	Multiple	Condo	N/A	\$733,300	\$537	31*	Yes
8	Sea Island Resort	Multiple	Condo	N/A	\$2,933,900	\$911	4*	Select Units
9	Village Oaks	Palmetto Building Group	SFD	2012	\$858,500	\$351	1.5*	No
10	Yacht Club	Palmetto Building Group	SFD	2013	\$1,124,200	\$297	3.0	Waterfront
11	Coast Cottages	Multiple	SFD	1994	\$1,031,800	\$385	5.5*	Views

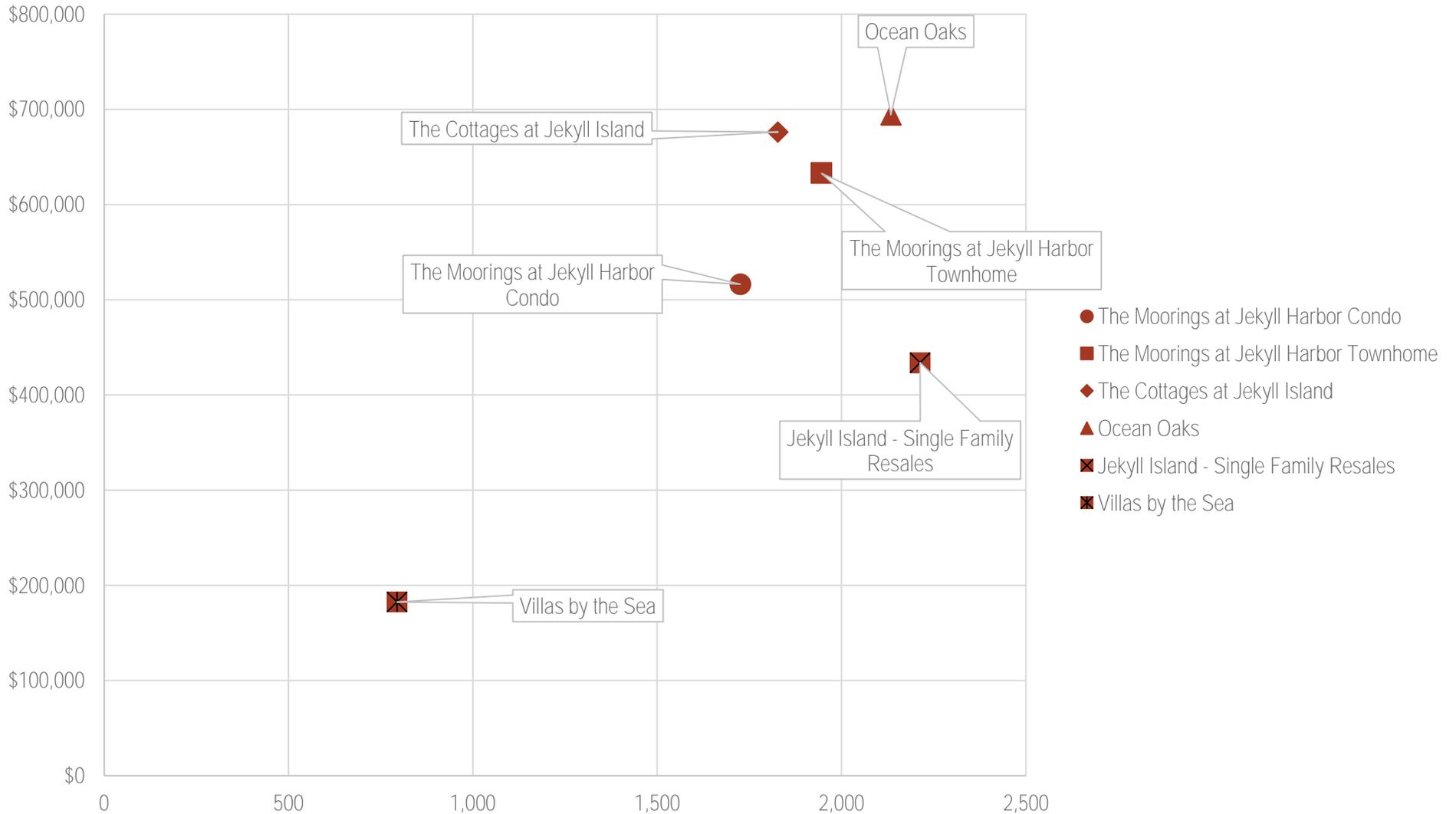
\* Indicates pace of resales

# STRONG SALES FOR NEW PRODUCT ON GOLDEN ISLES

MAP KEY	COMMUNITY	PRODUCT	YEAR OPEN	UNITS	BEGIN SALES DATE	UNITS SOLD	UNITS LEFT	ANNUAL SALES	HOME PRICE RANGE	AVG HOME PRICE	UNIT SIZE RANGE (SF)	AVG UNIT SIZE	\$/SF RANGE	AVG. \$/SF
1	The Moorings at Jekyll Harbor	Condos & Townhomes	2021	48	Mar-20	33	15	23	\$486,900 - \$732,000	\$520,900	1,726 - 1,946	1,735	\$282 - \$328	\$300
		Condo		39	Mar-20	24	15	14	\$486,900 - \$565,900	\$516,192	1,726 - 1,726	1,726	\$282 - \$328	\$299
		Townhome		9	Mar-20	9	0	9	\$615,125 - \$732,000	\$632,900	1,946 - 1,946	1,946	\$325 - \$325	\$325
2	The Cottages at Jekyll Island 200 Turtle Track Ln Jekyll Island, GA 31527	Single Family Attached	2015	123	May-15	123	0	Max: 48 Avg: 33	\$485,000 - \$900,000	\$676,100	1,674 - 2,098	1,827	\$265 - \$508	\$370
3	Ocean Oaks at Jekyll Island Ocean Oaks Dr Jekyll Island, GA 31527	SFA & Duplex	2016	39	Nov-16	39	0	16	\$488,000 - \$969,973	\$693,900	1,635 - 2,888	2,134	\$261 - \$448	\$325
4	Jekyll Island - Single Family Resales Jekyll Island Jekyll Island, GA 31527	Resale SFD	N/A	N/A	N/A	N/A	N/A	35*	\$163,600 - \$822,500	\$433,800	1,000 - 3,814	2,213	\$115 - \$391	\$196
5	Villas by the Sea 1175 Beachview Dr Jekyll Island, GA 31527	Condo	1973	176	N/A	176	0	18*	\$100,000 - \$324,000	\$182,500	480 - 1,226	794	\$143 - \$339	\$230
6	Villas at Gascoigne 117 Gascoigne Av St Simons Island, GA 31522	Condo	2017	54	May-17	54	0	14	\$415,000 - \$520,000	\$472,500	1,760 - 1,836	1,791	\$226 - \$291	\$264
7	Saint Simons Condominiums St Simons Island St Simons Island, GA 31522	Condo	N/A	N/A	N/A	N/A	N/A	31*	\$300,000 - \$1,750,000	\$733,300	978 - 1,904	1,364	\$299 - \$941	\$537
		Condo	2019	6	Mar-19	3	3	3	\$1,275,000 - \$1,750,000	\$1,496,500	1,840 - 1,904	1,865	\$685 - \$941	\$802
		Condo	1984	152	N/A	152	0	10*	\$300,000 - \$670,000	\$480,275	978 - 1,100	1,003	\$299 - \$685	\$479
		Condo	1984	81	N/A	81	0	7*	\$825,000 - \$1,035,000	\$903,929	1,619 - 2,129	1,728	\$463 - \$599	\$523
		Condo	1986	47	N/A	47	0	5*	\$439,500 - \$725,000	\$511,000	1,150 - 1,780	1,213	\$382 - \$499	\$421
		Condo	1983	92	N/A	92	0	5*	\$550,000 - \$1,225,000	\$850,611	1,173 - 1,596	1,363	\$461 - \$768	\$624
8	Sea Island Resort Sea Island Sea Island, GA 31561	Condo	N/A	N/A	N/A	N/A	N/A	4*	\$2,275,000 - \$4,400,000	\$2,933,900	2,400 - 3,839	3,221	\$720 - \$1,146	\$911
		Condo	2009	54	N/A	54	0	2*	\$2,275,000 - \$3,347,500	\$2,643,125	2,400 - 3,470	2,828	\$836 - \$1,000	\$935
		Duplex	2008	24	N/A	24	0	1*	\$2,665,000 - \$2,900,000	\$2,782,500	3,700 - 3,700	3,700	\$720 - \$784	\$752
		Condo	2009	14	N/A	14	0	1*	\$4,400,000 - \$4,400,000	\$4,400,000	3,839 - 3,839	3,839	\$1,146 - \$1,146	\$1,146
9	Village Oaks Village Oaks Ln St Simons Island, GA 31522	SFD	2012	31	Dec-12	31	0	2*	\$875,000 - \$905,500	\$858,500	2,502 - 2,539	2,447	\$345 - \$362	\$351
10	Yacht Club Yacht Club Dr St Simons Island, GA 31522	SFD	2013	39	Oct-13	33	6	3	\$862,366 - \$1,250,000	\$1,124,200	2,900 - 4,688	3,787	\$239 - \$431	\$297
11	Coast Cottages Coast Cottage Ln St Simons Island, GA 31522	SFD	1994	42	N/A	42	0	6*	\$650,000 - \$1,795,000	\$1,031,800	1,430 - 5,122	2,680	\$289 - \$488	\$385

\* Indicates pace of resales

# JEKYLL ISLAND PRICING DYNAMICS



Note: Points represent median sale price and median size of each data set.

# RESIDENTIAL DEMAND POTENTIAL AT SUBJECT SITE

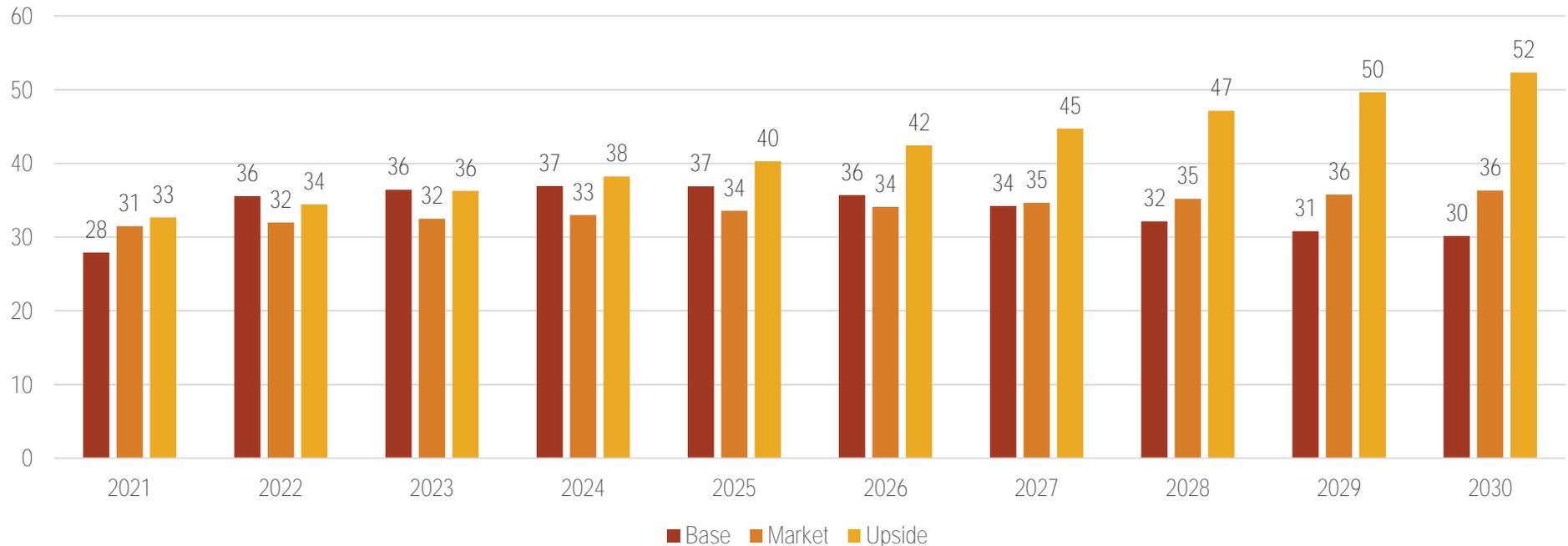
To estimate demand potential for new residential units at the subject site, RCLCO evaluated the competitive market environment and depth of demand for households potentially in the market for new units on Jekyll Island. Three different demand scenarios were evaluated – a base case, market case, and upside case – to project a feasible range of units sold per year at the subject site. Each scenario is summarized below, and in-depth on the following slides.

**Base Case Demand** – Jekyll Island has historically captured about 4.7% of Glynn County permits – that is a calculated percentage of permits issued in the Brunswick MSA that were in Jekyll Island based on sales trends over the past two years. Based on the forecast of future permits, this indicates the potential for 28-30 annual sales. This type of analysis is constrained by the lack of supply on Jekyll island, and likely understates demand.

**Market Case Demand** – Demand from annual household turnover indicates a similar volume of annual sales, though it is also tempered by historical performance (and lack of supply).

**Upside Case Demand** – Long-term tourism growth to Jekyll island has been 5.4% over the past several years. If household growth or Jekyll island's capture of the region were to grow at a similar rate (if supply were available), up to 52 annual sales could likely be achieved.

Annual Demand for Residential Units by Scenario, Subject Site: 2021 – 2030



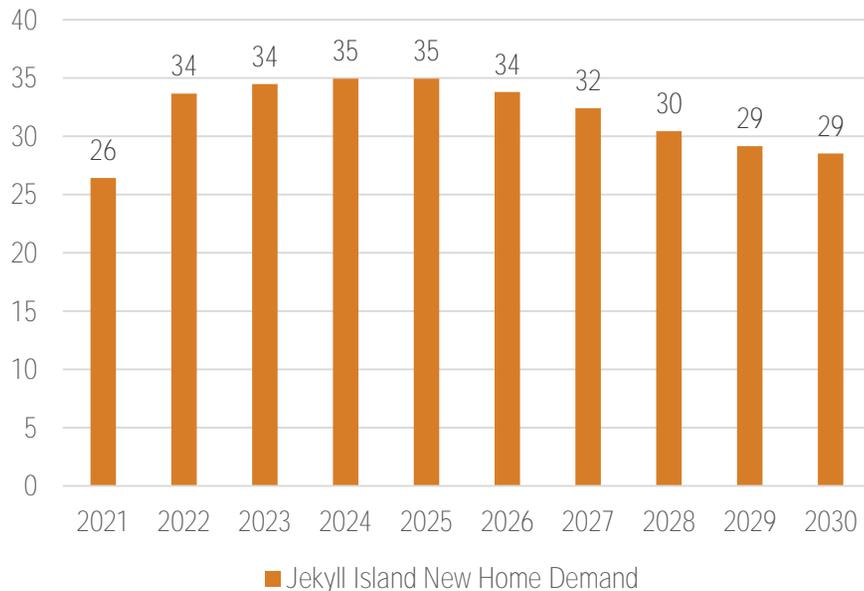
# RESIDENTIAL DEMAND – BASE CASE

JEKYLL ISLAND HAS HISTORICALLY CAPTURED ABOUT 4.7% OF GLYNN COUNTY PERMITS, I.E. 4.7% OF SALES FROM 2019 – 2020 HAVE BEEN LOCATED ON JEKYLL ISLAND. BASED ON THE FORECAST OF FUTURE PERMITS, THIS INDICATES THE POTENTIAL FOR 28-30 ANNUAL SALES. THIS TYPE OF ANALYSIS IS CONSTRAINED BY THE LACK OF SUPPLY ON JEKYLL ISLAND, AND LIKELY UNDERSTATES DEMAND.

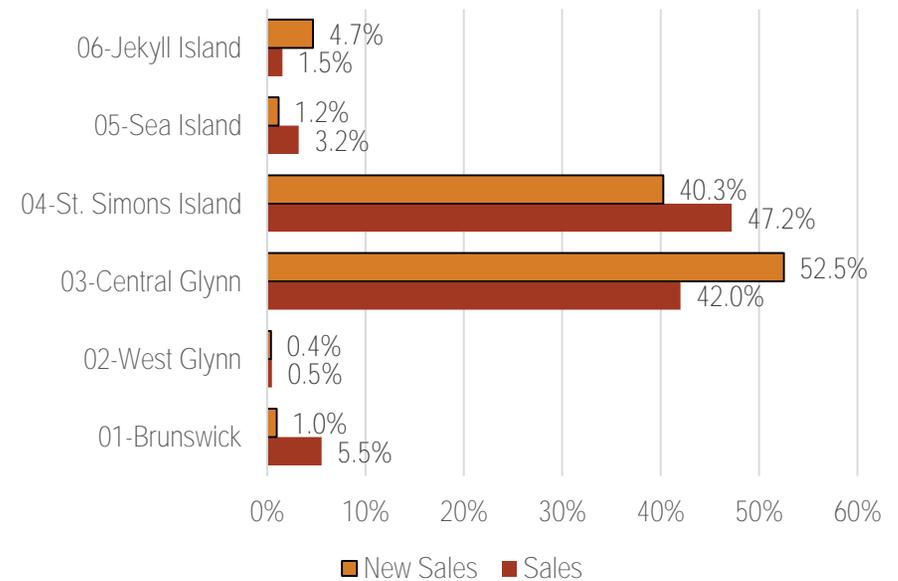
Residential Demand, Jekyll Island; 2021-2030

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Permits MSA	695	886	907	919	919	889	852	801	767	750
Glynn County Capture of Permits	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%
Glynn County New Homes	598	762	780	791	790	765	733	689	660	645
Jekyll Island Capture Rate	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%
Jekyll Island New Home Demand	28	36	36	37	37	36	34	32	31	30

Jekyll Island New Home Demand; 2021-2030



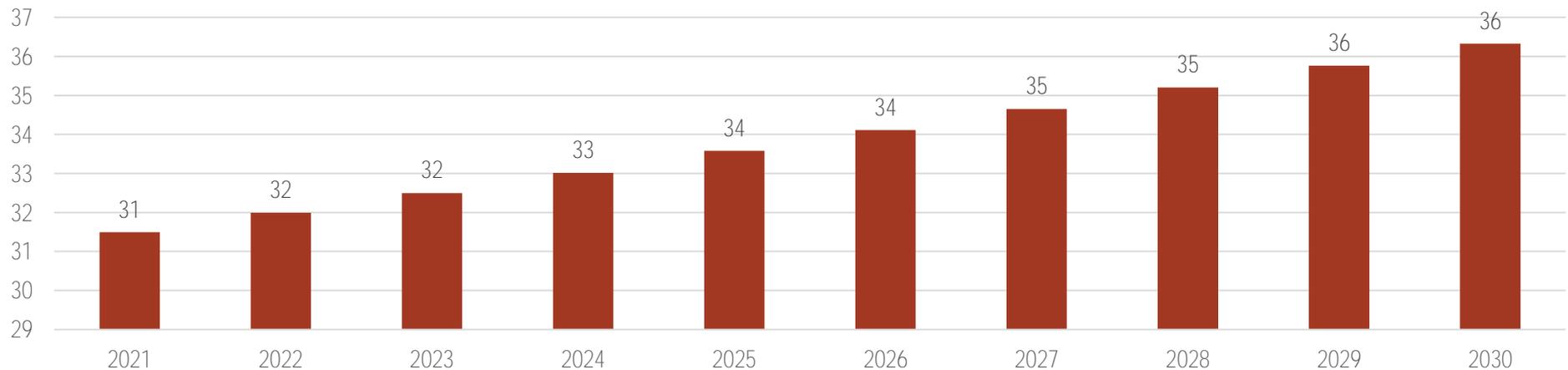
Capture Rate of Glynn County Sales by Tax District, Glynn County; 2019-2020



# RESIDENTIAL DEMAND – MARKET CASE

DEMAND FROM ANNUAL HOUSEHOLD TURNOVER INDICATES A SIMILAR VOLUME OF ANNUAL SALES, THOUGH IT IS ALSO TEMPERED BY HISTORICAL PERFORMANCE (AND LACK OF SUPPLY).

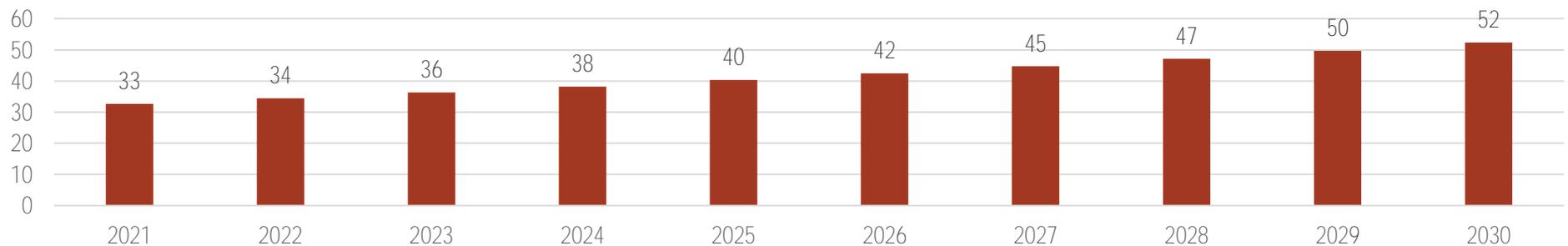
Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Demand from Households										
Total Households	525	534	542	551	560	569	578	587	596	606
Annual Turnover	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%
Primary Home Owners	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%
Annual Sales (Primary)	22	22	23	23	23	24	24	25	25	25
Demand from Investors										
Secondary/Rental Home Owners	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%
Annual Sales (Secondary)	83	84	85	87	88	90	91	92	94	95
Total Demand Potential (Primary + Secondary)	105	106	108	110	112	113	115	117	119	121
Preference for New Homes	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
New Home Demand	31	32	32	33	34	34	35	35	36	36



# RESIDENTIAL DEMAND – UPSIDE CASE

LONG-TERM TOURISM GROWTH (2013-2019) TO JEKYLL ISLAND HAS BEEN 5.4% OVER THE PAST SEVERAL YEARS. IF **HOUSEHOLD GROWTH OR JEKYLL ISLAND'S CAPTURE OF THE REGION WERE TO GROW AT A SIMILAR RATE (IF SUPPLY WERE AVAILABLE), UP TO 50 ANNUAL SALES COULD LIKELY BE ACHIEVED.**

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Growth Supported by Tourism	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%
Total Household Pool	545	574	605	638	672	708	746	786	828	873
Annual Turnover	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%
Primary Home Owners	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%
Annual Sales (Primary)	23	24	25	27	28	30	31	33	35	37
Demand from Investors										
Secondary/Rental Home Owners	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%
Annual Sales (Secondary)	86	90	95	100	106	111	117	124	130	137
Total Demand Potential (Sum of Primary and Secondary Demand)	109	114	121	127	134	141	149	157	165	174
Preference for New Homes	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
New Home Demand	33	34	36	38	40	42	45	47	50	52



# RESIDENTIAL PRODUCT TYPOLOGIES

## Single-Family Detached

Supply: A majority of residential housing on Jekyll Island consists of detached single-family homes, most of which were constructed in the 1970s. Ocean Oaks located south of the subject site successfully delivered 39 units of new construction single-family homes and 4 duplex units.

Market Demand: The limited supply of new construction homes and growth in tourism on the island has generated a favorable market for new residential demand.

Site Suitability: At 6.9 acres, the subject site is similarly sized to the Ocean Oaks development, and can likely incorporate an environmentally friendly design, making single-family detached development advantageous.

Ocean Oaks at Jekyll Island



## Single-Family Attached and Duplex

Supply: While a majority of housing on Jekyll Island is detached single-family, The Cottages at Jekyll Island recently brought 122 attached single-family units to the island.

Market Demand: There was exceptional demand for units at The Cottages at Jekyll Island, evident by the strong sales pace and consistent price appreciation over the life of the project.

Site Suitability: The Cottages at Jekyll Island was constructed at higher density than Ocean Oaks. Single-family attached housing is suitable for the subject site, and can incorporate an environmentally friendly design at slightly higher densities than single-family detached housing.

The Cottages at Jekyll Island



## Multi-Building, Smaller Footprint Condominiums

Supply: The Villas by the Sea Resort is the only collection of condominium product on the island. Constructed in the 1970s, units are owned by individuals, but there are restrictions on the length of stays for owners as units are part of the **hotel's** rental pool. The Moorings at Jekyll Harbor are under construction, bringing non-resort oriented condominiums to market for the first time on Jekyll Island.

Market Demand: The Moorings at Jekyll Island has exhibited a moderately successful sales pace that can likely be replicated at the site.

Site Suitability: A multifamily design similar to The Moorings at Jekyll Harbor or Villas by the Sea could potentially be incorporated at the subject site.

Villas by the Sea



## One-Building, Large Footprint Condominium

Supply: There are several condominium projects on St. Simons Island that unlike the Moorings at Jekyll Harbor or Villas by the Sea have all their units in one large structure such as St. Simons Grand. This building design has not been incorporated on Jekyll Island to date.

Market Demand: There is no demonstrated demand on Jekyll Island, but resale pace and pricing on St. Simons Island indicates that there are favorable market conditions for new product elsewhere.

Site Suitability: This product typology would be the most challenging at the subject site as the building footprint is larger and cannot be spread out across individual units.

St. Simons Grand



## KEY CONCLUSIONS AND RECOMMENDATIONS

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# OVERALL RESEARCH SUMMARY

## Environmental Concerns:

- ▶ *Residential* – Building footprints and residential design may be better able to cater to environmental concerns and restraints on development at Jekyll Island and the subject site, though this will ultimately depend on the final design of product onsite. Residential development may be done in a way that impacts fewer trees, as well as contributes to less overall human activity at the site compared to hospitality uses which are typically more heavily occupied and higher-density.
- ▶ *Hospitality* – Another hotel on the Island will generate more traffic and activity through guest turnover placing an overall larger impact on Jekyll Island. The large amount of surface parking (and lighting required) is another environmental concern, as is the additional traffic a hotel would be likely to bring. Using a similar density to the adjacent Marriot Courtyard and Residence Inn, it is possible that up to 246 keys could physically fit on the subject site (disregarding economic feasibility, which is addressed below). At an average occupancy rate of 65% this could add over 58,300 visitors annually to the island.

## Market Fundamentals:

- ▶ *Residential* – Residential supply is limited on Jekyll Island, despite the addition of new supply over the past several years. These newly delivered projects experienced strong sales pace and price appreciation over the life of these projects, especially for single-family detached and attached housing, and there likely remains additional pent-up demand for residential units.
- ▶ *Hospitality* – There are a number of competing hotels that currently exist on the island, along with the Marriot Courtyard and Residence Inn that is currently under construction and is expected to deliver an additional 209 units to the island. While Jekyll Island is expected to rebound relatively quickly from the effects of COVID-19, the large number of competing units and pipeline project make hospitality more competitive in the near-term than residential uses. Hotel operators typically seek a benchmark occupancy of 65% to 70% for success, and typical occupancies over the past several years have been between 60%-65%, without the additional 209 units from the new Marriott delivering this year.

## Projected Demand:

- ▶ *Residential* – The growth in tourism on Jekyll Island along with the demonstrated sales pace of recently constructed communities indicates that there is healthy demand for new units on Jekyll Island. The subject **site's** prime location will also contribute to strong residential demand. An analysis of future residential demand indicates that the subject site could sell between 28 – 52 units per year between 2021 and 2030.
- ▶ *Hospitality* – Future demand for hospitality will be assisted by strong expected growth in leisure demand and the return of group and business travel. However, with another beachfront hotel set to open before the end of 2021, an additional hotel on-island would likely take several years to gain necessary market support. While summer months may see the island near capacity for hotel rooms, hoteliers often seek an annual occupancy rate of 65%-70% which may not be achievable in the near-term.

# KEY RECOMMENDATIONS

- ▶ Market fundamentals, including competitive supply research and projected demand analyses, indicate that *residential product* is likely to be the most appropriate land use at the subject site, and is more suited for development when compared to traditional hospitality uses.
- ▶ Along with the favorable market dynamics, residential development is also likely to *best meet the needs* of the various stakeholders, government entities, carrying capacity considerations, and environmental concerns for Jekyll Island.
- ▶ These ultimate organization of these residential units could take multiple shapes, or draw from any of the residential product typologies noted earlier in this report. This means product could be constructed as detached or attached single-family, or even multiple smaller-footprint condominiums. Sales pace at recently developed communities on Jekyll Island indicate that *market demand is likely strongest for single-family detached or attached product*.
- ▶ The development of residential uses sold to private owners, with the potential for use within a rental pool, could act as an important compromise which benefits from the *strong market fundamentals* associated with residential product, while also providing *additional capacity* for the convention center during peak season.

## DISCLAIMERS

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# CRITICAL ASSUMPTIONS

Our conclusions are based on our analysis of the information available from our own sources and from the client as of the date of this report. We assume that the information is correct, complete, and reliable.

We made certain assumptions about the future performance of the global, national, and local economy and real estate market, and on other factors similarly outside either our control or that of the client. We analyzed trends and the information available to us in drawing these conclusions. However, given the fluid and dynamic nature of the economy and real estate markets, as well as the uncertainty surrounding particularly the near-term future, it is critical to monitor the economy and real estate markets continuously and to revisit the aforementioned conclusions periodically to ensure that they are reflective of changing market conditions.

It has become increasingly clear that the U.S. economy is recovering from a recession, and yet the extent of the damage to the economy and the ability to rebound from a still unfolding disruption are unknown. These events underscore the notion that stable and moderate growth patterns are historically not sustainable over extended periods of time, the economy is cyclical, and real estate markets are typically highly sensitive to business cycles. Further, it is particularly difficult to predict inflection points, including when economic and real estate expansions will end, and when downturn conditions return to expansion.

Our analysis and recommendations are based on information available to us at the time of the writing of this report, including the likelihood of a downturn, length and duration, but it does not consider the potential impact of additional/future shocks on the national and/or local economy, and does not consider the potential benefits from major **"booms"** that may occur. Similarly, the analysis does not reflect the residual impact on the real estate market and the competitive environment of such a shock or boom. Also, it is important to note that it is difficult to predict changing consumer and market psychology. As such, we recommend the close monitoring of the economy and the marketplace, and updating this analysis as appropriate.

Further, any project and investment economics included in our analysis and reports should be **"stress tested"** to ensure that potential fluctuations in revenue and cost assumptions resulting from alternative scenarios regarding the economy and real estate market conditions will not cause unacceptable levels of risk or failure.

In addition, and unless stated otherwise in our analysis and reports, we assume that the following will occur in accordance with current expectations by market participants:

- Tax laws (i.e., property and income tax rates, deductibility of mortgage interest, and so forth)
- Availability and cost of capital and mortgage financing for real estate developers, owners and buyers
- Competitive supply (both active and future) will be delivered to the market as planned, and that a reasonable stream of supply offerings will satisfy real estate demand
- Major public works projects occur and are completed as planned

Should any of the above change, this analysis should be updated, with the conclusions reviewed accordingly (and possibly revised).

# GENERAL LIMITING CONDITIONS

Reasonable efforts have been made to ensure that the data contained in this study reflect accurate and timely information and are believed to be reliable. This study is based on estimates, assumptions, and other information developed by RCLCO from its independent research effort, general knowledge of the industry, and consultations with the client and its representatives. No responsibility is assumed for inaccuracies in reporting by the client, its agent, and representatives or in any other data source used in preparing or presenting this study. This report is based on information that to our knowledge was current as of the date of this report, and RCLCO has not undertaken any update of its research effort since such date.

Our report may contain prospective financial information, estimates, or opinions that represent our view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by RCLCO that any of the projected values or results contained in this study will be achieved.

Possession of this study does not carry with it the right of publication thereof or to use the name of "Robert Charles Lesser & Co." or "RCLCO" in any manner without first obtaining the prior written consent of RCLCO. No abstracting, excerpting, or summarization of this study may be made without first obtaining the prior written consent of RCLCO. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client without first obtaining the prior written consent of RCLCO. This study may not be used for any purpose other than that for which it is prepared or for which prior written consent has first been obtained from RCLCO.





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**MEMORANDUM**

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** DENNIS GAILEY, DIRECTOR OF PUBLIC SAFETY  
**SUBJECT:** EMERGENCY SERVICES MUTUAL AID AGREEMENT  
**DATE:** 10/15/2021

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Glynn County Board of Commissioners has established the Glynn Unified Command to serve as Command & Control for Emergency Services during the McMichael/Bryan trial(s). As a part of the process, the Georgia Emergency Management Agency (GEMA) intends to have several outside agencies prepared and potentially standing by to provide Emergency Services within Glynn County and the City of Brunswick if necessary.

Specifically, GEMA requests that the Jekyll Island Fire Department assists and provides Emergency Service support, should the resources of Glynn County or the City of Brunswick become overwhelmed. In situations like this, it is best practice to have agreements in place that explain the terms and satisfy the legal requirements of each entity, and GEMA has requested that the JIA execute a standard Statewide Mutual Aid Assistance Agreement.

The document before you today has been reviewed by JIA legal counsel, and staff recommends approval of the agreement as presented.



October 7, 2021  
Chris Channell  
Glynn County Elections Board Supervisor  
1815 Gloucester Street  
Brunswick, GA 31520

RE: Voting District Line Public Comments – Jekyll Island

Dear Mr. Channell:

The Executive Staff of the Jekyll Island Authority has reviewed the four redistricting proposals presented to the public. Our review is on behalf of the Jekyll Island Authority Board, members of which have also reviewed and endorsed this communication. While Board Members are expected to formally ratify this letter at the next JIA Board meeting on October 19, in order to meet your deadline, we are providing you with this written communication.

We are disappointed that none of the proposed redistricting maps allow Jekyll Island to be represented in the same manner as the other two Islands in Glynn County. The three islands share many common concerns and goals on issues such as dredging and revetment, beach erosion and renourishment, beach sand quality, water advisories, and leisure visitation matters. Jekyll Island will continue to share many of the same goals as St. Simons and Sea Island on these issues, issues that no inland areas of the County experience. Additionally, while we continually partner with the City of Brunswick and Glynn County in many activities and MOUs, we cannot afford to allow Jekyll to become an afterthought.

It is important that a determination regarding Jekyll Island consider the issues that set us apart from the mainland communities. Although we do not believe any of the proposed maps achieve this, we understand that you have a difficult job to accomplish, and population and other demographic factors must be considered. After extensive review of the proposed maps, the Jekyll Island Authority believes Proposal Two is the only proposal that can portray any logical benefit to Jekyll Island residents and our significant business community within Glynn County who pay property and sales taxes.

Proposal Two, or Map B, aligns with the Jekyll Island's GDOT designated interstate exit, Exit 29, which is the most traveled corridor for visitors of Jekyll Island. Proposal Two also follows clearly defined geographic boundaries. Additionally, Georgia Power infrastructure supplying Jekyll Island runs the length of Highway 82 into Glynn County through Colonel's Island and onto Jekyll. Further, Jekyll Island Fire/EMS and Glynn County Fire/Rescue Station Six, located on US-17 near Exit 29, participate and cover each other on a great number of mutual aid calls on a regular basis. Protection, proper promotion, and future development of this critical travel

corridor are of extreme importance to the current and future success of Jekyll Island and Glynn County.

The vital contributions of Jekyll Island to the whole of Glynn County should be recognized in redistricting and should not be discounted. As a point of reference, consider the Economic Impact Studies performed by The Selig Center for Economic Growth at UGA for Sea Island and Jekyll Island, which calculated Jekyll Island contributing \$29 million in Glynn County tax revenues in 2016, \$7 million more than Sea Island. No doubt, with the growth of Jekyll's business and residential communities, these numbers are even more significant today.

We appreciate your time and consideration in this matter. Our Executive Staff and I are available for further information or discussion.

Sincerely,

A handwritten signature in blue ink, appearing to read "C. Jones Hooks". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

C. Jones Hooks  
Executive Director

cc: Wayne Neal  
Cap Fendig  
Bill Brunson  
David O'Quinn  
Allen Booker  
Walter Rafolski  
Sammy Tostensen  
Jekyll Island Authority Board of Directors

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The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, September 21, 2021 at the Jekyll Island Convention Center and via teleconference.

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

Key Staff Present: Jones Hooks, Executive Director  
Noel Jensen, Deputy Executive Director  
Marjorie Johnson, Chief Accounting Officer  
Melissa Cruthirds, General Counsel  
Jamie Clayton, Human Resources Generalist  
Alexa Hawkins, Director of Marketing and Communications  
Andrea Marroquin, Museum Curator  
Anna Trapp, Executive Assistant

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

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

Jones Hooks, Executive Director introduced Douglas Rucker, the new general manager for the Jekyll Island Club Resort.

No public comments were received online for this meeting.

The Historic Preservation/Conservation Committee items were addressed after the Committee of the Whole, due to HW Exhibits' delayed arrival to the meeting.

## **II. Finance Committee**

**A.** Mr. Bill Gross, Finance Committee Chair summarized the August Financial including an overview of Revenues, Expenses, Net Operating Cash, Traffic Statistics, and Hotel Statistics.

- Revenues were \$3,445,662.
- Expenses were \$2,113,448.
- Net Operating Cash Income was \$1,332,215.
- Total Traffic Counts were 125,911 vehicles.
- Hotel Revenues were reported at \$5.9 million with a 67.3% Occupancy Rate.

**B.** Noel Jensen, Deputy Executive Director, presented the Request for Approval of a new Postage Meter Lease. The current Postage Meter Lease expired on July 31, 2021, and the JIA's current provider, Pitney Bowes, Inc., is one of the companies currently available under the state contract. The proposed lease with Pitney Bowes would cost \$228.19 per month for 60 months, including equipment and maintenance of the machine.

A motion to recommend approval of the Proposed Postage Meter Lease with Pitney Bowes, Inc, as recommended by staff was made by Mr. Krueger and seconded by Mr. Willard. The motion was unanimously approved.

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C. Noel Jensen, Deputy Executive Director, presented Requests for Approval of three Operating Equipment Leases:

- a. He explained that the Wells Fargo Golf Course Lease signed four years prior was expiring. To replace needed Golf Course Maintenance equipment, staff recommended a four-year equipment lease at a cost of \$5,154.10 per month.

A motion to recommend the approval of the Golf Course Maintenance Equipment Lease with Wells Fargo as recommended by staff was made by Mr. Atkins and seconded by Mr. Krueger. The motion was unanimously approved.

- b. Next Jensen presented the proposed Landscape Equipment Lease which will replace outdated and failing landscaping equipment. The four-year lease with Wells Fargo accounts for fourteen pieces of equipment ranging from mowers to a small tractor with a bucket attachment. The total monthly payment for this lease equals \$3,660.57

A motion to recommend approval of the Landscape Equipment Lease with Wells Fargo as recommended by staff was made by Mr. Willard and seconded by Mr. Atkins. The motion was unanimously approved.

- c. Lastly, Jensen presented a proposed lease with Caterpillar Financial Services. The purpose of the lease is to update Roads and Grounds Equipment. The lease accounts for one Caterpillar 320 Excavator. The cost equals \$261,916.36 payable over seven years. Mr. Jensen explained that based on previous rental expenditures, purchasing the excavator should prove to be a cost-saving purchase.

A motion to recommend approval of the Roads and Grounds Equipment Lease-Purchase Agreement with Caterpillar Financial Service as recommended by staff was made by Dr. Evans and seconded by Mr. Krueger. The motion was unanimously approved.

There were no public comments.

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

- A. Jamie Clayton, Human Resources Generalist, announced the retirement of Phyllis Gaska, who gave sixteen years of full-time service to Jekyll Island. Andrea Marroquin, Museum Curator, commented on Ms. Gaska's passion for the work she's done for JIA. In her role as a Certified Interpretive Guide, she shared her love of Jekyll Island and its history with others. Executive Director, Hooks further commented on Ms. Gaska's creativity and enthusiasm, noting her ability to bring history to life and her exceptional cooking skills for various staff functions.

There were no public comments.

### **IV. Marketing Committee**

- A. Alexa Hawkins, Director of Marketing and Communications, presented the Marketing Department Report. Her report focused on upcoming events.
- A new event that is scheduled for November 27, 2021 is the Cold-Stunned Plunge which will raise funds for the Georgia Sea Turtle Center.
  - Hawkins noted that the 15<sup>th</sup> Anniversary of the Shrimp and Grits Festival is scheduled for November 4-6, 2022 which will include the Go for the Grits 5k, an online cooking demo, and an anniversary sweepstakes.
  - JIA magazine 31•81 for Fall/Winter 2021 is scheduled to be distributed in late November 2021. Hawkins noted that the Spring/Summer 2020 issue is in the running to receive two Folio: Eddie and Ozzy Awards, for both Editorial and Art Direction.

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There were no public comments.

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

**A.** a. Leigh Askew Elkins, JIA’s Consultant from the University of Georgia’s Carl Vinson Institute, presented the final draft of the 2021 Jekyll Island Master Plan Update. Her discussion focused on the Structure and Contents of the plan with an emphasis on the Mapping Updates. She noted that the Master Plan Update is intended to provide guidance as the Board considers policy over the next five years. Implementation of the plan is the responsibility of JIA staff. She explained that the process for developing the plan included gathering information and data from JIA Staff, interviews with JIA Board Members, a Stakeholders Meeting, an External Review Committee, a Town Hall Meeting, and an Online Survey, along with the Vinson Institute Team. The plan itself includes recommendations in the following areas:

- Conservation and Development
- Economic Sustainability
- Historic and Cultural Resources
- Natural Resources
- Recreation
- Transportation, Infrastructure, and Municipal Services
- Mapping Updates: Ms. Elkins elaborated on the Categories of Corrections:
  - Projection Errors
  - Better Imagery and Underlying Shapefiles
  - Established Road, Bike Path, and Service Road Standard Widths
  - Lease Lines
  - Obvious Errors
  - Conservation Plan Consistency
- Appendix A: Examples of Data and Information that will be inserted into the body of the plan
- Appendix B: Public Comments from the Town Hall Meeting (will become Appendix A in Final Document)
- Appendix C: 2021 Master Plan Update Survey Responses (will become Appendix B in Final Document)

b. Melissa Cruthirds, General Counsel, explained the legal requirements for any Master Plan Amendments. This includes:

- The plan being described in written form and presented publicly at a regular meeting of the Authority.
- A public notice to be placed in the legal organs of both Glynn County and Fulton County.
- The public notice to be published online, and Public Comments to be accepted online.
- A public hearing to be held on October 14, 2021 at 5:30 PM.
- Additionally, law requires that a notice of the proposed amendment be sent to the Speaker of the House, the President of the Senate, the JIA Oversight Committee, and the Office of Legislative Counsel.

Ms. Cruthirds requested that the Board approve sending the Master Plan Amendment to the state entities mentioned and noted that no action is required by the State entities. If the Oversight Committee does not object to the Plan Amendments, the JIA Board will consider adopting the Master Plan Amendment at the December 14, 2021 Regular Board Meeting.

A motion authorizing the Executive Director to send the Proposed Master Plan to Georgia State Officials as recommended by staff was made by Mr. Krueger and seconded by Mr. Gross. Roll was called for this item, and the motion carried unanimously.

**B.** Melissa Cruthirds, General Counsel, presented a request to award the Invitation for Proposal for Residential Construction at 5 Hayes Avenue (IFP#1) to Julia Miller. Pursuant to the requirements of the IFP, Ms. Miller obtained a survey of the property. She also submitted her

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plans to the Design Review Group, which were approved on September 10, 2021, subject to award of the IFP. Ms. Miller made an offer to purchase the lease hold for \$175,000. Ms. Miller will have eighteen months from September 10, 2021 to complete the construction.

A motion to recommend Awarding IFP #1, 5 Hayes Avenue to Julia Miller as recommended by staff was made by Dr. Evans and seconded by Mr. Krueger. The motion was unanimously approved.

- C. Melissa Cruthirds, General Counsel, presented a Request for Proposal for Vendor Services for Provision of Historic Carriage Tours and Beach Trail Rides (RFP #367). The current lease for Trail Rides and Historic Carriage Tours expires in January 2022. This RFP offers a competitive procurement opportunity.

A motion to recommend approval of RFP #367, Historic Carriage and Beach Trail Rides as recommended by staff was made by Mr. Willard and seconded by Mr. Krueger. The motion was unanimously approved.

- D. Noel Jensen, Deputy Executive Director, presented a request to award the Request for Proposal for Permitting, Licensing, Code Enforcement, and Lease/Contract Management Software (RFP#363) to Tyler Technologies. This project will streamline the permitting, licensing, and code compliance process for both customers and JIA staff. This contract will be a Software for Services (SAS) agreement with an annual subscription cost of \$31,146. The contract also includes a one-time project set up fees of \$53,100. Additionally, approximately \$3,000 will be needed per year for additional cloud storage and approximately \$3,000.00 per year for the BlueBeam software for plans review. The total of the first-year costs is estimated to be \$90,246. Staff feels the capabilities of this software have been sorely missing from JIA's leasing/enforcement activities.

A motion to recommend Awarding RFP #363, Permitting, Licensing, Code Enforcement and Lease/Contract Management Software, to Tyler Technologies, Inc., pending contract completion and legal review as recommended by staff was made by Mr. Gross and seconded by Mr. Willard. The motion was unanimously approved.

- E. Jones Hooks, Executive Director, presented the request to revise the Request for Proposal for the Jekyll Island Amphitheater (RFP#364). The revisions include a Submission Deadline Date of November 12, 2021, correction of scrivener errors, and a change to the overview of the project, to include not just lease and development but also operation of the amphitheater.

A motion to recommend approval of the Revised RFP#364, Jekyll Island Amphitheater as recommended by staff was made by Mr. Krueger and seconded by Mr. Gross. The motion carried unanimously.

- F. Jones Hooks, Executive Director, presented the request for Adoption of the Fiscal Year 2022 Strategic Plan. A draft of the Plan was shared with Board Members following the August Board meeting with no Board comments received. However, the deadline for submission was September 1, 2021, and Hooks noted that if the Board has any recommended changes, those will be submitted to the Office of Planning and Budget as an amendment.

A motion to recommend Adoption of the FY22 Strategic Plan as recommended by staff was made by Mr. Gross and seconded by Mr. Krueger. The motion carried unanimously.

- G. Noel Jensen, Deputy Executive Director, presented the Operations Update. His discussion included:

- Data on work orders completed during Fiscal Year (FY) 2021 which showed 1805 work orders completed out of 1723 submitted.

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- Jekyll Island Fire & EMS Responses. The total number of responses for FY 21 equaled 591.
  - JIA's new fleet which included two vans and five trucks to be used by various maintenance departments.
  - An update on Crossover Repairs which includes the completion of ten new crossovers and repair of three existing crossovers.
  - The arrival of new rental bikes, which were ordered in January 2021 and finally received in June 2021.
  - Approximately four miles of bike path construction/reconstruction is underway and will be completed in three-four weeks.
  - The playground reconstruction is on-going. The toddler area is 70% complete, the older child area is 10% complete, and the swing sets are about approximately 40% complete.
  - Roads & Grounds are building decorations and displays in preparation of Holly Jolly Jekyll.
  - A fourth ADA compliant campground bathhouse is under consideration to be funded by the State ADA Office.
  - The Public Safety Complex project is moving along. A geotechnical survey will be conducted on October 1, 2021. Final renderings and floor plans are under review, and a complete architectural package should be available by November 2021.

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

- A Certificate of Occupancy has been issued for buildings 40, 42, and 44 at The Moorings.
- He noted that the Golf Master Plan should be interpreted as a roadway to a destination, and he sees the destination as an improved and sustainable golf course. He referenced several articles to show how golf and golf courses are evolving.
- Terracon, the company awarded the Golf Course Archaeological Study project, has met with staff to note areas of historical significance. The phase one survey was completed, and no previously unknown cultural resources were identified. Phase two will test to evaluate the significance of known, previously documented sites located within the project area. Terracon anticipates finishing the Phase II test units at the beginning of October.
- He noted the importance of understanding capacity limitations to prevent Jekyll Island from becoming a "Disappointing Destination".
- He noted that the correct residential garbage collection cost through Waste Management increased by 2.9%. Previously Waste Management estimated a 2% increase.
- He noted that the JIA Leadership team completed a Strength Finding Analysis which showed a balance of skills and strengths among staff.
- The State AAAAA Golf Tournament will be held on Jekyll in May 2022.

**I.** Mr. Wilkinson forgo giving Chairman Comments, due to time constraints.

Mr. Wilkinson opened the floor to public comments. There were two public comments made during the meeting:

- Al Tate acknowledged the improvement of the bike paths but noted that he believes additional bike racks would benefit the bike paths. He requested additional signage to support ecotourism. He acknowledged appreciation of the improvements being made to the playground and mini golf course but noted the splintering bike boardwalks as an issue. He lastly noted that he hoped survey results from the Master Plan would be released to the public, to which Mr. Hooks confirmed those results would become available online.
- Susan Inman with 100 Miles voiced concerns regarding the Master Plan Amendment. She noted that 100 Miles and others are concerned about the increased density on Jekyll

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Island and believe that this concern is not adequately addressed in the Master Plan. She also expressed disappointment with the public comment process for the Master Plan.

**I. Historic Preservation/Conservation Committee**

**A.** Andrea Marroquin, Museum Curator introduced Andrew Steever and Erika Fox of HW Exhibits to present their recommendations for creating a guest experience at Hollybourne Cottage.

Highlights of their presentation included:

- A design scheme that will create an extension of the guest experience of the Mosaic through use of colors and fonts.
- Welcome banners to be included outside of the Cottage to inform guests of what to expect when entering and to provide general information.
- The first and second floors would include exhibits to highlight architecture stories, preservation stories, and family/staff stories.
- The attic experience will have limited accessibility and may be considered as a paid experience.
- Visitor takeaways should include a deeper understanding of the architectural significance of Hollybourne Cottage, an appreciation of the Maurice family and their legacy at Jekyll Island, and an awareness of the importance of stewardship.

**B.** The AmeriCorps Members Update was deferred, due to time constraints.

**C.** The Conservation Update was deferred, due to time constraints.

There were no public comments.

After the Historic Preservation/Conservation Committee items were addressed, the Chairman continued directly into the JIA Board Meeting.

**The Jekyll Island State Park Authority (JIA) Board Meeting**  
**September 21, 2021**

The roll was called, and all members were present either in-person or via teleconference.

**Action Items**

1. Mr. Krueger moved to accept the minutes of the August 17, 2021 board meeting as presented. The motion was seconded by Dr. Evans. There was no discussion, and the minutes were approved unanimously.
2. The recommendation from the Finance Committee to approve the Postage Meter Lease carried by unanimous consent.
3. The recommendations from the Finance Committee to approve the Equipment Leases including: the Golf Course Maintenance Equipment Lease, the Landscape Equipment Lease, and the Roads and Grounds Equipment Lease carried by unanimous consent.
4. The recommendation from the Committee of the Whole for the Master Plan Update to be sent to State Officials carried by unanimous consent.
5. The recommendation from the Committee of the Whole to Award IFP#1, 5 Hayes Avenue to Julia Miller carried by unanimous consent.
6. The recommendation from the Committee of the Whole to Issue RFP#367 for Historic Carriage and Beach Trail Rides carried by unanimous consent.
7. The recommendation from the Committee of the Whole to Award RFP#363 for Permitting, Licensing, Code Enforcement and Lease/Contract Management Software to Tyler Technologies Inc. carried by unanimous consent.

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8. The recommendation from the Committee of the Whole to Accept Revisions to RFP #364 for Jekyll Island Amphitheater carried by unanimous consent.
  9. The recommendation from the Committee of the Whole to Adopt the Fiscal Year 2022 Strategic Plan carried by unanimous consent.

There were no public comments.

The motion to adjourn was made by Mr. Atkins and was seconded by Mr. Tollison. There was no objection to the motion and the meeting adjourned at 12:02 p.m.

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**MEMORANDUM**

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR  
**SUBJECT:** OPERATIONS MONTHLY REPORT – SEPTEMBER 2021  
**DATE:** 10/12/2021

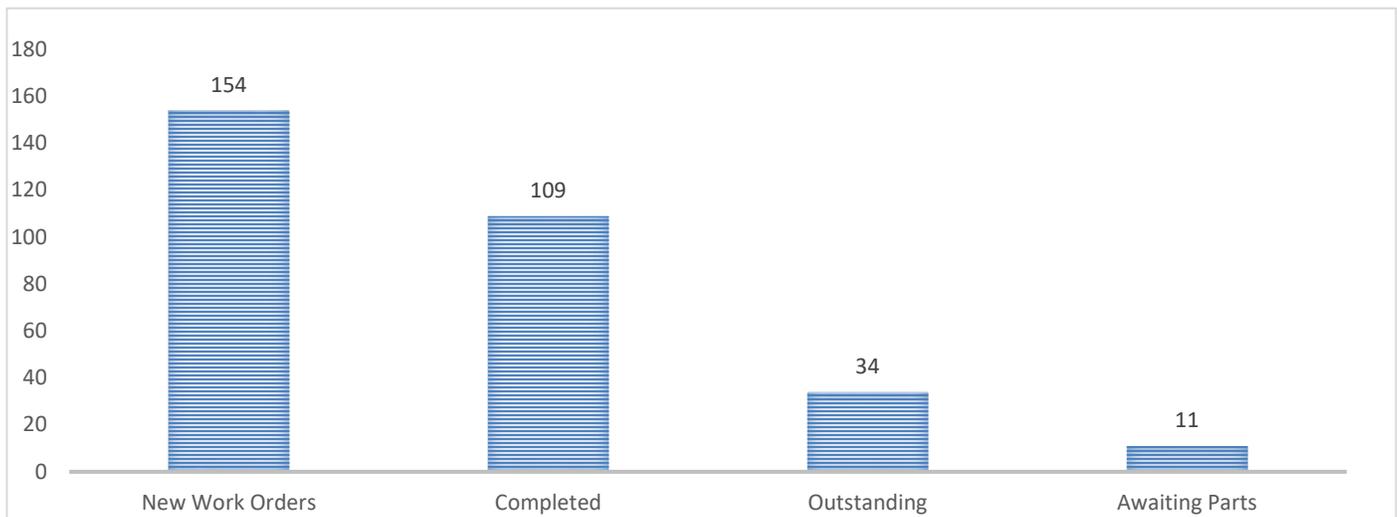
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**PUBLIC SERVICES**

**September Highlights:**

- Rehabilitation and construction on four (4) approved sections of bike paths are coming to completion with the backfilling of the final section at Captain Wyllly Rd.
- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 1,441.60 gallons of 100LL aviation fuel totaling \$7,481.95 in sales for the month of September.
- Repairs at existing crossovers are currently underway for Austin Lane and Thorne Lane. Renovation of Corsair Beach Park crossover was completed.
- The Jekyll Island Playground revitalization was completed adjacent to Mini-Golf. Mini-Golf is 50% complete on turf replacement.
- Roads & Grounds, Park Services, and Facilities staff began preparations for Christmas light display installation.
- The campground reached 67% occupancy which is the highest percentage to date for the month of September.

**Operations Department Work Orders**

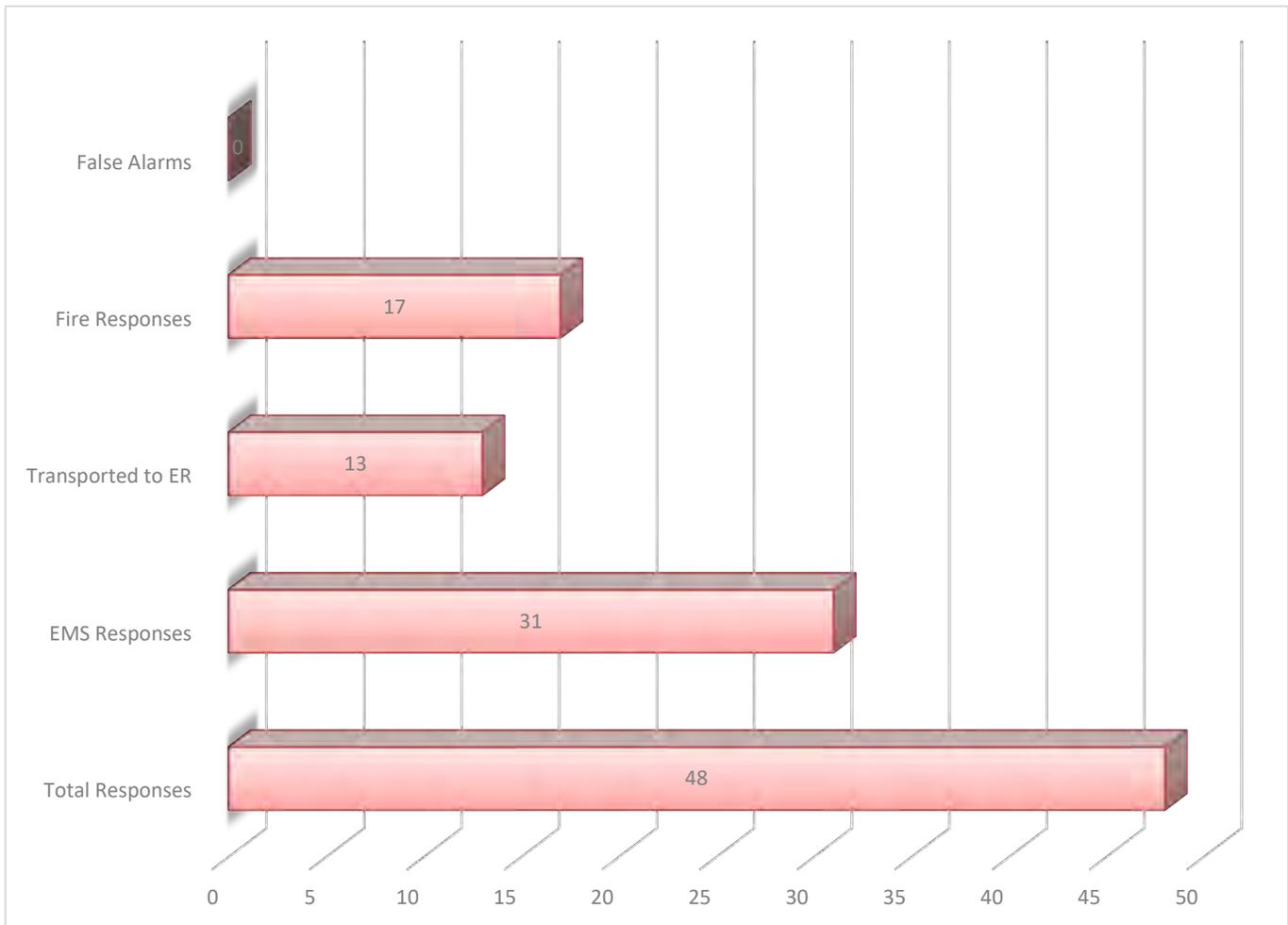


## **PUBLIC SAFETY – Fire & EMS**

### **September Highlights:**

- Completed 332 hours in staff training for the month.
- Two (2) building permits were issued, and there were two (2) complaints investigated by Code Enforcement.
- September was a historical month for JIFD with dispatching services taken over by GB 911.
- Code Compliance Officer, Jerome Johnson, received his certificate of completion for Level 1 Code Enforcement Officer from the Carl Vinson Institute of Government.
- The final Full Time FF/EMT vacancy has been filled along with two part-time FF/EMT positions.
- Continuing to work on Pre-Incident Planning with new software.
- JIA Active Shooter training is being planned for later this year.

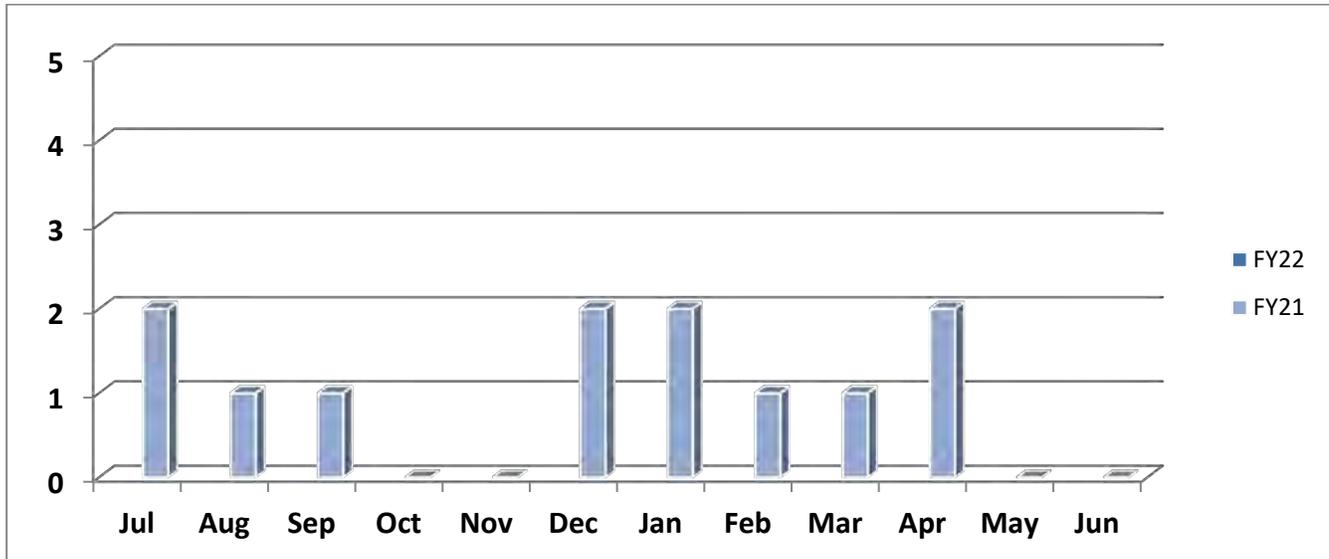
### **Jekyll Island Fire & EMS Responses**



**MEMORANDUM**

**TO:** HUMAN RESOURCES COMMITTEE  
**FROM:** JENNA JOHNSON, HR DIRECTOR  
**SUBJECT:** HUMAN RESOURCES COMMITTEE REPORT  
**DATE:** 10/13/2021

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

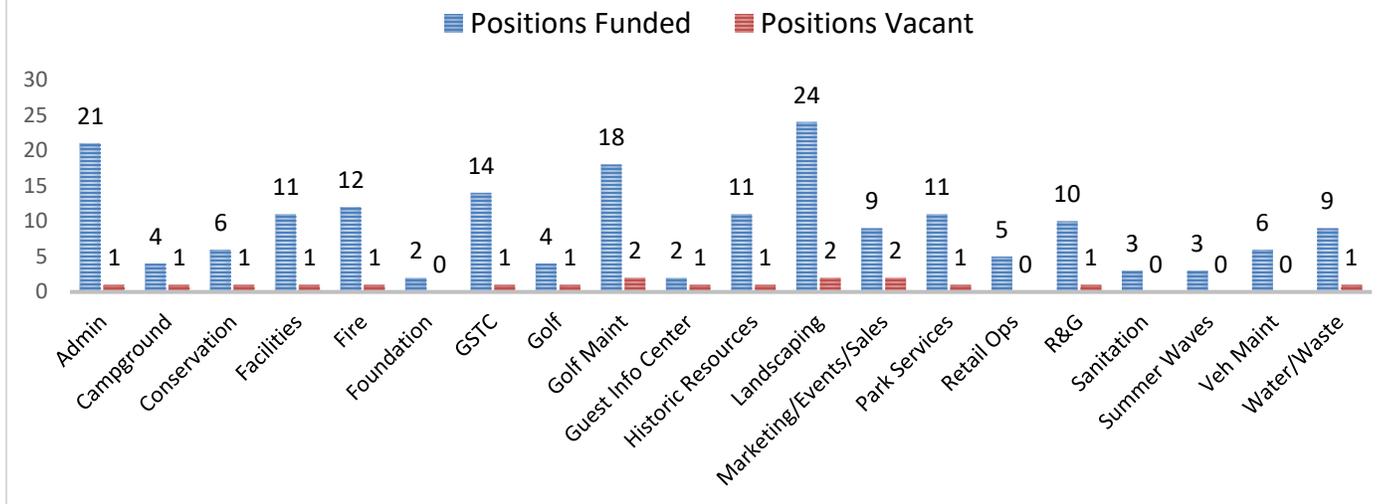


	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<b>FY22</b>	0	1	2										3
<b>FY21</b>	2	1	1	0	0	2	2	1	1	2	0	0	12

**JIA Employee Census:**

Month	Full time	Part Time	Seasonal	Interns/ Members	Total Employees
Sept	165	104	52	16	337

## FULL TIME STAFFING



*Full-time Staffing as of 10/11/2021*

**Retirements:**

- None

**Recognition:**

- **Meet our October Featured Employee: Cole Glasscock**



Cole Glasscock began his career with the Jekyll Island Authority on July 13, 2012. As the Mowing and Spray Foreman in the Landscape department, Cole is responsible for overseeing the management of pests, fertilization of the turf and ornamentals along with lawn maintenance.

Cole says his favorite part of working for JIA is “his co-workers and working outdoors.” When Cole is not on Jekyll Island managing the mowing and spraying, he is playing Bass Guitar with his band (The Lothar Family), that was featured in the Golden Isles Magazine last month,

September 2021. An interesting fact about Cole is that he was born and raised in Brunswick and graduated from Glynn Academy. He is truly a Golden Isles Native! We appreciate Cole and all that he does for the JIA.

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**MEMORANDUM**

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**TO:** HISTORIC PRESERVATION/CONSERVATION COMMITTEE  
**FROM:** BEN CARSWELL, DIRECTOR OF CONSERVATION AND SUSTAINABILITY  
**SUBJECT:** CONSERVATION UPDATE  
**DATE:** 10/12/2021

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### **Research and Monitoring**

- Loggerhead sea turtles have deposited 128 nests this year on Jekyll's beaches. Hatching season is nearing completion with only 4 known nests still incubating.
- Our Eastern Diamondback Rattlesnake research program reached its 10-year mark this month officially classifying it as a "long-term" project. We have tracked 49 snakes with a total of 7,211 individual locations collected. We recently recaptured a female that had a transmitter failure in 2017, she will be reimplanted with a new one in the coming weeks.
- In support of the Historic Resources Division, Natural Resources Manager Yank Moore is developing a shoreline monitoring plan for the eroding marsh shoreline along the Horton House historic area.

### **Management and Planning**

- Our beach menu sign program is showing a lot of early success. Once the signs were installed, we recorded roughly 50% less violations per Park Ranger hour patrolled.
- Preparations and planning for the upcoming prescribed fire season are taking place.
- Our Fortson Pond Coastal Incentive Grant construction has begun. Our Roads & Trails team with the help of the Carpentry department, removed the bridge along Crane Trail and cleaned over 4 cubic yards of debris out of the tidal creek there. This removal will allow increased water flow into that entire marsh ecosystem. A living shoreline will be installed at this location for stabilizing the bank and a culvert will be resized further down the trail.

### **Outreach, Leadership, and Personnel**

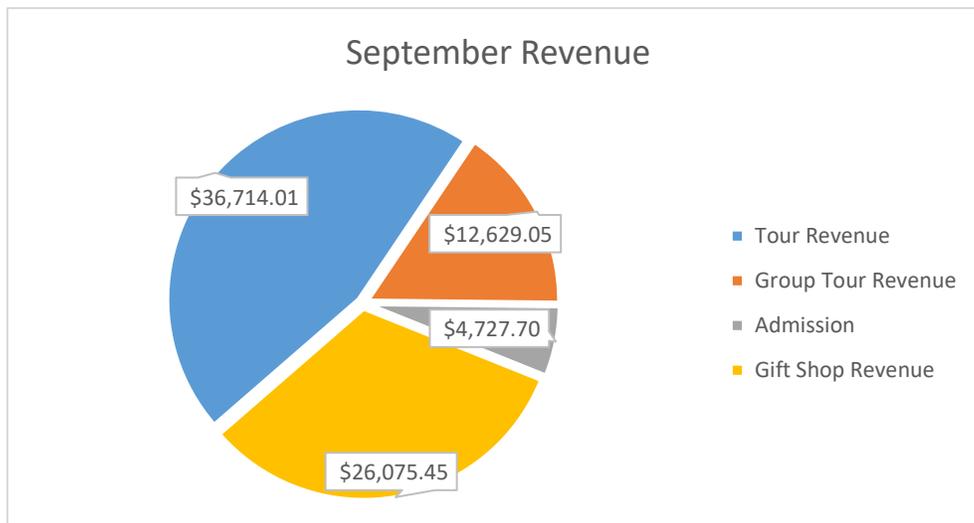
- One of our naturalist programs, Gatorology 101, has concluded for the year with over 530 guests educated. This program will resume again in the Spring. Our Park Rangers are gearing up for Ranger Walk season, offering private walks this year to a variety of locations around the island, as well as the standard public walks to our main Bald Eagle nest.
- Joseph Colbert, our Wildlife Biologist, has officially completed the Emerging Wildlife Conservation Leaders (EWCL) program down at the White Oak Conservation facility down in Yulee, Florida. This was a 2-year leadership program that included intense trainings and collaborations as well as a group international wildlife issue campaign.

**MEMORANDUM**

**TO:** COMMITTEE OF THE WHOLE  
**FROM:** MICHAEL SCOTT, HISTORIC RESOURCES  
**SUBJECT:** HISTORIC RESOURCES MONTHLY UPDATE  
**DATE:** OCTOBER 11, 2021

Earned revenues have improved as the island’s visitation remains high. September showed improved numbers compared to August and visitation remains unusually high compared to September in years past. As a result of the continuing issues related to the Delta variant of Covid-19, returning group tours and group tour bookings are still slow but are steadily growing. Property rentals are expected to increase as fall and spring events are booked.

<b>Mosaic 2021</b>		<u>Visitors</u>	<u>Revenues</u>
<b>September:</b>	Public Tours:	2196	\$36,714
	Admissions:	609	\$4,727
	Groups	842	\$12,629
	Museum Store	--	\$26,075
	<b>Totals</b>	<b>3647</b>	<b>\$80,146</b>



“...Interesting information about the cottage, and was well presented. The guide new her information! Unfortunately, started pouring down rain while we were in the cottage, but we scurried back to the tram (open air...) and amazingly enough didn't get soaked. Was worth the price of the ticket. ...”

- **Tripadvisor review, Sept. 2021**

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

- We had 9 rentals in the district which earned \$7,800, added 2 new museum memberships which earned \$132.50, and 31 program visitors which earned \$264.90 for a total of \$8197.40 in additional revenue.

### **Education and Public Programs**

- Tiffany and Timucua programs continued for the month of September. Tiffany program still has constant attendance throughout the month and will continue through the end of the year. Timucua program was offered far fewer times than the Tiffany program and thus has less attendance but is also being developed into an optional add-on program for school groups in the future.
- For the month of October, a new weekly "A Jekyll Island Club Halloween" program will be free starting Saturday, October 8th to drive guests toward Macabre Tales tours in the evenings.
- A similar program for December to help drive guests to Holly Jolly in the evenings is being developed.

### **Curatorial/Research**

- **Golf Course Archaeology Project**- Terracon completed the Phase I survey of Jekyll Island's Golf Courses, to identify unknown cultural resources existing within the project area. No previously unknown sites were discovered through this process. Began Phase II testing to evaluate the significance of known, previously documented sites located within the project area.
- **Christmas Planning** - Museum staff began purchasing and preparations for Christmas decorations in the Historic District, in preparation for the Holly Jolly Season.
- **Mosaic Lobby Exhibits** - Developed content for the next rotating exhibit at the Mosaic, to highlight the 75<sup>th</sup> Anniversary of Jekyll Island's purchase for use as a state park.
- **Collections** – During the month of September, 779 items were added or updated in Past Perfect, including architectural drawings, architectural remnants, furnishings, housewares, personal accessories, artwork, photographs, slides, negatives, and oral history materials. Responded to 4 research requests and 5 photo requests. Assisted with the development of 2 publications pertaining to Jekyll Island history.

### **Preservation**

- Maymester meeting with the Chair and professor of the Historic Preservation program at UGA to discuss Maymester 2022 plans and an expansion to the program
- -Met with Sherwin-Williams rep. on site to discuss paint issues throughout the Historic District
- -Met with multiple paint contractors and reviewing bids for three painting projects
- -Met with roofing contractor for roof replacement at the Dolphin Tours office on the Wharf
- -Completed Chichota courtyard tile project
- -Cleaned the Chichota lions and pool coping with biological detergent
- -Documented the brick debris removal from the Crane trail
- -Addressed multiple gate and security alarm issues

### **Archives and Records**

- Completed deep clean for collection storage
- Completed treatment project for 3 trailers worth (approx. 30 objects) of materials infested with powderpost beetles
- Inventoried approx. 500 objects during deep clean
- Implemented pest management system in museum gallery & tack room (in addition to Moss)
- Large processing project in process, with 17 document cases completed so far
- Facilitated research group of 6 students for CCG on St. Andrews research project
- Solved disposition notice problem in records software to facilitate yearly shred, completed intake of over 40 boxes
- Completed multiple research requests, including finding definitive proof of JIA authority to collect certain taxes for Melissa & Maria

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MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** MICHELLE KAYLOR, GSTC DIRECTOR  
**SUBJECT:** GEORGIA SEA TURTLE CENTER UPDATE – SEPTEMBER 2021  
**DATE:** 10/12/2021

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*“Small but educational”*

*Sep 2021 • Family Trip Advisor Review*

*“Such a cool little place. O love how educational that it was I learned a lot about sea turtles in my time there. It is a small center so it doesn’t take much time to go through but totally worth it.”*

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

<u>September 2020</u>	<u>September 2021</u>
9,257	7,309

September 2021 is another record-setting month in a 6-month trend for monthly visitation over the history of the GSTC. That’s a 16% increase in monthly visitation over our earlier 2018 record (8,003 visitors).

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

**Revenue Categories\***

- September concessions \$116,284.43 was \$64,280.66 more than budgeted
- September admissions \$83,360.00 was \$11,698.00 more than budgeted
- Adoptions (Genie) 29 | \$1,450.00 | Donations (General) 27 | \$945.00
- Memberships 15 | \$1,521.10
- Daily Programs | 106

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

**Social Media, Website, and Communications Updates:** Trip Advisor: 2,264 reviews, ranking GSTC #4 out of #17 Jekyll attractions.

- 53.2K Facebook Followers
  - Impressions: 214K
  - Number of Posts: 14
  - The top social media post for Facebook was the “Outfit of the Day” post of Minkus the Diamondback Terrapin Education Ambassador on Monday, 9/13. It reached 14,973 people and received 1,119 engagements.
- 24.4K Instagram Followers
  - Impressions: 91K
  - Number of Posts: 10
  - The top social media post for Instagram was the “Look into my Eyes” post of Minkus the Diamondback Terrapin Education Ambassador on Friday, 9/3. It reached 10,481 people and received 1,679 engagements.

**Education**

- The Education Department welcomed 3 new members and a returning member to the AmeriCorps program.
- Camp Jekyll and GSTC partnered for an Educator exchange to see each facility and assist with cross-promotion.
- Nicki Thomas accepted the role of co-chair for Georgia’s certifying advisory board for environmental educators.
- Group Reservations opened for bookings in October.
- Jules is scheduled for transfer to Loggerhead Marinelife Center in early October; adoptive parents were notified of this news at the end of September. The new hatchling will be C21298, which will hopefully be launched for adoption sales in November.

**Research & Patrol**

- Nesting season for loggerhead sea turtles in Georgia has ended. Out of the 128 loggerhead sea turtle nests deposited on Jekyll this past nesting season four remain incubating on the beach. To date, 7,609 hatchling loggerhead sea turtles hatched successfully and emerged from their nest. While genetic analysis is still ongoing, DNA sequencing has identified 42 individual loggerhead turtles that were responsible for our 128 nests this past season.

**Rehabilitation**

	<b>Sea Turtle</b>	<b>Other Patients</b>
<b>New Patients</b>	<b>2</b>	<b>20</b>
<b>Current Patients</b>	<b>12</b>	<b>23</b>
<b>Released Patients</b>	<b>0</b>	<b>8</b>
<b>Transferred Patients</b>	<b>0</b>	<b>2</b>
<b>Total Since 2007</b>	<b>978</b>	<b>2,195</b>

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

- Our team of 16 AmeriCorps members had a busy and impactful first month in service. We participated in a service project on September 7<sup>th</sup> and 8<sup>th</sup> at New Paths Horse Sanctuary in Brunswick, GA, helping to maintain and beautify the enclosures of horses, donkeys, and goats who have a permanent home at the facility.
- A beach cleanup/Marine Debris event is TBD for the end of October on Glory Beach and the boardwalk.

<b>Service Hours</b>			
	Monthly Total	YTD Date Total <i>(See YTD period definitions)</i>	Cumulative Total
AmeriCorps Service Hours**	2,206	2,206	428,399.17
Volunteer Hours*	323.50	1068.50	76,984.09
Marine Debris Hours*	88	259.75	10,981.33
<b>MDI &amp; Volunteer Program</b>			
MDI Clean Ups	0	1	73
MDI Items Collected	484	484	369,050
New Volunteers Oriented	1	4	244
Volunteer Shadow Shifts	0	0	242
Volunteer Advancements	0	0	265

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



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

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