



Agenda
Tuesday, November 16, 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, November 15th 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. Georgia Audubon Partnership to Restore Beach Prairies - Ben Carswell, Director of Conservation and Sustainability, Jared Teutsch, Executive Director - GA Audubon, and Gabe Andrie, Habitat Conservation Program Manager- GA Audubon
- B. Conservation Update – Ben Carswell, Director of Conservation and Sustainability

II. Finance Committee

Bill Gross, Chair

- A. October Financials – Bill Gross, Chair

III. Human Resources Committee

Buster Evans, Chair

- A. No Report

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. Request for Approval of Pier Road Lease Renewals – Maria Humphrey, Lease Manager
- B. Request for Approval of Amendment to Lease with Verizon Wireless, 206 Stable Road - Melissa Cruthirds, General Counsel
- C. 2021 Master Plan Update
 - a. Review of 2021 Master Plan Amendment Revisions made following the October 14th Public Hearing and Other Public Comments – Leigh Askew Elkins, UGA Carl Vinson Institute of Government
 - b. Ratification of Submission of the Revised Proposed Master Plan Update sent to Georgia State Officials on October 25, 2021 – Melissa Cruthirds, General Counsel
- D. Operations Update – Noel Jensen, Deputy Executive Director
- E. Executive Director’s Report – Jones Hooks, Executive Director
- F. Chairman’s Comments – Joseph B. Wilkinson, Jr., Chairman

If Needed - 5 Minute Break

Board Meeting Agenda

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

Action Item

- 1. Minutes of the October 19, 2021 Board Meeting
- 2. Request for Approval of Pier Road Lease Renewals
- 3. Request for Approval of Amendment to Lease with Verizon Wireless, 206 Stable Road
- 4. Ratification of Submission of Revised Master Plan Update sent to Georgia State Officials on October 25, 2021

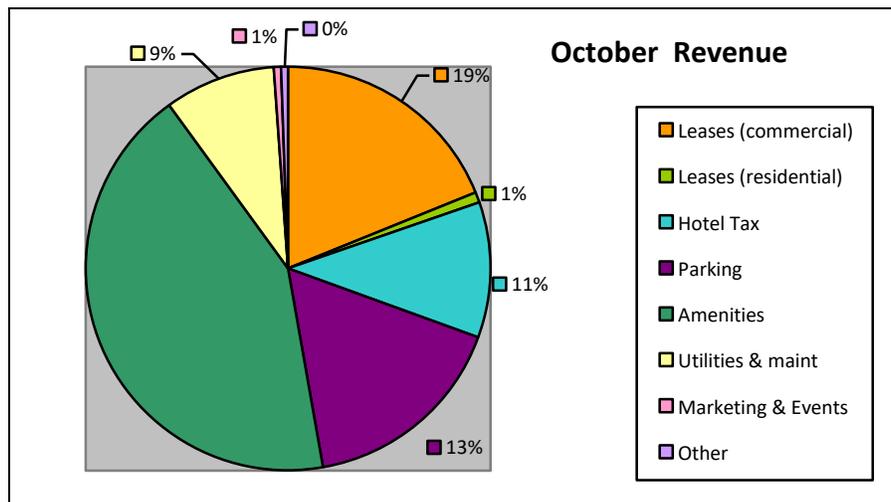
Adjournment

MEMORANDUM

TO: FINANCE COMMITTEE
FROM: MARJORIE JOHNSON
SUBJECT: OCTOBER FINANCIAL STATEMENTS
DATE: 11/8/2021

Revenues

Revenues for October were \$2,598,995 which reflects a favorable \$462K (22%) variance from budget. Year-to-date revenues reflect a favorable \$2.4M (19%) variance from budget and a \$3.5M (32%) variance from the prior year to date revenues.



The largest variances for the month were:

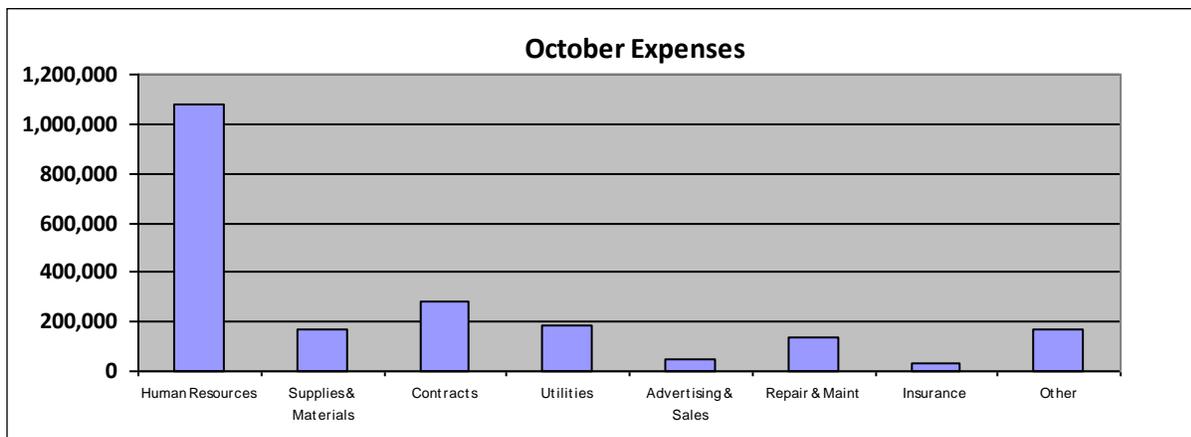
- Hotel/Motel taxes (+\$108K) – hotel revenues continue to be higher than anticipated, which results in higher hotel/motel taxes paid to JIA.
- Parking (+\$88K) – Annual pass sales (+\$16K) and Daily parking fees (\$73K) continue to be higher than anticipated for this time of the year.
- Campground (+\$79K) – Site rental was \$70K higher than budget and Concession sales was \$6K higher than budget.

Expenses

Expenses were \$2,102,254 for October and reflected a favorable budget variance of \$138K (6%) for the month. Expenses also reflected a favorable \$801K variance from Year-to-date budget and reflected an unfavorable \$1.4M (18%) variance from Prior Year to Date expenses.

The largest budget variances for the month were:

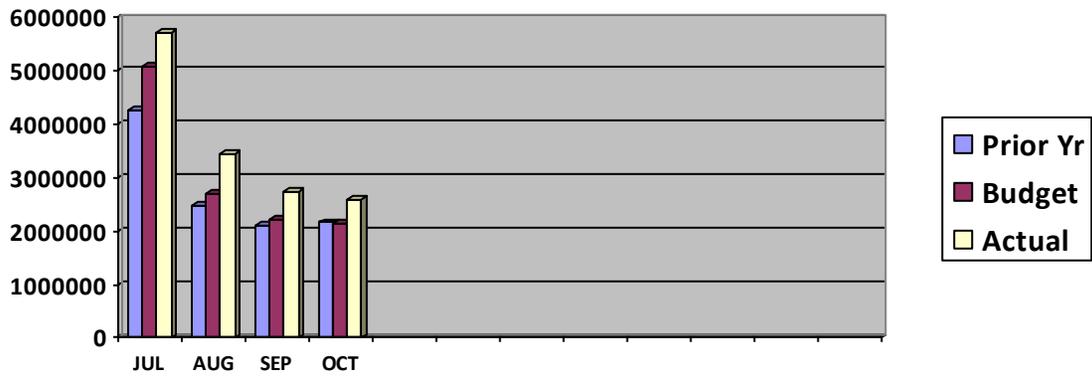
- Human Resources (-\$157K) – vacant positions – full and part time.
- Repairs – Facilities & Grounds (+\$29K), and Contracts (+\$28K) both reflect favorable budget variances. These are assumed to be timing related variances since it is still early in the fiscal year.



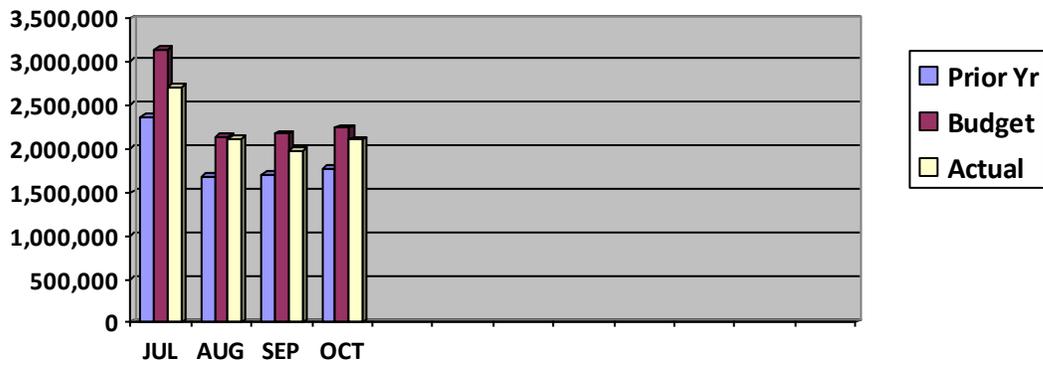
Net Operating Cash

The Net Operating Cash Income for the month is \$496,741, which is a \$600K favorable variance from the budgeted net operating cash loss of \$103,144. Net Operating Cash Income reflects a favorable \$3.2M variance from year-to-date budget and a \$2.1M favorable variance from prior year to date income.

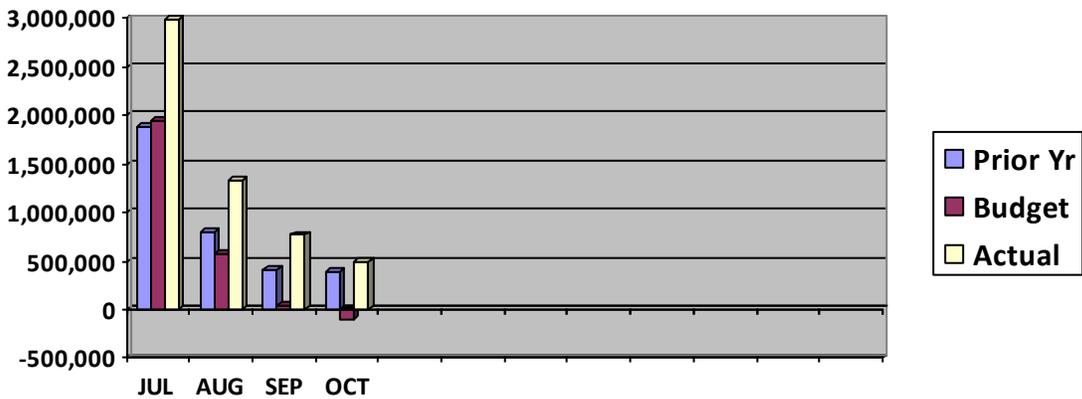
Total Revenues



Total Expenses



Net Operating Cash



Jekyll Island Authority
CONSOLIDATED BUDGET COMPARISON
For the Four Months Ending October 31, 2021

| | MONTH ACTUAL | MONTH BUDGET | BUDGET VARIANCE | | YTD ACTUAL | YTD BUDGET | BUDGET VARIANCE | | PRIOR YEAR ACTUAL | VARIANCE | |
|-----------------------------------|------------------|-----------------|--------------------|------------|------------------|------------------|--------------------|------------|-------------------------|------------|------------|
| | | | (000's) | % | | | (000's) | % | | (000's) | % |
| Revenues | | | | | | | | | | | |
| Administration | | | | | | | | | | | |
| Business Leases | 492,460 | 450,630 | 42 | 9% | 2,165,422 | 1,890,792 | 275 | 15% | 1,683,015 | 482 | 29% |
| Hotel Tax | 194,995 | 119,176 | 76 | 64% | 1,033,987 | 674,285 | 360 | 53% | 751,818 | 282 | 38% |
| Tourism Development Fund | 83,569 | 51,076 | 32 | 64% | 443,137 | 288,979 | 154 | 53% | 322,208 | 121 | 38% |
| Parking | 437,539 | 349,193 | 88 | 25% | 2,044,363 | 1,740,981 | 303 | 17% | 1,859,603 | 185 | 10% |
| Interest | 795 | 450 | 0 | 77% | 3,048 | 1,800 | 1 | 69% | 1,760 | 1 | 73% |
| Lot Rentals | 22,179 | 7,000 | 15 | 217% | 86,711 | 27,000 | 60 | 221% | 116,393 | (30) | -26% |
| Foundation | 401 | 506 | (0) | -21% | 2,926 | 3,695 | (1) | -21% | 2,855 | 0 | 2% |
| Airport | 1,795 | 2,480 | (1) | -28% | 5,147 | 6,665 | (2) | -23% | 7,477 | (2) | -31% |
| Administration revenue | 5,083 | 4,916 | 0 | 3% | 77,634 | 43,713 | 34 | 78% | 140,172 | (63) | -45% |
| Beach Village | - | - | - | 0% | - | - | - | 0% | 1,507 | (2) | -100% |
| Intern Housing | 3,350 | 3,425 | (0) | -2% | 16,850 | 16,175 | 1 | 4% | 16,275 | 1 | 4% |
| Total Administration | 1,242,165 | 988,852 | 253 | 26% | 5,879,224 | 4,694,085 | 1,185 | 25% | 4,903,081 | 976 | 20% |
| Enterprises | | | | | | | | | | | |
| Golf | 264,420 | 213,150 | 51 | 24% | 850,750 | 668,022 | 183 | 27% | 660,785 | 190 | 29% |
| Convention Center | 298,767 | 272,229 | 27 | 10% | 1,423,148 | 1,219,644 | 204 | 17% | 100,493 | 1,323 | 1316% |
| McCormick's Grill | 732 | - | 1 | 0% | 1,517 | - | 2 | 0% | 71,116 | (70) | -98% |
| Summer Waves | 1,921 | 1,500 | 0 | 28% | 1,435,104 | 1,271,671 | 163 | 13% | 1,068,704 | 366 | 34% |
| Campground | 207,544 | 129,013 | 79 | 61% | 733,177 | 542,491 | 191 | 35% | 715,530 | 18 | 2% |
| Life is Good | 29,674 | 16,069 | 14 | 85% | 134,141 | 81,405 | 53 | 65% | 91,232 | 43 | 47% |
| Museum | 95,021 | 64,459 | 31 | 47% | 326,339 | 279,905 | 46 | 17% | 192,486 | 134 | 70% |
| Georgia Sea Turtle Center | 166,923 | 149,284 | 18 | 12% | 1,040,007 | 773,897 | 266 | 34% | 757,946 | 282 | 37% |
| Conservation | 340 | 50 | 0 | 579% | 3,700 | 3,066 | 1 | 21% | 2,604 | 1 | 42% |
| Miniature Golf & Bikes | 30,669 | 31,947 | (1) | -4% | 178,072 | 136,807 | 41 | 30% | 142,486 | 36 | 25% |
| Water/Wastewater | 163,438 | 164,275 | (1) | -1% | 673,142 | 674,899 | (2) | 0% | 640,673 | 32 | 5% |
| Sanitation | 47,811 | 47,696 | 0 | 0% | 192,824 | 189,808 | 3 | 2% | 188,663 | 4 | 2% |
| Fire Department | 4,671 | 5,320 | (1) | -12% | 1,339,716 | 1,328,885 | 11 | 1% | 1,268,332 | 71 | 6% |
| Tennis | 8,506 | 23,130 | (15) | -63% | 37,519 | 47,985 | (10) | -22% | 48,347 | (11) | -22% |
| Marketing, Special Events & Sales | 15,500 | 650 | 15 | 2285% | 124,274 | 108,353 | 16 | 15% | 48,402 | 76 | 157% |
| Guest Information Center | 3,562 | 11,552 | (8) | -69% | 65,525 | 53,404 | 12 | 23% | 62,316 | 3 | 5% |
| Camp Jekyll & Soccer Fields | 15,931 | 17,210 | (1) | -7% | 52,482 | 54,404 | (2) | -4% | 45,020 | 7 | 17% |
| Landscaping, Roads & Trails | 1,000 | 1,000 | (0) | 0% | 5,613 | 3,950 | 2 | 42% | 3,899 | 2 | 44% |
| Vehicle & Equipment Maintenance | - | - | - | 0% | 1,926 | 250 | 2 | 670% | - | 2 | 0% |

| | MONTH ACTUAL | MONTH BUDGET | BUDGET VARIANCE | | YTD ACTUAL | YTD BUDGET | BUDGET VARIANCE | | YEAR ACTUAL | | YEAR VARIANCE |
|-------------------------------------|------------------|------------------|--------------------|--------------|-------------------|-------------------|--------------------|-------------|-------------------|--------------|------------------|
| | | | (000's) | % | | | (000's) | % | | (000's) | % |
| Facility Maintenance | 399 | - | 0 | 0% | 399 | - | 0 | 0% | 1,500 | (1) | -73% |
| Golf Course Maintenance | - | - | - | 0% | 234 | - | 0 | 0% | 4 | 0 | 5866% |
| Total Enterprises | 1,356,830 | 1,148,535 | 208 | 18% | 8,619,608 | 7,438,847 | 1,181 | 16% | 6,110,537 | 2,509 | 41% |
| Total Revenues | 2,598,995 | 2,137,386 | 462 | 22% | 14,498,832 | 12,132,932 | 2,366 | 19% | 11,013,618 | 3,485 | 32% |
| Expenses | | | | | | | | | | | |
| Human Resources | 1,075,621 | 1,232,607 | (157) | -13% | 4,449,182 | 5,062,474 | (613) | -12% | 4,232,390 | 217 | 5% |
| Supplies & Materials | 166,074 | 176,763 | (11) | -6% | 567,806 | 601,119 | (33) | -6% | 366,067 | 202 | 55% |
| Advertising & Sales | 48,002 | 66,835 | (19) | -28% | 222,430 | 280,467 | (58) | -21% | 83,237 | 139 | 167% |
| Repairs - Facilities & Grounds | 119,002 | 89,857 | 29 | 32% | 474,784 | 541,681 | (67) | -12% | 366,715 | 108 | 29% |
| Utilities | 179,697 | 190,376 | (11) | -6% | 746,389 | 767,153 | (21) | -3% | 702,229 | 44 | 6% |
| Insurance | 35,563 | 44,548 | (9) | -20% | 677,513 | 708,749 | (31) | -4% | 593,248 | 84 | 14% |
| Contracts | 284,238 | 256,358 | 28 | 11% | 957,628 | 969,934 | (12) | -1% | 612,748 | 345 | 56% |
| Rentals | 62,626 | 65,011 | (2) | -4% | 217,869 | 235,592 | (18) | -8% | 185,247 | 33 | 18% |
| Printing | 15,047 | 7,212 | 8 | 109% | 26,329 | 38,493 | (12) | -32% | 29,214 | (3) | -10% |
| Motor Vehicle | 16,853 | 22,552 | (6) | -25% | 90,390 | 89,937 | 0 | 1% | 64,738 | 26 | 40% |
| Telephone | 7,918 | 10,049 | (2) | -21% | 35,476 | 40,477 | (5) | -12% | 40,543 | (5) | -12% |
| Equipment Purchase <\$1K | 7,469 | 8,940 | (1) | -16% | 33,760 | 33,556 | 0 | 1% | 23,568 | 10 | 43% |
| Equipment Purchase \$1K to \$5K | 24,915 | 16,964 | 8 | 47% | 48,824 | 32,714 | 16 | 49% | 7,834 | 41 | 523% |
| Travel | 5,648 | 6,765 | (1) | -17% | 13,261 | 19,020 | (6) | -30% | 3,888 | 9 | 241% |
| Dues | 16,336 | 19,570 | (3) | -17% | 150,414 | 155,598 | (5) | -3% | 80,758 | 70 | 86% |
| Credit Card Fees | 37,124 | 26,099 | 11 | 42% | 194,990 | 130,830 | 64 | 49% | 137,685 | 57 | 42% |
| Bank Fees | 120 | 25 | 0 | 380% | 201 | 100 | 0 | 101% | - | 0 | 0% |
| Total Expenditures | 2,102,254 | 2,240,531 | (138) | -6% | 8,907,246 | 9,707,892 | (801) | -8% | 7,530,110 | 1,377 | 18% |
| Net Operating Cash Income ** | 496,741 | (103,144) | 600 | -582% | 5,591,586 | 2,425,041 | 3,167 | 131% | 3,483,509 | 2,108 | 61% |

** Does not include depreciation or capital projects

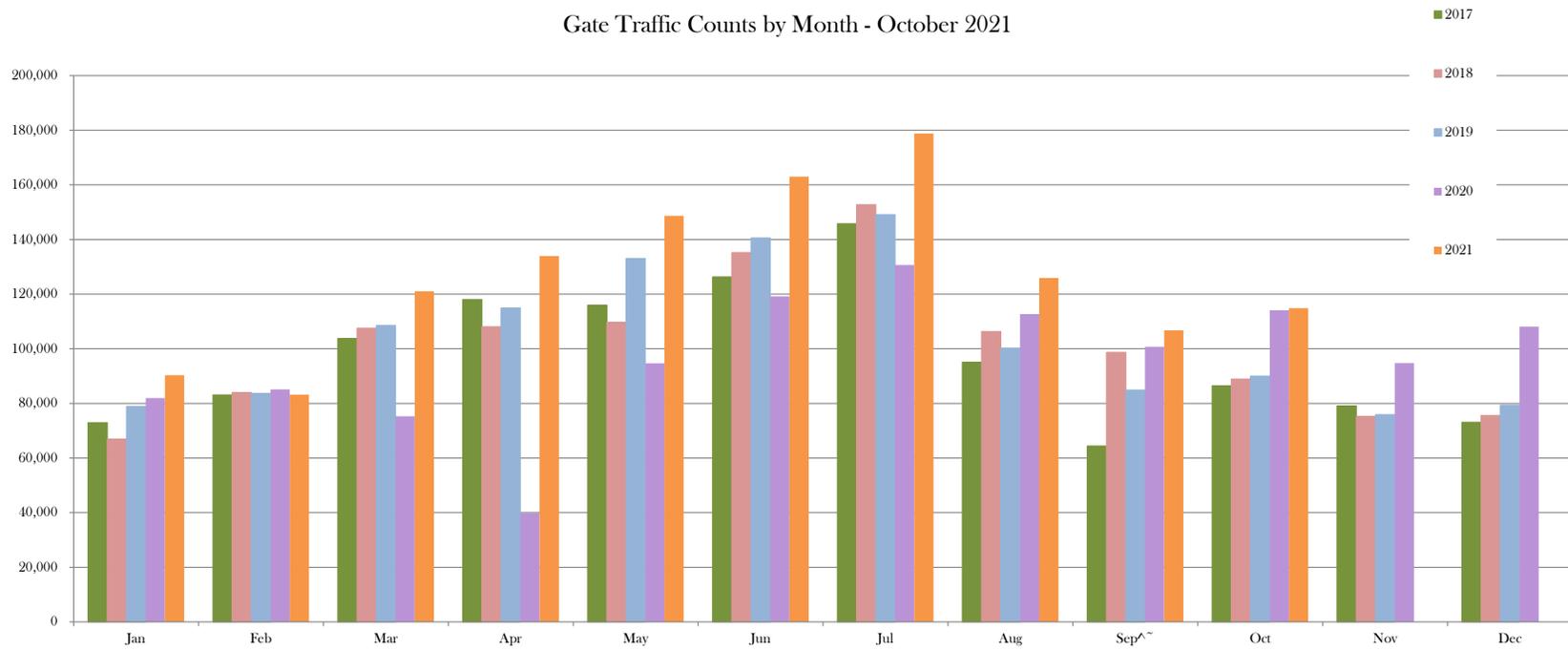
October 2021 Traffic Counts

| | 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 | 37,170 | 77,713 | 114,883 |
| 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 | 421,600 | 845,024 | 1,266,624 |

LPR System began April 2020

| Year to Date Comparison | 2017 YTD | 2018 YTD | 2019 YTD | 2020 YTD | 2021 YTD |
|-------------------------|-----------|-----------|-----------|----------|-----------|
| | 1,011,643 | 1,058,074 | 1,083,832 | 954,325 | 1,266,624 |

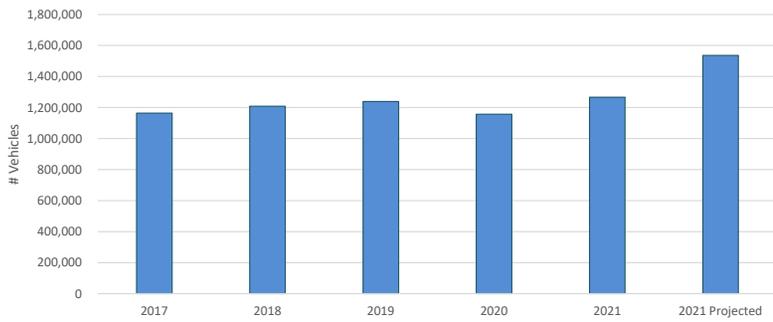
Gate Traffic Counts by Month - October 2021



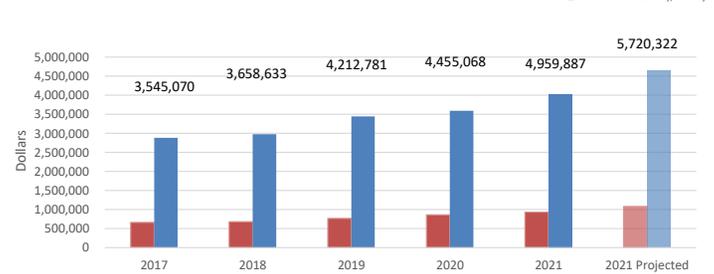
COVID - March 2020 through July 2020 (most significant impact)

[^]Sep 2017 - Hurricane Irma
[~]Sept 2019 - Hurricane Dorian

Annual Traffic Count



Annual Revenue



November 2, 2021
Jekyll Island Convention Center ASM Global and JIA Sales Combined
October Financial Review

| October | FY2022 | FY2021 | FY2020 | FY2019 | FY2018 | FY2017 | FY2016 | FY2015 | FY2014 | FY2013 |
|------------------|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Number of Events | 14 | 17 | 16 | 20 | 30 | 18 | 31 | 15 | 9 | 16 |
| Event Days | 34 | 22 | 46 | 51 | 46 | 32 | 62 | 25 | 22 | 24 |
| Attendance | 4600 | 3439 | 13,063 | 13,697 | 12,029 | 9170 | 20382 | 17317 | 6465 | 5411 |
| Revenue | \$322,123act \$307,741bud | \$99,603 | \$380,589 | \$484,786 | \$406,354 | \$206,869 | \$458,227 | \$282,826 | \$59,249 | \$146,912 |
| Square feet used | 531,390 | 3000,730 | 670,350 | 722,344 | N/A | N/A | N/A | N/A | N/A | N/A |

Two conventions and the Port Lunch were canceled this month due to COVID-19. However, they are rescheduled for 2022 or 2023. School Psychologists met this month, a rescheduled event from December 2020. A pop-up booking from the Transformative Justice Coalition added \$37,000 to offset the canceled revenue.

FUTURE Contracts Issued – 12 estimated revenue - \$519,500

Conventions –8– Anticipated rev of \$454,000
 Meetings –2 –Anticipated revenue \$ 38,500
 Banquet –1 – Anticipated revenue \$ 20,000
 Weddings –0 – Anticipated revenue \$
 Public Event –1- Anticipated revenue \$ 7,000

PROPOSALS

CVB –9
 Westin – 2
 Cvent- 3

ASM staff combined sites and planning meetings – 9 total

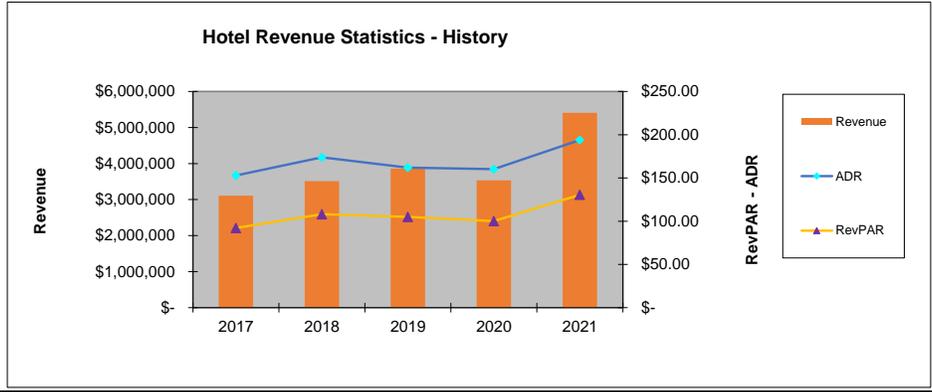
JEKYLL ISLAND AUTHORITY

HOTEL OCCUPANCY STATISTICS

October 2021

HOTEL STATISTICS AT-A-GLANCE

| | | |
|----------------|----|-----------|
| Oct-21 | | |
| Total Revenue | \$ | 5,404,906 |
| Occupancy Rate | | 67.3% |
| Rev PAR | \$ | 130.53 |
| ADR | \$ | 193.89 |
| Oct-20 | | |
| Total Revenue | \$ | 3,531,159 |
| Occupancy Rate | | 62.4% |
| RevPAR | \$ | 100.08 |
| ADR | \$ | 160.25 |
| Oct-19 | | |
| Total Revenue | \$ | 3,859,039 |
| Occupancy Rate | | 64.8% |
| RevPAR | \$ | 104.92 |
| ADR | \$ | 161.95 |



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 | 1,014 | 561 | 55.3% | \$ 202.39 | \$ 111.97 | \$ 113,541.03 | \$ 74,761.11 | \$ 38,780 52% |
| Home2Suites | 107 | 3,317 | 2,481 | 74.8% | \$ 168.17 | \$ 125.79 | \$ 417,238.00 | \$ 270,019.00 | \$ 147,219 55% |
| Holiday Inn Resort | 157 | 4,608 | 2,579 | 56.0% | \$ 175.73 | \$ 98.35 | \$ 453,211.28 | \$ 366,023.22 | \$ 87,188 24% |
| Days Inn & Suites | 124 | 3,730 | 2,978 | 79.8% | \$ 134.78 | \$ 107.61 | \$ 401,378.55 | \$ 341,876.37 | \$ 59,502 17% |
| Courtyard by Marriott/ Residence Inn | 209 | 6,479 | 3,761 | 58.0% | \$ 186.65 | \$ 108.35 | \$ 701,978.00 | \$ - | \$ 701,978 0% |
| Hampton Inn | 138 | 4,278 | 2,735 | 63.9% | \$ 162.62 | \$ 103.97 | \$ 444,774.00 | \$ 355,932.00 | \$ 88,842 25% |
| Jekyll Island Club Resort | 200 | 6,200 | 4,733 | 76.3% | \$ 277.35 | \$ 211.72 | \$ 1,312,694.00 | \$ 909,547.00 | \$ 403,147 44% |
| Seafarer Inn & Suites | 73 | 2,201 | 1,427 | 64.8% | \$ 133.76 | \$ 86.72 | \$ 190,874.35 | \$ 146,464.78 | \$ 44,410 30% |
| Villas by the Sea | 124 | 2,510 | 1,672 | 66.6% | \$ 174.18 | \$ 116.03 | \$ 291,224.26 | \$ 224,618.65 | \$ 66,606 30% |
| Villas by the Sea - Jekyll Realty | 11 | 341 | 204 | 59.8% | \$ 145.72 | \$ 87.18 | \$ 29,727.83 | \$ 28,288.25 | \$ 1,440 5% |
| Villas by the Sea - Parker Kaufman | 20 | 530 | 311 | 58.7% | \$ 113.52 | \$ 66.61 | \$ 35,304.84 | \$ 21,210.00 | \$ 14,095 66% |
| Westin | 200 | 6,200 | 4434 | 71.5% | \$ 228.45 | \$ 163.38 | \$ 1,012,960.00 | \$ 792,419.00 | \$ 220,541 28% |
| Oct-21 Total | 1,401 | 41,408 | 27,876 | 67.3% | \$ 193.89 | \$ 130.53 | \$ 5,404,906 | \$ 3,531,159 | \$ 1,873,747 53.1% |

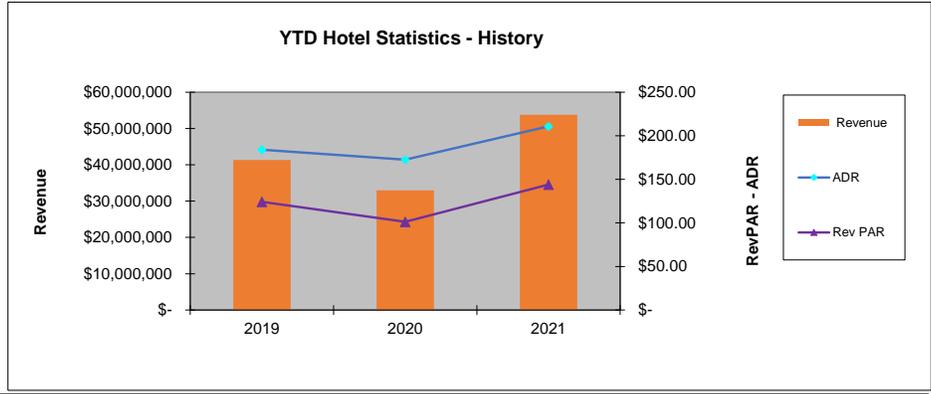
JEKYLL ISLAND AUTHORITY

HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - October 2021

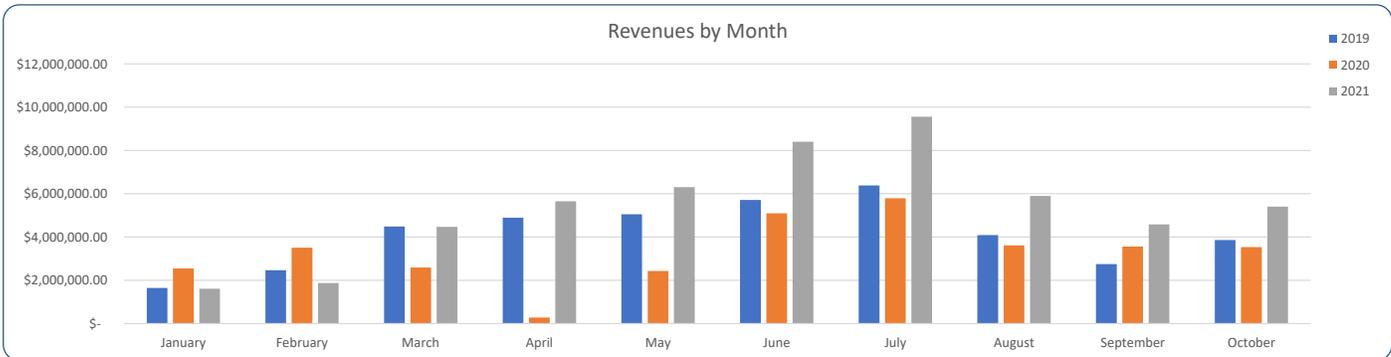
HOTEL STATISTICS AT-A-GLANCE

| | |
|----------------|---------------|
| 2021 | |
| Total Revenue | \$ 53,766,404 |
| Occupancy Rate | 68.3% |
| Rev PAR | \$ 143.97 |
| ADR | \$ 210.84 |
| 2020 | |
| Total Revenue | \$ 32,952,797 |
| Occupancy Rate | 58.7% |
| RevPAR | \$ 101.26 |
| ADR | \$ 172.57 |
| 2019 | |
| Total Revenue | \$ 41,334,191 |
| Occupancy Rate | 67.5% |
| RevPAR | \$ 124.29 |
| ADR | \$ 184.10 |



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 | 10,582 | 6,464 | 61.1% | \$ 216.51 | \$ 132.26 | 1,399,540 | 921,339 | \$ 478,202 | 52% |
| Home2Suites | 107 | 31,858 | 22,332 | 70.1% | \$ 183.80 | \$ 128.84 | 4,104,592 | 2,649,841 | \$ 1,454,750 | 55% |
| Holiday Inn Resort | 157 | 43,702 | 30,091 | 68.9% | \$ 208.75 | \$ 143.74 | 6,281,645 | 4,058,898 | \$ 2,222,747 | 55% |
| Days Inn & Suites | 124 | 37,282 | 29,082 | 78.0% | \$ 163.31 | \$ 127.39 | 4,749,441 | 3,203,406 | \$ 1,546,035 | 48% |
| Courtyard by Marriott/ Residence Inn | 209 | 31,559 | 17,466 | 55.3% | \$ 222.41 | \$ 123.09 | 3,884,694 | 0 | \$ 3,884,694 | 0% |
| Hampton Inn | 138 | 41,814 | 29,382 | 70.3% | \$ 179.78 | \$ 126.33 | 5,282,223 | 3,552,163 | \$ 1,730,060 | 49% |
| Jekyll Island Club Resort | 200 | 61,000 | 40,492 | 66.4% | \$ 277.72 | \$ 184.35 | 11,245,512 | 7,187,589 | \$ 4,057,923 | 56% |
| Seafarer Inn & Suites | 73 | 21,943 | 13,398 | 61.1% | \$ 175.01 | \$ 106.86 | 2,344,828 | 1,870,344 | \$ 474,484 | 25% |
| Villas by the Sea | 124 | 24,711 | 16,649 | 67.4% | \$ 190.99 | \$ 128.68 | 3,179,833 | 2,934,721 | \$ 245,112 | 8% |
| Villas by the Sea - Jekyll Realty | 11 | 3,815 | 2,285 | 59.9% | \$ 182.77 | \$ 109.47 | 417,637 | 387,030 | \$ 30,607 | 8% |
| Villas by the Sea - Parker Kaufman | 20 | 4,393 | 2,840 | 64.6% | \$ 114.67 | \$ 74.13 | 325,655 | 267,441 | \$ 58,214 | 22% |
| Westin | 200 | 60,800 | 44,529 | 73.2% | \$ 236.94 | \$ 173.53 | 10,550,804 | 5,920,026 | \$ 4,630,778 | 78% |
| 2021 | Total | 373,459 | 255,010 | 68.3% | \$ 210.84 | \$ 143.97 | \$ 53,766,404 | \$ 32,952,797 | \$20,813,608 | 63.2% |
| 2020 | Total | 325,436 | 190,958 | 58.7% | \$ 172.57 | \$ 101.26 | \$ 32,952,797 | | | |
| 2019 | Total | 332,564 | 224,524 | 67.5% | \$ 184.10 | \$ 124.29 | \$ 41,334,191 | | | |





November 16, 2021

MEMORANDUM

TO: BOARD OF DIRECTORS

FROM: MARIA L. HUMPHREY, LEASE MANAGER

RE: RENTAL AGREEMENT APPROVAL

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

The Pier Road shops have a variety of gift and food options, including prepackaged snacks and drinks, ice cream, T-shirts, and other nautical gifts and convenience items. This Rental Agreement is the result of a renegotiation that was done in preparation for the expiration of the current rental agreements which will occur December 31, 2021.

TERM: Two Years - January 1, 2022-December 31, 2023

RENEWAL: None.

LOCATIONS: 21 Pier Road – Something for Everyone
26 Pier Road – Just by Hand
32 Pier Road – Cotton & Copper
Jekyll Island, Georgia 31527



RENT: Beginning January 1, 2022:

❖ BASE RENT:

- Terry Kane, Something for Everyone: \$9,804/year, \$817.00/ month.
- Van & Cheryl Hart, Just by Hand: \$4,797.50/year, \$399.79/month.
- Lorry Bolton, Cotton & Copper: \$7,087/year \$590.58/month.

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

OTHER:

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



POSSIBLE BOARD ACTIONS

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

RECOMMENDATION

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



November 16, 2021

MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: MELISSA CRUTHIRDS, GENERAL COUNSEL
RE: VERIZON WIRELESS COMMUNICATIONS TOWER – 206 STABLE ROAD
FIRST AMENDMENT TO LEASE AGREEMENT

Effective July 17, 2009, the Jekyll Island Authority has leased a parcel of land located at 206 Stable Road to Verizon Wireless for a communications tower. Verizon Wireless now wishes to sublease a portion of its tower to AT&T, which is allowed pursuant to the Lease.

As part of this process, Verizon and the Authority have agreed to amend Verizon’s Lease Agreement to modify some provisions that needed updating and strengthening. These revisions are summarized below and in the attachment. There are no other changes to the Lease.

- Adds the ability for the Authority to terminate the Lease in a Renewal Term in certain situations.
- Clarifies that the Authority has the option to accept the tower at the end of the Lease term and provides for the ability to renegotiate terms if Verizon wishes to stay on the tower at that time.
- Removes the provision that allows Verizon to remain on the Antenna at the same monthly rent if the Authority accepts all of Verizon’s improvements at the end of the lease.
- Allows for negotiated terms if the Authority desires to accept any Improvements.
- Replaced the provision that the Authority automatically accepts Verizon’s improvements if it does not give a Removal Notice with a provision that the Authority may give Verizon an Acceptance Notice that it desires to accept any improvements, but if terms cannot be negotiated, Verizon must remove the improvements.
- Replaced the provision that the Authority automatically accepts Verizon’s improvements if it does not give a Removal Notice with a provision that the Authority may give Verizon an Acceptance Notice that it desires to accept any improvements, but if terms cannot be negotiated, Verizon must remove the improvements.
- Amends the legal contact information for Verizon.

POSSIBLE BOARD ACTIONS

1. Deny approval of the First Amendment to the Lease Agreement.
2. Approve the First Amendment to the Lease Agreement and authorize Jones Hooks to execute the First Amendment.
3. Suggest other alternatives.

RECOMMENDATION: Action Number Two is recommended if the Board wishes to approve the First Amendment to the Lease Agreement with Verizon Wireless.



First Amendment to Verizon Lease Agreement - Comparison

| Section | ORIGINAL LEASE | FIRST AMENDMENT |
|--|--|--|
| <p>1.2(c) (deleted and replaced)</p> <p>Adds the ability for the Authority to terminate the Lease in a Renewal Term in certain situations.</p> | <p>Lessee's Right to Terminate for Convenience.</p> <p>Notwithstanding anything to the contrary contained herein, provided Lessee is not in default hereunder beyond applicable notice and cure periods, Lessee shall have the right, during the Initial Term and any Renewal Term, to terminate this Agreement upon the end of any Lease Year ("Lessee's Early Termination"), provided that a minimum of nine (9) months' prior written notice is given to Lessor. The provisions of Subsections</p> <p>5.4 and 5.6 shall apply to Lessee's Early Termination.</p> | <p>Right to Terminate for Convenience.</p> <p>(i) Notwithstanding anything to the contrary contained herein, provided Lessee is not in default hereunder beyond applicable notice and cure periods, Lessee shall have the right, during the Initial Term and any Renewal Term, to terminate this Agreement upon the end of any Lease Year ("Lessee's Early Termination"), provided that a minimum of nine (9) months' prior written notice is given to Lessor. The provisions of Subsections 5.4 and 5.6 shall apply to Lessee's Early Termination.</p> <p>(ii) Notwithstanding anything to the contrary contained herein, Lessor shall have the right during any Renewal Term to terminate this Agreement upon the end of any Lease Year ("Lessor's Early Termination"), provided that a minimum of nine (9) months' prior written notice is given to Lessee, as a result of any of the following as authorized by the State of Georgia (the "State"): (1) Lessor's authorization to operate is withdrawn or there is a material alteration in the programs administered by Lessor pursuant to State law; and/or (2) Lessor's duties are</p> |



| | | |
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| | | substantially modified pursuant to legislative changes in State law. The provisions of Subsections 5.4 and 5.6 shall apply to Lessor's Early Termination. |
| <p>1.2(f) (deleted and replaced)</p> <p>Clarifies that the Authority has the option to accept the tower at the end of the Lease term and provides for the ability to renegotiate terms if Verizon wishes to stay on the tower at that time. (Integrates with Section 5.4 and 5.6 below)</p> | <p>Lessee's Right to Retain Antenna Space on Communications Tower after Termination of Lease. Notwithstanding anything to the contrary contained herein, provided Lessee is not in default hereunder beyond applicable notice and cure periods, Lessee shall have the right, in the event of either the expiration of the Term or Lessee's earlier termination of this Lease pursuant to Subsection 1.3(c) above, so long as the communications tower is accepted for JIA ownership and operation pursuant to Sections 5.4 and 5.6 below, to retain its antennas and equipment upon the communications tower, under a rental agreement upon the terms and conditions then in effect, including rent and provision of insurance, with the following changes:</p> <p>(i) The communications tower shall be titled in the Jekyll Island State Park Authority (JIA);</p> <p>(ii) The JIA shall be responsible for maintenance and upkeep of the communications tower and improvements upon the premises;</p> <p>(iii) The JIA shall be responsible for the provision and payment of utilities to the communications</p> | <p>Lessee's Retention of Antenna Space on Communications Tower after Termination of Lease. Notwithstanding anything to the contrary contained herein, provided Lessee is not in default hereunder beyond applicable notice and cure periods, Lessee and Lessor shall have the option, in the event of either the expiration of the Term or Lessee's or Lessor's earlier termination of this Lease pursuant to Section 1.2(c) above, for Lessor to accept Lessee's communications tower and to retain Lessee's antennas and equipment upon the communications tower, if both Lessee and Lessor can come to a new and mutually agreeable rental agreement.</p> |



| | | |
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| | <p>tower, provided, however, that JIA can charge the pro-rata use of utilities to each tenant renting antenna space upon the communications tower; and (iv) .Upon such other terms and conditions as may be mutually agreed upon by the parties.</p> | |
| <p>5.4 (deleted and replaced)</p> <p>Removes the provision that allows Verizon to remain on the Antenna at the same monthly rent if the Authority accepts all of Verizon’s improvements at the end of the lease.</p> <p>Allows for negotiated terms if the Authority desires to accept any Improvements.</p> | <p>Ownership of Improvements. During the Term of this Lease, any Improvements constructed by Lessee, including, without limitation, any additions, alterations and improvements thereto or replacements thereof and any appurtenant fixtures, machinery and equipment installed therein shall be the property of Lessee. At the expiration or sooner termination of this Lease, after receipt of the report specified in Section 5.6 below, Lessor shall have the option to accept all Improvements (but not trade fixtures or personal property) as the property of Lessor, without further action of Lessee, provided Lessee shall execute any documents reasonably required to reflect the assignment and transfer of ownership of the Improvements to Lessor; provided, however, that such conveyance shall be made without any representation or warranty. Otherwise, the Improvements shall be removed from the Land as set forth in Section 5.6 below. Lessor agrees to notify Lessee not later than six (6) months prior to the expiration of the Term whether it desires to</p> | <p>Ownership of Improvements. During the Term of this Lease, any Improvements constructed by Lessee, including without limitation, any additions, alterations and improvements thereto or replacements thereof and any appurtenant fixtures, machinery and equipment installed therein shall be the property of Lessee. At the expiration or sooner termination of this Lease, after receipt of the report specified in Section 5.6 below, Lessor shall have the option to accept any Improvements (but not trade fixtures or personal property) as the property of Lessor, provided Lessor and Lessee can agree on terms, and provided that Lessee shall execute any documents reasonably required to reflect the assignment and transfer of ownership of the Improvements to Lessor. Otherwise, the Improvements shall be removed from the Land as set forth in Section 5.6 below.</p> |



| | | |
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| | <p>accept all Improvements. In the event Lessor elects to accept all Improvements at the expiration of the Term, notwithstanding anything in this Lease to the contrary, Lessor agrees to allow. Lessee to continue to utilize the Premises for its telecommunications purposes, and to maintain ownership of its transmitters, antennas, and equipment, on a year-to-year basis as set forth in Subsection 1.2(f) above, with the Base Monthly Rent set at the same rate then being paid by Lessee, which rate shall increase as provided in Section 2.2 above.</p> | |
| <p>5.6 (deleted and replaced)</p> <p>Replaced the provision that the Authority automatically accepts Verizon's improvements if it does not give a Removal Notice with a provision that the Authority may give Verizon an Acceptance Notice that it desires to accept any improvements, but if terms cannot be negotiated, Verizon must remove the improvements.</p> | <p>Lessee's Duty to Remove. No earlier than twelve (12) months, and no later than seven (7) months prior to the expiration of the Term, Lessee shall deliver to Lessor a report prepared by a construction and demolition expert approved by Lessor, such approval not to be unreasonably withheld or delayed, which report evaluates the remaining useful life of all Improvements and fully details and estimates the cost of removing each of the Improvements on the Premises at the expiration of the Term. Lessor may give written notice (the "Lessor Removal Notice") at any time, not later than one (1) month prior to the expiration of the Term, or concurrently upon any earlier termination, of Lessor's election to require Lessee to remove, at the</p> | <p>Lessor's Duty to Remove. No earlier than twelve (12) months, and no later than seven (7) months prior to the expiration of the Term, or concurrently upon the earlier termination of this Lease, Lessee shall deliver to Lessor a report prepared by a construction and demolition expert approved by Lessor, such approval not to be unreasonably withheld or delayed, which report evaluates the remaining useful life of all Improvements and fully details and estimates the cost of removing each of the Improvements on the Premises at the expiration of the Term. Lessor may give written notice ("Lessor's Acceptance Notice") at any time, but not later than one (1) month prior to the expiration of the Term, or concurrently</p> |



| | | |
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| | <p>sole cost and expense of Lessee, not later than one hundred twenty (120) days after the expiration of the Term or earlier termination of this Lease, all or any portion of the at grade, above grade and below grade structures (to a reasonable depth), and Improvements of any kind whatsoever placed or constructed or utilized on the Premises by Lessee, including, but not limited to, concrete foundations, pilings, structures and buildings; and if such structures are required to be removed by Lessee, then Lessee shall, within one hundred twenty (120) days of the expiration or termination of this Lease, surrender possession of the Premises to Lessor with a level, graded pad with no significant excavations, hollows, hills or humps, and in compliance with all demolition, soil and erosion control, and stormwater control requirements and permits of Glynn County. Lessee shall, no later than the date which is thirty (30) days after Lessee's receipt of the Lessor Removal Notice, provide Lessor with a written plan which sets forth Lessee's proposed method and schedule for discharge of Lessee's removal and restoration obligations pursuant to this subsection. If Lessor does not give a Lessor Removal Notice within the time period provided above, then upon the expiration of the Term, or earlier termination of the Lease, Lessee shall turn over the</p> | <p>upon any earlier termination, of Lessor's desire to accept certain or all Improvements pursuant to Subsection 5.4. If terms cannot be agreed upon for Lessee to transfer ownership of certain or all Improvements pursuant to Subsection 5.4 above, Lessee shall remove, at the sole cost and expense of Lessee and with payment of rent obligations pursuant to Subsection 2.6, not later than one hundred twenty (120) days after the expiration of the Term or earlier termination of this Lease, all or any portion of the at grade, above grade, and below grade structures (to a reasonable depth) and Improvements of any kind whatsoever placed or constructed or utilized on the Premises by Lessee, including, but not limited to, concrete foundations, pilings, structures, and buildings, and surrender possession of the Premises to Lessor with a level, graded pad with no significant excavations, hollows, hills, or humps, and in compliance with all demolition, soil and erosion control, and stormwater control requirements and permits of Lessor and Glynn County. Lessee shall, no later than thirty (30) days prior to the expiration of the Term, or concurrently upon the earlier termination of this Lease, provide Lessor with a written plan which sets forth Lessee's proposed method and schedule</p> |
|--|---|---|



| | | |
|---|--|--|
| | Premises to Lessor in the condition consistent with Lessee's maintenance and repair obligations under this Lease. | for discharge of Lessee's removal and restoration obligations pursuant to this subsection |
| <p>Subletting 11.2(a) (deleted and replaced)</p> <p>Requires Authority consent for subleases; Authority must act within a specified time frame.</p> | <p>Lessee shall have the right to sublet (and grant occupancy rights and licenses) with respect to any part of the Premises or of the term, consistent with the Permitted Use, so long such subleases and licenses are consistent with the terms contained herein; provided however, that any sublease for substantially all of the Premises for substantially all of the remaining balance of the Term, shall be deemed to be an assignment, which is subject to Section 11.1 above. No sublease by Lessee shall relieve Lessee of any obligation to be performed by Lessee under this Lease, whether arising before or after the sublease.</p> | <p>Lessee shall have the right to sublet (and grant occupancy rights and licenses) with respect to any part of the Premises or the term, consistent with the Permitted Use, so long as such subleases and licenses are consistent with the terms contained herein; provided however, that any sublease or license for the Premises shall be deemed to be an assignment, which is subject to Section 11.1 above. No sublease by Lessee shall relieve Lessee of any obligation to be performed by Lessee under this Lease, whether arising before or after the sublease.</p> |
| 15.10 | Contact information for notices updated. | |



October 25, 2021

VIA CERTIFIED MAIL and ELECTRONIC MAIL

The Honorable Geoff Duncan
Lieutenant Governor
240 State Capitol
Atlanta, GA 30334
geoff.duncan@ltgov.ga.gov

The Honorable David Ralston
Georgia House of Representatives
332 State Capitol
Atlanta, GA 30334
david.ralston@house.ga.gov

The Honorable Blake Tillery
Chairperson, Jekyll Island-State Park Oversight Committee
109 State Capitol
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blake.tillery@senate.ga.gov

The Honorable Jon Burns
Vice-Chair, Jekyll Island-State Park Oversight Committee
338 State Capitol
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The Honorable Clint Dixon
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clint.dixon@senate.ga.gov

The Honorable Billy Hickman
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billy.hickman@senate.ga.gov



The Honorable Matt Hatchett
415 State Capitol
Atlanta, GA 30334
matt.hatchett@house.ga.gov

The Honorable Don Hogan
501-G Coverdell Legislative Office Bldg.
Atlanta, GA 30334
don.hogan@house.ga.gov

Office of Legislative Counsel
316 State Capitol
Atlanta, Georgia 30334
LegCounsel@legis.ga.gov

**RE: Amendment to Proposed Update to
the Jekyll Island 2014 Master Plan**

Dear Lt. Governor Duncan, Speaker Ralston, Senator Tillery, Representative Burns, Senator Dixon, Senator Hickman, Representative Hatchett, Representative Hogan, and Mr. Ruskell,

On September 28, 2021, the Jekyll Island-State Park Authority notified you of a proposed amendment to its 2014 Master Plan to update the document. Since that time, the Authority has received many public comments regarding land use on Jekyll Island and easily-accessible action items, which prompted revision of the proposed amendment as follows:

- Added a section "Land Use on Jekyll Island," beginning on page 11, which is a reiteration of language from the 2014 Master Plan.
- Added an Appendix A, which summarizes the five-year goals with bullet points from the recommendations found in the body of the document. Additionally, some of the verbs in the recommendations are stronger ("consider" to "must," for example).
- An introductory letter from Jones Hooks has been added beginning on page 4.

Enclosed is a redlined version of the changes. The Authority submits these changes for your review and consideration pursuant to O.C.G.A. § 12-3-243.1.



Page 3
October 25, 2021

The changes referenced above are being sent to the Stakeholder Committee, the External Review Committee, posted to our website, and the public notified via our communication system.

Additionally, a public hearing was held on October 14, 2021, at which time a laptop was made available for the public to submit written comments to be included in the appendix to the update. Further, public comments were received by the Authority on its website on the draft update through 9:00 a.m. on October 18, 2021. These comments may be found at <https://www.jekyllisland.com/jekyll-island-authority/master-plan/>.

As a reminder, you are not required to take any action unless the Jekyll Island-State Park Oversight Committee objects to the amendment. Therefore, unless the Authority receives an objection by the Oversight Committee, the meeting at which the Authority will consider whether to accept or reject the proposed 2021 Update to the Master Plan will be held on December 14, 2021 at 9:30 a.m. at the Jekyll Island Convention Center.

Please contact the Authority's General Counsel, Melissa Cruthirds, with any questions at 912-635-4407 or at mcruthirds@jekyllisland.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "C. Jones Hooks". The signature is fluid and cursive.

C. Jones Hooks
Executive Director

cc (via e-mail): Jekyll Island Authority Board of Directors

2021 Jekyll Island Master Plan Update

DRAFT

For Review by the Jekyll Island Authority
Board of Directors

~~September 14~~October 25, 2021



Table of Contents

| | |
|---|--------------------|
| Looking Forward – Island Capacity | 4 |
| Introduction..... | 5 |
| JIA Mission, Vision, and Values | 5 |
| Our Mission | 5 |
| Our Vision..... | 5 |
| Our Values..... | 6 |
| The Master Plan Update Process..... | 6 |
| Acknowledgements | 6 |
| Jekyll Island Authority 2021 Legislative Oversight Committee..... | 6 |
| JIA Board of Directors..... | 7 |
| JIA Staff Advisory Participants | 7 |
| JIA Staff Data and Support Participants..... | 7 |
| External Review Committee | 7 |
| Stakeholder Committee | 8 |
| Carl Vinson Institute of Government, University of Georgia | 8 |
| College of Environment and Design, University of Georgia | 8 |
| Accomplishments..... | 8 |
| Conservation and Development | 9 |
| Land Use on Jekyll Island..... | 11 |
| Economic Sustainability | 13 |
| Finding – Gate Operations | 14 |
| Finding – Dynamic Pricing | 14 |
| Finding – Convention Center Activity | 15 |
| Finding – Restaurant/Dining Options..... | 16 |
| Finding – Events | 17 |
| Finding – Jekyll Island Campground Improvements..... | 17 |
| Historic and Cultural Resources..... | 18 |
| Finding – Historic District Preservation and Maintenance..... | 18 |
| Finding – Programming..... | 19 |
| Finding – Jekyll Island Amphitheater..... | 20 |
| Finding – Historic Site Monitoring | 20 |

| | |
|--|-----------|
| <u>Finding – Map Update</u> | <u>21</u> |
| <u>Natural Resources.....</u> | <u>21</u> |
| <u>Finding – Consistent Maps.....</u> | <u>22</u> |
| <u>Finding – Compatible Uses in Conservation Priority Areas (CPAs)</u> | <u>23</u> |
| <u>Finding – Sea-Level Rise</u> | <u>23</u> |
| <u>Finding – Shoreline Protection and Resiliency</u> | <u>25</u> |
| <u>Finding – Land management to reduce habitat fragmentation.....</u> | <u>25</u> |
| <u>Finding – Institutional Sustainability</u> | <u>26</u> |
| <u>Finding – Georgia Sea Turtle Center</u> | <u>27</u> |
| <u>Finding – Educational Programming</u> | <u>27</u> |
| <u>Recreation</u> | <u>28</u> |
| <u>Findings – Golf Course Master Plan</u> | <u>28</u> |
| <u>Findings – Miniature Golf Improvements.....</u> | <u>30</u> |
| <u>Findings – Multiuse Paths</u> | <u>30</u> |
| <u>Findings – Other Recreational Opportunities.....</u> | <u>31</u> |
| <u>Transportation, Infrastructure, Municipal Services</u> | <u>32</u> |
| <u>Findings – Alternative transportation, Rules of the Road, and Parking</u> | <u>32</u> |
| <u>Findings – Airport Improvements</u> | <u>34</u> |
| <u>Findings – Water and Sewer Infrastructure</u> | <u>34</u> |
| <u>Findings – Pedestrian Infrastructure Evaluation</u> | <u>35</u> |
| <u>Findings – Health and Well-being</u> | <u>35</u> |
| <u>Mapping Updates.....</u> | <u>36</u> |
| <u>Appendix A - 2021 Master Plan Update: Summary of Five-Year Goals.....</u> | <u>40</u> |
| | |
| <u>Figure 1: 2014 – 2021 Master Plan Update Net Change.....</u> | <u>36</u> |
| <u>Figure 2: Developed Areas (2014).....</u> | <u>38</u> |
| <u>Figure 3: Developed Areas (2021).....</u> | <u>39</u> |

Looking Forward – Island Capacity

For nearly two decades, the Jekyll Island Authority Board’s emphasis has been revitalization. The 2014 Master Plan supported these revitalization efforts and was the first Master Plan to establish specific acreages available for developed and undeveloped lands on Jekyll Island. I am proud revitalization was accomplished by redevelopment of previously developed areas and that the 2014 Master Plan served as a successful guide. Now that most of the original revitalization plan has been completed, the emphasis becomes capacity management to preserve Jekyll’s natural resources and to assure the island does not become a disappointing destination for visitors and residents alike.

As a result of successful revitalization, the greatest challenge now for Jekyll Island is capacity management. Management of capacity including venues, operations, and island visitation. The island’s greatest asset – its natural resources - must be retained!

Avoiding overdevelopment is the emphasis of the 2021 Master Plan Update. Jekyll’s balance of acreage classified as “undeveloped” and its “developed” green spaces comprise its unique and most distinguishable characteristics – the abundant natural areas we must protect. Beyond controlling vertical construction, visitation management goals include the idea of ease of movement without congested vehicular traffic and allowing guests and residents to enjoy Jekyll and its amenities without overcrowding. While the Jekyll Island Authority has begun incorporating several management tools into our operational mix including dynamic pricing, seasonal scheduling, event/activity management, and venue dispersal, I believe more controls will be required, and this plan will guide that.

Balance remains the key to the success of Jekyll Island. Visitation numbers must be significant enough to fill our hotels and convention center since they primarily generate the financial resources needed to protect our natural environment. However, visitation must be managed to safeguard the Jekyll experience overnight visitors, day trippers, and residents expect and appreciate -- the uncrowded and natural encounter that sets Jekyll apart from other destinations.

Anticipating the future,

C. Jones Hooks,

Executive Director

Introduction

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

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

The Master Plan Update is intended to provide guidance for the next five years. The as the Jekyll Island Authority Board considers policy decisions. Staff implementation of the plan, and how it is integrated into individual work plans and operational plans, will be done through the annual strategic plan that the JIA must submit to the Office of Planning and Budget. Because it is only a five-year plan, it is not organized into short and long-term goals rather the expectation is that prioritizing the recommendations is the responsibility of the JIA staff with support and guidance from the JIA Board of Directors. Factors such as budget and capacity may influence how and when the recommendations are implemented.

JIA Mission, Vision, and Values

Our Mission

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

Our Vision

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

Our Values

The Jekyll Island Authority brand values are the set of guiding principles we use as our moral compass. They inform the work we do every day and define why we exist. Preservation. Education. Conservation. As stewards of the island, we're dedicated to conserving our environment, preserving our heritage, and inspiring others to help us maintain our natural and historic treasures.

The Master Plan Update Process

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

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

Acknowledgements

Jekyll Island Authority 2021 Legislative Oversight Committee

Senator Blake Tillery, Chairperson, Vidalia, Georgia
Representative Jon Burns, Vice-Chair, Newington, Georgia
Senator Clint Dixon, Buford, Georgia
Representative Matt Hatchett, Dublin, Georgia
Senator Billy Hickman, Statesboro, Georgia
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Accomplishments

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

Since the adoption of the 2014 Master Plan, Jekyll Island has endured Hurricane Irma, Hurricane Matthew, an ice storm, and the COVID-19 global pandemic. The

resiliency of the JIA and of Jekyll Island continues to shine through even in the face of what seem like unrelenting challenges. The JIA has continued to set high expectations for itself and its partners. The resiliency and persistence have paid significant dividends, with myriad accomplishments over the past seven years.

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

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

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

Conservation and Development

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

Development of the 2014 Master Plan included an exhaustive process that sought additional legislative change to more accurately reflect not the percentage but the actual acres of land that were developed and the acres that were undeveloped. Defining developed and undeveloped, categorizing parcels, and agreeing on acreage took many months, but the result gave the most definitive framework to date, with an actual cap placed on the number of acres that could be developed on the island. It was agreed that 1,675 acres of land could be developed with 1,609 acres considered developed at the time. As a result of the 2014 Master Plan process, Act 480 was signed into law in 2014, which capped developable acreage to 1,675 acres of land and specifying 1,597 acres were deemed already converted to developed

Managing Developed and Undeveloped Landscapes

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

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

land.¹ The remaining 78 acres can be converted to developed land as follows: a) 12 acres for expansion of the existing campground; b) 46 acres for public health, public safety, or public recreation; and c) 20 acres for unrestricted use. In addition, any proposal of conversion of undeveloped area to developed land available would require public and legislative review.²

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

Maintaining the unique character of the island, which includes limits on development and carefully managing the boundaries where developed and undeveloped landscapes meet, is the top priority for residents, visitors, and the JIA. Information gathered through the Carrying Capacity and Infrastructure Assessment, the Conservation Plan, and other studies done since the completion of the 2014 Master Plan has shown the importance of making data-driven decisions about changes on Jekyll Island. Information is a powerful tool, and whether the focus is on capital investment, maintenance, marketing, preservation, or conservation, the JIA should always rely on the best information it can in making decisions that

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

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

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

could impact Jekyll. As noted in the Carrying Capacity and Infrastructure Assessment, "The JIA should continue to carefully prioritize existing capital improvement projects and be cautious when considering any new development." Careful consideration should be given to how and when the remaining acreage is used. Similarly, the JIA will have to determine how to best manage the number of visitors to ensure that the character of the island and visitor experience are not negatively impacted.

As the JIA published in their 2018 Progress Report,

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

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

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

Land Use on Jekyll Island

The adoption of the 2014 Jekyll Island Master Plan established the total number of acres classified as Developed as well as the number of acres that could be developed on Jekyll Island in the future. It also established the number of acres that were classified as Undeveloped. As noted in the 2014 plan, based on the recommendations of the master plan task forces and additional work with the JIA staff, the land use classifications of Developed and Undeveloped were adopted. The terms, as noted in the 2014 plan, are based on national standards while still allowing for the uniqueness of Jekyll Island. The core element of classifying land either Developed or Undeveloped is the use or actual function of the land. In total, 1,597 acres were identified as Developed with an additional 12 acres set aside for campground expansion. Therefore, the 2014 master plan indicated 1,609 acres were classified as Developed.

The 2014 master plan also recommended and, upon legislative approval, set the maximum number of developable acres at 1,675 acres. However, in updating the master plan, six categories of correction were made, including consistency with the conservation plan, which resulted in a reduction of the total number of acres currently defined as Developed to 1,599. These corrections resulted in a voluntary reduction of total acreage to potentially be defined as Developed to 1,659.4 acres, a net decrease of 15.8 acres, while still allowing the flexibility of converting

Undeveloped acreage to Developed acreage for public health, public safety, and public recreation as well as unrestricted uses as outlined below.

The 2014 master plan also established a potential 66 acres of land available to the JIA for future development with 46 acres restricted to public health, public safety, and public recreation purposes – not commercial or residential uses. Twenty acres are then available for unrestricted uses, which can include carefully considered commercial or residential development. Furthermore, it is established that anytime any number of the 66 acres are considered for development, the JIA will follow the process outlined in the Jekyll Island legislation (O.C.G.A. § 12-3-243.1). It is important to note that the JIA, as noted in the 2014 plan, focuses its efforts on redevelopment opportunities within the areas currently defined as Developed while allowing flexibility to address future needs including desirable recreational opportunities. This JIA Board recognizes the importance of limiting residential and commercial development on Developed land not currently or previously used for those purposes to not only manage the capacity of residents and visitors, but to allow the JIA to preserve the unique natural environment that makes Jekyll so special. This must be the standard carried forward into the future.

Since the adoption of the 2014 master plan, in addition to the 12 acres reclassified as Developed for campground expansion, 5.61 acres of the 46 acres available for public health, public safety, and public recreation have been reclassified from Undeveloped to Developed to provide for a public safety

As part of the 2014 master planning process, Developed and Undeveloped land was classified according to national standards and appropriate land use definitions. The following land use classifications have been adopted:

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

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

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

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

complex and a Georgia Power Substation. None of the unrestricted 20 acres has been converted for any unrestricted use. Therefore, overall acreage remaining for development stands at 60.39 acres. It is important to note that as the JIA considers future uses of Developed, Undeveloped, and potential redevelopment of land, it must follow the legislatively established process. It is also important to note that even though there are acres available to be used for additional development, there is no timeline or even guarantee that a change in use from Undeveloped to Developed will ever come to fruition.

Jekyll Island has no zoning and no ordinances that address density limitations or changes in land use from one type of development to another. Jekyll Island is however in a unique position because it is a state park and not a municipal government. The JIA must consider the appropriate tools to protect existing uses and ensure suitable scope and scale of future development or redevelopment on the island.

Currently, how land that is defined as Developed is redeveloped is at the discretion of the JIA staff and the JIA Board. There is no public process required for redevelopment beyond public comment before the Board. The JIA must consider creating a process that would invite public comment and discussion on any significant change in use. Any development or redevelopment must carefully consider how a change in use will impact surrounding uses, the character of the area, and effect the overall carrying capacity of the island. The JIA should consider a review of land uses within the Developed category to best balance future land use decisions.

Economic Sustainability

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

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

Finding – Gate Operations

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

Recommendations

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

A second concern is delays and backups at the gate. Encouraging more online purchases and discouraging point-of-purchase would help eliminate this issue. The JIA should ~~consider revising~~ [increase](#) the rate structure ~~such that online purchasers would get to control numbers as recommended in the current day rate of \$8, but the point of purchase price would be \$10.~~ [capacity study.](#)

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

Finding – Dynamic Pricing

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

Recommendations

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

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

Finding – Convention Center Activity

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

Recommendations

As the world begins to emerge from the COVID-19 pandemic and it becomes safe to meet face-to-face in large convention settings, Jekyll Island is well-positioned to not only regain previous business but to pursue new user groups. However, post-pandemic meetings may look different than those pre-March 2020. The JIA should be prepared to rebuild its convention center book-of-business with attendee and staff health and safety in mind, and be prepared to provide remote connections, while simultaneously supporting in-person participation for meetings and

conference events. Additionally, and as noted in the Carrying Capacity Study, the convention center can increase its revenue by expanding the number of groups who rely on the full array of its offerings. Marketing the capabilities of the convention center and the assets of the island not only for meeting attendees but for those who might travel along to enjoy the destination will also be key to creating additional economic activity. The convention center is a key driver of economic sustainability and a return to steady business growth will be critical over the next several years.

Finding – Restaurant/Dining Options

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

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

Recommendations

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

⁴ foodtruckassociationofgeorgia.co/fact-vs-fiction/

Although primarily a function of the private sector, the demand for food services is evident and must be met.

Finding – Events

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

Recommendations

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

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

The JIA must also consider how multi-day events rather than single day events would encourage participation to be spread over multiple days rather than just one day. Not only would this support reducing the overall number of visitors on the island at one time, but it would also potentially improve visitor experience.

Finding – Jekyll Island Campground Improvements

The Jekyll Island Campground is the largest state-owned and operated campground in Georgia with 179 campsites – 167 with hook-ups and 12 tent sites. When compared to other state-operated campgrounds, Jekyll had the third-highest occupancy rate in FY 2021 at 79%, and started FY 2022 strong a July occupancy

rate reaching above 84%. The JIA has shown a commitment to continuously improving the campground sites and facilities to meet the ever-growing demand. In the 2014 Master Plan, 12 acres were set aside to use for campground expansion.

Recommendations

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

Historic and Cultural Resources

An impressive 98% of survey respondents indicated that they enjoy visiting the Jekyll Island Historic District. The district, the Wanderer Memory Trail, the Native American artifacts, and stories of others who have occupied the island over time highlight the rich and varied history and culture of Jekyll Island. While many visitors focus on the historic homes and buildings highlighted by the grand Jekyll Island Club, there are other important stories to share. With the opening of the Mosaic Jekyll Island Museum in 2019, more than 9,000 visitors learned about Jekyll beyond the heyday of the Jekyll Island Club, looking back to the Native American history and forward to the lives of Black Americans on the island, showcasing important moments as well as the day-to-day life of residents. The number of visitors to the Mosaic more than doubled in its second year of operation.

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

Finding – Historic District Preservation and Maintenance

As noted in the JIA FY 2021 Strategic Update, the authority “preserves and manages 35 historic structures and seven support structures in the National Historic

Landmark District,” which is larger in acreage than Colonial Williamsburg. There are additional historic and archaeological sites throughout the island managed by the Historic Resources Department of the JIA. The Historic District is well-known, and the number of visitors has grown steadily though it also felt the decline in visitation from the COVID 19 pandemic.

Recommendations

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

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

Finding – Programming

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

Recommendations

Jekyll has such intriguing stories to tell. As visitors and residents seek year-round activities, creative lectures or evening presentation experiences would provide opportunities to learn about the history of the island before there was a Historic District. As noted in the FY 2022 Strategic Update, “New programming options may include wine walks, improvements to the Rockefeller experience, gallery talks and lectures, cocktail evenings, summer camps, more Christmas/holiday programs,

more period dress for interpreters....” The JIA also recognizes that it should consider “broader audiences including kids’ activities, school programs, hands-on archaeological research, and learning for adults.” Preservationists, scholars, authors, and local legends with various perspectives and diverse knowledge of the island could engage with visitors and residents throughout the year. A wide variety of topics and a diverse group of presenters will encourage participants from Jekyll and beyond.

Finding – Jekyll Island Amphitheater

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

Recommendations

While the JIA believes the site holds outstanding potential for restoration to bring live theater and other events back to the island, a private partner would be better suited to evaluate and assess the potential of the amphitheater and to make the necessary investments for operation to ensure long-term viability. An improved facility in such a unique setting would further enhance the activities and experiences available on Jekyll. Thus, the Jekyll Island Authority has issued a formal request for proposals for an interested party to lease, redevelop, promote, and operate the amphitheater.

Finding – Historic Site Monitoring

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

Recommendations

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

Finding – Map Update

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

Recommendations

Given that the Confederate battery remains a historically and culturally significant remnant on the island and has not been altered in any way that would support its classification as a ~~developed~~Developed property, the 2014 Master Plan map was erroneous in classifying the 1.6 acres as ~~developed~~Developed. The updated map, included in Section 12, now indicates this as an ~~undeveloped~~Undeveloped parcel. This change in status protects its historic significance and accurately reflects its future use.

Natural Resources

Jekyll's natural resources—protected forests, beautiful dunes, marshes, and beaches—draw hundreds of thousands of visitors to the island every year. The Georgia Sea Turtle Center, opportunities for birding, and nature tour programs engage visitors in meaningful learning opportunities. With the majority of the island's natural areas permanently protected from development, Jekyll prides itself on sound and responsible management of natural resources. Its Conservation

Program has grown significantly since the 2014 Master Plan, and conservation considerations are fully integrated into decision-making across the JIA.

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

Finding – Consistent Maps

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

Recommendations

To be consistent with the Conservation Plan, the following three priority habitat areas will be reclassified on the Master Plan Update map (See Section 12) from ~~developed~~Developed land to ~~undeveloped~~Undeveloped area. This is not an exchange of acres. It simply reduces the number of acres classified as ~~developed~~Developed and allows their protection as priority habitats.

- **A Borrow Pit wetland in the interior of the island surrounded by natural areas (6.96 of acres).** Once a source of fill dirt for the island, it no longer serves that purpose and now provides important habitat for wildlife priority species identified in the Conservation Plan, including wood storks, both little blue and tricolored herons, eastern newt, and barking tree frogs. Considering the goals and priorities set forth in the Conservation Plan and the fact that this area is no longer required as a source for material, reclassifying it as ~~undeveloped~~Undeveloped provides for better consistency across plans.
- **A portion of the Clam Creek Peninsula (4.71 acres).** A relatively undisturbed patch of maritime oak forest adjacent to Clam Creek Road that includes some small wetlands was misidentified in the 2014 Master Plan as Developed land. Maritime oak forest is otherwise included among the CPAs in

the Conservation Plan, as are wetlands. In its natural state, this land also serves to protect the roadway from coastal flooding. This correction will better achieve consistency across plans.

- **The “Beach Prairie” area (8.54 acres).** As noted in the Conservation Plan, this landscape provides a “rare experience of unobstructed ocean views along the beachfront.” Not only a favorite of visitors to Jekyll, this unique landscape also provides opportunities for restoration of native maritime grasslands as noted in the Conservation Plan. Reclassifying this acreage will bring the Conservation Plan’s CPA map and the Master Plan’s ~~developed~~[Developed](#) lands map into agreement.

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

Finding – Compatible Uses in Conservation Priority Areas (CPAs)

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

Recommendations

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

Finding – Sea-Level Rise

The Jekyll Island Conservation Plan 2020 included the objective to adapt to anticipated impacts of climate change and sea-level rise (5.1 Park-Wide Management; Objective A). In particular, the Conservation Plan noted that

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

Recommendations

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

- Objective A, Strategy 1 provides that the JIA should “set and periodically update sea-level rise planning parameters for height of rise to be anticipated within a specified time frame.” In its guidance document *Enhancing Coastal Resilience with Green Infrastructure*, GADNR’s Coastal Resources Division recommends that Georgia communities adopt NOAA’s “Intermediate-High” global mean sea-level scenario (1.5 meters by 2100) for community planning purposes. This projection range is also the minimum projection required for the future conditions planning prerequisites in Federal Emergency Management Agency’s Community Rating System, which provides residents discounts in flood insurance rates for select community actions that reduce flood risks. In addition, the guidance recommends adopting a 30-year horizon for long-term planning, based on the projected rate of change under NOAA’s Intermediate-High scenario. The guidance notes that, for critical infrastructure, communities should adopt a planning scenario that considers “risks across a broad range of possible outcomes, including those associated with high-consequence, low-probability situations,” thus providing for the facilities to be developed to a higher standard of safety. Finally, the guidance encourages communities to adopt an adaptive management approach that regularly revisits the sea-level rise scenarios in use and adjusts them based on actual rates of increase realized and on new modeling and information produced by NOAA, GADNR, or local studies. A Model Sea-Level Rise Ordinance reflecting these policies is provided in the guidance. JIA should utilize the model language provided to establish the appropriate sea-level rise parameters for the island.
- Several of the strategies provide for additional identification of vegetation communities, priority species, and infrastructure assets at risk from rising sea levels, extreme weather, and a changing climate. Other strategies

emphasize the need for conserving habitat and utilizing innovative approaches, including nature-based engineering, to manage the island as the climate changes. GADNR's guidance includes a checklist and several ordinances that provide frameworks for increasing community resilience and protecting natural resources. JIA should utilize the guidance to develop tools and approaches as it continues to plan for sea-level rise, extreme weather, and climate change.

Finding – Shoreline Protection and Resiliency

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

Recommendations

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

Finding – Land management to reduce habitat fragmentation

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

Recommendations

As noted in the 2020 Conservation Plan, active management of landscapes is necessary to ensure their ecological integrity and function. Wetland restoration,

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

Finding – Institutional Sustainability

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

In 2019, a privately-owned one-megawatt solar array was constructed on the island, and JIA installed 38 car-charging stations around the island (Conservation Plan, Section 6.1). Jekyll is working to reduce waste, including construction and demolition debris. In efforts to reduce waste, Jekyll has mulched 81,893 cubic yards of vegetative debris left behind after two hurricanes; processed three acres of concrete construction debris for reuse in building pads, roads, and trails; and recovered 600 cubic yards of soil by screening and sorting fines from construction debris (Conservation Plan, Section 6.2). Jekyll is also seeking to become more water efficient with the use of native plants, reducing the need for irrigation. The renovations and rebuilding of much of Jekyll’s hotel infrastructure has resulted in more efficient fixtures and appliances, reducing overall water use on the island (Conservation Plan, Section 6.3).

Recommendations

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

Finding – Georgia Sea Turtle Center

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

Recommendations

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

The JIA should also use the popularity of the GSTC to build the base of support for the Mosaic Museum, as noted in the FY 2021 Strategic Plan. As Goal 4, Objective 3, Strategy 2 notes, a campaign through island hotels to promote joint ticket sales between the two facilities could result in increased visitation for the Mosaic.

Finding – Educational Programming

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

Recommendations

The 2020 Conservation Plan identified educational programmatic strategies to increase the JIA’s impact in nature-based education (Section 8.1). Whether through

the Georgia Sea Turtle Center, Camp Jekyll, Tidelands Nature Center, Ranger Walks, or Gatorology, the JIA and its collaborations with partners such as Georgia 4-H consistently deliver high quality, engaging educational opportunities for visitors and residents. The JIA should embrace the opportunities for teaching and learning across all age groups in addition to the opportunities provided across the diverse island landscapes.

Recreation

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

As popular as the recreation amenities are, JIA must make a number of significant and potentially controversial decisions in the coming months about needed renovations, potential additions, and operational changes. Recreational amenities, whether existing or under consideration, should be viewed with several lenses as changes or additions are made: is it operationally sustainable; is it accessible; will its operations be partner-provided; are there fees associated for users; and will it meet the needs and expectations of Jekyll Island visitors and residents? Any consideration for expanded or additional recreational amenities or opportunities must also consider the impacts on island capacity.

Findings – Golf Course Master Plan

Critical decisions must be made in the coming months to ensure the future success of the Jekyll Island Golf Club (JIGC). The 2014 Jekyll Island Master Plan called for a review of operations in order to prioritize maintenance and improvements. The resulting 2017 assessment was undertaken by National Golf Foundation Consulting with four primary objectives: evaluate operational and economic performance of golf, strategically review the golf club and McCormick's Grill, document the market environment and identify implications for future JIGC operations, and present recommendations for maximizing the economic potential of Jekyll Island golf moving forward.⁵ While the assessment determined that the JIGC has many

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

features consistent with successful public golf course operations, it also found that years of deferred maintenance, from clubhouse repairs to major course renovations, means that JIGC falls far short of other amenities found on Jekyll Island. The assessment also noted that 63 holes is a lot to maintain and manage effectively.

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

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

The Golf Course Master Plan is not without controversy. In the open comments section of the 2021 Master Plan Survey, responses were nearly equally divided in their agreement and disagreement with the golf plan. In addition, the 2017 assessment and the 2020 Golf Master Plan vary in their approach on the actions that should be taken to ensure future success of the JIGC, however they do agree on the need to reduce the number of holes. Controversial or not, decisions must be made to stem the tide of financial loss and revitalize the golf experience. [It is worth noting that the conservation opportunities identified in the Golf Course Master Plan are immensely supportive of the goals of the Jekyll Island Conservation Plan, substantially advancing each of the seven high level Park-wide Management Objectives called for in that plan.](#)

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

Recommendations

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

Findings – Miniature Golf Improvements

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

Recommendations

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

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

Findings – Multiuse Paths

One of the most popular activities on Jekyll Island is biking along the multiuse paths, and efforts continue to complete the path network and improve the

experience for all users by widen the paths. During peak visitation, the paths, which are shared by bikers with walkers and runners, can be crowded. Issues arise when there is a failure to observe basic courtesies including the appropriate way to pass another user from behind.

Recommendations

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

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

Findings – Other Recreational Opportunities

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

Recommendations

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

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

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

Transportation, Infrastructure, Municipal Services

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

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

Jekyll Island has limited parking. The Carrying Capacity and Infrastructure Assessment identified 5,796 parking spaces, with nearly 25% of those attached to residential homes and unavailable to the public. In July 2021, nearly 179,000 vehicles passed through the entry gate, an all-time high. Given the number of vehicles and the limitations of parking, Jekyll should encourage the proper use of alternative transportation to move about the island, keeping cars parked.

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

Recommendations

The JIA completed its most recent transportation study in 2016. Given that gate entry has increased by nearly 180,000 vehicles in a year-to-date comparison, the JIA should consider initiating another feasibility study to determine if the time is right for some type of intra-island transportation system. The JIA should carefully monitor numbers of visitors in the next six, 12, and 18 months to determine if the

current increases in visitors continue or if they will decrease when we are finally post-pandemic. This will influence the need to advance an intra-island shuttle.

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

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

Growing in popularity, e-bikes provide motorized assistance on pedal-driven cycles. Georgia has designated three classes of e-bikes. Class 1 e-bikes have a motor that provides "assistance only when the rider is pedaling, and that ceases to provide assistance when the e-bike reaches 20 mph." A Class 2 e-bike is "equipped with a throttle-actuated motor, that ceases to provide assistance when the e-bike reaches 20 mph." A Class 3 e-bike has a motor that "provides assistance only when the rider is pedaling, and that ceases to provide assistance when the e-bike reaches 28 mph." Class 3 e-bikes are not allowed on bike paths unless they are "within or adjacent to a highway or roadway" or they are "specifically allowed by the local authority."⁶ The JIA has taken steps to limit the ability of vendors to rent or otherwise make e-bikes available on Jekyll Island, and the JIA has the authority to restrict where e-bikes are allowed to ride should that become necessary. The JIA should monitor the impact of e-bikes on other path users to determine if restrictions are appropriate.

Another increasingly popular alternative mode of transportation is privately owned or rented gas-powered golf carts and other street-legal electric carts. While these reduce automobile traffic, they can create additional parking issues and can become obstacles to vehicular traffic. The island already has designated public parking for these low-speed vehicles, and the JIA should work to ensure those are the only spaces being used by carts. Golf cart rental locations on Jekyll ~~should be~~ [are](#)

⁶ O.C.G.A § 40-6-300, *et al.*

licensed and the number of carts available for rent [should](#) be controlled by the license to ensure over-capacity issues do not exist in the future. [The JIA should also conduct a feasibility assessment for accelerating the use of electric vehicles across the JIA fleet.](#)

The Georgia State Patrol ~~should~~[must](#) ensure [through regular traffic checks](#) that all carts operating on the island are doing so legally, with the appropriate braking system, reflectors, horn, rearview mirror, seat belts, and hand holds for each passenger, as required by state law.

Findings – Airport Improvements

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

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

Recommendations

There remains untapped potential at the airport, and the JIA should consider how to develop and market facilities that would attract corporate fly-ins, with meeting space, catering, and perhaps a connection to golf or tennis or overnight packages. Developing this idea would first require an accurate count of who is using the airport, why they are flying in, and what other services at the airport might be of interest to them. JIA’s planned construction of [a new an updated](#) airport terminal and hangar facility slated for 2022 should provide additional beneficial economic impacts to the JIA, hotels, the convention center, and other businesses on the island [within appropriate capacities](#).

Findings – Water and Sewer Infrastructure

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

Recommendations

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

Findings – Pedestrian Infrastructure Evaluation

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

Recommendations

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

Findings – Health and Well-being

With increased island visitation and a stable residential population of about 900, the lack of a quick-care or minute-clinic-type facility or a pharmacy on Jekyll is becoming increasingly problematic. While some assistance can be provided through EMS, they are not intended to be used as a walk-in clinic. The nearest quick-care facility is located in Brunswick, about 14 miles away. Similarly, the lack of a pharmacy or drug store also means additional trips to the mainland to pick up prescriptions or purchase medications or medical supplies not available in the convenience store. The Beach Village has space specifically designed for an urgent care facility.

Recommendations

The JIA should continue exploring the criteria for an urgent or quick-care clinic. Whether a public or private partnership or a co-branded clinic and pharmacy, a locally based option is desired. Several questions need to be answered before such a facility can be established: What are the typical expectations for patient load?

What are the demographic criteria? What are the benefits and costs? Is there interest from either public or private health care providers to develop such an outlet? This type of facility would offer significant public benefit and should be recruited.

Mapping Updates

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

There are six categories of correction.

Projection Errors. Modern GIS maps are created by combining layers. The Master Plan maps involve an underlying satellite image with a shapefile layer over it, which is the Developed layer in this case. A projection error occurs when these two layers do not properly align. There were several instances in the 2014 map where this occurred. The 2021 map corrects these issues.

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

Established Road, Bike Path, and Service Road Standard Widths. The 2014 map did not have standardized travel ways. The update relies on the centerline

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

Figure 1: 2014 – 2021 Master Plan Update Net Change

⁷ As legislatively prescribed in O.C.G.A § 12-3-243

map files held by Glynn County and created a 40-foot travel way on each side of the centerline. A new bike path file was used to establish travel ways at 3 feet to both sides. Service Road widths are standardized at 18 feet.

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

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

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

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

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



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



Appendix A

2021 Master Plan Update: Summary of Five-Year Goals

The 2021 Master Plan Update builds on the 2014 Master Plan, and is significantly influenced by two studies done as recommended by the 2014 Plan. The Carrying Capacity and Infrastructure Assessment Plan influences every section of the plan update as capacity – of cars, visitors, development, and infrastructure – must be considered in every decision made by the JIA and the JIA Board. The 2020 Conservation Plan informs and influences the 2021 plan update as the overall acreage for development is reduced and protection of unique ecological areas is increased. The Conservation Plan influences education, recreation, and institutional sustainability as the JIA strives to protect exactly what makes Jekyll so unique – its rich natural environment.

Over the next five years, the JIA will rely on the 2021 Master Plan Update to inform its annual strategic plans, operational plans, and individual programs of work. Much has been accomplished since 2014. The following outlines the recommendations established in the plan update. Because it is only a five-year plan, it is not organized into short and long-term goals rather the expectation is that prioritizing the recommendations is the responsibility of the JIA staff with support and guidance from the JIA Board of Directors. Factors such as budget and capacity may influence how and when the recommendations are implemented or addressed.

Land Use

This JIA Board recognizes the importance of limiting residential and commercial development on developed land not currently or previously used for those purposes to not only manage the capacity of residents and visitors, but to allow the JIA to preserve the unique natural environment that makes Jekyll so special. This must be the standard carried forward into the future.

- The JIA must consider the appropriate tools to protect existing uses and ensure suitable scope and scale of future development or redevelopment on the island.
- The JIA must consider creating a process that would invite public comment and discussion on any significant change in use.
- Any development or redevelopment must carefully consider how a change in use will impact surrounding uses, the character of the area, and effect the overall carrying capacity of the island.
- The JIA should consider a review of land uses within the Developed category to best balance future land use decisions.

Economic Sustainability

The JIA does not receive funding from the State of Georgia for operations and maintenance and instead relies on a variety of administration and enterprise funds to meet those expenses. Economic sustainability is achieved through sound

investment in Jekyll's infrastructure and amenities, and a continuous focus on the visitor and resident experience, customer service, and commitment to the Jekyll Island vision. But no matter what, on Jekyll Island is balance is critical.

Gate Operations:

- Improve the frequently asked questions page.
- Work with the vendor to address concerns to ensure the system is easy to use and provides a good first impression.
- Increase the rate structure to control numbers as recommended in the Capacity Study.
- As technology improves and point-of-purchase systems can more fully interact, consider modifications that would allow visitors to pre-purchase parking and amenities through a coordinated effort with JIA and private entities.

Dynamic Pricing

- Consider how many visitors is too many - what is the maximum number of attendees before the event experience is diminished – and cap attendance.
- Consider requiring pre-paid parking (purchasing online before arrival) for special events (advanced reservations).
- Consider developing partnerships with other entities to provide a circulating shuttle service from off-island locations for high-traffic events.
- Consider a central parking area with shuttles to events and other venues to reduce the volume of cars driving around the island.

Convention Center Activity

- Rebuild the convention center book-of-business with attendee and staff health and safety in mind.
- Provide remote connections, while simultaneously supporting in-person participation for meetings and conference events.
- Increase convention center revenue by expanding the number of groups who rely on the full array of its offerings.
- Market the capabilities of the convention center and the assets of the island not only for meeting attendees but for those who might travel along to enjoy the destination.

Restaurant/Dining Options

- Explore the benefits of extended restaurant hours, at least during peak season, as well as extending the hours of operation of Jekyll Market and other Beach Village stores.
- Explore the potential for food truck events or a dedicated food truck area to bring in a wide variety of food options as well as to provide a take-out option for residents and visitors.

- Existing restaurants should consider how providing take-out and delivery options might benefit their businesses or how they might jointly develop a take-out service.
- The convention center should consider how it might provide take-out options for additional special occasions and during unusual circumstances.

Events

- Reduce the number of vehicles on the island at a given time and provide ways to move visitors around the island that do not require personal automobiles, including off-island parking and a shuttle system.
- Develop a parking reservation system that controls the number of people on the island or at a specific location for a given amount of time.
- Consider implementing “premium parking” options, whereby visitors pay an additional fee to park in a particular area for a set amount of time in addition to an on-island trolley or off-island shuttle system.
- Consider multi-day rather than single day events to reduce the number of people and cars on the island and to improve the visitor experience.

Jekyll Island Campground Improvements

- Fully implement the long-range planning which includes the addition of four new bathhouses; up to 54 new pull-through campsites; a new camp store; and laundry services.
- Develop an Operational Management Plan to ensure the fully built-out Jekyll Island Campground meets the needs and expectations of visitors and the JIA.

Historic and Cultural Resources

An impressive 98% of survey respondents indicated that they enjoy visiting the Jekyll Island Historic District. The district, the Wanderer Memory Trail, the Native American artifacts, and stories of others who have occupied the island over time highlight the rich and varied history and culture of Jekyll Island. While many visitors focus on the historic homes and buildings highlighted by the grand Jekyll Island Club, there are other important stories to share. Maintaining and preserving these unique resources is critical as they contribute significantly to the character of the island.

Historic District Preservation and Maintenance

- Focus on the objectives presented under Goal 4 Summary – Enhance Historic Resources — in the FY 2021 strategic update: maintain historic structures and manage cultural resources; ADA assessments and improvements; increased awareness of Jekyll’s history and visitor attraction to the Mosaic; adaptive reuse of Gould Casino, Villa Ospos, and Villa Marianna; public tours of Hollybourne Cottage; improved sustainable business model for historic

district operations; historical interpretation enhancement; and records inventory in accordance with State of Georgia requirements.

- Ensure the proper protection, restoration, and enhancement of the Historic District and other culturally significant assets.
- Recognize the many volunteers who significantly contribute to the Historic District restoration efforts.

Programming

- Provide year-round activities, creative lectures or evening presentation experiences would provide opportunities to learn about the history of the island before there was a Historic District.
- Consider new programming options: wine walks, improvements to the Rockefeller experience, gallery talks and lectures, cocktail evenings, summer camps, more Christmas/holiday programs, more period dress for interpreters.
- Consider broader audiences including kids' activities, school programs, hands-on archaeological research, and learning for adults.
- Consider preservationists, scholars, authors, and local legends with various perspectives and diverse knowledge of the island to engage visitors and residents throughout the year.

Jekyll Island Amphitheater

- Identify an interested party to lease, redevelop, promote, and operate the amphitheater.

Historic Site Monitoring

- Ensure that the significant historic and cultural resources of Jekyll Island are preserved and protected from extreme weather events and sea-level rise.
- Partnerships with university researchers and graduate student programs should be a priority to monitor the known archaeological sites to fully document and safeguard those resources.
- Identify and survey additional sites, with a particular focus on those that may face greater environmental impacts.
- Opportunities for external funding should be identified, including grants that can be collaboratively developed with external partners, to support the protection and preservation of archaeological resources.

Map Update

- Classify the Confederate battery as an undeveloped parcel to protect its historic significance and accurately reflects its future use.

Natural Resources

The 2021 Master Plan Update affirms the importance of the Jekyll Island Conservation Plan 2020 as the guiding document for the “conservation and preservation of the island’s natural communities and wildlife.” It is essential to the mission and vision of the JIA and should be referenced, implemented, and updated as appropriate.

Consistent Maps

- To be consistent with the Conservation Plan, the following three priority habitat areas will be reclassified on the Master Plan Update map (See Section 12) from developed land to undeveloped area:
 - A Borrow Pit wetland in the interior of the island surrounded by natural areas (6.96 of acres);
 - A portion of the Clam Creek Peninsula (4.71 acres);
 - The “Beach Prairie” area (8.54 acres);
 - Additional CPA designated lands are contained within portions of some nonresidential leased properties and the JIA should negotiate additional protections in these circumstances, through amended, revised, or restated lease agreements, or through land transfers.

Compatible Uses in Conservation Priority Areas (CPAs)

- Identify activities that are and are not appropriate in specific CPAs.
- Develop appropriate educational or programmatic information to provide the general public with a clear understanding of how these areas could be adversely impacted by activity.
- Provide information on how the CPAs contribute to the conservation of Jekyll Island State Park’s most valuable natural assets.

Sea-Level Rise

- Set and periodically update sea-level rise planning parameters for height of rise to be anticipated within a specified time frame.
- Adopt a 30-year horizon for long-term planning, based on the projected rate of change under NOAA’s Intermediate-High scenario.
- Adopt a planning scenario that considers “risks across a broad range of possible outcomes, including those associated with high-consequence, low-probability situations,” thus providing for the facilities to be developed to a higher standard of safety.
- Adopt an adaptive management approach that regularly revisits the sea-level rise scenarios in use and adjusts them based on actual rates of increase realized and on new modeling and information produced by NOAA, GADNR, or local studies.
 - Utilize the model language provided to establish the appropriate sea-level rise parameters for the island.

- Utilize the guidance to develop tools and approaches as it continues to plan for sea-level rise, extreme weather, and climate change.

Shoreline Protection and Resiliency

- Continue to work with Glynn County Shoreline Protection Plan partners to ensure that when areas are identified as vulnerable, whether from erosion, flooding, or both, preventative measures and remediation solutions are developed and implemented.

Land management to reduce habitat fragmentation

- Actively manage landscapes to ensure their ecological integrity and function.
- Consider tools for reducing habitat fragmentation.
- Consideration should be given to habitat protection when land-use decisions are made, with the goal of alleviating adverse effects of these activities.
- Provide educational information on landscape management tools for residents and visitors.

Institutional Sustainability

- Focus on the goals and activities outlined for institutional sustainability in the Conservation Plan and direct the necessary resources and effort towards their implementation.

Georgia Sea Turtle Center

- Pursue funding, whether through private donations or grant opportunities, to expand the GSTC to provide space for treatment, rehabilitation and research.
- Support other programmatic priorities, including an enhanced visitor experience and expanded educational opportunities.
- Continue to engage visitors in unique ticketed, behind-the-scenes opportunities and tours that provide additional revenue to support its work.
- Use the popularity of the GSTC to build the base of support for the Mosaic Museum and promote joint ticket sales between the two.

Educational Programming

- Support the educational programmatic strategies identified in the 2020 Conservation Plan to increase the JIA's impact in nature-based education (Section 8.1).
- Consistently deliver high quality, engaging educational opportunities for visitors and residents with collaborative partners such as Georgia 4-H.
- Embrace the opportunities for teaching and learning across all age groups in addition to the opportunities provided across the diverse island landscapes.

Recreation

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

Golf Course Master Plan

- The JIA Board must carefully and methodically determine the future of golf and golf course operations.
- Limit golf course commercial and residential development and enhance conservation areas.
- The Board must decide how to best invest in the JIGC to ensure that golf patrons receive an experience unmatched by other public courses in a setting unlike any other.

Miniature Golf Improvements

- Adjust the hours for miniature golf seasonally to accommodate increased crowds and to allow for evening play.
- Consider an additional element of nighttime fun with low investment costs with miniature glow golf, with glowing golf balls and hole markers, would add an.
- Consider how upgrades and updates to the courses can retain those vintage elements while also better reflecting the conservation-minded vision of the island.

Multiuse Paths

- Promote courteous, safe use of the paths to ensure those who use them for recreational riding, walking, or running or as a means of moving about the island have a positive experience.
- Resurface and rejuvenate the paths on the north loop and complete the south-end loop JIA.
- Extend the path off island to the welcome center and then out to Highway 17, for use exclusively by bicyclists.

Other Recreational Opportunities

- Pursue expanded recreational offerings that will be financially self-sustaining beginning with pickleball.
- Expand croquet opportunities, including creating enough lawns to attract tournaments to the island, would be a popular proposal, and integrating the development of croquet lawns into the Golf Master Plan is ideal.

- Keep a close eye on trends in outdoor recreational activities, particularly those that have few or no barriers to entry. Providing for these activities that are financially self-sustaining would afford new recreational options for visitors and residents, while keeping traditional favorites in place.

Transportation, Infrastructure, Municipal Services

In order to best serve residents and visitors, a Carrying Capacity and Infrastructure Assessment was undertaken to look at what the island could accommodate in terms of people, vehicles, and development without negatively impacting the character and natural resources of the island. Many of the findings and recommendations below are based upon that assessment as well as concerns that were raised during the public input process.

Alternative transportation, Rules of the Road, and Parking

- Consider initiating another feasibility study to determine if the time is right for some type of intra-island transportation system.
- Carefully monitor numbers of visitors in the next six, 12, and 18 months to determine if the current increases in visitors continue or if they will decrease when we are finally post-pandemic.
- Encouraging visitors to park their cars and use alternative methods of travel around the island and ensure the infrastructure is in place to make this possible, including designated parking areas that can accommodate not just cars but also those with trailers that might be hauling a golf cart, e-bikes, or bicycles.
- Work with hotels to encourage shuttles as an effective means to reduce the number of on-island car trips.
- Consider premium parking fees to encourage visitors to leave their cars parked at their hotels once a shuttle and enforcement system are in place.
- Work with business operators to discourage and prevent employees from occupying prime parking spaces.
- Ensure that automobile drivers know that they must share the road with bicyclists.
- Monitor the impact of e-bikes on other path users to determine if restrictions are appropriate.
- Golf cart rental locations on Jekyll are licensed and the number of carts available for rent should be controlled by the license to ensure over-capacity issues do not exist in the future.
- Conduct a feasibility assessment for accelerating the use of electric vehicles across the JIA fleet.
- The Georgia State Patrol must ensure through traffic checks that all carts operating on the island are doing so legally, with the appropriate braking system, reflectors, horn, rearview mirror, seat belts, and hand holds for each passenger, as required by state law.

Airport Improvements

- Consider how to develop and market facilities that would attract corporate fly-ins, with meeting space, catering, and perhaps a connection to golf or tennis or overnight packages.
- Develop an accurate count of who is using the airport, why they are flying in, and what other services at the airport might be of interest to them.
- Follow through with planned construction of an updated airport terminal and hangar facility to provide additional beneficial economic impacts to the JIA, hotels, the convention center, and other businesses on the island within appropriate capacities.

Water and Sewer Infrastructure

- Pursue and prioritize the evaluation of water infrastructure and, depending upon condition, replace or line pipes as appropriate.
- Pursue maintenance and update recommendations for the wastewater treatment system.
- Lift stations should be prioritized for inspection and maintenance.
- Work to eliminate the remaining 9 septic systems on the island by connecting them to piped wastewater treatment system.

Pedestrian Infrastructure Evaluation

- Conduct a windshield survey to determine where additional pedestrian signage might benefit drivers and where signage might benefit pedestrians.
 - Note the condition of crosswalk markings, any area lighting or need for lighting, any existing signage, and any areas of concern.

Health and Well-being

- Continue exploring the criteria for an urgent or quick-care clinic, including:
 - What are the typical expectations for patient load?
 - What are the demographic criteria?
 - What are the benefits and costs?
 - Is there interest from either public or private health care providers to develop such an outlet?

Mapping Updates

Six categories of correction result in a 15.8 acreage reduction of developed acreage, from 1614.8 to 1,599 acres of developed land. The JIA is voluntarily reducing the acreage available for developed land from 1,675 acres to 1,659.4 acres. There are approximately 60.39 acres remaining for potential development, with 40.39 acres available for public health, public safety, and public recreation and 20 acres available for unrestricted use.

There are six categories of correction addressed in the plan update:

- Projection Errors;
- Better Imagery and Underlying Shapefiles;
- Established Road, Bike Path, and Service Road Standard Widths;
- Lease Lines;
- Obvious Errors; and
- Conservation Plan Consistency.

DRAFT

The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, October 19, 2021 at the Jekyll Island Convention Center and via teleconference.

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

Members Absent: Mr. Trip Tollison

Key Staff Present: Jones Hooks, Executive Director
Noel Jensen, Deputy Executive Director
Marjorie Johnson, Chief Accounting Officer
Melissa Cruthirds, General Counsel
Jenna Johnson, Director of Human Resources
Alexa Hawkins, Director of Marketing and Communications
Michelle Kaylor, Director of the Georgia Sea Turtle Center
Lauren Pacheco, AmeriCorps and Volunteer Program Manager
Ben Carswell, Director of Conservation and Sustainability
Joseph Colbert, Conservation Wildlife Manager
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 9:33 a.m., and the roll was called for members attending in person and those attending via teleconference. Ms. Joy Burch-Meeks joined the meeting via teleconference at 9:50 AM.

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

- Craig Patterson - Master Plan Update

I. Historic Preservation/Conservation Committee

A. Michelle Kaylor, Director of the Georgia Sea Turtle Center, opened the AmeriCorps Members update. She noted that over the past twelve years, through the AmeriCorps program, JIA has welcomed over two hundred and ninety-eight members from thirty-nine states. Those members have served over 423,000 hours to support the JIA and the Georgia Sea Turtle Center Program. Kaylor then introduced Lauren Pacheco, AmeriCorps and Volunteer Program Manager, who announced this year's AmeriCorps Members as follows:

| <u>Conservation</u> | <u>Education</u> | <u>Husbandry</u> | <u>Research</u> | |
|----------------------------|-------------------------|-------------------------|------------------------|------------------|
| Morgan Pierce | Kelsey Abernathy | Meredyth Albright | Hannah Imhoff | William Hicks |
| Charlotte Bernhard | Ainsley Bright | George Bancoft | Mackenzie Kerr | Elizabeth Sutton |
| Audrey Naughton | Jessica Nee | Claire Bolster | Claire Temple | |
| | Garrett Moretta | MacKenna Butler | | |

B. Ben Carswell, Director of Conservation and Sustainability, introduced Joseph Colbert, Conservation Wildlife Manager. Carswell noted that Colbert is a Marine Corps Veteran, a former JIA AmeriCorps volunteer, and a former Tillman Scholar Recipient. Colbert has led

JIA's efforts to learn more about the Eastern Diamondback Rattlesnake (EDBs) population on Jekyll Island over the past ten years.

Colbert provided an overview of the novel long-term ecological research monitoring program, that began in 2011. The team has collected over 7,300 unique locations on forty-eight individual EDBs. These snakes are tracked through inserted radio transmitters, and telemetry equipment is used to find them in the wild. Colbert noted the threats of habitat loss and human persecution and the importance of biodiversity on Jekyll. The Eastern Diamondback Rattlesnake is a predator and umbrella species. By researching and managing these rattlesnakes, the Conservation team can manage other species that fall under the EDBs in the food pyramid.

Colbert discussed the unique genetics of the rattlesnakes on Jekyll, which are different than the snakes on the mainland. He believes the population for the entire island is 100 adults or less and noted that these rattlesnakes typically avoid developed areas, as they prefer the coverage offered in the undeveloped areas of the island with dense vegetation. Additionally, he noted that the Conservation Team is in the process of publishing several papers on their groundbreaking research. This data will assist not only JIA, but other wildlife agencies with management plans.

Colbert thanked JIA senior leadership and the Board for their support that has allowed their program to thrive.

There were no public comments.

II. Finance Committee

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

- Revenues were \$2,749,038.
- Expenses were \$1,978,719.
- Net Operating Cash Income was \$770,319.
- Total Traffic Counts were 106,768 vehicles.
- Hotel Revenues were reported at \$4.6 million with a 59.3% Occupancy Rate.

B. Marjorie Johnson, Chief Accounting Officer, provided the following updates:

- Due to corrections submitted by the Marriott Courtyard/Residence Inn property, there were updates made to hotel revenue numbers for June, July, and August. The results for the year-to-date numbers included: hotel revenues changing from \$43.76 million to \$43.78 million, the occupancy rate changing from 70.3% to 69.7%, the revenue per available room changing from \$150.40 to \$149.86, and the average daily rate changing from \$213.83 to \$215.16. These numbers are reflected in the September report.
- As part of JIA's succession planning, Candler Bennett was hired as the Accounting Director. He joins JIA after working with the Georgia Department of Audits and Accounts for six years. His first day with JIA was October 1, 2021.

There were no public comments.

III. Human Resources Committee

A. Jenna Johnson, Human Resources Director, announced the retirement of Dennis Powell who has served the Water/Wastewater Department for ten years. Alan Thurston, Water/Wastewater Superintendent, thanked Dennis for being a dedicated employee and wished him the best in retirement.

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 events planned for October including:
- The Paulk Cup Classic scheduled for October 27th through 29th. This event honors Georgia Golf legend Johnny Paulk and his lasting impact on the game of golf on Jekyll Island. This second annual tournament proudly benefits the Jekyll Island Foundation and supports the island he so fondly cared for.
 - The Macabre Tales Ghost Tours take place through the month of October at Mosaic, Jekyll Island Museum. These seasonal tours provide after dark look at the supernatural side of Jekyll Island.
 - On October 16th, approximately 150 cast and crew members filmed on Driftwood Beach for a Disney/Searchlight production called “The Menu”. Hawkins also provided an overview of JIA’s process for reviewing film applications. This process includes evaluating several factors such as: wildlife impact, visitor impact, economic impact, and JIA resources needed.

Hawkins ended her presentation with an overview of the 75th anniversary celebration of Jekyll Island State Park. Jekyll Island was established as a state park by the state of Georgia in 1947, and a yearlong celebration, recognizing the island and its impact to the state of Georgia and the citizens of Georgia for the past 75 years, is planned for 2022. The kick-off event will be the Seventy Fifth Soirée, an evening of dinner, dancing, and one-of-a-kind entertainment, on January 28, 2022. Additional events and activities planned throughout the year include: a Beach Village block party, a Georgia Sandman Sculpture, branded signage and wall murals, new programming at Mosaic, limited-edition merchandise, and much more.

There were no public comments.

VI. Committee of the Whole

- A. Jones Hooks prefaced the marketing analysis report by providing a bit of context and history. The Buccaneer Parcel lease was purchased by Trammell Crow in 2005, and Leon N. Weiner & Associates (LNWA) purchased the lease from them in 2015. In 2017, a ground lease was revised and restated with LNWA. That revision included a requirement that the lessee would be required to retain a consultant in the hospitality field, subject to the lessor’s (JIA) approval, to conduct a marketing study analysis relating to the permitted use of the premises what would be presented to the JIA Board for consideration. Hooks introduced Dave Curtis, Co-Managing Partner with LNWA. Mr. Curtis noted that he has been involved in several projects on Jekyll since 1985, and that he and his team are committed and devoted to developing the Buccaneer Parcel and making it special for Jekyll Island. He then introduced Karl Pischke, Vice President of RCLCO Real Estate Consulting.

Mr. Pischke presented a Market Research Report on the Buccaneer Site. The objectives and key components of this analysis included: Subject Site Assessment, Residential Supply and Demand Analysis, Hospitality Supply and Demand Analysis, Additional Considerations (Capacity, Environment, Stakeholders), and Conclusions and Recommendations. The key recommendations were as follows:

- 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.

-
- The ultimate organization of these residential units could take multiple shapes or draw from multiple residential product typologies. However, 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.

B. Melissa Cruthirds, General Counsel, introduced the consultants from Goodwyn Mills Cawood (GMC), Glenn Coyne and Courtney Reich, who JIA has partnered with to undertake the on-going Code Revision Project.

Reich and Coyne provided an update on the process that GMC has utilized to update JIA's Code. This included sharing public feedback as well as the results of the online survey. Reich explained that GMC's purpose is to do the following:

- Prepare an updated code for residential and commercial areas on Jekyll Island
- Look at administrative procedures to determine what is working and not working for staff and their use with enforcement as well as addressing new technology uses.
- Address the list of Key Issues (based on public input, JIA Staff experience, and GMC review of Code)

Coyne noted that GMC plans to streamline the current code and make it more user friendly when addressing the key issues including: building codes, design review guidelines, animal control, historic preservation, protection of natural resources, residential regulations, commercial and business regulations, accessory and temporary uses, streets and right-of-way, and the administrative chapter.

He then discussed the comments received during the public input session held on July 15, 2021 and via the online survey, which was open August 23, 2021 through September 3, 2021. He ended the presentation by summarizing the project schedule. The next steps include finalizing the Draft Code Revisions with JIA Staff before the official first and second readings of the code are presented to the JIA Board for consideration.

C. Noel Jensen, Deputy Executive Director, presented an Emergency and Disaster Mutual Aid Agreement with the City of Brunswick and Glynn County for approval. Jensen explained that Glynn County Board of Commissioners 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.

A motion to recommend approval of the Emergency and Disaster Mutual Aid Agreement with the City of Brunswick and Glynn County as presented by staff was made by Mr. Atkins and seconded by Dr. Evans. The motion carried unanimously.

D. Jones Hooks, Executive Director, presented the request to ratify the letter sent from Hooks to Christopher Channel, Board of Elections Supervisor, on October 7, 2021, regarding the proposed redistricting maps. As an alternative to Jekyll Island being included in the "island" district as it currently is with St. Simons and Sea Island, the letter encourages the Board of Elections and the County Commissioners to consider that Jekyll Island be included in County District 1, grouping Jekyll with Exit-29.

A motion to recommend ratification of the letter sent to Glynn County Board of Elections and Commissioners regarding redistricting maps as presented by staff was made by Mr. Gross and seconded by Dr. Evans. The motion carried unanimously.

E. Brian O’Neal, Director of Retail Operations, began his update by discussing the challenges that the Retail Department has faced over the past year including product shortages, increase cost in merchandise and shipping, employee shortages, and unplanned massive increase in sales. O’Neal then summarized several retail shop accomplishments for 2021 as follows:

- The Georgia Sea Turtle Center gift shop was \$329K over budget at a 31% increase.
- The Jekyll Island Campground Gift Shop was \$52K over budget at a 63% increase.
- Life is Good was \$201K over budget at a 59% increase.
- The Guest Information Gift Shop finished with \$391,000, a 25% increase over last year.
- The Golf Pro Shop had a 59% increase in sales over 2020.
- Remember When produced \$82,000, which was a 47% increase from 2020.
- Summer Waves missed their all-time sales record by only \$1400, producing \$144,000.

O’Neal noted that overall, retail added \$1.1 million in sales over the COVID 2020 year, but the better comparison is the \$700,000 increase that retail put over the perfect year of 2019.

F. Jones Hooks, Executive Director, Presented the Executive Director’s Report. He discussed the following points:

- State Officials and the Legislative Oversight Committee Members were notified of Master Plan Update, and a public hearing for Master Plan Update was held on October 14, 2021.
- Communications with the Georgia Department of Transportation (GDOT) regarding concerns about the Jekyll Island Causeway Entrance after a recent paving of Highway 17, which were quickly resolved.
- The Golf Course Superintendents Association of America will hold their Annual Meeting and Golf Championship on Jekyll Island on December 12th through 14th.
- Recent Project Updates
 - Replacement of playground equipment near the mini-golf area
 - Crossover Repair at Corsair Beach
 - Chichota Ruins and Captain Wyllly pond landscaping
 - Bike path replacement on Captain Wyllly Rd
 - Replacement of mini-golf turf

G. Mr. Wilkinson presented the Chairman Comments and thanked the JIA Staff for their efforts.

Mr. Wilkinson opened the floor to public comments. There was one public comment made during the meeting:

- Mindy Egan expressed concern over the handling of redevelopment of development areas.

The Chairman continued directly into the JIA Board Meeting.

The Jekyll Island State Park Authority (JIA) Board Meeting
October 19, 2021

The roll was called at 11:35 a.m., and all members were present either in-person or via teleconference except for Mr. Trip Tollison, who was absent.

Action Items

-
1. Dr. Evans moved to accept the minutes of the September 21, 2021 board meeting as presented. The motion was seconded by Mr. Atkins. There was no discussion, and the minutes were approved unanimously.
 2. The recommendation from the Committee of the Whole to approve the Emergency and Disaster Mutual Aid Agreement with the City of Brunswick and Glynn County carried by unanimous consent.
 3. The recommendation from the Committee of the Whole to ratify the letter sent to Glynn County Board of Elections and Commissioners regarding redistricting maps carried by unanimous consent.

There were no public comments.

The motion to adjourn was made by Dr. Evans and was seconded by Mr. Atkins. There was no objection to the motion and the meeting adjourned at 11:38 a.m.

MEMORANDUM

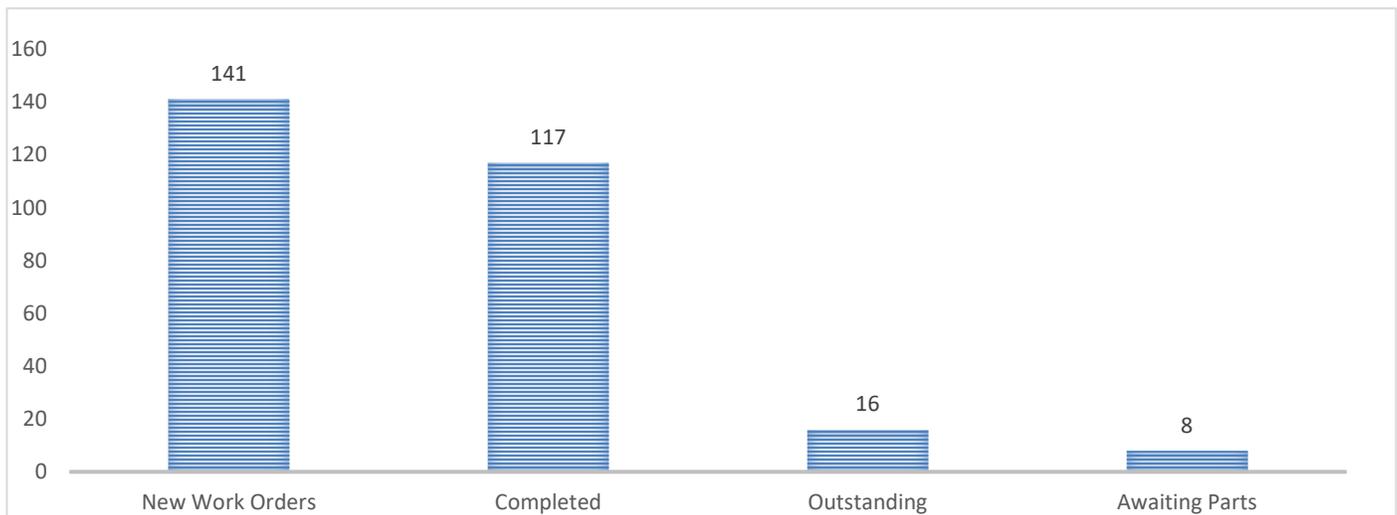
TO: COMMITTEE OF THE WHOLE
FROM: NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR
SUBJECT: OPERATIONS MONTHLY REPORT – OCTOBER 2021
DATE: 11/09/2021

PUBLIC SERVICES

October Highlights:

- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 1,342.88 gallons of 100LL aviation fuel totaling \$7,060.94 in sales for the month of October. The fuel station was shut down between 10/06-10/22 awaiting new filters to be installed.
- Repairs at existing crossovers are currently underway for Austin Lane, Nelson Lane and Thorne Lane.
- Campground expansion preparation continues onsite activities from JIOA Landscape and Roads and Grounds Staff.
- Public Safety Center design continues and is scheduled to be completed in November 2021 by Jericho Design Group.
- Roads & Grounds, Park Services, and Facilities staff continue installation of Christmas lights display.
- The campground reached 83% occupancy which is the highest percentage to date for the month of October.

Operations Department Work Orders

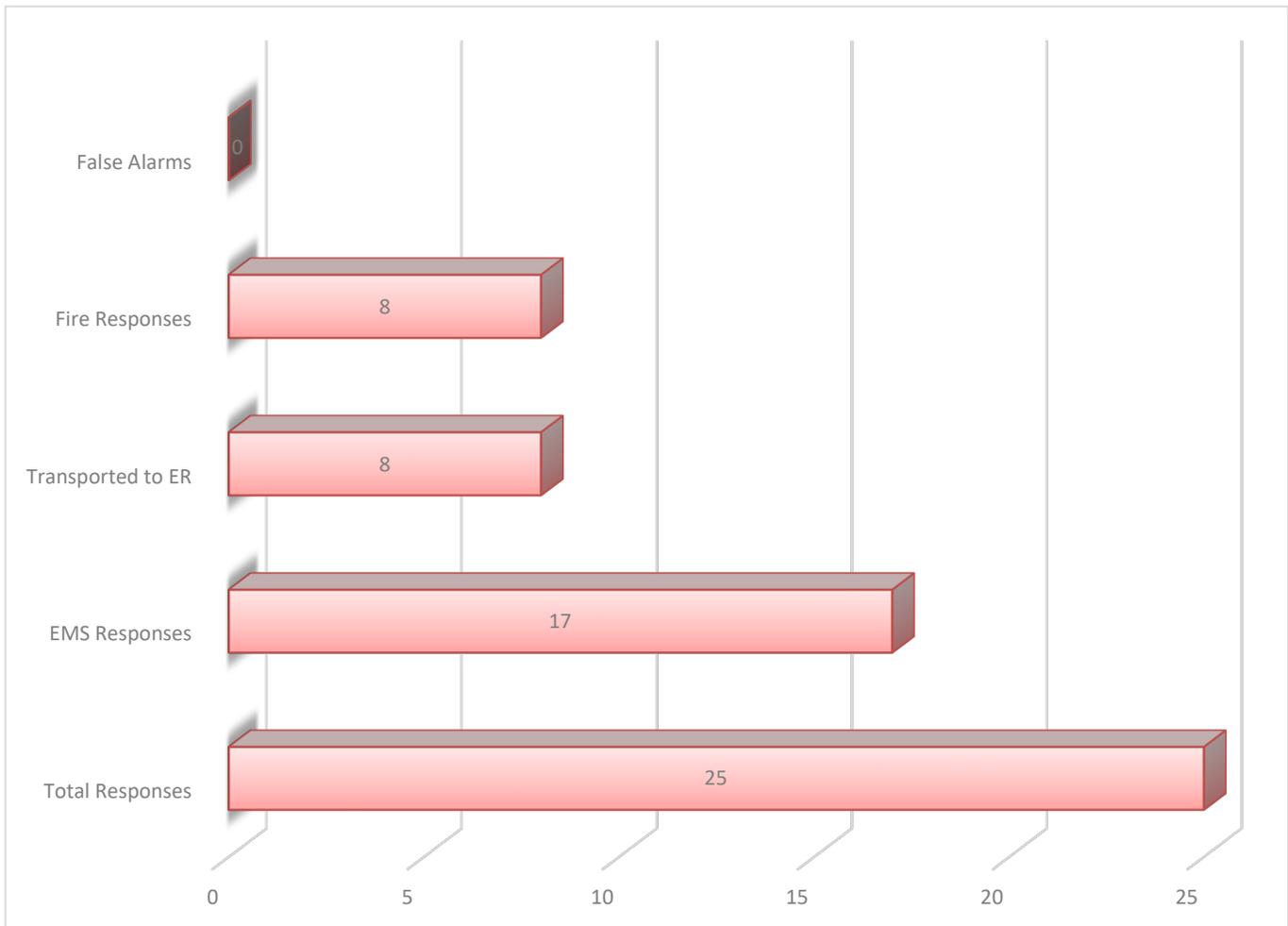


PUBLIC SAFETY – Fire & EMS

October Highlights:

- Completed 382 hours in staff training for the month.
- Seven (7) building permits were issued, and there were seven (7) complaints investigated by Code Enforcement.
- Captain Medlin was recognized as Firefighter of the Year by the Exchange Club of Brunswick.
- Radios reprogrammed to coincide with changes in the radio system county-wide.
- All full-time staff attended the Georgia Emergency Medical Services Association Conference at the Jekyll Island Convention Center for three days.
- Coordinated the COVID-19 vaccine clinic at the Morgan Center.
- Conducted CPR/AED/STB training with Camden County Sherriff's Office partners.
- All full-time staff and representatives from GSP attended a Traffic Incident Management training held at the Mosaic Museum Tack Room.
- Dennis Gailey attended a Wildland Fire Command class at the Georgia Fire Academy in Forsyth.
- Completed island-wide fire hydrant testing and maintenance.

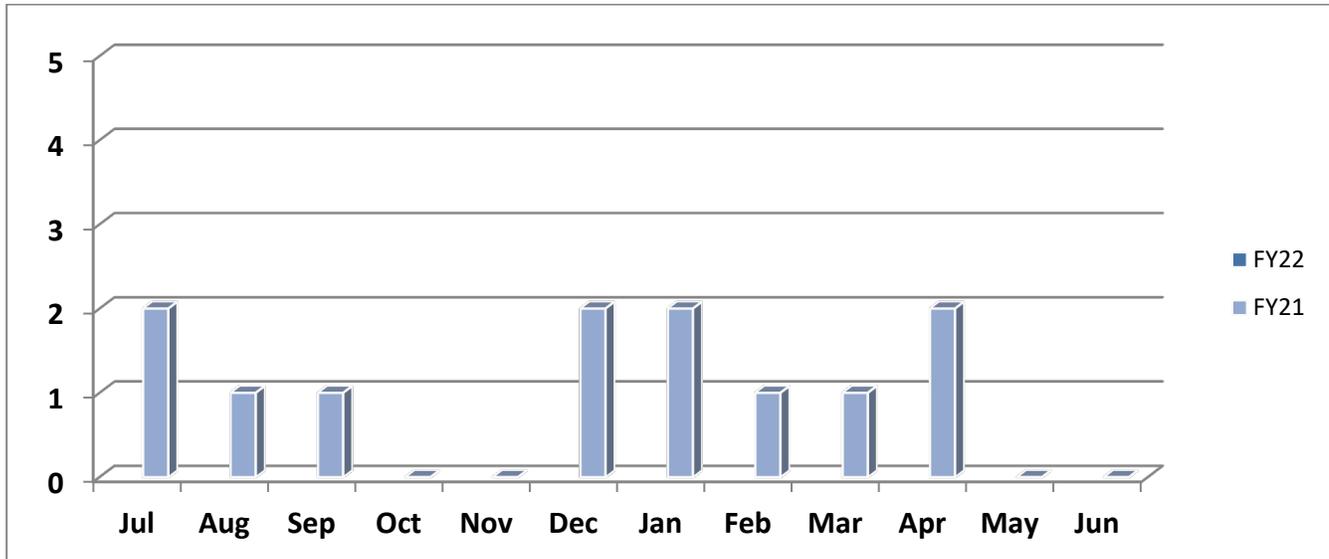
Jekyll Island Fire & EMS Responses



MEMORANDUM

TO: HUMAN RESOURCES COMMITTEE
FROM: JENNA JOHNSON, HR DIRECTOR
SUBJECT: HUMAN RESOURCES COMMITTEE REPORT
DATE: 11/9/2021

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

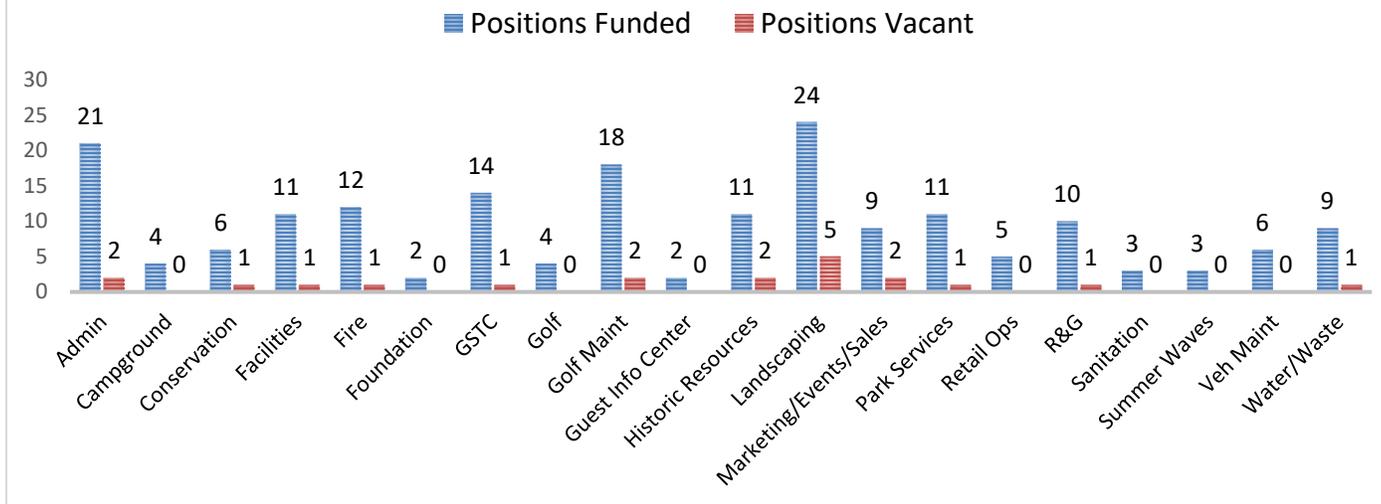


| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total |
|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| FY22 | 0 | 1 | 2 | 1 | | | | | | | | | 4 |
| FY21 | 2 | 1 | 1 | 0 | 0 | 2 | 2 | 1 | 1 | 2 | 0 | 0 | 12 |

JIA Employee Census:

| Month | Full time | Part Time | Seasonal | Interns/ Members | Total Employees |
|-------|-----------|-----------|----------|---------------------|--------------------|
| Oct | 168 | 100 | 1 | 16 | 285 |

FULL TIME STAFFING



Full-time Staffing as of 11/05/2021

Retirements:

- None

Recognition:

- **Meet our November Featured Employee: Ray Emerson**



Originally from Brockton, Massachusetts, Ray has lived in the Golden Isles for 14 years. Ray began his career with the Jekyll Island Authority (JIA) on December 7, 2015. As the Lead Park Ranger in the Conservation department, Ray is responsible for educating the public about Jekyll Island, its environment, supporting all ordinances and policies governing the wildlife in addition to the public and natural spaces on the island. He facilitates existing educational programs and develops new programs combined with learning tools to be offered to the public.

Ray says his favorite part of working for the Jekyll Island Authority is “My team in Conservation and my coworkers within JIA are fantastic. Also, I get to work outside all day and have the opportunity to speak with and educate thousands of people every year.” Ray was asked, if you could improve one thing about Jekyll Island what would it be and he said, “Expand the Educational role and number of Park Rangers within the Conservation Department with the target of reaching more and more people every day.”

When Ray is not being the Lead Park Ranger with the JIA he is spending time with his wife Kathy, their 2 children, 3 granddaughters and pets. He enjoys golfing and cultivating various native plants preferred by pollinators and hummingbirds. Ray would also like for us to know that he has the greatest job in the world!! Ray, we appreciate all that you do, thank you for your service!

MEMORANDUM

TO: HISTORIC PRESERVATION/CONSERVATION COMMITTEE
FROM: BEN CARSWELL, DIRECTOR OF CONSERVATION AND SUSTAINABILITY
SUBJECT: CONSERVATION UPDATE
DATE: 11/9/2021

Research and Monitoring

- Annual butterfly migration monitoring, in partnership with the Butterflies of the Atlantic Flyway Association will conclude this month. This effort is supported by our Park Ranger staff.
- Our annual spotlight survey effort for Whitetail deer is in-progress. After a two-year hiatus, next year we will resume our bait-station camera surveys, which complement and backup our interpretation of the spotlight survey data.

Management and Planning

- Fall is the busy season for invasive plant control. This year we expect to achieve our longstanding goal of having removed all adult non-native invasive tree species from the causeway. Targeted invasives include salt cedar, Chinaberry, white mulberry, and Brazilian pepper.
- The Conservation team successfully carried out a prescribed fire in the beach-prairie Conservation Priority Areas along Beachview Drive between Tortuga Jacks and the Holiday Inn. This burn was an initial step in preparing for an ecological restoration project that will be carried out in partnership with GA Audubon to restore native maritime grasslands across this entire area. More info here: <https://www.georgiaaudubon.org/news-feed/jekyll-island-to-benefit-from-georgia-audubon-habitat-resotoration-grant>
- Director Ben Carswell participated in an US Army Corps of Engineers stakeholder workshop focused on planning for future beneficial-use of dredged sediment projects in GA. A project concept that could utilize nearshore and/or onshore placement of sand to restore a degraded section of beach that adjoins the south end of Driftwood Beach, while also enhancing shoreline protection at the northern terminus of the beachfront rock revetment, was discussed and is of-interest to the Corps. If the project advances, it will be developed collaboratively with GADNR-CRD and other key partners in the conservation arena.
- The Coastal Incentive Grant funded Fortson Pond restoration effort is nearing completion and will be fully completed in November, with ongoing monitoring to evaluate the project outcomes to continue. Approximately 25 cubic yards of debris has been removed from a channel bottleneck that had been limiting tidal flushing of the Pond. A new, larger culvert has been installed on the tidal inflow point to the Pond. A living shoreline component will be installed this week and is the final major element to complete project construction.

Outreach, Leadership, and Personnel

- Last week, our Park Ranger team kicked off our Junior Ranger Program with the Boys & Girls Club of Southeast Georgia. The program itself is a companion to the popular Junior Ranger Field Guide, walking 6–10-year-olds through the diverse habitats Jekyll has to offer, including Salt Marshes, Forests, and Dunes. This partnership will continue in pilot form through the end of the year.
- Both pairs of Bald Eagles have shown back up to spruce up their nest in participation of nesting season. With this, the Conservation department will continue to offer our traditional guided Ranger Walks to the main nest, leaving from the Mosaic starting in December. New to this year, is our ability to offer Private Ranger Walks. These walks will allow us to guide patrons to various locations around the island based on the interests of the guest, including the newly found nest on the north end of Jekyll.
- Professor Tate Holbrook’s Conservation Biology class from College of Coastal GA visited the Island for a presentation and field learning session led by JIA Conservation staff. Dr. Holbrook wrote to thank us afterwards, stating that, “Jekyll provides an excellent case study, and your focus was spot-on. The (eastern diamondback rattlesnake) release was an all-time highlight among the many field trips I have led!”



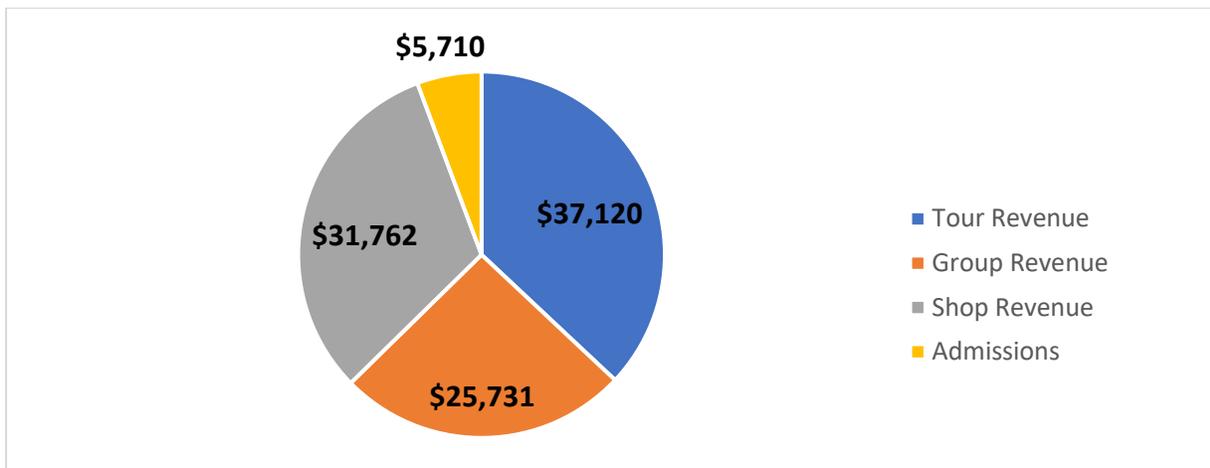
Thermal image of the Conservation team performing firing operations around the Oceanview Beach Park Bioswale. The goal of this burn was to scorch the turf grass while leaving the muhly grass for Georgia Audubon to continue preparation for their upcoming restoration of the Beach Prairie area.

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: ANDREA MARROQUIN, CURATOR
SUBJECT: HISTORIC RESOURCES UPDATE
DATE: 11/9/2021

October Visitation and Revenue

| Mosaic 2021 | | <u>Visitors</u> | <u>Revenues</u> |
|--------------------|---------------|-----------------|------------------|
| October: | Public Tours: | 2217 | \$37,120 |
| | Admissions: | 741 | \$5,710 |
| | Groups | 1632 | \$25,731 |
| | Museum Store | -- | \$31,762 |
| | Totals | 4590 | \$100,323 |



Education and Public Programs

- **Macabre Tales** - The Mosaic offered an after-dark ghost tour leading up to the Halloween season, highlighting stories of death, mourning, and ghostly encounters on Jekyll Island.
- **Tiffany Centennial** –In celebration of the centennial year of Faith Chapel’s Tiffany Window, the Mosaic hosted guest speaker Jennifer Thalheimer, Curator at the Charles Hosmer Morse Museum of American Art, for a presentation on Louis Comfort Tiffany and his profound work.
- **Louis Comfort Tiffany at the Jekyll Island Club** – In October, the Mosaic offered guests opportunities to learn about the life of Louis Comfort Tiffany and the time he spent at the Jekyll Island Club. Visitors explored Tiffany’s creative and glassmaking processes through a look at his studio and created a stained glass-inspired craft to take home.
- **Certified Interpretive Guide Training** – Three museum staffers attended Certified Interpretive Guide Training through the National Association for Interpretation.

Curatorial/Research

- **Golf Course Archaeology Project** – Terracon completed Phase II archaeological investigations of Jekyll Island's Golf Courses, to evaluate the significance of known, previously documented sites located within the project area.
- **Window Treatment Project** – Installed window treatments in 4 historic cottages to improve guest experiences and protect historic spaces and collections. New Drapes were installed on 6 French doors in the Villa Ospo Great Room. Decorative bamboo blinds were installed in 5 windows in the sunroom at Mistletoe Cottage. At Indian Mound Cottage, 12 roller shades were replaced in second floor exhibit spaces. At Moss Cottage, 19 roller shades were installed on the second floor to protect collections.
- **Christmas Planning** – Sent out Save the date for Christmas decorating, a holiday decorating plan for the historic district, and Christmas team assignments. Completed Christmas bows for historic district wreaths and garlands. Began testing and installing decorations for the Holly Jolly season.
- **Mosaic Exhibits** – Met with design team to discuss plans for the next rotating lobby exhibit at the Mosaic, highlighting the 75th Anniversary of Jekyll Island's purchase for use as a state park. Also reviewed design issues with museum gallery flip books and requested recommendations and estimates for redesign from fabricators.
- **Wanderer Memory Trail** – Met to discuss plans to improve to the Wanderer Memory Trail, following an award of a \$2,500 grant from the Friends of Coastal Georgia History, Inc. through the Jekyll Island Foundation.
- **Wayside Panels** – Monitored existing wayside panels and frames. Determined needs for replacing, reusing, and redesigning frames and panels. Installed 5 redesigned panels within the historic district.
- **Moss Cottage** - Provided a specialized tour of Moss Cottage to a group of Auburn University students studying interior design
- **Collections** – During the month of October, 474 items were added or updated in Past Perfect, including board minutes, furniture, negatives, slides, photographs, postcards, oral histories, and blueprints. Responded to 1 research request and 2 photo requests.

Archives and Records

- Finished yearly mass shred of over 4,100 lbs of materials
- Records intake completed for over 20 new boxes
- Completed processing for the Jekyll Island Authority board minutes collection from the 1950s-2009, including physical sorting and creating/updating PastPerfect records
 - Rescanned and scanned materials for upload into Islandora
- Continued work on Integrated Pest Management in Mistletoe and Dubignon cottages, Records Room
- Responded to 5 research requests: 3 internal and 2 for resident blueprints
- Worked with IT to continue migration of JIA records onto SharePoint during digital records software project

Preservation

- Identified and addressed window issues at DuBignon Cottage
- Met with contractor to identify water intrusion issues at Goodyear Cottage basement
- Worked with elevator contactor to repair issues at both Indian Mound and Goodyear Cottage
- Oversaw contactors on Power Plant window rehab
- Worked with volunteer to address the bell at Faith Chapel

- Met with exterminating contractor to address issues in the Historic District
- Lead tour of Faith Chapel and Hollybourne Cottage for journalist and photographer
- Helped Fire Marshal to go around for annual inspections of the Historic District
- Met with new facilities rep for the JI Arts Assoc. at Goodyear Cottage
- Met with potential lessee at Gould Gymnasium
- Met with BTS for Hollybourne camera repair
- Addressed several gate impact issues
- Addressed several security issues

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: MICHELLE KAYLOR, GSTC DIRECTOR
SUBJECT: GEORGIA SEA TURTLE CENTER UPDATE – OCTOBER 2021
DATE: 11/9/2021

Admissions Comparison with Prior Year (October 2020 vs. October 2021)

| <u>October 2020</u> | <u>October 2021</u> |
|---------------------|---------------------|
| 6,843 | 9,458 |

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

Revenue Categories*

- October concessions \$117,127.95 was \$32,493.88 more than budgeted
- October admissions \$87,631.88 was \$31,872.88 more than budgeted
- Adoptions (Genie) 29 | \$1,500.00 | Donations (General) 24 | \$360.00
- Memberships 20 | \$2,098.80
- Daily Programs | 140

Marketing/PR/Events/Grants/Pubs

Social Media, Website, and Communications Updates: Trip Advisor: 2,265 reviews, ranking GSTC #4 out of #17 Jekyll attractions.

- 53.5K Facebook Followers
 - Impressions: 290K
 - Number of Posts: 15
 - The top social media post for Facebook was the “New Patient Alert” post of a green sea turtle patient on Monday, 10/4. It reached 21,335 people and received 1,928 engagements.
- 24.5K Instagram Followers
 - Impressions: 133K
 - Number of Posts: 16
 - The top social media post for Instagram was the “We Kid You Knot” post of Beckett the Kemp’s Ridley sea turtle on Saturday, 10/9. It reached 12,406 people and received 1,395 engagements.

Education

- Education AC members were introduced to the Carter Kit.
- Jekyll Island Summer Camp 2022 dates were solidified this month. The GSTC will offer three weeks of Camps: The week of June 13 (Rising 1-4 Graders), June 20 (Rising 5-7 Graders), and June 27 (Rising 1-4 Graders). Registration will likely launch in early February 2022.
- “Turtle Travelers” had their first event of the outreach season on October 7 with the Camden Newcomers (51 participants at a luncheon).
- Traci Melton joined our staff as Reservation and Membership Manager!

Research

- A research study investigating the movements and habitat use of box turtles around neighborhoods and golf courses with GPS loggers has begun. This study will allow to examine movement and travel corridors.
- Research Specialist David Zailo presented at the virtual Diamondback Terrapin Working Group meeting regarding potential mitigation measures for diamondback terrapin along the Jekyll Island Causeway.

Rehabilitation

| | | |
|--|-------------------|-----------------------|
| | Sea Turtle | Other Patients |
|--|-------------------|-----------------------|

| | | |
|-----------------------------|------------|-------------|
| New Patients | 1 | 13 |
| Current Patients | 4 | 15 |
| Released Patients | 4 | 8 |
| Transferred Patients | 1 | 0 |
| Total Since 2007 | 979 | 2208 |

- Jamie Gamby received her Life Support Systems 1 certification while attending the AALSO conference this month. She has also had a job title change from Rehabilitation Technician I to Rehabilitation Technician II.
- Jules, our loggerhead post-hatchling that was transferred to Loggerhead Marinelife Center, was successfully released on 10/15/2021.
- Rachel Overmeyer was promoted to Rehabilitation Manager from Hospital Technician I
- Dr. Norton was a Co-Author of a recently published manuscript in the Journal called “Animals”. The title of the article is Fibropapillomatosis and chelonid alphaherpesvirus 5 infection in Kemp’s ridley sea turtles (*Lepidochelys kempii*). This was a multi-institutional project.
- Dr. Norton attended a workshop on Fibropapillomatosis Research in sea turtles at the Whitney Lab in St. Augustine, FL
- Dr. Norton presented to students at the Tuskegee University College of Veterinary Medicine on Sea Turtle and for the International Sea Turtle Symposium sponsored Sea Turtle Talks virtual events: sea turtle rehabilitation chat other presenters were from Italy, Brazil, and Spain

AmeriCorps Program, Volunteer Program, and Marine Debris Initiative

- AmeriCorps members have been participating in more professional development since their arrival. 14 of our 16 members are now CPR/AED certified, and we recently met to review the DBT season statistics for 2021. We were also able to virtually participate in Georgia’s AmeriCorps Opening Day programming, where programs from across the state joined together to kick off the new program year and to network.
- A beach cleanup/Marine Debris event on Glory Beach and the boardwalk will be rescheduled (November TBD).

| Service Hours | | | |
|------------------------------------|----------------------|-------------------------------------|-------------------------|
| | Monthly Total | YTD Date Total | Cumulative Total |
| | | <i>(See YTD period definitions)</i> | |
| AmeriCorps Service Hours** | 2,537.75 | 4,743.75 | 430,936.92 |
| Volunteer Hours* | 356.92 | 1425.42 | 77,341.01 |
| Marine Debris Hours* | 67.50 | 327.25 | 11,048.83 |
| MDI & Volunteer Program | | | |
| MDI Clean Ups | 0 | 1 | 73 |
| MDI Items Collected | 484 | 484 | 369,050 |
| New Volunteers Oriented | 0 | 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)*

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: DION DAVIS, E.D.
SUBJECT: JEKYLL ISLAND FOUNDATION UPDATE
DATE: 11/8/21

Board of Director's Meeting:

The 2Q/annual board meeting was held on Jekyll Island Friday, October 29, 2021. Agenda and discussion items were as follows:

- Introductions
 - Kyle Chard, CEVA Logistics – VP Business Development, new board member
 - Jacqueline Bress, JIF Development Manger
- Finance Committee/Sustainable Revenue reports
- Annual audit review
- Corporate Sponsor opinion letters/Hotel Partners
- GSTC RFP Task Force
- Nominating Committee report & board nominations
- JIA Update (A. Hawkins)
 - Paulk Cup Classic
 - Cold-Stunned Plunge
 - 31.81 Magazine release
 - 75th Anniversary events
 - Jekyll Island Campground expansion
 - Golf Master Plan, JIA board meeting highlights (10/19/21)
 - JI traffic counts/hotel occupancy reports
- ED Report
 - The Wanderer Memory Trail Grant
 - Horton Pond Aeration Project
 - 2021 Yearend Appeal
 - Rotary Bench Restoration Partnership
 - Cadence Solution Partners
 - Confidentiality/Conflict of Interest Policy annual requirements
 - 75th Anniversary 'Save the Date' / January 28, 2022 3Q meeting location change
- Board honorariums - the following individuals were honored for their 9+ years of service to the JIF Board of Directors:
 - Russell Jacobs III – moving to Immediate past Chair
 - Boog Candler, moving to JIA Advisory Board
 - Danny Ross, moving to JIA Advisory Board
 - Martha Zoller, moving to JIA Advisory Board

Nominating Committee Meeting:

The next NC meeting is scheduled for Tuesday, November 16, 2021. JIF is currently receiving nominations for discussion and vetting.

Finance (FC)/Executive Committee (EC) Meeting:

The next FC/EC meeting of FY22 is scheduled for Friday, December 10, 2021. An agenda has not been set.



Board of Directors Committee Assignments
Effective August 18, 2021

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