



Agenda

Tuesday, September 20, 2022

9:30 a.m.

Jekyll Island Convention Center
JIA Committees and Meeting

Public Comment

Written public comments can be submitted online till 12:00 noon on Monday, September 19th 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.

Meeting documents and public comments are available at:

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

Chairman, Dale Atkins – Call to Order

I. Historic Preservation/Conservation Committee

Bob Krueger, Chair

- A. Diamondback Terrapin 2022 Season Summary - Davide Zailo, GSTC Research Program Manager and Jamie Gamby, GSTC Rehabilitation Technician II
- B. Bird Conservation Partnership at Camp Jekyll –Richard Chewning, Camp Jekyll 4-H Center Director

II. Finance Committee

Bill Gross, Chair

- A. August Financials – Bill Gross, Chair
- B. Consideration of State Contract Establishing Bank Account with Wells Fargo - Marjorie Johnson, Chief Accounting Officer

III. Human Resources Committee

Buster Evans, Chair

- A. Introduction of Scott Turner, Director of Golf – Jenna Johnson, Director of Human Resources

IV. Marketing Committee

Joy Burch-Meeks, Chair

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

V. Legislative Committee

Glen Willard, Chair

- A. No report

‘Jekyll Island, like the rest of Georgia was “left to us as a heritage in trust for our children and their children’s children. It is never to be finished, but always to be improved.”’

- Governor M. E. Thompson, 1947

VI. Committee of the Whole

Dale Atkins, Chair

- A. Mercer University School of Medicine Jekyll Island Facility Update – Jones Hooks, Executive Director
 - i. Introduction of Dr. Jean Sumner, Dean, and Ben West, Executive Director of Finance & Administration, Mercer University School of Medicine
 - ii. Consideration of Mercer Medicine, LLC. Lease – Zach Harris, General Counsel
- B. Presentation of Golf Improvement Plan – Jones Hooks, Executive Director
 - i. Consideration of Golf Improvement Plan – Jones Hooks, Executive Director
 - ii. Consideration of Contract for Pine Lakes Golf Course Improvements, Including Architectural Design – Noel Jensen, Deputy Executive Director
 - iii. First Reading of Proposed Greenspace Ordinance – Zach Harris, General Counsel
- C. Consideration of Larry’s Giant Subs Lease - Maria Humphrey, Lease Manager
- D. Consideration of Caroline’s Gift & Flowers Lease – Maria Humphrey, Lease Manager
- E. Renewal of State Contract for EZ-Go Golf Carts – Noel Jensen, Deputy Executive Director
- F. Operations Update – Noel Jensen, Deputy Executive Director
- G. Executive Director’s Report – Jones Hooks, Executive Director
- H. Chairman’s Comments – Dale Atkins, Chair

If Needed - 5 Minute Break

Board Meeting Agenda

Chairman, Dale Atkins – Call to Order

Action Item

1. Minutes of the August 16, 2022 Board Meeting
2. Consideration of State Contract Establishing Bank Account with Wells Fargo
3. Consideration of Mercer Medicine, LLC. Lease
4. Consideration of Golf Improvement Plan
5. Consideration of Contract for Pine Lakes Golf Course Improvements, Including Architectural Design
6. Consideration of Larry’s Giant Subs Lease
7. Consideration of Caroline’s Gift & Flowers Lease

Adjournment

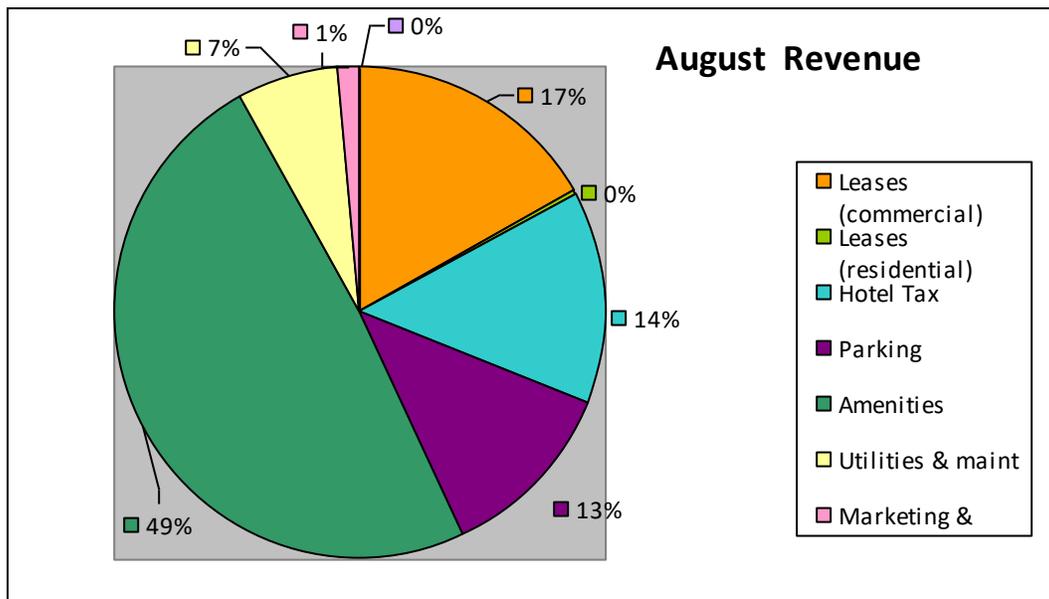
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MEMORANDUM

TO: FINANCE COMMITTEE
FROM: MARJORIE JOHNSON
SUBJECT: AUGUST FINANCIAL STATEMENTS
DATE: 9/14/2022

Revenues

Revenues for August were \$3,882,202 which reflects a favorable \$707K (22%) variance from budget. Year-to-date revenues reflect a favorable \$1.2M (13%) variance from budget and a favorable \$1.1M (12%) variance from the prior year to date revenues.



The largest variances for the month were:

- Hotel/Motel taxes (+\$243K) – Hotel/Motel taxes collected in August are based on July hotel revenues. Revenues in July were higher than anticipated.
- Business Leases (+\$106K) – like hotel/motel taxes, % rent collected from the hotels and businesses in August are based on July revenues, which were all better than anticipated.
- Summer Waves (+\$114K) – Daily admission revenues were \$127K more than budget. When schools go back in session, the park starts closing during the weekdays and is open for business on the weekends. Normal rainfall for the month is 5.76

inches and we received a total of 7.28 inches of rain for the month, with most of the rainfall being during the last week of the month.

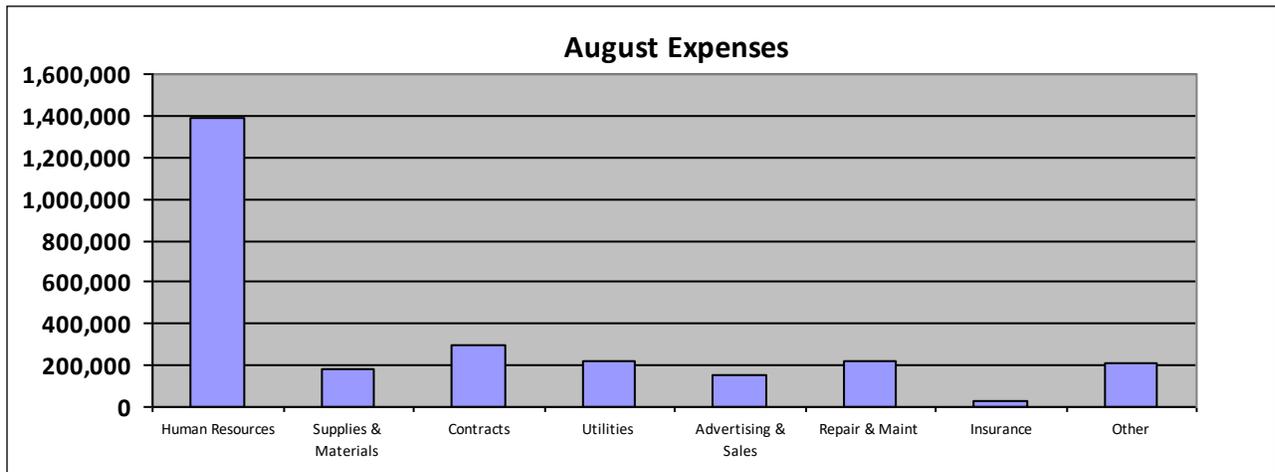
- Campground (+\$134K) – Site rental revenues (+\$11K), Campground fees (+\$20K) and concession sales (+\$8K) were all higher than budget for August. The majority of the variance this month is due to a system correction from July.

Expenses

Expenses were \$2,712,208 for August and reflected a favorable budget variance of \$47K (2%) for the month. Expenses also reflected a favorable \$193K variance from Year-to-date budget and reflected an unfavorable \$1.3M (26%) variance from Prior Year to Date expenses.

The largest budget variances for the month were:

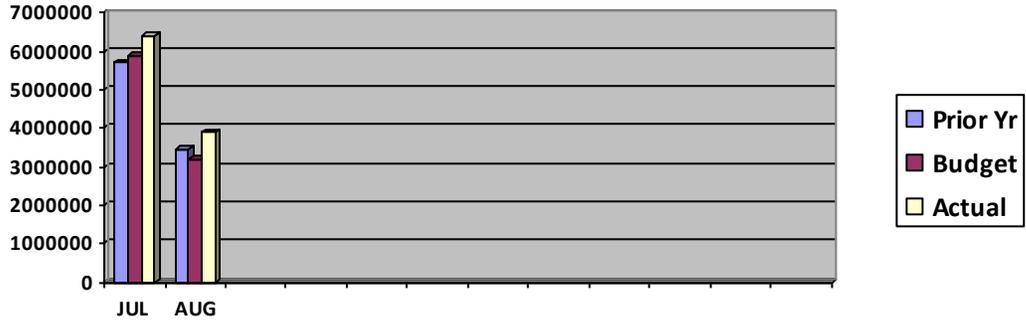
- Human Resources (-\$152K) – vacant positions – full and part time.
- Advertising & Sales (+\$30K) – this variance is due to timing.
- Credit Card fees (+\$41K) – The largest portion of this variance is from transaction fees charged in the new Campground reservation system. These fees are passed on to the customer when booking the reservation.



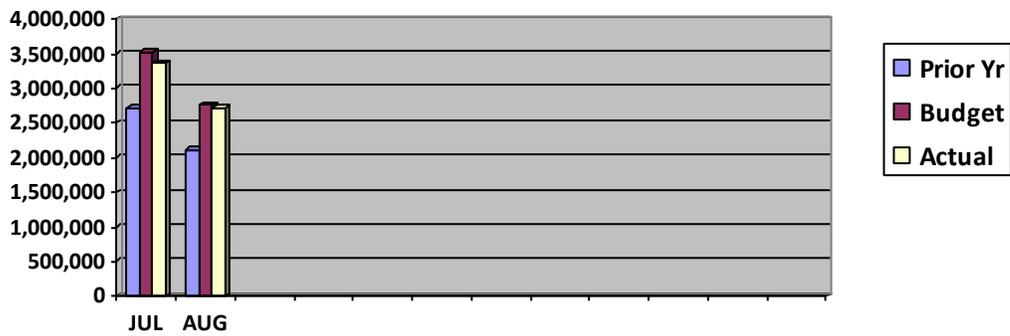
Net Operating Cash

The Net Operating Cash Income for the month is \$1,169,994, which is a \$754K favorable variance from the budgeted net operating cash income of \$415,964. Net Operating Cash Income reflects a favorable \$1.4M variance from year-to-date budget and an unfavorable \$137K variance from prior year to date income.

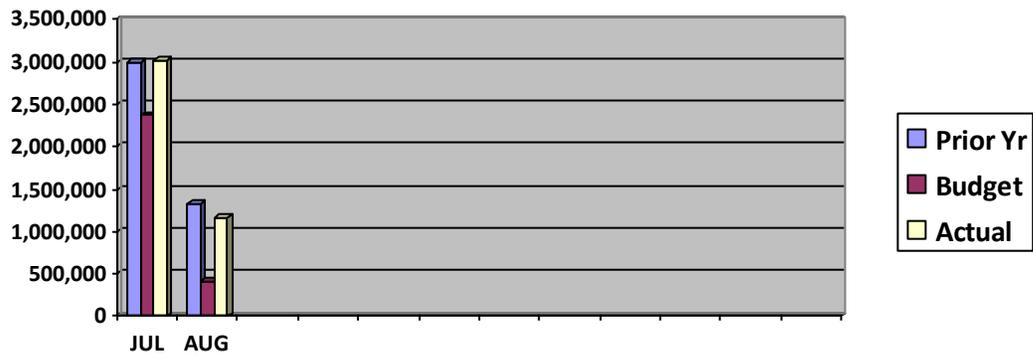
Total Revenues



Total Expenses



Net Operating Cash



Jekyll Island Authority
CONSOLIDATED BUDGET COMPARISON
For the Two Months Ending August 31, 2022

	MONTH	MONTH	BUDGET		YTD	YTD	BUDGET		PRIOR	VARIANCE	
	ACTUAL	BUDGET	VARIANCE	%	ACTUAL	BUDGET	VARIANCE	%	YEAR	ACTUAL	%
			(000's)	%			(000's)	%		(000's)	%
Revenues											
Administration											
Business Leases	657,637	551,364	106	19%	1,197,141	1,072,267	125	12%	1,108,964	88	8%
Hotel Tax	380,492	209,889	171	81%	604,772	404,740	200	49%	565,046	40	7%
Tourism Development Fund	162,211	89,952	72	80%	258,331	173,460	85	49%	242,163	16	7%
Parking	462,004	442,498	20	4%	1,149,238	1,181,659	(32)	-3%	1,198,274	(49)	-4%
Interest	11,460	700	11	1537%	18,168	1,400	17	1198%	1,489	17	1120%
Lot Rentals	10,130	11,000	(1)	-8%	38,665	22,000	17	76%	57,760	(19)	-33%
Foundation	1,983	399	2	398%	2,406	2,527	(0)	-5%	2,127	0	13%
Airport	1,163	1,041	0	12%	2,642	2,758	(0)	-4%	2,600	0	2%
Administration revenue	5,931	8,053	(2)	-26%	32,530	16,038	16	103%	52,091	(20)	-38%
Intern Housing	4,510	2,600	2	73%	9,780	5,680	4	72%	9,000	1	9%
Total Administration	1,697,521	1,317,496	380	29%	3,313,672	2,882,529	431	15%	3,239,513	74	2%
Enterprises											
Golf	174,403	142,532	32	22%	383,338	356,799	27	7%	387,374	(4)	-1%
Convention Center	510,228	445,437	65	15%	1,357,798	1,052,773	305	29%	873,978	484	55%
McCormick's Grill	-	-	-	0%	-	-	-	0%	1,517	(2)	-100%
Summer Waves	539,779	426,203	114	27%	1,839,331	1,467,097	372	25%	1,303,356	536	41%
Campground	276,353	142,110	134	94%	411,148	346,677	64	19%	355,847	55	16%
Life is Good	26,002	24,867	1	5%	69,253	65,254	4	6%	79,090	(10)	-12%
Museum	72,921	61,799	11	18%	174,440	153,417	21	14%	160,262	14	9%
Georgia Sea Turtle Center	226,996	239,903	(13)	-5%	611,443	628,588	(17)	-3%	695,140	(84)	-12%
Conservation	(24,748)	5,336	(30)	-564%	(23,400)	7,036	(30)	-433%	2,455	(26)	-1053%
Miniature Golf & Bikes	32,765	29,567	3	11%	97,448	88,169	9	11%	116,011	(19)	-16%
Water/Wastewater	188,473	186,422	2	1%	359,062	348,855	10	3%	368,174	(9)	-2%
Sanitation	46,976	45,899	1	2%	93,014	90,775	2	2%	95,819	(3)	-3%
Fire Department	5,203	6,460	(1)	-19%	1,427,945	1,420,431	8	1%	1,326,253	102	8%
Tennis	19,611	16,200	3	21%	26,387	24,436	2	8%	24,615	2	7%
Marketing, Special Events & Sales	50,311	55,199	(5)	-9%	51,061	55,849	(5)	-9%	52,263	(1)	-2%
Guest Information Center	15,420	12,751	3	21%	33,329	31,696	2	5%	36,677	(3)	-9%
Camp Jekyll & Soccer Fields	21,869	15,838	6	38%	38,126	38,220	(0)	0%	27,440	11	39%
Landscaping, Roads & Trails	1,608	1,000	1	61%	2,115	1,500	1	41%	2,856	(1)	-26%
Vehicle & Equipment Maintenance	447	250	0	79%	447	250	0	79%	1,926	(1)	-77%
Facility Maintenance	62	-	0	0%	741	-	1	0%	-	1	0%
Golf Course Maintenance	-	-	-	0%	-	-	-	0%	234	(0)	-100%
Total Enterprises	2,184,680	1,857,775	327	18%	6,953,026	6,177,823	775	13%	5,911,286	1,042	18%
Total Revenues	3,882,202	3,175,271	707	22%	10,266,698	9,060,352	1,206	13%	9,150,798	1,116	12%

	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
Expenses											
Human Resources	1,391,312	1,543,344	(152)	-10%	2,973,240	3,257,151	(284)	-9%	2,272,081	701	31%
Supplies & Materials	185,458	177,758	8	4%	316,855	340,627	(24)	-7%	250,453	66	27%
Advertising & Sales	154,051	124,443	30	24%	179,101	164,972	14	9%	89,331	90	100%
Repairs - Facilities & Grounds	184,367	162,681	22	13%	286,987	262,844	24	9%	277,938	9	3%
Utilities	215,706	195,447	20	10%	421,747	373,947	48	13%	375,203	47	12%
Insurance	26,080	3,392	23	669%	670,991	679,199	(8)	-1%	639,289	32	5%
Contracts	300,363	309,721	(9)	-3%	672,065	659,695	12	2%	470,547	202	43%
Rentals	67,660	78,993	(11)	-14%	130,288	137,870	(8)	-5%	111,147	19	17%
Printing	32,679	34,593	(2)	-6%	33,535	40,562	(7)	-17%	6,065	27	453%
Motor Vehicle	33,072	23,123	10	43%	69,565	49,402	20	41%	48,756	21	43%
Telephone	8,701	9,740	(1)	-11%	17,661	19,659	(2)	-10%	18,823	(1)	-6%
Equipment Purchase <\$1K	3,194	7,300	(4)	-56%	13,270	12,959	0	2%	16,597	(3)	-20%
Equipment Purchase \$1K to \$5K	3,451	1,299	2	166%	23,775	26,949	(3)	-12%	10,342	13	130%
Travel	4,790	9,315	(5)	-49%	6,393	12,440	(6)	-49%	2,187	4	192%
Dues	19,397	37,023	(18)	-48%	115,692	129,294	(14)	-11%	118,207	(3)	-2%
Credit Card Fees	81,898	41,137	41	99%	147,878	104,609	43	41%	119,252	29	24%
Bank Fees	27	-	0	0%	111	-	0	0%	54	0	106%
Total Expenditures	2,712,208	2,759,307	(47)	-2%	6,079,152	6,272,179	(193)	-3%	4,826,272	1,253	26%
Net Operating Cash Income **	1,169,994	415,964	754	181%	4,187,547	2,788,173	1,399	50%	4,324,526	(137)	-3%

** Does not include depreciation or capital projects

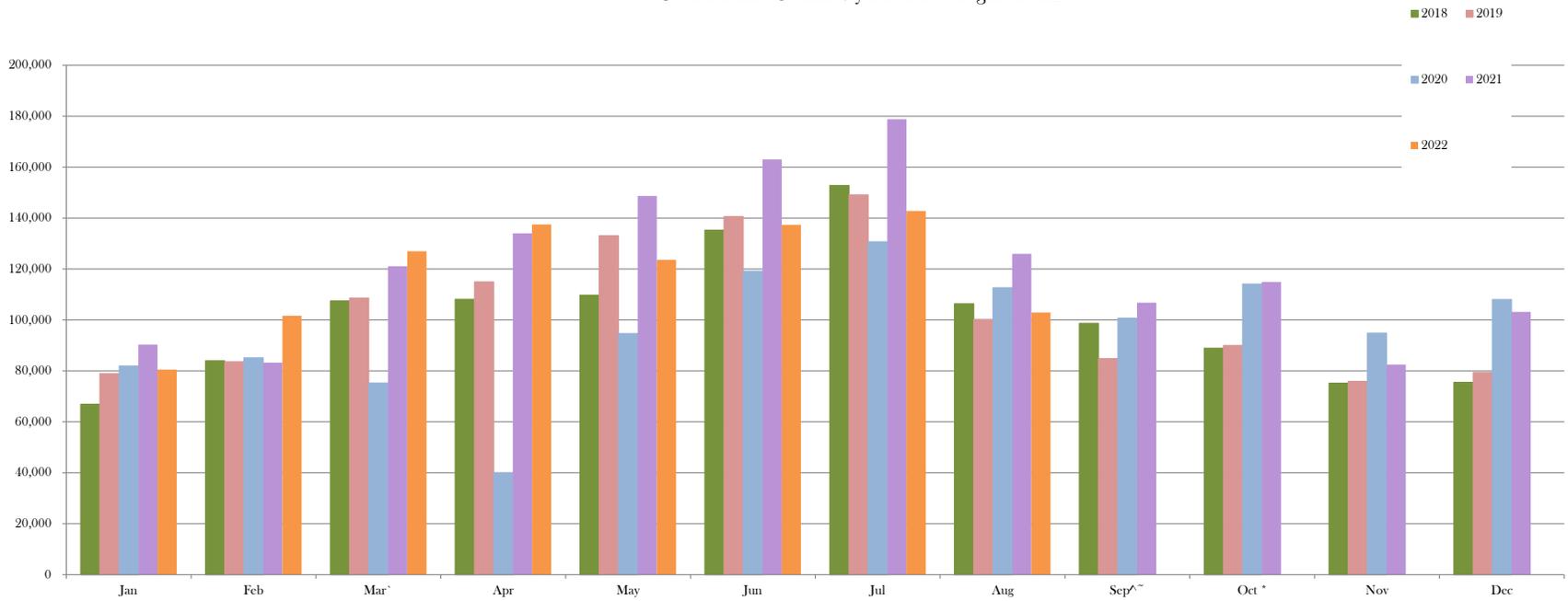
August 2022 Traffic Counts

	2018			2019			2020			2021			2022		
	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total
January	21,065	45,842	66,907	28,874	50,037	78,911	29,773	52,159	81,932	23,462	66,875	90,337	22,696	57,843	80,539
February	34,326	49,664	83,990	35,010	48,619	83,629	32,646	52,457	85,103	22,609	60,616	83,225	29,766	71,891	101,657
March	51,052	56,444	107,496	51,682	56,865	108,547	27,012	48,279	75,291	39,560	81,491	121,051	36,635	90,333	126,968
April	55,620	52,474	108,094	61,404	53,529	114,933	12,082	27,810	39,892	47,198	86,746	133,944	44,680	92,799	137,479
May	54,547	55,167	109,714	74,194	58,894	133,088	44,891	49,825	94,716	58,179	90,491	148,670	44,071	79,550	123,621
June	79,575	55,657	135,232	82,105	58,479	140,584	51,147	68,042	119,189	60,141	102,896	163,037	58,450	78,894	137,344
July	95,960	56,773	152,733	89,499	59,595	149,094	56,441	74,236	130,677	60,613	118,185	178,798	62,840	79,953	142,793
August	53,639	52,681	106,320	47,501	52,687	100,188	39,096	73,585	112,681	38,368	87,543	125,911	36,217	66,712	102,929
September	49,032	49,651	98,683	37,317	47,518	84,835	34,055	66,662	100,717	34,300	72,468	106,768	0	0	0
October	38,539	50,366	88,905	39,100	50,923	90,023	33,851	80,276	114,127	37,170	77,713	114,883	0	0	0
November	29,468	45,737	75,205	30,173	45,699	75,872	22,914	71,876	94,790	26,069	56,386	82,455	0	0	0
December	30,104	45,436	75,540	31,871	47,504	79,375	29,842	78,215	108,057	37,396	65,769	103,165	0	0	0
Totals	592,927	615,892	1,208,819	608,730	630,349	1,239,079	413,750	743,422	1,157,172	485,065	967,179	1,452,244	335,355	617,975	953,330

LPR system began April 2020

Year to Date Comparison	2018 YTD	2019 YTD	2020 YTD	2021 YTD	2022 YTD
	870,486	908,974	739,481	1,044,973	953,330

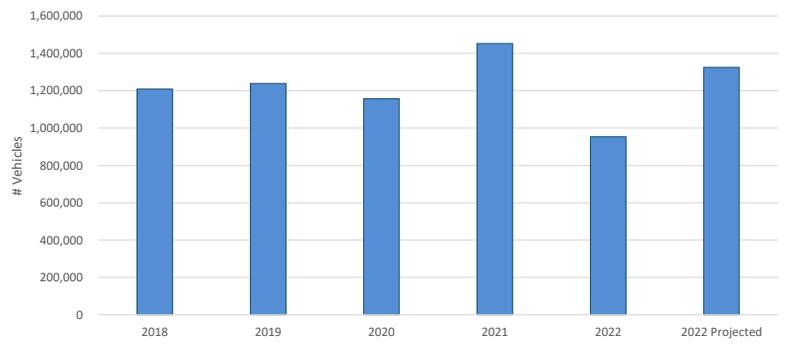
Gate Traffic Counts by Month - August 2022



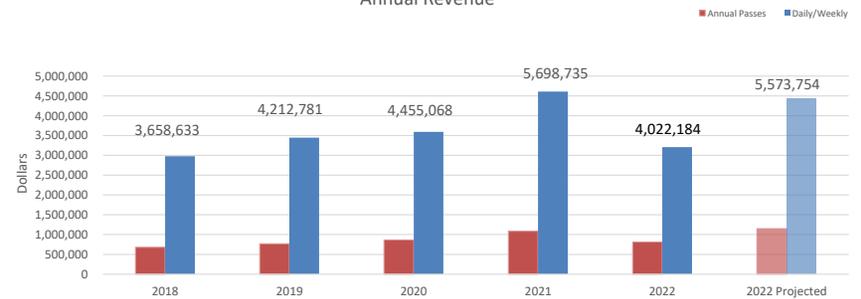
COVID - March 2020 through July 2020 (most significant impact)

~Sept 2019 - Hurricane Dorian

Annual Traffic Count



Annual Revenue



September 13, 2022

Jekyll Island Convention Center ASM Global and JIA combined
August FY23 Financial Review

	FY 23	FY 22	FY 21	FY20	FY19	FY18	FY17	FY 16	FY15
Number of Events	13	11	0	13	19	15	15	16	9
Event Days	35	27	0	38	40	28	23	32	16
Attendance	5,845	6,064	0	6,586	7,371	4,370	4,785	7,957	3,560
Sq Feet Used	649,260	745,960	0	432,490	648,902	N/A	N/A	N/A	N/A
Revenue	\$552,358 act \$511,395 bud	\$381,892 act \$316,554 bud	\$850 act	\$410,233act 339,884bud	\$483,957act	\$344,836 act	\$217,296 act	\$288,040 act	\$126,582 act

Our team continued to excel as the summer continued to move full steam ahead. The Center is starting off the new quarter of FY23 with resemblance of pre-pandemic numbers. The facility welcomed two new meetings – GA Zoning and TC Tech as well as hosted a three-day Hindu wedding. The island hosted the return of GA Environmental alongside of three of our traditional August conventions.

FUTURE Contracts Issued – 12 estimated revenue -\$785,000

- Conventions –9– Anticipated rev of \$730,000
- Meetings –1 –Anticipated revenue \$10,000
- Assemblies – 1 Anticipated revenue \$12,000
- Public Event –1- Anticipated revenue \$33,000

PROPOSALS

- CVB – 8
- C Vent- 2
- Meetings Planner Tours/Visits - 3

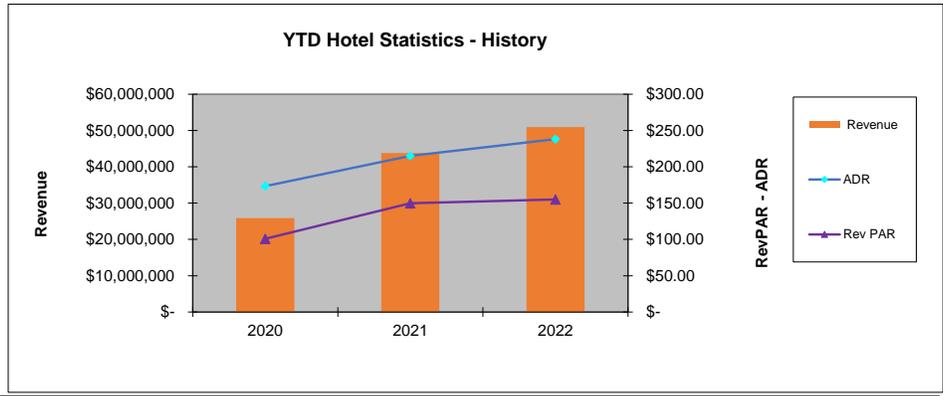
JEKYLL ISLAND AUTHORITY

HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - August 2022

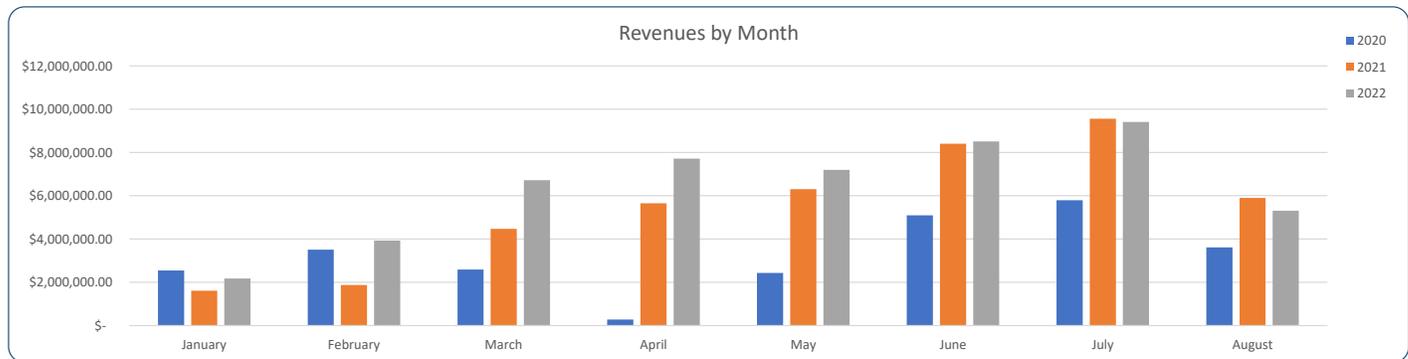
HOTEL STATISTICS AT-A-GLANCE

2022		
Total Revenue	\$	50,955,954
Occupancy Rate		65.1%
Rev PAR	\$	155.07
ADR	\$	238.11
2021		
Total Revenue	\$	43,775,194
Occupancy Rate		69.7%
RevPAR	\$	149.86
ADR	\$	215.16
2020		
Total Revenue	\$	25,856,948
Occupancy Rate		58.2%
RevPAR	\$	100.86
ADR	\$	173.38



OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2022 Room Revenue	2021 Room Revenue	Revenue Variance	
Beachview Club	38	8,884	5,403	60.8%	\$ 241.11	\$ 146.64	1,302,725	1,179,984	\$ 122,741	10%
Home2Suites	107	26,001	17,350	66.7%	\$ 217.44	\$ 145.10	3,772,651	3,354,218	\$ 418,434	12%
Holiday Inn Resort	157	38,151	21,540	56.5%	\$ 229.93	\$ 129.82	4,952,614	5,344,198	\$ (391,584)	-7%
Days Inn & Suites	124	29,545	20,497	69.4%	\$ 195.86	\$ 135.88	4,014,602	3,939,443	\$ 75,159	2%
Courtyard by Marriott/ Residence Inn	209	50,578	31,572	62.4%	\$ 235.76	\$ 147.17	7,443,387	2,736,209	\$ 4,707,178	172%
Hampton Inn	138	33,534	20,981	62.6%	\$ 216.80	\$ 135.65	4,548,760	4,477,799	\$ 70,961	2%
Jekyll Island Club Resort	200	48,432	31,100	64.2%	\$ 324.72	\$ 208.52	10,098,830	8,888,553	\$ 1,210,277	14%
Seafarer Inn & Suites	73	16,617	9,537	57.4%	\$ 196.97	\$ 113.05	1,878,485	1,963,520	\$ (85,035)	-4%
Villas by the Sea	112	19,910	13,304	66.8%	\$ 212.82	\$ 142.21	2,831,334	2,616,471	\$ 214,863	8%
Villas by the Sea - Jekyll Realty	18	3,589	2,422	67.5%	\$ 163.94	\$ 110.64	397,071	358,917	\$ 38,154	11%
Villas by the Sea - Parker Kaufman	26	4,766	3,023	63.4%	\$ 138.68	\$ 87.96	419,217	259,198	\$ 160,019	62%
Westin	200	48,600	37,273	76.7%	\$ 249.41	\$ 191.28	9,296,277	8,656,683	\$ 639,594	7%
2022 Total		328,607	214,002	65.1%	\$ 238.11	\$ 155.07	\$ 50,955,954	\$ 43,775,194	\$ 7,180,761	16.4%
2021 Total		292,113	203,457	69.7%	\$ 215.16	\$ 149.86	\$ 43,775,194			
2020 Total		256,368	149,131	58.2%	\$ 173.38	\$ 100.86	\$ 25,856,948			





September 20, 2022

MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: MARJORIE JOHNSON, CHIEF ACCOUNTING OFFICER
RE: WELLS FARGO BANK ACCOUNT

Background

The staff is in the process of changing merchant processing services from Bank of America to the state contract with Wells Fargo. One of the services Wells Fargo offers is an online bill pay service in which customers can view and pay their invoices online, either by credit card or by ACH payment. In order to set up this service, we need to establish a bank account at Wells Fargo to fund the payment of the merchant service charges.

Recommendation

Staff recommends establishing a bank account with Wells Fargo and authorizing the following JIA staff members to make electronic requests of the Financial Institution for the transfer of funds or money between accounts maintained by JIA at Wells Fargo and Ameris Bank:

- C. Jones Hooks, Executive Director
- Noel C. Jensen, Deputy Executive Director
- Jenna Johnson, Director of Human Resources



MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: ZACHARY HARRIS, GENERAL COUNSEL
SUBJECT: LEASE OF SUITE 201, 11 MAIN STREET, TO MERCER MEDICINE, LLC
D/B/A MERCER MEDICINE JEKYLL ISLAND
DATE: SEPTEMBER 20, 2022

BACKGROUND

On August 12, 2022, the Jekyll Island Authority (“JIA”) entered into a Memorandum of Agreement (“MOA”) with Mercer Medicine, LLC to memorialize their intent to establish the first medical facility on the second floor of the Beach Village. The Lease before you represents the culmination of years of searching for the right healthcare partner to open a facility in Suite 201, 11 Main Street, which was purposely designed to be a medical facility when the Beach Village was constructed.

Mercer Medicine, LLC, as Tenant, will operate Mercer Medicine Jekyll Island as a clinical faculty medical practice affiliated with Mercer University School of Medicine and serving the general public. Mercer Medicine, LLC offers a variety of healthcare services through its more than 30 primary care and specialty providers in six locations throughout south and middle Georgia. The Jekyll Island facility will be operated in a first rate manner in keeping with its standards for its other Georgia operations.

TERMS

TENANT: Mercer Medicine, LLC, a Georgia limited liability company.

TERM: Initial term of five years initial term with two options to renew for five years each.

RENT:

- Base Rent of \$18.00 per square foot at 4,534 +/- square feet (\$81,612 per year; \$6,801.00 per month).
- Annual CPI-based increases, that will be no less than 1.5% and no more than 10% annually.



- Monthly Percentage Rent at 3% of Gross Sales that exceed a Breakpoint of \$113,350.00 in any single month.
- Tenant’s Share of Common Area Maintenance Charges proportional to the square footage of the Premises divided by the total rentable square footage of the Beach Village (i.e., 10.85%). Note: CAM Charges are not automatically implemented but will commence after JIA gives notice to Tenant of commencement. CAM Charges are capped at \$1.50 per square foot during the Lease Year CAM Charges first commence.

OTHER REQUIREMENTS:

- Interest granted is a usufruct - no estate for years (i.e., typical rental agreement).
- Security Deposit equal to two months Base Rent (\$13,602.00).
- Standard Insurance requirements including at minimum:

<i>Coverage</i>	<i>Limit</i>
Each Occurrence Limit	\$1,000,000
Personal and Advertising Injury Limit	\$1,000,000
General Aggregate Limit	\$3,000,000
Products/Completed Ops. Aggregate Limit	\$3,000,000

- At its sole cost and expense, Tenant will pay for all water, gas, light, power, sanitation (sewerage or otherwise), garbage pick-up and disposal, telephone and all other utilities or services required for Tenant’s use of the Premises.
- JIA will renovate the Premises per Tenant Plans and outfit Premises with Fixtures, Furnishings and Equipment (FFE). JIA will retain ownership of FFE.

RECOMMENDATION

JIA staff recommends approval of this Lease



September 20, 2022

MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: JONES HOOKS, EXECUTIVE DIRECTOR
RE: GOLF IMPROVEMENT PLAN

Background

JIA staff members collaborated to create the proposed Golf Improvement Plan using their individual expertise while also considering the studies, consultations, analyses, public input, and recommendations provided by outside agencies over the past five years concerning the Jekyll Island Golf Course.

This plan is presented to the Board for consideration as a recommended on-going guideline for golf course improvements. If the Golf Improvement Plan is approved, individual action items cited in the Plan will be presented for Board consideration over the next five to six years

Possible Board Actions

1. Approve the plan as presented;
2. Approve the plan with conditions or modifications; or
3. Deny the proposed plan.

Recommendation

Action number one is recommended by JIA staff, pending minor corrections to Scribner errors.



JEKYLL ISLAND

GOLF IMPROVEMENT PLAN 2022



CONTENTS

**FOREWORD BY RICHARD SINGER,
NATIONAL GOLF FOUNDATION2**

PROJECT CHRONOLOGY & SUMMARY4

HISTORY OF GOLF ON JEKYL15
 • **ARCHAEOLOGICAL & HISTORIC CONTEXT20**

**PHASING SCHEDULE FOR RESTRUCTURING/
REDESIGNING COURSES22**

**A ONCE-IN-A-GENERATION
CONSERVATION OPPORTUNITY29**

**PROPOSAL TO PRESERVE
GOLF COURSE GREENSPACE36**

MINIMAL IMPACT DEVELOPMENT OPPORTUNITIES41
 • **RECREATIONAL OPPORTUNITIES44**
 • **CURRENT CLUBHOUSE IMPROVEMENTS46**
 • **BOUTIQUE GOLF LODGE48**
 • **SENIOR LIVING COMMUNITY50**
 • **RETAIL & DINING OPPORTUNITIES52**

FUNDING57

**RECOMMENDED SCHEDULE
FOR IMPLEMENTATION60**

NOTES FOR THE FUTURE62

APPENDIX64



FOREWORD

The Jekyll Island Golf Club (“JIGC”) is a 63-hole golf facility owned and operated by the Jekyll Island Authority (“JIA”). The facility includes a diverse mix of golf and golf-related amenities, including three 18-hole golf courses, a 9-hole golf course, miniature golf course, a full-service clubhouse and extensive golf practice facility. The golf club is operated as an affordable, high-quality public golf facility that serves year-round and seasonal residents of Jekyll Island, along with a large number of Island visitors, making the facility an important offering that adds value to the Island’s appeal as a vacation destination.

The four golf courses that make up the JIGC are each unique and have strong appeal to a wide variety of golf consumers. The 9-hole Great Dunes course is an historic, enduring remnant of the original 18-hole seaside golf course from the early 1900s. The Oleander course is a wonder of nature that was developed in 1968, and the Pine Lakes / Indian Mound courses are two 18-hole golf courses with classic Dick Wilson/ Joe Lee designs from 1972 and 1975 respectively. When I first came to Jekyll Island with my team to review this golf facility in 2016, we found a mix of elements that offered outstanding variety for a golf facility in a resort setting; however, the overall condition of the golf club was less-than-ideal due to the age of support infrastructure and a reduced maintenance budget. The JIGC is offering a large “footprint” of 63 holes of golf but maintained with a budget more appropriate for a smaller golf facility.

As we look to the future of the JIGC, we note two interrelated key issues - one is the need to enhance the quality and condition of all elements of this golf facility, and the second is to define the best possible mix of amenities that will maximize the economic potential of the property. The following Golf Improvement Plan is derived from a lengthy review of the JIGC over the last six years with recognition of a recent surge in the demand for golf. This current market environment provides an excellent opportunity to elevate the JIGC to a level that will match other enhancements and new developments that have occurred on Jekyll Island over the past 10 years. The changes outlined in this plan provide a working blueprint to help the JIA create a modern golf facility that can have strong “regional impact,” and become a high-quality and affordable golf destination that will be sought out by golfers, while improving the overall economics for the JIA.

The plan also considers a reduction in the number of golf holes at the JIGC, to be completed over time, with several opportunities for the JIA to evaluate the impact of facility changes on activity and golf participation. The modifications proposed for the JIGC are expected to retain elements that are working, revise elements that have limited sustainability and create a more manageable golf facility with up-to-date features and strong overall appeal. In essence, the plan is to create a facility with fewer holes and better quality.

The Golf Improvement Plan that follows is a great first step in bringing this vision to reality. The plan comprises details of how the facility will be modified and improved, the project timeline, and implementation strategy. Like you, I look forward to seeing this plan come to fruition and helping the JIA to secure Jekyll Island as an important golf destination along the Georgia Coast.

Richard B. Singer
Senior Director of Facility Consulting
National Golf Foundation



**PROJECT CHRONOLOGY
& SUMMARY**

The Jekyll Island Golf Club (JIGC) is comprised of three 18-hole courses including Pine Lakes, Oleander, and Indian Mound, plus the historic 9-hole Great Dunes. For many years, the rounds of golf played annually on Jekyll Island declined, and the Jekyll Island Authority (JIA) budget has reflected net revenue decreases associated with the operation of 63 holes of golf. While the decline in golf play has not been unique to Jekyll Island, coupled with the ever-increasing operational costs, the decline has been a concern of the JIA. Consequently, in August of 2016, the JIA commissioned a study by National Golf Foundation Consulting, Inc. (NGF) to assess the island’s golf course conditions and operations.

In evaluating the JIGC, the NGF determined that the overall supply and demand balance for golf in the Southeast Georgia market is unfavorable for sustaining 63 holes of golf on Jekyll Island. The study concluded that the annual expenses to maintain JIGC as a 63-hole complex would not be sufficient to uphold the long-term desired quality. To sustain a cost-effective and desirable facility, the NGF study recommended a reduction to 45 holes.



Pine Lakes



Oleander



Indian Mound



Great Dunes

JANUARY 2017 - NGF CONSULTING HIGHLIGHTS

- Roughly \$625,000 operating loss (excluding other necessary costs such as admin. overhead, capital upgrades, and new investment in infrastructure). JIGC's financial condition is generally worse than most public sector golf operations in the U.S.
- JIGC hosts two distinct customer groups: regular-play customers, more concerned with affordability, and more transient, tourist golfers, seeking a higher course quality and varied experience.
- Shifting the JIGC to an upgraded, 45-hole complex would produce higher quality courses and game play while generating a more efficient use of resources with the same budget, as compared to maintaining the current or upgraded 63-hole complex.
- NGF estimated \$14 million would be required for a full renovation and a new clubhouse.
- NGF found the JIGC to be well run with competent management and staff.
- Fees and concession prices at the JIGC are generally appropriate for the market and the overall quality of the facility.
- NGF stated the full complement of 63 holes may be too much to sustain in an economically efficient way.
- NGF's major recommendations included renovating Oleander (\$6 million); and either renovating Indian Mound or combining Indian Mound and Pine Lakes into one 18-hole course, based on usage. Ultimately, the NGF plan could eliminate up to 18 holes over a 5-10-year period.
- At existing rates, the JIGC would have needed about 24% more rounds than are currently hosted to meet all expense obligations, and without facility enhancements there would be no driver to increase rounds or revenues.
- Even course upgrades with a new clubhouse and more premium rounds of golf would be unlikely to cover the expense required to maintain quality conditions on 63 holes. Jekyll's large number of holes would likely off-set any new revenue, leading to continued economic loss.
- Shifting the JIGC to an upgraded, 45-hole complex would produce higher quality courses and game play while presenting substantial annual cost savings as compared to maintaining the current or upgraded 63-hole complex.
- If the JIGC is upgraded and reduced to 45 holes vs. upgrades to 63 holes, the NGF projected better economic performance, but still a loss on operations. (\$173,600) vs. (\$515,200).
- Conclusion: "...the money being spent to maintain the property is not sufficient to uphold the desired quality, and the actual money spent is much closer to a proper 36-hole or 45-hole budget. Given this and the change in demand, the NGF sees a 45-hole golf facility as a much better option for the JIGC to provide a more sustainable golf facility for the longer term..."

AUGUST 2017 - "REQUEST FOR INFORMATION" SPECIFIC PROPOSALS

Following the NGF study, the JIA Board issued a Request for Information (RFI) to gather ideas and opinions from golf course operators and designers. After a "Golf Program Showcase" for interested companies, 22 golf course development/management companies responded. Almost all of the 22 assessments noted that JIGC required a substantial investment to maintain and provide appropriate course standards and to meet the expectations of future golfers.

The RFI process also confirmed the JIA would lose control of pricing and overall management of the JIGC under privatization, and this possibility should be a concern to Board members who have tried diligently to keep island amenities affordable. Privatization would not be in keeping with the JIA's mission to retain affordability and control of amenities. Other ideas from the RFI responses included:

- Adding a new oceanside 9-hole Links course.
- Standing down Oleander and restoring Great Dunes to a true Links course - then redesigning part of Oleander to compliment Great Dunes and to create an outstanding 18-hole experience.
- Improving website booking engine for the JIGC and spending more money on the JIGC marketing as improvements are accomplished.
- Considering name branding opportunities - based on "big name" redesign.
- Exploring a nature golf concept as a good fit for Jekyll.
- "It will be many years before we see a resurgence that would ever justify the need for 63 holes of golf on Jekyll. And, even if that resurgence occurs, 45 holes of golf is still plenty of golf."
- Renovating and lengthening the remaining courses.
- Considering a turf reduction program.
- "Many developers are willing to pay for upgrades to infrastructure and the golf courses as part of a land deal that gives them the right to develop."
- Closing Great Dunes and realigning Beachview Drive to create additional lodging opportunities.
- Developing Great Dunes into an amusement type area with go carts, and carnival activities -- no doubt, an overly ambitious respondent-- without accurately understanding Jekyll Island.

SEPTEMBER 2020 - VINCENT DESIGN GROUP RECOMMENDATIONS (VINCENT DESIGN, LLC - POND ENGINEERS AND PLANNERS, JOHNSON, LASCHOBER & ASSOCIATES, PC, AND PEACOCK & LEWIS) RECOMMENDATIONS

In light of the many RFI responses and prior recommendations, the JIA issued a Request for Proposal (RFP) for the development of a Golf Master Plan. The JIA selected respondent Vincent Design, LLC (Vincent) of Augusta, Georgia, to evaluate all the information, data, and conclusions presented in earlier golf and JIA studies, including the NGF findings and RFI recommendations. Following an extensive public input process, the Vincent Design team which included Pond Engineers and Planners, Johnson, Laschober & Associates, PC, and Peacock & Lewis Architects, presented their Golf Master Plan proposal to the JIA Board generally recommending the following:

- Pine Lakes, Indian Mound, and Great Dunes would not be closed. Nine holes of Oleander would be reconfigured with Great Dunes.
- A phased approach for course enhancements will provide the JIA an opportunity to adjust additional recommended phases based on demand over time. Options for Indian Mound include a new par 3 and 9-hole course, nine holes remain intact as an independent 9-hole course, or a complete 18-hole upgrade.
- Reconfiguring Oleander to include an elimination of the back nine holes since Oleander has a history of being closed or cart path only for more than 1/3 (138 days) of the year due to soil water retention from extensive rainfall.
- The practice range would be relocated to the current 9th hole of Oleander.
- Reallocate excess golf course and related lands to include: 12.3 acres for an assisted living facility, nine acres for a new golf lodge with restaurant and existing parking facilities to accommodate group stays, five acres for a new community and conservation education center, and a small retail parcel of only five acres.
- In addition to overall golf course enhancements, the portions of course acreage that are recommended for reallocation would allow the JIA to increase its total conservation areas by 81.7 acres.
- Eliminating portions of Oleander, which cannot be effectively maintained for golf, provides an opportunity to create a 50-acre wildlife habitat corridor that would better connect Jekyll Island's large natural areas on the northern and southern ends of the island while allowing prospects for new and exciting environmental recreation and education experiences.
- Redesign of Indian Mound could result in an additional 30 acres for conservation purposes.
- The proposed Vincent Golf Master Plan projected a cost of \$21.74 million for renovation of all existing courses, and a cost to implement the recommended Golf Master Plan of \$18.6 million. This estimate was a substantial increase from the NGF estimate to renovate courses and redo the clubhouse at \$14 million only 3 years earlier.
- Other than the assisted living facility, the golf lodge, and limited retail, **there were no recommendations for golf course housing development** (condos/town homes/single family) in the Vincent Golf Master Plan proposal.



NOVEMBER 2020 - BLEAKLY FINANCIAL ANALYSIS OF THE PROPOSED VINCENT GOLF MASTER PLAN

Following the Vincent Golf Master Plan, Bleakly Advisory Group (Bleakly) conducted a review of the financial requirements and options available to accomplish the proposals and recommendations contained in the proposed Vincent Golf Master Plan. This review did NOT make recommendations as to how the JIA Board should proceed, but instead the consultant was asked to review ALL possible funding alternatives. Assumptions and funding options included:

- Implementation of the proposed Vincent Golf Master Plan would initially generate approximately \$4.2 million in annual operational economic impact to Jekyll Island and will result in approximately \$1,679,398 in JIA Annual Revenues.
- Assuming a total renovation cost of \$21.7 million, the JIA will recoup its investment over 11 years assuming additional revenues and “cash on cash” payback. Overall economic return payback to the JIA from other direct and indirect economic effects could occur within 4.5 years.
- State Bond Financing was considered as a funding alternative. If the JIA were to secure long-term bond financing of \$18.6 million from the State of Georgia at 4% annual interest, the estimated annual payment would be \$1.67 million for 15 years.
- Partial financing options presented could include JIA Tourism Development Funding, Golf Surcharge of \$5 per golf round, creation of a Community Improvement District (CID), State and Foundation Funding Support for Restoration and Conservation Costs to include grants.
- Development on surplus golf acreage as proposed in the Vincent Master Plan: lodge, assisted living facility, retail center, and nature amenity. All development proposed in the Vincent Plan would be “low impact,” low-capacity development. Bleakly estimated potential JIA annual revenue from these developments at \$475,838.
- While the JIA Board had expressed strong opposition to any additional development beyond that recommended in the Vincent Plan, Bleakly reviewed the potential for additional development beyond those recommended in the Vincent Plan purely from a financial standpoint. Bleakly’s assessment included more intensive development alternatives on the three parcels recommended in the Vincent Plan would result in \$788,121 in potential JIA Annual Revenues. This recommendation received NO support from the JIA Board.

APRIL 2022 - NATIONAL GOLF FOUNDATION CONSULTING

In January of 2022, as a result of changing market conditions and consumer demand following the Covid-19 pandemic, the JIA Board approved a contract with the NGF to update key aspects of the earlier market and financial analyses. This study update reassessed the proposals and recommendations from the Vincent Golf Master Plan and the physical changes under consideration for the JIGC in light of the current (2022) market realities. In April of 2022, NGF Consulting presented their findings including the following:

- Aging infrastructure and declining property conditions must be addressed if the JIGC is to remain a viable golf facility operation.
- The JIGC continues to run with a deficit on operations of around \$300,000 due mostly to a large and growing labor budget and rapidly increasing maintenance costs.
- The JIA needs to address serious drainage and irrigation challenges, environmental concerns, preservation of the Great Dunes course, and sustaining the Audubon status for the golf facility.
- Oleander has drainage and other infrastructure issues that are challenging to maintain and may be impossible to correct or will have an enormous cost to correct.”
- Overall, the JIGC is among the lowest performing golf courses in southeast Georgia (rounds per 18 holes).
- Tourist participation remains critical to the JIGC.
- While the golfing industry has seen a recent uptick of rounds played, Jekyll Island has seen only a nominal bump in rounds from approximately 61,000 rounds prior to the COVID-19 pandemic to 63,000 in FY 2022.
- According to a Golf Channel survey, about 30,000 rounds of golf are played at a typical American 18-hole golf course each year. This average would equate to Jekyll’s golf club size to be experiencing play for 36 holes, not the 63 that are currently being maintained.
- The expense required to maintain “premium” conditions will continue to increase and keep the facility operating at (or near) a deficit.
- The full allotment of 63 golf holes is likely not sustainable and the JIA should be prepared to consider a reduction to 54 or even 45 holes.
- Projects will need to be completed over time (perhaps as long as 6+ years) in separate phases with a “strategic pause” after each phase to re-evaluate property conditions, market environment, and community golfing needs. Appropriate adjustments can be made following each pause.
- During any long-term plan to alter the physical space on Jekyll, JIGC will need to address the support components such as cart storage, pro-shop service, food & beverage service, driving range, etc. at different points in the process. This may mean adopting temporary solutions while planning for more permanent fixes.
- Improve basic features and infrastructure of Pine Lakes while the course remains open and operating (subject to occasional closures).
- The JIGC can improve its financial condition by opening a new consolidated Great Dunes/Oleander golf course.
- Key components of the Golf Improvement Plan include cart storage and maintenance facilities improvements, a new practice facility, conservation areas, retained Great Dunes Course, and a new Golf lodge and clubhouse.
- After pause and re-evaluation, the JIA should consider a reconfiguration of Indian Mound in the future following Pine Lakes and Great Dunes/Oleander renovations. This re-evaluation is expected to be at least five years in the future and will most likely result in one of the following: (1) an 18-hole enhancement, (2) some kind of “short” par-3 course, (3) only 9-hole course improvements.
- The JIGC needs upgrading to match other services and amenities on the Island that have been enhanced in recent years.

AUGUST 2022 -VISIT REPORT, COURSE CONSULTING SERVICE, UNITED STATES GOLF ASSOCIATION

For many years, the JIGC annually contracted with the United States Golf Association (USGA) for an onsite visit and review of golf conditions. Over time, as a result of the lack of capital improvements to the JIGC, the USGA reports began to repeat the same recommendations. To save funds, JIA management discontinued the annual visit reviews after the 2015 report was issued. Since a Golf Improvement Plan is now being considered by the JIA Board, management contracted for an updated onsite visit by USGA on Augusta 22, 2022. While there are no real surprises in this most recent report, there are important recommendations to be considered as part of the Golf Improvement Plan. Specific recommendations include:

- Evaluate opportunities to remove or prune trees on the southern and eastern sides of putting greens. Trees compete with putting greens for sunlight, water, and nutrients and negatively impact putting green health and performance.
- Plan to renovate all bunkers as part of the Improvement Plan, including bunkers on Pine Lakes and the new combination Great Dunes/Oleander course. Each course should easily be able to reduce bunker square footage by 25-35% and have its own unique bunker aesthetic.
- Experiment with converting turfgrass areas to low-maintenance sandy waste areas.
- Begin to prune and remove trees on the southern and eastern sides of putting greens, including Pine Lake holes 3, 13, and 14 to provide adequate sunlight to these putting greens. Putting green decline is evident on these golf holes which reduces the overall golf experience.
- Reduce overgrown native areas including palm trees, shrubs, and volunteer trees around the property to widen fairways based on design and strategy.
- Explore opportunities for various bunker construction methods prior to renovation.
- At the time of the onsite, the golf course maintenance team included a director, a superintendent, an assistant superintendent, an equipment manager, and 11 staff members, which is an insufficient number of people to maintain 400 acres and 63 holes of golf. The maintenance team is currently operating with a budget between \$1.8 and \$2 million. While this budget may be adequate for 18 or 36 holes of golf, it is entirely inadequate for 63 holes of golf based on today's cost of goods and services, as well as the increasing cost of labor.
- Labor demands as well as the maintenance budget should be considered during any potential renovation work at the JIGC. Any renovation work should certainly have labor as well as budget in mind to prevent future lack of maintenance and to protect the state's investment in this property.

GOING FORWARD

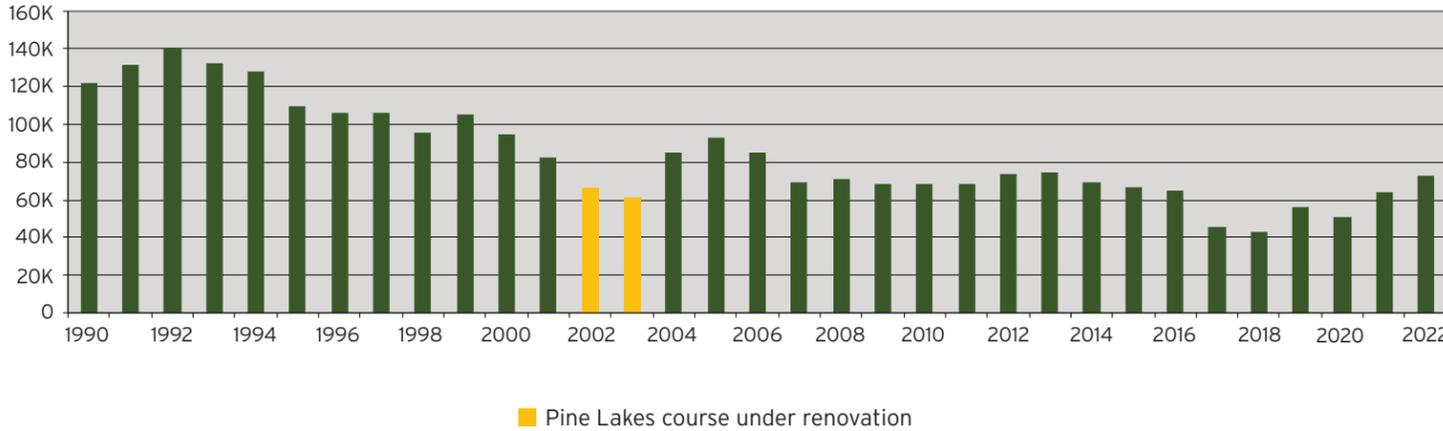
Throughout the entire golf course improvement process, there have been many presentations before the JIA Board during Board meetings, special Board working sessions, special input sessions for the public, and written public comment opportunities. JIA Board members have actively reviewed all documents and recommendations, including participating in on-site overview discussions with JIA senior staff. On-site discussions were also held with representatives of the Jekyll Island Men's and Ladies' Golf Associations.

During all these reviews, the JIA Board has continued their commitment to making the right decisions for the future of the JIGC. Jekyll is in a unique and very special group of courses today that have NO housing on their fairways. The JIA Board has been unanimous in not supporting housing developments on Jekyll's golf courses. The JIA Board understands Jekyll's capacity issues and the desire to improve the golfing experience for residents and guests alike.

JIGC's courses are long overdue for improvements, including enhanced greens, irrigation, and other original architectural design enrichments. The on-going mandate for balance between nature and humankind on Jekyll Island remains a challenge for the JIA. All golf course improvements must be balanced with the understanding that visitors come to Jekyll repeatedly to enjoy the island's beauty and unspoiled habitat.

Golf is an essential and expected amenity at most coastal leisure travel destinations, especially those with convention facilities. That statement is true for Jekyll Island, where the JIGC is the attraction to the island for many visitors. Accordingly, the JIA Board must determine its appetite for financial support of golf on Jekyll Island, including operations, maintenance, and JIGC capital improvements. JIA general revenue funding will not be enough to accomplish all JIGC needs.

GOLF ROUNDS PER FISCAL YEAR





STRATEGIC ACTIONS

- Through the annual JIA budget, is the JIA Board willing to underwrite all or a portion of the golf course annual operating budget?
- To what extent should the golf courses be improved?
- What specific proposed golf course improvements are supported by the Board?
- Which projects should be included within the proposed surplus golf course land?
- How much debt is the JIA Board willing to undertake for golf course improvements?
- Which funding options are best to accomplish the JIGC improvements?



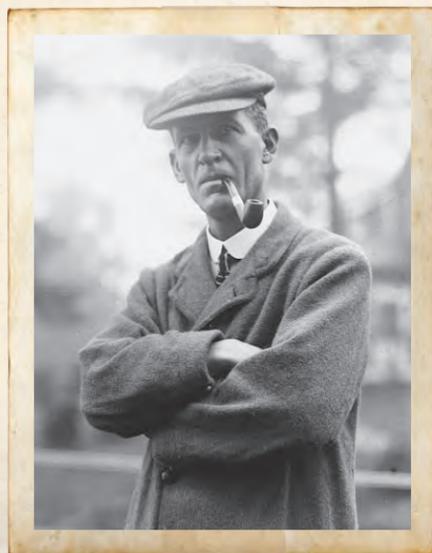
THE HISTORY OF GOLF ON JEKYLE ISLAND

Jekyll Island's rich golf history dates to the first golf course built by the Jekyll Island Club in 1899 as one of the amusements for the wealthy members that used Jekyll as their winter retreat. This first course was located between Old Plantation and Riverview roads and its exact layout is unclear. It was designed by Willie Dunn, Jr., a close acquaintance of Jekyll Island Club members John D. Rockefeller and William K. Vanderbilt; unfortunately, the first course no longer exists.

In 1910, Donald J. Ross was commissioned to design a second course. After extensive drainage work, this course was located on the present site of the Oleander course. Unfortunately, there are no physical remains of this second course. Also in 1910, Canadian Karl Keffer began his thirty-two-year tenure as golf pro for the Jekyll Island Club.

The United States Golf Association (USGA) selected the Jekyll Island Club course as a testing site for new steel-shaft clubs and a new golf ball design in 1924. This testing resulted in a significant change in the implements of the game. While golf equipment has changed over the years, metal shaft clubs like those tested on Jekyll remain very popular today.

In 1927 the Great Dunes course was constructed under the guidance of professional Walter Travis, winner of two US Amateur and one British Amateur tournaments. While the front nine holes were lost to the ravages of weather and erosion from 1942 to 1954, the back nine are still intact, and if restored, would be desirable for players seeking an authentic experience on a historic course.



Walter Travis




JEKYLL ISLAND
GOLF
 EST. 1899

1899

The first golf course is built on the island.

1924

The Jekyll Island golf courses become a U.S. Golf Association testing ground for new golf technology.

1947

The state of Georgia acquires the island and it begins its new life as a state park, where golf will play a prominent role.

1956

Tommy Bean becomes the golf pro on Jekyll and serves in that position until 1968.

1966

Construction begins on the Pine Lakes course and the Clubhouse on Captain Wylly Road. It opens for play in 1968.

1975

Designed by Joe Lee, the Indian Mound course opens. The "18 Hole Championship Course" is renamed Oleander.

2020

The Paulk Cup Classic is established to honor the memory and service of Johnny Paulk.

1910

A second course, designed by Donald Ross, was added at the site of the current Oleander course.

1927

The Great Dunes course is added under the direction of Walter Travis, two-time winner of the U.S. Amateur Tournament. Nine holes from this course are all that remain from the Club Era.

1948

The former Great Dunes course reopens as the "Jekyll Island Golf Course" under pro and manager F. Lanier Reed. The nine holes cost \$1 to play.

1960

Under the design supervision of Dick Wilson, construction on a new 18-hole course begins. It is completed in 1964 and called "The 18-Hole Championship Course."

1968

Johnny Paulk is appointed golf pro and would later become Director of Golf, a position he would hold until his retirement in 2006.

2002

The Pine Lakes course undergoes an extensive renovation.

Following closure during the Second World War and the downturn of the Jekyll Island Club, the State of Georgia, under the direction of then Governor M.E. Thompson, acquired the island through condemnation in 1947. The entire island, golf courses included, was purchased for \$675,000.

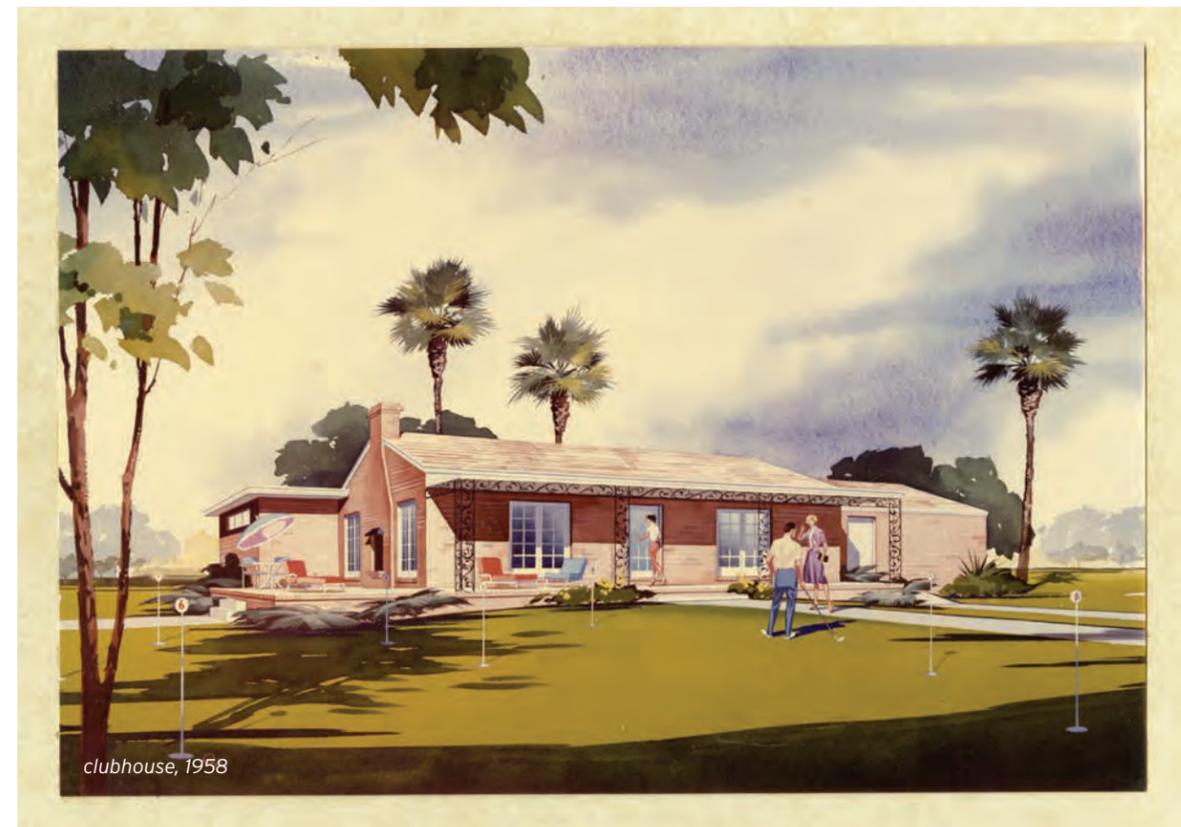
Numerous improvements were made on the island to reopen it as a state park, golf course rehabilitation was also on the minds of state officials. The courses had fallen into disrepair during WWII, with mother nature (including wild hogs) taking their toll on the courses. Free hog hunts were hosted to help eradicate the herd and stop their damage to the courses.

The former Great Dunes course reopened in 1948 under the name "The Jekyll Island Golf Course." While no fees were charged until 1955, golf could still be played at a bargain, with either 9 or 18 holes costing just \$1. That same year, F. Lanier Reed assumed the duties as both golf pro and course manager.

Golf on Jekyll saw the addition of a new clubhouse in 1958, located on the 9-hole Great Dunes course. The structure, reflecting mid-20th century design, is said to be constructed from brick salvaged from the home of former Jekyll Island Club member and newspaper baron, Joseph Pulitzer, who once had a winter cottage on the river side of the island.

The next substantial change to golf came in 1960 with the start of construction on what would become the new "18 Hole Championship Course." This course partially opened in 1963 and was renamed "Oleander" in 1975. This course was constructed on the footprint of the Ross course built for the Jekyll Island Club.

Following the 1964 court ordered desegregation of all state-run facilities, former Jekyll Island Club caddy, Earl Hill organized the inaugural Southeastern Golf Tournament ("The Classic"), which was an important milestone for the integration of golf on Jekyll Island.



Dick Wilson, renowned golf course designer completed plans for the Pine Lakes golf course, and construction began in 1966 along with construction of the currently used clubhouse on Capt. Wylly Road. The Pine Lakes course opened in 1967.

Upon completion, Pine Lakes became Jekyll Island's longest and tightest course to play. In 2002 after 36 years of use, this course underwent an extensive restoration under the supervision of noted golf architect, Clyde Johnston.

In 1968, Johnny Paulk became the island's pro and was later appointed Director of Golf on Jekyll, a position he would hold until his retirement in 2006. In addition to applying his talents to the island's golf program, Paulk was respected for his contributions to the game of golf. He co-founded the Georgia-Florida Golf Classic, became a Hall of Fame member of the Georgia State Golf Association, was inducted into the Glynn County Sports Hall of Fame, and among other accolades, served as the 18th hole announcer for the Master's Tournament's in Augusta for many years.

Designed by Joe Lee, a fourth and final course, Indian Mound opened in 1975, giving the island a total of 63 holes of golf for the public's enjoyment. Featuring wide fairways and large, sloping greens, this course was constructed by the firm Southern Golf Builders.

In 1999 Jekyll celebrated 100 years of golf on the island. Golfers dressed in clothing from the late 19th century to commemorate golf's premier on the island. The Paulk Cup Classic tournament was established in 2020 to honor the memory and service of Johnny Paulk.

Golf has played a significant role in the history of Jekyll Island and will continue to do so as the JIGC continues to evolve.



ARCHAEOLOGICAL AND HISTORICAL CONTEXT

Jekyll Island's archaeological and architectural resources are actively managed under the stewardship of the Historic Resources Department of the Jekyll Island Authority in consultation with Georgia's Department of Community Affairs, Historic Preservation Division (HPD), and State Historic Preservation Office (SHPO). Cultural Resource Investigations are conducted as a part of standard management practices supporting the stewardship of state lands.

Accordingly, in FY2022, the Jekyll Island Authority hired Terracon Consultants, Inc. to conduct a Cultural Resource Investigation of the Jekyll Island golf courses. Terracon completed a Phase I Survey and Phase II Evaluation of the golf courses. The goals of the investigation were: 1) to identify the cultural resources located within the project area, and 2) to assess their significance in terms of their potential eligibility for inclusion in the National Register of Historic Places (NRHP).

Over the course of the investigation, Terracon identified a variety of cultural resources. They consisted of both prehistoric and historic sites, architectural structures, and historic landscapes. The distribution and significance of all cultural resources found within the project area were documented to assist with management decisions for the proposed Golf Improvement Plan.

Terracon assessed site significance, in terms of the NRHP Eligibility, for each of the identified resources. In its response, HPD concurred with most of Terracon's recommendations. Terracon and HPD agreed that one archaeological site (9GN345), along with Howland Road, Great Dunes golf course, Indian Mound golf course, and the golf clubhouse on Captain Wylly Road are each significant resources, eligible for listing in the Georgia National Register of Historic Places (GNRHP). Avoidance or mitigation was recommended for these resources.

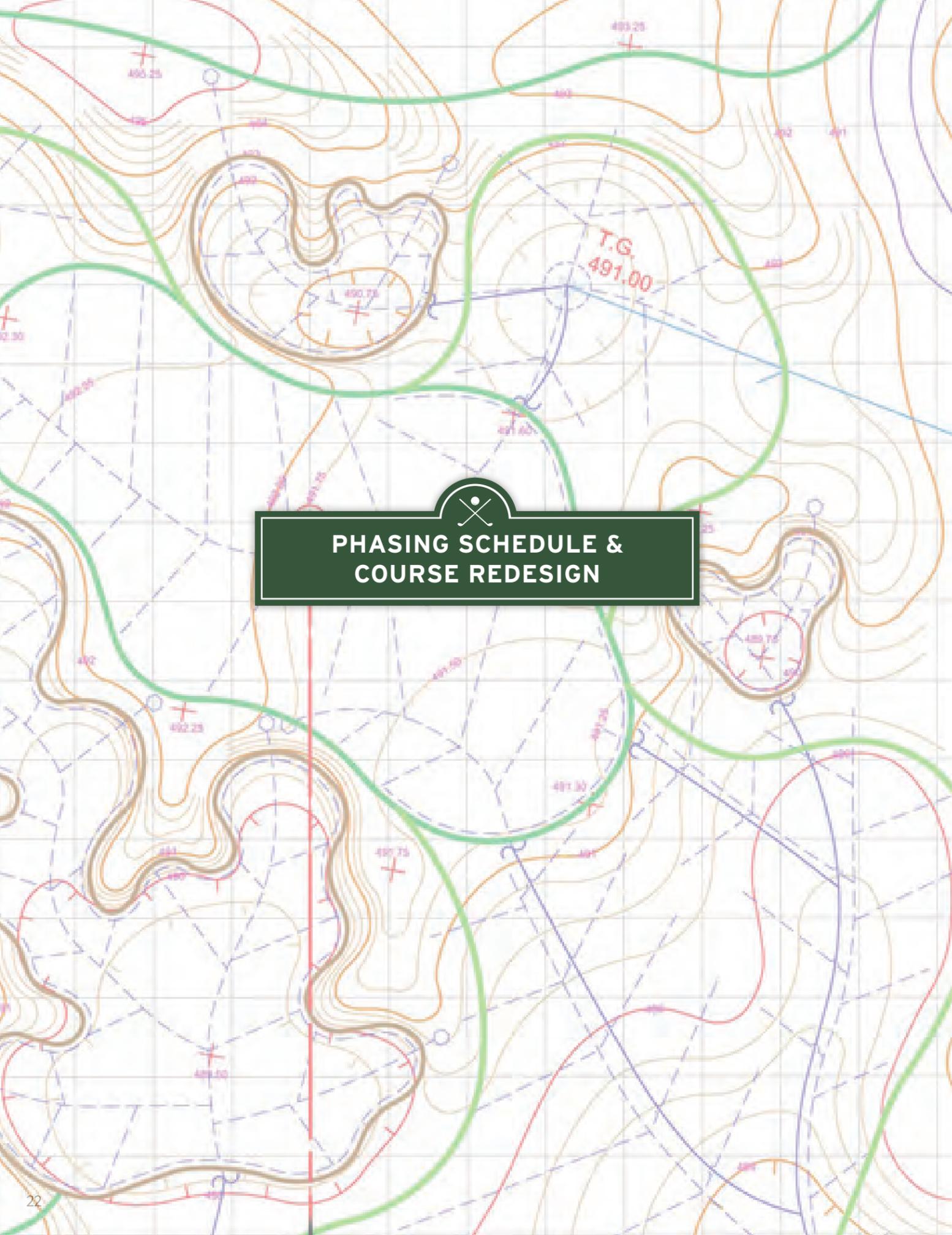
There are three other resources that Terracon recommended as ineligible, including one archaeological site (9GN462), Oleander golf course, and Pine Lakes golf course. However, the HPD differed in its evaluation and currently considers the significance of these three resources to remain unknown. Additional consultation is required before any land-disturbing activities take place.

Of special note, during this cultural resource investigation, the Great Dunes golf course was determined to be eligible for listing in the GNRHP. Recognizing that this course possesses special historic significance and integrity, the JIA has hired Brockington & Associates to prepare and submit a NRHP Nomination for the Great Dunes golf course. Great Dunes is the island's oldest historic golf course still in use today, representing an enduring legacy of golf on Jekyll Island. Through this nomination process, the Great Dunes golf course should be properly recognized and honored as a valued part of Jekyll Island's rich history.



STRATEGIC ACTIONS

- Continue pursuit to list the Great Dunes golf course on the National Register of Historic Places.
- Engage a qualified Cultural Resource Management firm to consult with the State regarding the effect of the proposed Golf Improvement Plan on the island's cultural resources and coordinate any requirements for further review by June 2023.

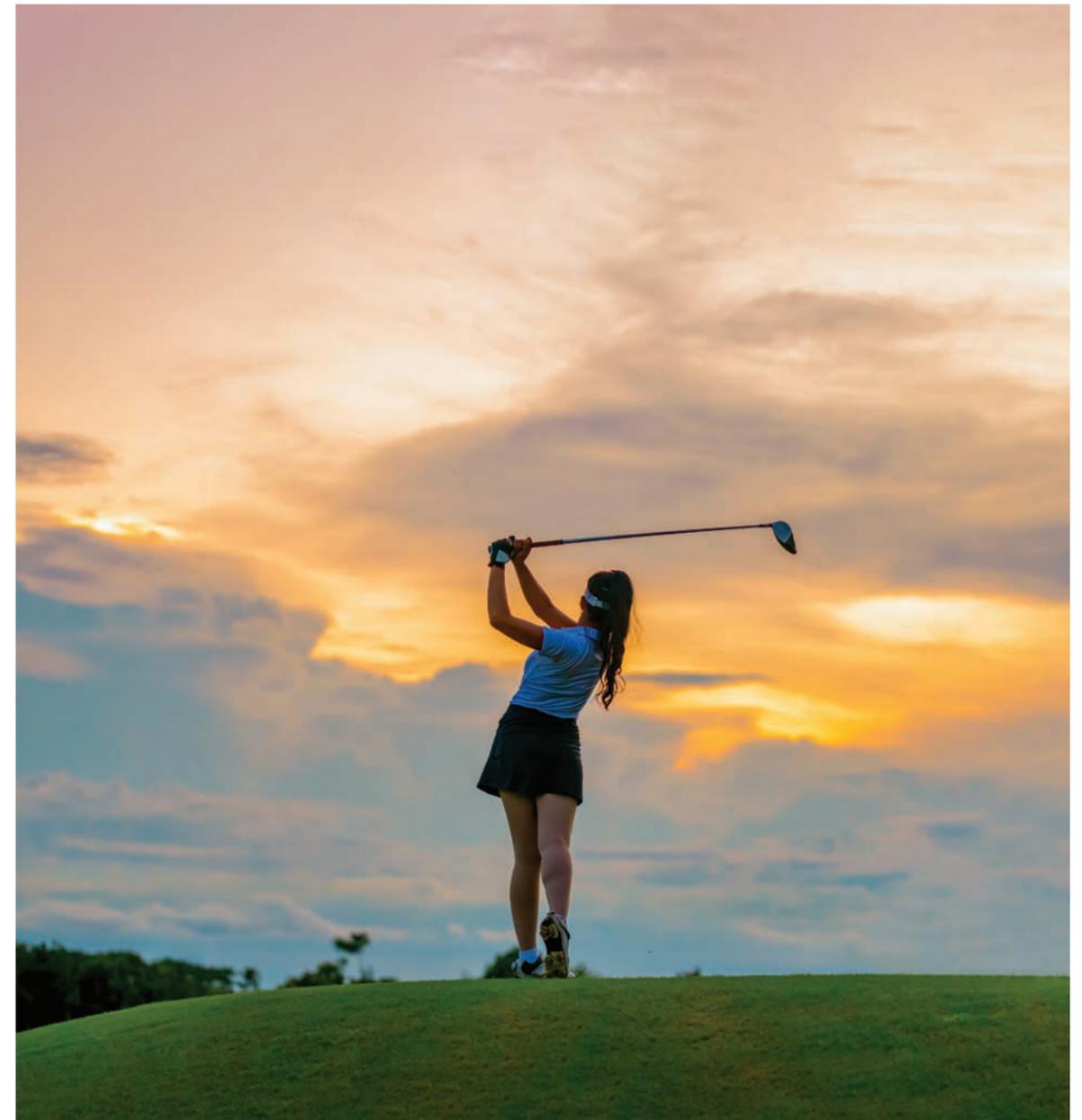


**PHASING SCHEDULE &
COURSE REDESIGN**

The main goal of this plan is to take 63 holes of golf that have been the victim of deferred capital improvements and “right size” the Jekyll Island Golf Club experience into something for almost all golfers while remaining focused on an improved golf experience. Another priority for this plan is to ensure that the remaining holes of golf on Jekyll Island can be maintained in a financially sustainable manner to make all stakeholders proud. Designing a golf experience that pleases guests, resort clients, members, tournament groups, golf professionals, and maintenance staff can be difficult, but that is the goal of this Golf Improvement Plan.

JIGC courses all need some renovation, from partial renovations on Pine Lakes, to the recommended concept of a completely new 18-hole course revitalizing the nine holes of Great Dunes coupled with nine holes of Oleander.

Several phasing schedules have been contemplated and examined while determining this recommended Golf Improvement Plan.



PHASE 1: PINE LAKES REMODEL

Timeline: October 2022 - September 2023 (Dependent on construction procurement)
Approximate Cost \$3.25-\$4M

Considering the financing requirements for each improvement, it is prudent to begin the Golf Improvement Plan by achieving a light renovation of Pine Lakes. The Pine Lakes renovation would not require any change in drainage or basic course design, and the JIA Board has already appropriated some funding to begin this process. During the time required to accomplish improvements to Pine Lakes, the new Great Dunes/Oleander 18-hole concept would be professionally developed and vetted by the JIA Board and management.

Using the original Pine Lakes course design of Dick Wilson, in 2002 Clyde Johnston, ASGCA of Clyde Johnston Designs, Inc. conducted an extensive restoration and redesign. In August 2022, Clyde Johnston Designs, Inc. returned to conduct a site visit with the Director of Golf Course Maintenance. During the assessment, Johnston identified several necessary improvements for Pine Lakes.

Identified improvements include:

- Tee box or green changes on holes 3, 13, and 14.
- Re-grass all 18 greens/tees and provide new water-conserving and maintenance friendly turf on all 18 fairways.
- Selective tree work to return many of the fairways to original design specifications.
- Evaluation for renovation or removal of all bunkers throughout the entire 18 holes to improve play and increase maintenance accessibility.
- Pond banks should be renovated, removing bulkheads, and creating a natural slope to water hazards.
- Irrigation upgrade - controllers, pipe, wiring, sprinkler heads and pump house.
- Core out old greens and restore to USGA specifications with new greens and grass.
- Update turf variety for rough areas for easier maintenance.
- Select fill material and plants for native, non-turf areas.
- Upgrade shop and maintenance facilities.

Specific hole requirements include:

- #1 - Relocate red tee and/or cart path position.
- #2 - Relocate red tee and/or cart path position.
- #4 - Relocate red tee and/or cart path position.
- #5 - Relocate red tee and/or cart path position.
- #7 - Relocate red tee and/or cart path position.
- #8 - Relocate red tee and/or cart path position.
- #9 - Remove bulkhead by green.
- #13 - Relocate red and gold tees and/or cart path position and relocate green complex.
- #14 - Relocate green complex and/or all tees.
- #17 - Remove bulkhead by green and add cart path section to allow for carts to drive closer to the green.

PHASE 2: DESIGN OF GREAT DUNES/OLEANDER 18-HOLE COURSE

Timeline: March 2023 - December 2023
Approximate Cost \$800,000-\$1.5M

Phase 2 of the Golf Improvement plan could result in restoring a significant part of Jekyll Island's golf history. The remaining nine holes of the Great Dunes golf course would be combined with another nine holes of Oleander to create an 18-hole golf course that originates and returns to the existing golf shop. This creation would carefully examine the plans for the remaining nine holes of Great Dunes to ensure they are restored to their original configuration as if Walter Travis himself were present and directing the construction. The prior study for the proposed Vincent Group illustrated how this could be configured and assured that with proper design and resculpting of the Oleander terrain, a cohesive nine holes could be added to the original configuration of Great Dunes for a breathtaking experience in golf. Walter Travis Society membership will be retained and aggressively marketed.

PHASE 3: CONSTRUCTION OF GREAT DUNES/OLEANDER 18-HOLE COURSE

Timeline: March 2024 - May 2025
Approximate Cost \$5.5-\$8.25M

A complete restoration of nine holes of Oleander and the Great Dunes links courses will be combined to create a new, distinctively unique 18-hole golf course. When refurbishing Great Dunes, a selected architect will follow closely the original Walter Travis design. Strategic design elements from the Great Dunes "lost nine holes," would be incorporated within the current Oleander course, resulting in a cohesive, "classic" style course. The new Great Dunes course would reestablish the prominence of the original Walter Travis course and generate significant marketing and advertising opportunities for golf on Jekyll Island.

With modern drainage, irrigation and turfgrasses being utilized, the course will offer a fun but challenging test for all levels of golfers. This will be the largest undertaking of the Golf Improvement Plan because of the extensive amount of work that will need to be accomplished with some of the current holes close to or below sea level. In addition, a new practice area would be constructed including a short game area and putting course.

PHASE 4: REVIEW OF GOLF OPERATIONS & INDIAN MOUND OPTIONS

Timeline: May 2025-May 2027
Approximate Cost \$150,000

An overall pause and re-evaluation of golf operations for up to two years should next occur. This strategic pause would allow for data to be collected for rounds played and to assess the effectiveness of marketing strategies. Also under evaluation would be playability issues and any access limitations to daily play for guests, members, and tournament groups. The readjustment of the balance of golf in play on Jekyll Island should be derived from actual data and inputs from various golf participants.

During Phase 4, recommendations will be derived from empirical analyses and best golf practices. The strategic pause and consequent data collection will paint a picture of how these elements will align and continue to ensure an elevated and sustainable golf experience on Jekyll Island.

Considering the involvement of the NGF throughout the golf planning process, it is anticipated the National Golf Foundation would be involved in this review phase. The NGF has established a longstanding, unbiased reputation of evaluating Jekyll Island golf operations and maintenance.

PHASE 5: DETERMINATION OF NEXT STEPS

Timeline: June 2027

Approximate Cost \$300,000-\$600,000

Based on the analyses and recommendations determined during Phase 4, a selected contractor would design the alternatives recommended and approved by the JIA Board.

Options presently considered include: retention of all 18 holes of Indian Mound, developing a par-3 course, or retaining nine holes of the existing course. One other outcome of the review could be to perform no additional work on Indian Mound at the time, although that outcome is unlikely given the age and status of the turf, irrigation, and drainage on Indian Mound. Other options viable and responsive to the times could also be recommended and considered in 2027.

This final design element will signal an end to the Golf Improvement Plan, and the JIA's efforts to ensure an improved golf experience on Jekyll Island for all.



PROPOSED PHASING SCHEDULE

PHASE 1A

OCT. 2022 - DEC. 2022

Design for Pine Lakes remodel
Original designer of Pine Lakes
golf course, Clyde Johnson,
to review and oversee
course improvements.

PHASE 1B

FEB. 2023 - SEP. 2023

Construction of Pine Lakes
improvements. Based on
availability of contractor
and materials.

PHASE 2

MAR. 2023 - DEC. 2023

Restoration of Great Dunes
golf course. Develop design
and construction plans to
create an 18-hole experience
from original Great Dunes
holes and 9 holes at Oleander.

PHASE 3

MAR. 2024 - MAY 2025

Construction of
Great Dunes/Oleander
18-hole course.

PHASE 4

MAY 2025 - MAY 2027

Review of golf operations
and Indian Mound options.
Overall re-evaluation of
golf course operations.
Post Phase 3 for up
to two years.

PHASE 5

JUN. 2027

Determination of next steps.



STRATEGIC ACTIONS

- September 2022 - Engage Clyde Johnston to review and oversee course improvements needed for Pine Lakes.
- January 2023 - Issue an RFP for Design and Construction Plans to create a new, combined 18-hole course from Great Dunes and portions of Oleander. This RFP must also include a professional review of the original Great Dunes plans with restoration emphasis. Additionally, elements must be explored to create a new 18-hole experience with appropriate relation to the original historic Great Dunes course design.
- February 2023 - Potential contract award for construction of Pine Lakes Improvements.
- March 2023 - Award RFP for Design & Engineering plans for Great Dunes/Oleander consolidated 18-hole course.



A ONCE-IN-A-GENERATION CONSERVATION OPPORTUNITY

The Golf Improvement Plan presents a truly remarkable opportunity for the JIA to enable the most significant environmental conservation actions to be considered in the State Era of the Island. The proposed redesign of the island's golf courses provides the chance to set aside at least 50 acres for publicly accessible natural landscapes and ecological restoration areas from lands currently allocated to golf. A golf course restoration effort this environmentally transformative, and in such an accessible location for visitors to enjoy and explore would be unprecedented in coastal Georgia. To find comparable projects, we must look beyond the southeast, to the Exploration Green Nature Park in Houston, Texas and to Acacia Reservation in Cleveland, Ohio; both of which are adaptive reuse restorations that transformed struggling former golf courses into renewed green-infrastructure amenities.

This opportunity would directly advance the mission of the Jekyll Island Conservation Plan further than any single action the Authority has taken to date.

Golfers are the only visitors that routinely experience the expansive interior of Jekyll Island. Except for a few short trails through the woods at the narrower northern and southern ends of the island, most of the Park's recreational and educational attractions are distributed around the island's perimeter. The proposal to redesign and reorganize the golf courses to give golf a brighter future on Jekyll also creates the unique chance to share the grandeur of the Island's wide open interior green spaces with a broader segment of visitors and residents.

This unique enhancement would help meet the public demand and appreciation for nature-based programming and novel outdoor experiences on Jekyll. The growing demand is demonstrated by nature-based tours routinely selling out, by the popularity of wildlife viewing at Horton Pond, as well as other observation points, and by the significant bicycle and pedestrian traffic throughout the island's nature trails.

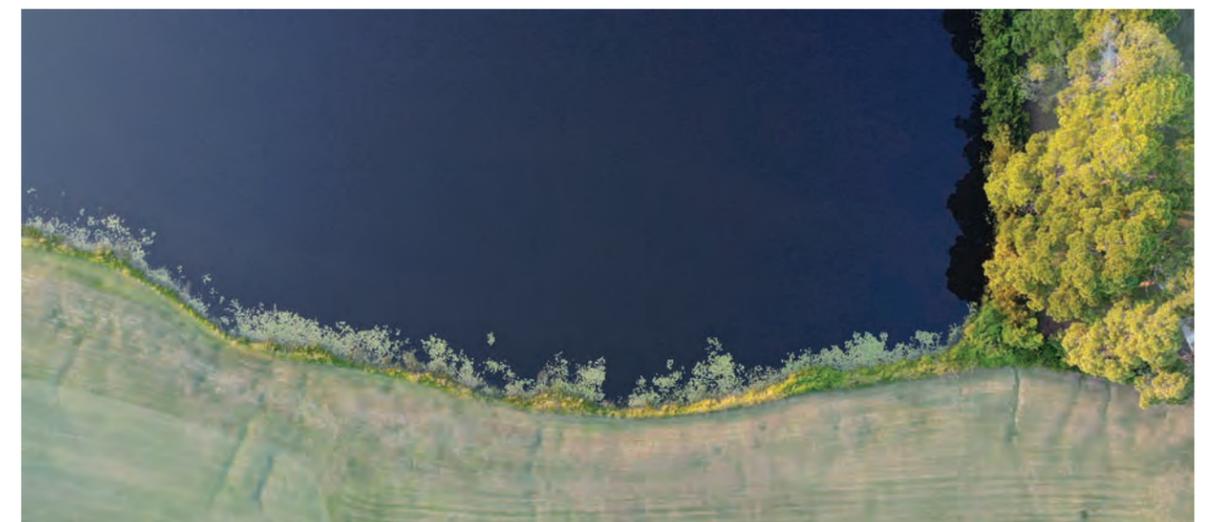


Perhaps the greatest value in converting former golf course lands to conservation areas stems from ecological restoration. The potential is immense for enhancing both biological diversity of plant and animal species and the connectivity of island natural areas currently separated by areas under golf management. For example, the decommissioning of the back nine holes of Oleander could allow up to 50 acres of golf course land to be restored to wildlife habitat. This would be a remarkable opportunity to reconnect Jekyll Island's large expanses of contiguous natural areas on the north and south ends of the island. Reconnecting the north and south natural areas on the island, currently interrupted by a belt of developed lands extending from the Historic District to Beachview Drive could mitigate the risk of species that have been prioritized for conservation being lost from the island. A lack of habitat connectivity otherwise compounds this risk - a liability to JIA's conservation mission that can be corrected by reconnecting populations with a wildlife corridor.

Creating or enhancing freshwater wetlands, especially herbaceous wetlands and upland grassy areas or "grasslands," ecosystems within the corridor could provide habitats that were historically much more prevalent on the island. These habitats would in turn play host to many of the wildlife and plant priority species identified in the Conservation Plan, including several species of birds threatened by the widespread loss of freshwater wetlands and grasslands beyond Jekyll Island. With design and planning work for this transformation already funded in the FY23 JIA budget, a collaborative, professionally guided process would be contracted in April of 2023 to coordinate with the golf redesign effort for Great Dunes/Oleander. Implementation of restoration actions would follow.

Subsequent phases of the Golf Improvement Plan call for a pause at Phase 4 to reevaluate the performance, opportunities, and challenges associated with golf at that juncture. At that time, if a decision was made to proceed with a redesign and downsize of Indian Mound, then another exceptional opportunity for ecological restoration and expanded access to nature is envisioned by JIA Conservation staff.

The original construction of the Indian Mound golf course unfortunately displaced substantial expanses of these habitat types, including what was once Jekyll Island's largest freshwater wetland. This huge, 72-acre feature was known as "Beach Pond" by the Jekyll Island Club. The southern half of it once occupied portions of what are now the northern holes on Indian Mound golf course. Its remnants still exist in pockets between the fairways, isolated from each other and from what remains of the original "pond" that lies to the north of the golf course that has since transitioned to a forested wetland. The potential Indian Mound renovation plan could re-establish about 30 acres of the Beach Pond wetland and effectively double the total acreage of herbaceous freshwater wetlands on Jekyll Island. Regardless of how many acres of ecological renewal ultimately are realized in response to the Board's actions, bringing nature back to life in Jekyll Island's expansive interior landscape, for people as well as wildlife, has tremendous potential to be a high-profile success and to further the mission of the Jekyll Island State Park Authority.





FROM VISION TO REALITY

Collaborative planning guided by experienced restoration design professionals is required to realize this conservation vision. The JIA therefore allocated up to \$100,000 in the FY23 budget to contract with a firm experienced in ecological restoration to first conduct a comprehensive planning and design project. A draft Request for Proposals (RFP) for this project is included in Appendix. By drawing on the expertise and perspective of partners and stakeholders in the conservation and outdoor recreation/education community, such as the Georgia Department of Natural Resources, the Nature Conservancy, the Georgia Conservancy, Georgia Audubon, and the University of Georgia to name a few, the JIA would craft an efficient, effective plan of action to restore and reestablish an ecologically productive landscape that serves the island's conservation goals established by the JIA Board.

Once designed with cost estimates of the various restoration elements, the JIA can pursue external funding, including grants, for construction in coordination with the phasing of the Golf Improvement Plan. The primary conservation goal will be repurposing land retired from the current Oleander course for the creation of the wildlife habitat corridor previously described. Plans and funding for this work could be ready to be implemented by the end of Phase 2.

The initial planning and design effort will also evaluate equipment and labor needs for ongoing natural resources management of the restored areas and outline monitoring and maintenance recommendations. After construction, JIA staff anticipates the renewed landscapes will need a combination of prescribed fire, periodic mowing, and invasive species control in addition to monitoring and surveying restored plant communities and ecological outcomes over time. Ultimately, while not without maintenance costs, a restored natural landscape will be far more financially sustainable to maintain by comparison with the costs that would otherwise be associated with intensive golf course maintenance. Thanks to a decade of investment in its own conservation program and in building relationships with conservation partners, the JIA is highly capable of guiding and overseeing this effort.



For the reasons summarized here, the collateral opportunities supporting the JIA Conservation mission that could be created by the enactment of the proposed Golf Improvement Plan, to reverse wildlife habitat loss and fragmentation while providing new ways for visitors to experience nature, are exceedingly rare and valuable. The potential for public interest and excitement around such a transformational conservation endeavor is exceptional. Involving Jekyll Island's stakeholders in this remarkable opportunity will be important. Landscape-scale ecological restoration will attract external financial support and visitor interest will justify internal investment accordingly. Overall, the JIA is well positioned to take an adaptive approach to preparations and implementation of ecological restoration opportunities that become actionable as the Golf Improvement Plan phases progress in the context of dynamic environmental and market conditions.

The Golf Improvement Plan provides the Board with an additional opportunity to lead Jekyll Island on a rewarding path, one of active environmental renewal and enhancement. These actions complement and build upon the legacy of Jekyll Island's revitalization. This path forward not only contributes to the preservation of Jekyll Island's natural character as we know it today but goes beyond to better prepare the Island to welcome and accommodate new generations of outdoor enthusiasts yearning to explore the island's interior natural landscapes.



STRATEGIC ACTIONS

- Issue RFP for ecological restoration planning and design consulting services by February 2023. This project is separate from the golf course restoration and renewal project merging Great Dunes with the front nine of Oleander but must be carried out in coordination with that effort. This RFP should be timed strategically to be in place and ready for implementation at the time Oleander golf course is closed.
- JIA should seek funding for implementation following completion of the ecological planning and design project with approved recommendations. In coordination with the closing of Great Dunes and Oleander for renovation, funding opportunities should be pursued beginning in 2023 to allow for implementation of restoration actions in 2024 or 2025. The America the Beautiful Challenge is an especially strong prospect for funding.




**PROPOSAL TO
PRESERVE GREENSPACE**

Since the creation of the 65/35 development limitation in 1971, the amount of allowable future development of Jekyll Island has been controlled and debated. In 2014, as part of the process to develop a new Jekyll Island Master Plan, a proposal to change from the 65/35 ratio to a maximum acreage limit was endorsed by the JIA Board and approved by the Georgia General Assembly. The 2014 Plan set the maximum development acreage limit at 1,675 and defined and delineated lands on the island as “developed” or “undeveloped.” The most recent 2021 update to the Master Plan called for the maximum development acreage to be adjusted to 1,659.4 acres in response to mapping technology improvements. This adjustment did not affect the extent of remaining developable acreage, which is 60.39, of which, only 20 is available for commercial or residential uses.

While the JIA Board has long taken the position of limiting development on the island consistent with its capacity, public misconceptions that the Master Plan and the Vincent Golf Master Plan were attempts to expand development opportunities on the island persisted. Such areas include the island’s golf courses, notwithstanding the JIA Board’s position on limiting development, the island’s golf courses are technically categorized as “developed” under the Master Plan and state law. Recognizing the importance of preserving the golf course areas technically categorized as “developed” from more intense, hardscape development, JIA staff prepared a proposed ordinance that would memorialize and protect these areas as greenspaces for conservation and recreational purposes.

Greenspace preservation provides many benefits to the island. In addition to the many ecological benefits and the quality of (human) life, open space and greenspace preservation is a significant factor in Jekyll Island’s participation in the FEMA Community Rating System, accounting for nearly 60% of our entire point total. The points gained from greenspace and open space preservation directly contribute to the island’s Georgia-best Class 5 rating, resulting in a 25% discount for island residents on flood insurance policies through the National Flood Insurance Program (NFIP). The proposed ordinance set forth in the Appendix will operate to establish a protective overlay district on the subject lands, including most of the island’s golf courses and surrounding areas, limiting the further development to specific, narrowly defined uses.



HIGHLIGHTS FROM THE ORDINANCE

- Providing for the creation, preservation, and maintenance of a Greenspace Preservation District, including certain open spaces such as golf courses and related facilities, for low-impact recreational activities, wildlife habitats, and natural resource conservation areas.
- Permitting within the Greenspace Preservation District:
 - General recreation
 - Golf courses
 - Greenspaces
 - Installation and maintenance of underground public utility facilities
 - Installation and maintenance of underground telecommunications facilities
 - Natural resource management
- Conditionally permitting within the Greenspace Preservation District:
 - Educational facilities
 - Public utility facilities
 - Special events
 - Telecommunications facilities

By limiting the types of uses and activities by ordinance, the JIA will be better able to plan for the future of Jekyll Island State Park.





STRATEGIC ACTIONS

- Adopt the Greenspace Ordinance presented in the Appendix as recommended by staff.
- Update the Jekyll Island Master Plan maps to reflect the Greenspace Preservation areas during the next Master Plan Update in 2028.
- Consider requesting introduction of legislation to enshrine the Greenspace Preservation ordinance protections in an amendment to the Jekyll Island State Park Authority Act.



MINIMAL IMPACT DEVELOPMENT OPPORTUNITIES



Throughout the golf course review process, the Jekyll Island Authority Board has been provided opportunities to thoroughly examine various golf course improvement options. During the process, the Board has completely examined various golf course layout options, operational improvements, and consequent land use options. To decrease general fund subsidies of golf course operations, it is highly likely the Board will favorably consider reducing the footprint of golf on Jekyll Island.

Eliminating nine holes from the Oleander course would allow opportunities for limited impact development to support needed golf enhancements and to provide additional revenue for the financial sustainability of the courses.

PROPOSED LIMITED DEVELOPMENT OPTIONS INCLUDE:

- Additional recreational opportunities
- Improvements to the existing clubhouse
- Boutique sized golf lodge & restaurant
- Senior living community
- Unique retail/restaurant space

Approximately 31.1 acres of land presently classified as “developed” would be utilized for these facilities. Understanding the limited development being considered and how these facilities would interact with the more than 40 acres of newly created conservation/wildlife habitat area is consequential.

Since competitive proposals would be utilized to select and finalize designs for these options, there are no specific concepts or designs available at this time for recommendation. However, the JIA staff has spent time developing inspiration boards that can be utilized to provide visuals, ideas, and direction for the proposal process. The intent of the Board is to provide more insight into the development elements that would appear to be appropriate for the proposed spaces.



■ "Developed" Acreage

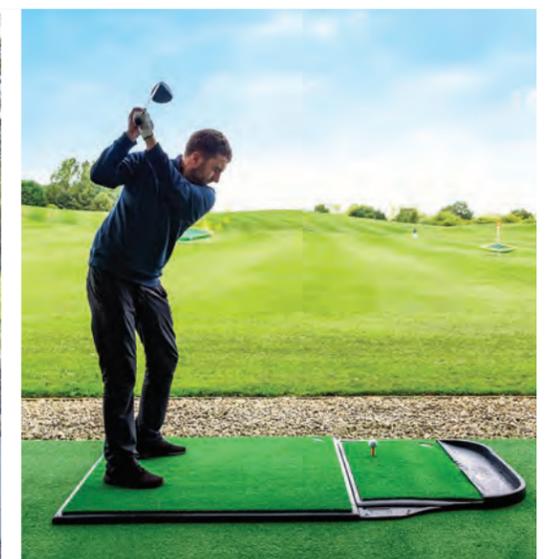


RECREATIONAL OPPORTUNITIES

During the process of creating the draft Golf Improvement Plan, several other recreational opportunities have been championed by various interests. JIA Conservation staff have successfully carved out 88 acres of Oleander for passive recreational use. Several groups, beyond the JIA Conservation Department, have shown interest. Croquet advocates and pickleball enthusiasts have lobbied for some of the greenspace previously used by golf to be converted to match their recreational endeavors.

Considering these requests, JIA staff are looking into the potential of converting limited acreage to other recreational opportunities. Independent studies of the sport will vet these opportunities, its demands on acreage, and infrastructure.

Many variables are associated with these requests, such as opposing views on site selection, size, and the number of facilities. It would be prudent to remain aware but to defer these decisions until the Golf Improvement Plan comes into focus as a deliverable that is planned and financed before solidifying ancillary recreational uses of golf course acreage.



CURRENT CLUBHOUSE IMPROVEMENTS

The existing Jekyll Island Golf clubhouse is considered historically significant for its association with the tradition of golf on Jekyll Island. Also, the structure serves as an example of 1960s mid-century modern architecture, as it maintains most of its original design and materials.

Structurally, the building envelope is in good shape and basic building systems such as HVAC, plumbing and electrical have been recently replaced or maintained in recent years. There are several cosmetic or functional repairs that could be made, such as re-gasketing upstairs windows, new flooring downstairs and contemplation of removing decorative rock exterior and updating the overall look of the building. Otherwise, the building functions as it should.

During initial conversations, the Vincent Group and other proposals contemplated demolishing the entire clubhouse building. After reviewing the original blueprints of the building, that thought process was reversed, citing the concrete truss package that holds the roof and the overall construction of the building with concrete. This type of construction is solid and could withstand most if not all storm events, notwithstanding the amount of glass on the exterior. It is now believed that the building should stand with SHPO approved modifications.

The original use of the clubhouse was for cart storage and a smaller pro-shop on the first floor, while the second floor was used for events. One option is that the building could be returned to the original configuration with the downstairs holding 60-70 carts. Having carts available in the immediate vicinity to the start of the courses would enhance operational efficiencies. With 160 carts presently positioned in the cart barns south of the clubhouse, as course revisions are made, consideration should occur for construction of a new cart barn holding 100 carts within the vicinity of the clubhouse. Such a location would allow for easier access to carts during heavier days of course play. The pro-shop within the existing clubhouse could be reconfigured for better use of space, and the upstairs could continue to be used for events or become a leased space for a fitness center or other innovative uses. The upstairs space boasts a unique 360-degree landscape view of the area.

Other options for inclusion in a reconfigured existing clubhouse could include an indoor teaching facility and virtual golf rounds. Such additions could be increasingly popular during inclement weather or high heat conditions. A restaurant, sandwich shop, or snack shop could remain in the building or be configured as an addition to the back of the current building to provide a golf grill with limited food options, as well as food service for the upstairs space.



BOUTIQUE GOLF LODGE

Many golf groups return annually to Jekyll Island. These groups range in numbers from four to sixty persons. Additionally, there are golf and tennis tournaments held each year at the facilities on Jekyll with hundreds of players. It would be extremely convenient for these groups and individuals to lodge near the golf and tennis facilities. A boutique golf lodge designed to accommodate groups is proposed for 9 acres of the "developed acreage" occupied by the present practice range. The lodge could include approximately 50 rooms, suites, a limited number of group villas, multi-purpose meeting space, a restaurant, and retail space. This new facility would be inconspicuous yet convenient for groups or individuals with a focus on golf, tennis, and any other recreational amenities (croquet/pickleball) in the immediate area.



SENIOR LIVING COMMUNITY

A 12.3 acres parcel located along Stable Road and adjacent to the Historic District could become the site for a low density, licensed Assisted Living Community (ALC) and limited Independent Living units. The envisioned community would accommodate up to 65 seniors and could include amenities and services to its residents similar to those listed below:

- Walking trails and access to the proposed conservation and preserved greenspace areas
- Private dining room for special occasions
- Theater/multi-purpose room with game tables
- Chapel
- Activities offered both on and off-site
- Enriched engagement programs
- Housekeeping and linen services
- Self-service residential laundry room
- Full-service salon/barber shop
- Delicious chef-prepared meals & snacks
- Community van with walk-in ramp
- Emergency response system with staff on site and licensed staff on call 24 hours each day
- Registered nurse on site
- Medication management and physician visits
- Bathing and dressing assistance
- Health and wellness center
- Rehabilitation services offered by third party providers to advance recovery and rehabilitation



RETAIL & DINING OPPORTUNITIES

Presently, event greenspace on Jekyll Island is primarily limited to the beach and historic areas. The restructuring of the Jekyll Island golf courses presents an opportunity for a new event space which complements the current inventory. The addition of a garden retail center and restaurant would be a beneficial utilization of the available greenspace.

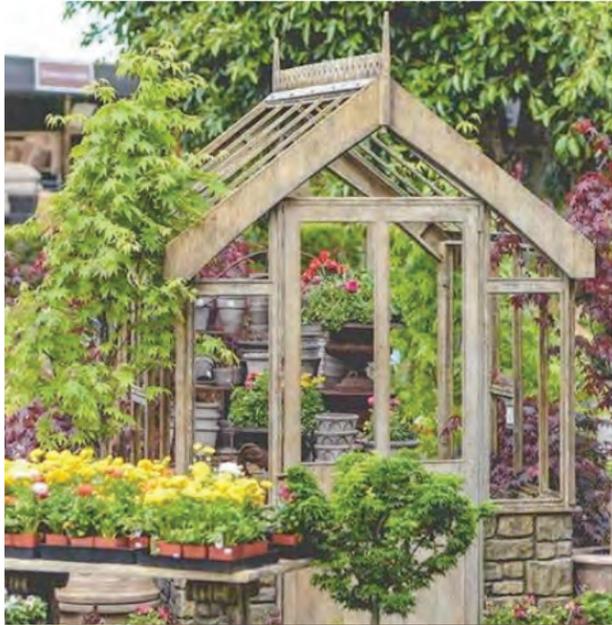
The 2021 Master Plan Update highlighted the desire for diversified dining options by residents and visitors alike. The addition of a garden restaurant would offer a unique experience for those on Jekyll Island. The goal of this addition would be to integrate a restaurant into a greenhouse/plant nursery, to combine delicious food, conservation, retail, and education. This location would provide visitors with a new way to experience the beautiful nature that Jekyll offers.

Several key elements of this venue may include:

- Obvious connection with the conservation area via trails
- An extensive healthy menu with sustainably sourced produce and meat from local family farms and purveyors
- Outdoor seating and dining areas
- Offering of horticulture classes for visitors to learn about native and horticultural plants
- Custom floral arrangements available for purchase
- The ability to host private events such as weddings and dinners
- Floral workshops for building terrariums, succulent arrangements, and floral designs
- Branded merchandise could include planters, garden utility items, and a variety of outdoor living products



RETAIL & DINING OPPORTUNITIES





STRATEGIC ACTIONS

- Further investigate probability of designating greenspace into active recreational use (such as pickleball or croquet courts).
- Consult with the State Historic Preservation Office in advance of building modifications.
- The downstairs restaurant space is currently leased. A decision would be required to offer the operator other options or to mutually cancel this lease.
- Issue RFP for Golf Lodge Development Proposals in May 2025.
- Issue RFP for Senior Living Community Development Proposals in January of 2024.
- Issue RFP for Garden Retail Center & Restaurant Development Proposals in April 2024.



FUNDING

As noted earlier in the Chronology and Summary Section, the JIA earlier asked consultant Ken Bleakly to review various funding scenarios to achieve the improvements included in the Vincent Master Plan recommendations. Bleakly noted various alternatives including bonds, grants, fees, and additional development. However, the degree of additional funding required would be contingent upon the JIA Board's appetite for covering golf course operational costs and the ultimate golf course improvements desired by the JIA Board.

More specific funding options may include:

- Jekyll Island Tourism Development Fund- This Fund uses capital generated from the collection of hotel motel taxes on Jekyll Island for tourism-related island capital improvements.
- Golf Round User Fee- Temporary fee for each round of golf played to supplement other funding options for each course as it is renovated.
- Parking Fee Increase- Implement an island wide parking fee increase to help pay for costs associated with the renovations. This designated fee could become a dedicated funding source for repayment of any bond financing.
- OneGeorgia Authority Loan or Grant- Through the Georgia Department of Community Affairs, OneGeorgia Authority, Rural Innovation Fund, money may be available through a grant or loan to promote development of economic and employment opportunities.
- As is the case now, direct revenues from other JIA amenities could continue to subsidize overall golf course operations/maintenance. The JIA Board would need to determine its appetite for continuation of this practice. It is doubtful that enough revenue could be generated annually from the operation of JIA amenities to help fund the necessary renovations required to make the golf experience more profitable.
- Capital Project Reserve Funds- Use Jekyll Island Authority capital improvement funds not currently allocated to a specific project for the renovations.
- SPLOST- knowing this project will occur over several years, a future Glynn County SPLOST could be proposed for nature themed trails, paths, and conservation portions of the improvement plan.
- Jekyll Island Foundation- The Jekyll Island Foundation may be able to aid with funding for specific segments of the improvement plan.
- Bond Financing- secure funds from a Revenue Bond by securing a private placement or public offering deal structure.
- America the Beautiful Challenge Grant- Offered by the National Fish and Wildlife Foundation, this is a public-private grant program designed to support locally led, voluntary ecosystem restoration projects across the U.S. Grants range from \$1 million to \$5 million.
- New Amenities- new amenities added as a result of the Golf Improvement Plan can add revenue streams, including lease payments, to help fund phases of the plan.
- Georgia Outdoor Stewardship Program, Department of Natural Resources- This newly founded grant program may be available to support parks, trails and conservation/wildlife areas associated with the Golf Improvement Plan.
- Coastal Incentive Grant Program, Georgia Department of Natural Resources- a CIG would be appropriate for possible funding of Golf Improvement Plan conservation areas.
- Special appropriations from the Georgia Legislature for a grant or loan.



STRATEGIC ACTIONS

- Utilize \$1.45 million from Jekyll Island Authority Capital Reserves, which has already been approved by the JIA Board, to design Pine Lakes course and Great Dunes/Oleander 18-hole redesign.
- Utilize \$100,000 from FY23 Approved Operational Budget to accomplish the ecological/conservation planning and design study.
- Pursue a \$10 million private placement or public offering revenue bond to pay for construction of the proposed courses.
- Consider utilizing a dedicated funding source such as a parking fee increase of \$1.00 for golf course Improvements.
- Allocate \$500,000 from the Tourism Development fund in FY24, FY25, FY26, and FY27 for a total of \$2.0 million to be used for golf course improvement construction.




**RECOMMENDED SCHEDULE
FOR IMPLEMENTATION**


RECOMMENDED ACTION ITEMS

2022

- On-going: Pursue listing the Great Dunes golf course on the National Register of Historic Places.
- September: Finalize contract with Clyde Johnston to review and oversee course improvements needed for Pine Lakes.
- October: Present Greenspace Ordinance to the JIA Board for approval and adoption.
- October - December: Clyde Johnston will develop design for Pine Lakes remodel.

2023

- February - September: Construction of Pine Lakes improvement (dependent on contractor availability).
- January: Issue RFP for Design & Engineering plans for Great Dunes/Oleander consolidated 18-hole course.
- February: Issue RFP for ecological restoration planning and design consulting services.
- March: Award RFP for Design & Engineering plans for Great Dunes/Oleander consolidated 18-hole course.
- April: Award RFP for ecological restoration planning and design consulting services.
- June: Engage a qualified Cultural Resource Management firm to consult with the State regarding the effect of the proposed Golf Improvement Plan on the island's cultural resources and coordinate any requirements for further review.
- July: Submit proposal for America the Beautiful Challenge grant to fund the ecological planning and design project.

2024

- January: Issue RFP for senior living community development.
- March: Begin construction of Great Dunes/Oleander 18-hole course.
- April: Issue RFP for garden retail center & restaurant development.
- May: Begin initial implementation of ecological planning and design project.

2025

- May: Complete construction of Great Dunes/Oleander.
- May: Issue RFP for golf lodge development.

2025 - 2027

- 2-year overall re-evaluation of golf course operations.
- Consider options for Indian Mound golf course/reach out to potential consultants.

2027

- May: Review consultant assessments of Indian Mound golf course.

2028

- January: Hire consultant to design Indian Mound renovation plan.
- April: Implement Indian Mound renovation plan.



**NOTES FOR
THE FUTURE**

AVOIDING DANGEROUS PITFALLS IN THE FUTURE

After being involved in this extensive multi-year project, JIA management feels strongly we must lay out a road map for golf on Jekyll in the future that will avoid costly and time-consuming mistakes. Golf courses are expensive amenities to operate. However, their operational and maintenance costs can be anticipated and addressed in a timely fashion to avoid an activity of this size or scope. Course improvements should be staged in phases, and the proposed staggering of phases included in this plan should result in a gap of two-year windows which should allow for budgeting and accomplishing significant maintenance as needed on Pine Lakes, Great Dunes, and ultimately Indian Mound.

Much of the recommended Golf Improvement Plan involves deferred maintenance and lack of funding. Deferred maintenance turned into emergency repairs when Indian Mound lost two greens to Pythium Blight disease in 2015; and as the USGA Greens Division report stated, the grasses on all 63 holes of Jekyll Island Golf are heavily mutated, all beyond their life expectancy and overdue to be replaced. Economic cycles will continue. Accordingly, the JIA MUST continually analyze costs and fees to assure adequate reserves are in place to address golf course capital costs when needed. Troubling economic times in the 2008-2010 period created a hostile environment for executing what should have been considered the "end of the line" for wholesale upgrades on any of the three 18-hole courses. Because of significant golf and island-wide deferred maintenance, JIA was not financially prepared to address the needs.

Deferred maintenance can be prevented by regularly scheduling proper repair/upgrading of irrigation systems, bunker replacement, and re-grassing of tees, fairways, and greens. These activities must become regularly budgeted items. As part of this Golf Improvement Plan, scheduled maintenance events should be written into the course design criteria by the golf course architectural firms as they develop plans for execution. The only way to avoid deferred maintenance in the future is for maintenance to be performed on schedule as recommended. Following these guides will be the responsibility of the JIA so as not to be repeated in 2036.





DOCUMENTS FOR FURTHER REVIEW

SUMMARY - RFP FOR ECOLOGICAL PLANNING AND DESIGN SERVICES

The project focus will be the collaborative planning and development of designs for the restoration and reuse of land currently occupied by portions of Oleander golf course. The project area encompasses a total of approximately 50 acres, including about 13 acres of existing embedded pine and oak forest. The primary motivating conservation opportunity for this phase is the creation of a wildlife habitat corridor reconnecting large natural areas present on northern and southern portions of the island. The JIA Conservation staff envisions the restored habitat as a mosaic of ecosystems, to include grasslands, that will be managed with prescribed fire and periodic mowing. Forest patches within this landscape are currently managed with fire. Opportunities to create or enhance wetland features should be considered and current drainage processes should be evaluated for potential improvements to enhance ecology and ecosystem services. An existing 6.25 acre freshwater pond at the north end of the project area is currently utilized as a roosting site by large numbers of wading birds and is seasonally active as a nesting rookery. The site has hosted nesting wood storks in the past but has not since 2013. There is potential to expand this pond, creating rookery islands, and bolstering a natural buffer around it. Other design considerations include an approximately 30 acre tidal, brackish lake bounding the eastern side of the project area. Increasing tidal/saltwater influence is anticipated to occur around the margins of this lake due to sea level rise. Opportunities should be explored to enhance the lake for birds and fish by creating areas of emergent and submerged aquatic vegetation. The lake also presents potential for recreational fishing opportunities that should be considered. Designs should accommodate nature-based recreational and educational access to the restored area, consider east/west connectivity across the Island for pedestrians and cyclists, and landscape viewshed preservation and beautification benefiting adjacent uses. Once the RFP is approved by the JIA Board, the complete RFP, including required services, schedule, and selection criteria, will be posted on the Jekyll Island Authority website under Important Documents.

SUMMARY - RFP FOR NEW GREAT DUNES GOLF COURSE DESIGN

The purpose of this RFP is to create, design, and provide construction plans to create a new 18-hole course from Great Dunes and Oleander. This RFP requires a golf course architecture firm to conceptualize and design construction drawings for a complete redesign of nine holes of Oleander to be combined with a restored Great Dunes golf course, creating a new 18-hole championship golf course. The architecture will follow as closely as possible the original design for Great Dunes, bringing the course back to a links style golf course. The strategy of the Travis-lost nine holes would be incorporated within the current Oleander front nine, resulting in a "classic" style course. The new Great Dunes course would reestablish the original strategy created by Walter Travis.

The Golf Course Architect shall prepare for the approval of the Owner:

Preliminary design studies that may include a routing of the golf course, alternates, or revisions, as recommended. The routing shall show the location of tees, greens, fairway boundaries, centerlines and other such information as the Golf Course architect deems necessary or desirable.

A Statement of Probable Construction Cost:

Construction documents consisting of the working drawings and specifications necessary for construction of the project.

Once the RFP is approved by the JIA Board, the complete RFP, including required services, schedule, and selection criteria, will be posted on the Jekyll Island Authority website under Important Documents.

DOCUMENTS FOR FURTHER REVIEW

THE FOLLOWING DOCUMENTS CAN BE REVIEWED ONLINE AT:

jekyllisland.com/authority/documents/golf-improvement-plan

- REDESIGN OF GREAT DUNES/OLEANDER RFP
- PROPOSED GREENSPACE ORDINANCE
- 2017 NATIONAL GOLF FOUNDATION ANALYSIS
- 2020 VINCENT GOLF MASTER PLAN
- 2020 BLEAKLY FINANCIAL ANALYSIS
- 2022 NATIONAL GOLF FOUNDATION ANALYSIS
- 2022 UNITED STATES GOLF ASSOCIATION REPORT



ACKNOWLEDGEMENTS

JIA Staff Collaborators

- Jones Hooks, Executive Director
- Anna Trapp, Executive Assistant to the Executive Director
- Noel Jensen, Deputy Executive Director
- Marjorie Johnson, Chief Accounting Officer
- Spencer Brookman, Former Director of Golf
- Aaron Saunders, Director of Golf Course Maintenance
- Ben Carswell, Director of Conservation & Sustainability
- Yank Moore, Natural Resources Manager
- Zach Harris, General Counsel
- Maria Humphrey, Lease Manager
- Tom Alexander, Director of Historic Resources
- Andrea Marroquin, Curator
- Taylor Davis, Historic Preservationist
- Brian O'Neal, Director of Retail Operations
- Cliff Gawron, Director of Landscaping and Planning
- Brian Sheets, Landscape Operations Manager
- Stewart Atkins, Director of Tennis
- Alexa Hawkins, Director of Marketing
- Claire Davis, Creative Director

JIA Board of Directors

- Dale Atkins, Chair
- Robert "Bob" W. Krueger, Vice Chair
- William "Bill" H. Gross, Secretary/Treasurer
- Commissioner Mark Williams
- Dr. L.C. "Buster" Evans
- Glen Willard
- Joy Burch-Meeks
- Joseph B. Wilkinson Jr.
- George "Ruel" Joyner, Jr.

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR
SUBJECT: REQUEST TO CONTRACT CLYDE JOHNSTON DESIGNS, INC. FOR LIMITED REDESIGN OF PINE LAKES GOLF COURSE
DATE: 9/16/2022

Phase I of the Jekyll Island Golf Improvement Plan addresses inconsistencies and opportunities for enhancing and restoring select areas of the Pine Lakes Golf Course. Clyde Johnston Designs, Inc. was the vendor that performed the prior renovation for Pine Lakes in 2002, which was extensive. During a site visit on August 15, 2022, Clyde Johnston toured Pine Lakes in its entirety with Aaron Saunders, Director of Golf Maintenance, and Noel Jensen, Deputy Executive Director. During his evaluation, Mr. Johnston identified detailed improvements and specific areas that could be addressed to positively impact play on Pine Lakes and extend the useful life of the course for the next 12-15 years or beyond.

The scope of work that Mr. Johnston suggested is outlined in detail in Phase I of the Golf Improvement plan, and in his proposed contract for the scope of work to be performed. Staff recommends awarding a contract to Clyde Johnston Designs, Inc. to perform this scope of work in the Pine Lakes redesign. Mr. Johnston is recognized as the last golf course architect on record for Pine Lakes and is intimately familiar with its original design and construction.

The specific scope includes:

1. The design phase of renovation plans for construction
2. Bidding administration for construction
3. Regular construction site visits

The cost for the above services and deliverables is \$63,500

Staff hereby requests approval of the following:

1. Approval for the contract award and associated funding of \$63,500 for Clyde Johnston Designs, Inc. to perform renovation design and construction administration services for Pine Lakes Golf Course. These funds are to be withdrawn from set aside funding approved by prior board action for golf course renovations. No new funding is needed at this time.

Chapter E. Protection of Natural Features and Resources

Article XXX: Greenspace Preservation

Section 1: Generally

- A. *Purpose and Intent.* The purpose of this Article is to provide for the creation, preservation and maintenance of certain open spaces, including golf courses and related facilities, and other unimproved areas on Jekyll Island as greenspaces for low-impact recreational activities, wildlife habitats and natural resource conservation areas. It is the intent of the Authority to permit and encourage recreational, educational, natural resource conservation uses and related activities within these areas while discouraging commercial and residential development that tends to detract from those uses and activities.
- B. *Findings.* The Authority finds that creating and maintaining greenspaces provides a substantial benefit to the Jekyll Island State Park and supports the mission and purpose of the Authority by:
1. increasing outdoor recreation, natural resource conservation, and educational opportunities for visitors and residents;
 2. providing for connectivity and diversity of wildlife habitats;
 3. alleviating vehicle congestion and facilitating community connectivity on Jekyll Island through increased pedestrian and cyclist routes;
 4. promoting flood resilience and stormwater management by preserving the pervious, vegetated, and predominantly unimproved character of open spaces and unimproved lands;
 5. reducing potential overdevelopment and addressing carrying capacity concerns by limiting designated areas to certain recreation and conservation uses and related improvements and structures; and,
 6. mitigating adverse impacts to water quality, soil stability, tree canopy and vegetative cover for the management of stormwater.

Section 2. Definitions.

- A. The following words, terms and phrases, when used in this Article, shall have the meanings ascribed to them in this Section:
1. *Educational Facility* means a public or private building or structure and any adjacent accessory use areas, the primary purpose or use of which is the offering of classes, services, programs or presentations of academic, scientific or technical education, instruction or research.
 2. *General Recreation* means outdoor activities and uses fostering constructive,

restorative, and pleasurable human health benefits and requiring minimal facilities and impacts to cultural, environmental, or scientific values within the recreational area, including, for example, running, walking, hiking, cycling, picnicking, fishing, organized or individual sports and games, wildlife observation and related improvements, facilities and structures.

3. *Golf Course* means areas of land, including supporting and related buildings, equipment, facilities, improvements and structures, that are designed and used primarily for the game of golf in a series of holes each including at minimum a tee, fairway and putting green.
4. *Greenspace* means lands and waters characterized predominantly by open or unimproved vegetated areas, inclusive of any supporting or accessory structures and facilities, that are set aside for aesthetic, cultural, ecological, environmental, recreational, or social purposes.
5. *Natural Resource Management* means the passive or active management, study, conservation, cultivation, preservation and restoration of native plant and wildlife species and habitats through methods that may include, but are not limited to, planting, invasive species control, mowing, prescribed fire, and topographic or hydrologic engineering.
6. *Public Utility Facility* means any equipment, improvement, structure, system or device used to provide water, sanitary sewer, electric power, natural or propane gas, or similar utility services by an entity that provides a municipal or public utility service, regardless of whether such entity is regulated by the Georgia Public Service Commission, including without limitation, any cable, line, fiber, wire, conduit, innerduct, access manhole, handhole, tower, hut, pedestal, pole, transformer station, relay substation or similar structure.
7. *Special Event* means a public or private gathering of limited duration including without limitation, art exhibitions, banquets, business meetings, competitions, festivals, music concerts, fundraisers, parties, receptions, theatrical performances, shows, sporting events, weddings and similar events.
8. *Telecommunications Facility* means any equipment, system or device used to transmit, receive, produce or distribute a signal for telecommunications purposes via wireline, electronic or optical means, including without limitation cable, line, fiber, wire, conduit, innerduct, access manhole, handhole, tower, hut, pedestal, pole, box, transmitting equipment, receiving equipment, power equipment, and similar related equipment and devices.

Section 3. Creation of Greenspace Preservation District.

There is created a Greenspace Preservation District (the “GP District”) within Jekyll Island. The GP District boundaries are more particularly shown on Figure 1 of this Article :

Section 4. Prohibition on Uses and Improvements within the GP District.

- A. No use, activity, improvement or structure will be permitted within the GP District except in accordance with this Article.
- B. The prohibition contained in this Section [4(A)] will not be construed to prohibit the commencement, creation, erection or maintenance of any use, activity, improvement or structure related to the game of golf.

Section 5. Permitted Uses and Improvements within the GP District.

- A. The following uses shall be permitted within the GP District:
 - 1. General Recreation;
 - 2. Golf Courses;
 - 3. Greenspaces;
 - 4. Installation and maintenance of underground Public Utility Facilities;
 - 5. Installation and maintenance of underground Telecommunications Facilities;
 - 6. Natural Resource Management;

Section 6. Conditional Uses and Improvements within the GP District.

- A. The following uses may be permitted by the Authority within the GP District:
 - 1. Educational Facility;
 - 2. Public Utility Facility, provided that any building or structure
 - i. Will be enclosed by a fence or wall between six feet and ten feet in height above finished grade;
 - ii. Will be enclosed by a planted native vegetative buffer of not less than five feet in depth and six feet in height and suitably maintained throughout the duration of such use or facility; and
 - iii. Will not permit the storage of vehicles or heavy equipment.
 - 3. Special Events; and,
 - 4. Telecommunications Facility.
- B. Application for Conditional Uses and Improvements. Any person desiring to conduct any use or make any improvement listed in Section [6(A)] within any portion of the GP District must first submit to the Authority an application for such use or improvement on such forms as the Authority may require along with a reasonable application fee as established

from time to time by the Authority in its discretion, such fee not to exceed \$500.00 per application. In evaluating such application, the Authority will consider, in addition to any customary criteria for evaluating event requests on Jekyll Island, the impact of the proposed use, activity or improvement on the GP District and its suitability in light of the purposes and intent of this Article.

Section 7. Authorized Uses Subject to Applicable Laws.

- A. Any uses, activities, improvements and structures authorized pursuant to Sections [5 and 6] this Article will be subject to all applicable laws, including these Ordinances and the Jekyll Island Master Plan, and additional conditions, rules or regulations established or amended by the Authority from time to time. Nothing in this Article shall operate to relieve any person of the obligation to obtain any approval, certification, license, permit or similar authorization required or otherwise provided for by applicable laws.
- B. Nothing in this Article shall limit or otherwise affect any right of the Authority, or any concessionaire, lessee, licensee, vendor or other designee of Authority, to charge and collect fees related to its programs or services not prohibited by applicable laws, including without limitation, cart rental fees, greens fees, parking fees, tour fees, user fees and any other fees or charges.
- C. Nothing in this Article shall operate to alter, amend, modify or convert any designations or uses of lands established by the Jekyll Island Master Plan nor any authorizations, rights or obligations of the Authority respecting the same.

Section 8. Violations, Penalties and Enforcement.

- A. It shall be unlawful for any person to knowingly make use of or impact any portion of the GP District except in accordance with this Article and with the terms and conditions of any written authorization or approval issued pursuant to this Article.
- B. Any person found in violation of any provision of this Article] shall be guilty of a misdemeanor, and upon conviction thereof, shall be punished by a fine not to exceed \$1,000.00 or by imprisonment for a term not to exceed 60 days, or by both fine and imprisonment, plus costs and any non-monetary penalties, to be imposed at the discretion of the judge or as otherwise provided by law. Each day such violation continues shall be a separate offense.
- C. Members of the Uniform Division of the Department of Public Safety and individuals designated by the Authority may enforce the provisions of this Article by citation as provided generally for the prosecution of these Ordinances.
- D. Nothing herein contained shall prevent the Authority from taking such other actions it determines necessary or prudent in its discretion to prevent or remedy any violation or threatened violation where such actions are not prohibited by applicable laws. The

Authority shall also have the right to enforce compliance with the provisions of this Article by all legal or administrative means, including without limitation, by filing an action in any court of competent jurisdiction to enjoin such unauthorized use or improvement.

- E. No authorization or approval for any use or improvement permitted under Section [6(A)], nor any expansion or modification of any such authorization or approval, may be issued to any person in violation of applicable laws, including these Ordinances, unless and until such violation has been corrected.

Section 9. Severability.

The provisions of this Article are severable, and if any of its provisions shall be held unconstitutional, illegal or otherwise unenforceable by any court of competent jurisdiction, the decision of such court shall not affect or impair the remaining provisions. Insofar as the provisions of this Article are inconsistent with the provisions of any other ordinance, the provisions of this Article shall control within the GP District.

Figure 1





MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: MARIA HUMPHREY, LEASE MANAGER
SUBJECT: LEASE OF SUITE 101, 41 MAIN STREET, TO SEASIDE FOOD COMPANY, INC., D/B/A LARRY'S GIANT SUBS
DATE: SEPTEMBER 20, 2022

BACKGROUND

Before you is a proposed Lease Agreement for 41 Main Street, Suite 101, in the Beach Village (the "Premises"). The need for additional food options on Jekyll Island at varying price points has been thoroughly documented in recent evaluations like the recent Master Plan update. After possession of the Premises, consisting of 1,214 +/- square feet, was secured from the prior tenant on August 15, 2022, JIA staff and Steve and Brandon Sharpe of Larry's Giant Subs were able to negotiate the terms of this Lease Agreement for your consideration.

Tenant, Seaside Food Company, Inc., will operate the Premises as a Larry's Giant Subs serving sandwiches, salads, soups and similar foods typical of a Larry's Giant Subs. Adding this restaurant will help fulfill the need for inexpensive, fast-casual, family-friendly food options.

TERMS

TENANT: Seaside Food Company, Inc., a Georgia corporation.
TERM: Initial term of three years with two three year options to renew.

RENT

- Base Rent of \$18.00 per square foot at 1,214 +/- square feet (\$21,852.00 per year; \$1,821.00 per month).
- Annual CPI-based increases, that will be no less than 1.5% and no more than 10% annually.



- Monthly Percentage Rent at 3% of Gross Sales that exceed a Breakpoint of \$40,000.00 each month.
- Tenant’s Share of Common Area Maintenance Charges proportional to the square footage of the Premises divided by the total rentable square footage of the Beach Village (i.e., 2.90%). Note: CAM Charges are not automatically implemented but will commence after JIA gives notice to Tenant of commencement. CAM Charges are capped at \$1.50 per square foot during the Lease Year CAM Charges first commence.

OTHER REQUIREMENTS:

- Interest granted is a usufruct - no estate for years (i.e., typical rental agreement).
- Security Deposit equal to two months Base Rent (\$3,642.00).
- Standard Insurance requirements including at minimum:

<i>Coverage</i>	<i>Limit</i>
Each Occurrence Limit	\$1,000,000
Personal and Advertising Injury Limit	\$1,000,000
General Aggregate Limit	\$3,000,000
Products/Completed Ops. Aggregate Limit	\$3,000,000

- At its sole cost and expense, Tenant will pay for all water, gas, light, power, sanitation (sewerage or otherwise), garbage pick-up and disposal, telephone and all other utilities or services required for Tenant’s use of the Premises.
- Tenant to build out Premises according to approved plans.
- Abatement of Base Rent to 50% during buildout period, which ends earlier of January 1, 2023 or date Premises opens for business to public.

RECOMMENDATION

JIA staff recommends approval of this Lease.



MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: MARIA HUMPHREY, LEASE MANAGER
SUBJECT: LEASE OF SUITE 102, 10 MAIN STREET, TO CARDON ENTERPRISES, LLC, D/B/A CAROLINES GIFTS & FLOWERS
DATE: SEPTEMBER 20, 2022

BACKGROUND

Before you is a proposed Lease Agreement for 10 Main Street, Suite 102, in the Beach Village (the "Premises"). The Jekyll Island Authority (JIA) terminated the tenancy of Cardon Enterprises, LLC under their old Lease Agreement with a notice to vacate 60 days from the date of notice, Monday October 10, 2022. Tenant is interested in remaining in the Premises, which consists of 791 +/- square feet, and negotiations between Tenant and JIA staff resulted in the proposed Lease Agreement for your consideration. The store will specialize in retailing fresh flowers, cards, and other gifts.

TERMS

TENANT: Cardon Enterprises, LLC, a Georgia limited liability company.

TERM: Initial term of three years with one option to renew for two years.

RENT:

- Base Rent of \$18.00 per square foot at 791 +/- square feet (\$14,238.00 per year; \$1,186.50 per month).
- Annual CPI-based increases, that will be no less than 1.5% and no more than 10% annually.
- Monthly Percentage Rent at 3% of Gross Sales that exceed a Breakpoint of \$19,775.00 each month.
- Tenant's Share of Common Area Maintenance Charges proportional to the square footage of the Premises divided by the total rentable square footage of the Beach Village (i.e., 1.89%). Note: CAM Charges are not automatically implemented but



will commence after JIA gives notice to Tenant of commencement. CAM Charges are capped at \$1.50 per square foot during the Lease Year CAM Charges first commence.

OTHER REQUIREMENTS:

- Interest granted is a usufruct - no estate for years (i.e., typical rental agreement).
- Security Deposit equal to two months Base Rent (\$2,373.00).
- Standard Insurance requirements including at minimum:

<i>Coverage</i>	<i>Limit</i>
Each Occurrence Limit	\$1,000,000
Personal and Advertising Injury Limit	\$1,000,000
General Aggregate Limit	\$3,000,000
Products/Completed Ops. Aggregate Limit	\$3,000,000

- At its sole cost and expense, Tenant will pay for all water, gas, light, power, sanitation (sewerage or otherwise), garbage pick-up and disposal, telephone and all other utilities or services required for Tenant’s use of the Premises.

RECOMMENDATION

JIA staff recommends approval of this Lease.

The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, August 16, 2022 at the Jekyll Island Convention Center and via teleconference for their Annual Meeting.

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

Key Staff Present: Jones Hooks, Executive Director
Noel Jensen, Deputy Executive Director
Zachary Harris, General Counsel
Marjorie Johnson, Chief Accounting Officer
Jenna Johnson, Director of Human Resources
Tom Alexander, Director of Historic Resources
Davide Zailo, GSTC Research Program Manager
Kevin Udell, Senior Sales Manager
Brian Lee, Digital Content Manager
Dennis Gailey, Director of Public Safety
Anna Trapp, Executive Assistant

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

Chairman Atkins called the committee session to order at 9:31 a.m. Roll was called for members attending in person and via teleconference. All members were present, and a quorum was established.

JIA received no online public comments for this meeting.

JIA Board Member Appointments Update

Chairman Atkins welcomed Mr. George Ruel Joyner, Jr. who was appointed to the JIA Board on July 11, 2022 by Governor Kemp to succeed Mr. Trip Tollison. Atkins also announced that the Mr. Krueger, Dr. Evans, and Ms. Joy Burch-Meeks were reappointed to serve on the JIA Board. The terms for all four Board members will expire July 1, 2026.

The Chairman appointed Mr. Joyner to the following committees: Finance, Human Resources, Marketing, Legislative, and Committee of the Whole.

Special Presentations

- A. Jones Hooks, Executive Director, announced that Allyson Jackson, General Manager of the Jekyll Island Convention Center has retired from ASM Global. He spoke to Allyson's history with the Convention Center, noting her involvement and influence before the current facility even began operations, as she was part of the presentation team with SMG, and how her

connection to and love for the Golden Isles proved significant for the success of the Convention Center under her leadership.

Bob McClintock, ASM Global’s Executive Vice President of Convention Centers, highlighted Jackson’s invaluable experience gained during her time with the Salt Palace Convention Center, her ability to manage people, and most importantly her love for the Golden Isles community and her staff. He further emphasized Jackson’s work and dedication to the Penguin Project and all the children who benefit from that program.

Allyson Jackson spoke about her time with the Convention Center starting with the first event held at the Center ten years prior, the graduation for the College of Coastal Georgia. The Convention Center opened with eighteen full-time employees, seven of which still remain on staff, and one who has returned, after spending five years expanding her skill set, to serve as the new General Manager, Tabitha Mayers. Jackson discussed the ebbs and flows of the Convention Center operations, particularly the challenges that the COVID-19 pandemic brought with it, and the highs that followed it. She then thanked her team for her incredible team for their work and dedication.

The JIA Board and Mr. McClintock thanked Allyson for her time devoted to the Convention Center.

B. Glynn County EMA Director, Andy Leanza provided an update on Hurricane Preparedness along with the Deputy Director, Sharon Courson. Their presentation highlighted the following points:

- Hurricane Season runs from June 1st to November 30th, with the peak of the season falling between August and October.
- The forecast for the 2022 season includes: 19 tropical storms, 9 hurricanes, and 4 major hurricanes.
- Since no coastal area is truly protected from storms and hurricanes, it’s important to always be prepared for the maximum impact.
- Transparency regarding evacuation and re-entry is a priority when discussing preparedness with the community. There are now three evacuation zones in Glynn County which allows for a phased evacuation when needed.
- The hazard mitigation update is underway.
- A new Emergency Operations Center has been included in the proposed 2022 SPLOST project list.

I. Historic Preservation/Conservation Committee

A. Davide Zailo, GSTC Research Program Manager, provided an update on Sea Turtle Nesting highlighting the following points:

- The 2022 season has been a record setting year for the State of Georgia with over 4030 sea turtle nests being documented along the 100 miles of coastline.
- 240 nests are currently on Jekyll Island, which is 36 higher than the previous record.
- Over 9,000 hatchlings have been produced on Jekyll, but studies show only 1 out of 1000 hatchlings survive to adulthood, which is 30-35 year.
- Jekyll Island is home to one of the longest running sea turtle projects in the world, having tracked sea turtles since the 1960’s.
- Historically, flipper tags were applied to the flipper of a turtle, but now more genetic techniques have been implemented to determine how frequently an animal is returning to an area. This tracking is a collaborative effort across surrounding coastal states.

- The increase in nesting can be traced back to the various protections enacted since the loggerhead sea turtles were classified as threatened by the Endangered Species Act in 1978, which have improved the probability of sea turtles reaching adulthood.
 - A 2% increase in nesting each year is required to reach recovery goals for the Northern Recovery Unit (GA, SC, NC). It's currently at approximately 1.3%.
 - Continued investment in nest protection, fisheries regulation, and education is essential.
 - The GSTC continues to educate guests through ride-along programs, Turtle and Sunrise Walks, and by distributing over 1,600 turtle-friendly keychain flashlights to nighttime beachgoers.
- B. In the consideration of time, an update on U.S. Army Corps of Engineers Summer Dredging was deferred.
- C. Tom Alexander, Director of Historic Resources, provided an update on the Historic District's 2022 Fiscal Year:
- Museum revenues totaled \$1.132 million, a record best.
 - The National Historic Landmark District (NHLD) received 50,025 visitors.
 - Preservation updates include: completing phase I of the Chichota Ruins, painting the JIA administration buildings, continued work on Hollybourne Cottage, nomination of Great Dunes to the National Registry of Historic Places, and the completion of the Cypress Breezeway at the Jekyll Island Club Resort.
 - Curation and archive updates include: the deep cleaning of collections storage and two historic cottages, installation of the first phase of the 75th Anniversary Mosaic exhibit, processing backlogged documents, and implementation of a pest management system for buildings in the NHLD.
 - Several new educational programs were added including: Pistols & Privateers, Dolphin Club Days. Jekyll Before the Millionaires, and Louis Tiffany at the Jekyll Island Club.
 - Mosaic has a new Facebook page, and the NHLD has a TikTok account.

There were no public comments.

II. Finance Committee

- A. Mr. Bill Gross, Finance Committee Chair, summarized the June and July Financials including an overview of Revenues, Expenses, Net Operating Cash, Traffic Statistics, and Hotel Revenues for each month.
- June Financials:
 - Revenues were \$4,895,926.
 - Expenses were \$3,206,867.
 - Net Operating Cash Income was \$1,689,059.
 - Total Traffic Counts were 137,344 vehicles.
 - Year-to-date Revenues reported by hotels were \$36.2 million.
 - July Financials
 - Revenues were \$6,384,497.
 - Expenses were \$3,366,944.
 - Net Operating Cash Income was \$3,017,553.
 - Total Traffic Counts were 142,793 vehicles.
 - Year-to-date Revenues reported by hotels were \$45.8 million.

B. Marjorie Johnson, Chief Accounting Officer, provided a summary of the 2022 Year-End Financials.

- The total revenue budget was \$30.4 million, and the actual budget came in \$38.7 million.
- Expenses came in at \$28.2 million, which was \$1,000,000 less than budget. Johnson noted the impressiveness of this considering the higher revenue and the increase to staff pay earlier in the year.
- Net-operating income was \$10.5 million. From that income, the JIA funded \$3.1 million into the board designation contribution funds, which includes the Fire Equipment Fund, Tourism Development Fund, and the Water/Wastewater Funds.
- \$4.4 million remains after contributing to those designated funds.

C. Marjorie Johnson, Chief Accounting Officer, presented Additional Capital Requests for Board Consideration. Upon completion and reconciliation of Fiscal Year 2022-year end financials, \$4,444,767.93 remained in net income after all designated fund contributions and previously approved capital equipment and projects requests. Of that, staff recommended contributing \$2,002,525.93 to JIA cash reserves as well as using \$2,442,242 to fund capital equipment and projects including Convention Center improvements, Golf Course improvements and renovations, Summer Waves improvements, additional funding for the Public Safety Complex and ladder truck payment, equipment for various departments, paving roads at the campground, and the purchase of a golf cart or UTV for the Campground. These projects would be to be paid from the FY2022 operating funds.

Additionally, staff requested approval for capital equipment and projects from the Fire Equipment Fund, Water/Wastewater Fund and the Public Improvement Funds. This includes:

- \$54,000.00 from the Water/Wastewater Reserves for the purchase of lift station pumps and a few fire hydrants;
- \$61,353.00 from the Fire Equipment Funds for replacement of 12 sets of turnout gear and an ATV; and
- \$583,727.88 from the Public Improvement Fund for greenhouse completion, matching grant funds for paving and stormwater issues, and equipment for Conservation, Park Services, Landscaping, and Roads and Grounds, including the replacement of two beach wheelchairs that are complementary for guests to use.

Jones Hooks, Executive Director noted that each project has been reviewed to ensure it aligns with the approved Strategic Plan. He also noted the significance of being able to include over \$2 million in cash reserves, which has never happened before.

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

D. Noel Jensen, Deputy Executive Director, presented an update for two grants available to the JIA:

1. UGA Marine Extension and Georgia Sea Grant presented JIA staff with a proposal to accept a \$50,000.00 grant for stormwater infrastructure at the Public Safety Complex site. Per the proposed scope of work, JIA will work with UGA and their contractors to install an enhanced wet swale/bioswale demonstration project at the Jekyll Island Public Safety Campus.

A motion to recommend accepting the grant from UGA Marine Extension and Georgia Sea Grant for stormwater infrastructure at the Public Safety Complex site in the amount of \$50,000 with the

understanding that a \$50,000 match from JIA will be required was made by Mr. Krueger and seconded by Ms. Burch-Meeks. The motion carried unanimously.

2. The Georgia State Financing and Investment Commission (GSFIC) ADA office reached out to see if JIA had any shovel-ready ADA specific projects required funding. Jensen recommended funding for a fourth ADA compliant restroom at the campground.

A motion to recommend accepting the reimbursement grant of \$420,000 from GSFIC for the construction of a fourth ADA compliant restroom at the campground was made by Mr. Krueger and seconded by Mr. Willard. The motion carried unanimously.

There were no public comments.

III. Human Resources Committee

- A. Jenna Johnson, Director of Human Resources, presented a Fiscal Year 2022 Staffing Level Update. The JIA has an average monthly roster of 267 full-time and part-time employees. During FY22, 115 employees left. This was a 9% decrease from the previous year. 88 employees left voluntarily and 27 involuntarily. Of the 115 employees who left voluntarily, 53 were part-time employees while 35 were full-time. The reasons for those who left voluntarily were as follows:

- 22% - Opportunity
- 39% - Personal
- 17% - Relocation
- 9% - Availability
- 9% - Abandoned Job
- 4% - Retirement

J. Johnson then broke down the data even further differentiating the reasoning between full-time and part-time employees, and she discussed the turnover trends JIA has seen since FY14 which has fluctuated through the years. Turnover did decrease from FY21 to FY22, and Johnson anticipates more of a decrease in FY23. Additional data showed that that FY22 had the lowest average number of part-time employees since 2014, which is something she will continue to monitor to ensure significant positions are filled appropriately.

Lastly, she provided an update on worker's compensation claims. The goal number of claims is nine or fewer each year, but there were ten claims during FY22. However, this is still a decrease in claims over the past few years, which can be attributed to additional monthly safety talks and post-claim discussions with employees to prevent recurring accidents and injuries.

There were no public comments.

IV. Marketing Committee

- A. Kevin Udell, Senior Sales Manager, provided a Group Business update for Fiscal Year 2022. He compared the FY22 numbers to FY19, which was the best year on record. In FY19 there were 80 groups with 34,000 attendees, and at the end of FY22 there were 78 groups with 39,000 attendees, so overall FY22 could be considered the new best record year.

Udell then moved to current and future numbers. FY23 has 82 groups booked for the year and FY24 has 48 groups. This can equate to 107,000 room nights and \$22 million direct island hotel revenues. Additionally, FY23 groups consist of 57 returning groups and 24 new groups.

Lastly, Udell noted that KB Advisory Group has been retained to conduct an analysis and plan to better balance the demand of group-leisure business on Jekyll. Jones Hooks, Executive Director, added that this study will assist in determining how to meet the demand of legacy groups, groups who have been coming to Jekyll for years and continued during the construction period of the Convention Center, and balancing those needs with the leisure travel Jekyll receives as well.

- B. Brian Lee, Digital Content Manager, presented the report from the Marketing Department, highlighting the following items:
- Through media outreach to various publications, 933 placements were achieved during FY22 with a total reach of 11.4 billion and a total publicity value of approximately \$13 million. Zero advertising dollars were spent for these publications.
 - The Jekyll Island website visitation was up 6% for FY22 with the average user session lasting 2 minutes and 37 seconds, and the bounce rate was down 29%, meaning users are engaging with more than a single webpage per visit. Additionally, due to site improvements, load times load times have reduced by 31%.
 - The E-Newsletter has over 82,000 contacts in the database, a 22% increase from FY21.
 - Social Media outreach continues to impress with a 310.2% increase in Facebook impressions, 20.8% growth in Instagram followers, and the launch of a TikTok account.
 - The 75th Anniversary Street Party was held on August 6th in the Beach Village. The community event included live entertainment, music, a stilt walker, and face painting. Additionally, a highlight of the event was the unveiling of a mural created by Wylie Caudill from Lexington, Kentucky. After being selected for the mural project, staff learned that he is the great grandson of Tallu Fish, the first museum curator for Jekyll.
 - Select Marketing staff attended the Georgia Governor’s Tourism Conference earlier in September, and there it was announced that the conference would return to Jekyll Island in 2023.
 - The newest brand video for Jekyll Island was shared with the JIA Board.

There were no public comments.

V. Legislative Committee

No report.

VI. Committee of the Whole

- A. Marjorie Johnson, Chief Accounting Officer, and Brian Lee, Digital Content Manager, presented the request to issue Request for Proposal (RFP)#370 for a Ticketing and Point of Sale System. The current ticketing and point-of-sale efforts are fragmented between multiple systems and do not fulfill the needs of JIA. The ideal ticketing and POS solution will allow onsite and online ticket sales to be consolidated into a singular system, provide improved functionality across ticketing, event registration, memberships, and reporting, and ultimately provide an improved purchasing experience for customers and greater ease-of-use for JIA staff.

A motion to recommend issuing RFP # 370 for a Ticketing and Point of Sale System as recommended by staff was made by Mr. Gross and seconded by Mr. Krueger. The motion carried unanimously.

- B. Noel Jensen, Deputy Executive Director, presented the request to Issue RFP #371 for Construction of the Public Safety Complex. Jericho Design Group has completed the design for the complex, and they have been contracted to manage the bidding process for this RFP and oversee the construction of their drawings.

A motion to recommend issuing RFP # 371 for Construction of the Public Safety Facility pending additional legal review was made by Dr. Evans and seconded by Mr. Gross. The motion carried unanimously.

- C. Dennis Gailey, Director of Public Safety, provided an update on Rental Inspections. The JIA rental inspection program is a part of the Rental Licensing Agreement that focuses on encouraging short-term rentals to provide a high-quality, safe, and sanitary lodging experience. The checklist for these inspections include housekeeping practices, pest control, waste disposal, basic household amenities, proper insurance, fire/life safety devices, and guest experience surveys. The fire department, through the fire marshal's office, conduct these inspections on a rotating basis, meeting with rental companies on-site to identify and correct any deficiencies.

Gailey shared a success story from this program explaining that last year there was a fire in a rental unit, and the occupant was able to use the required fire extinguisher to mitigate the damage and the potential severity of the fire by extinguishing it in the early stage. He also noted that approximately forty inspections are conducted each year, and they hope to double that number over the next year.

Jones Hooks, Executive Director, noted that the real estate companies on Jekyll Island support this program and were instrumental in implementation. He reiterated the importance of this program regarding safety and further noted that the program has assisted JIA in tracking rental units and bed tax revenues.

- D. Jones Hooks, Executive Director, presented the consideration of a Memorandum of Agreement (MOA) with Mercer University. Hooks explained that the upstairs space at the Beach Village was purposely designed to be a medical facility, noting the oversized elevator what could accommodate a gurney. The Southeast Georgia Health System was planned to be the original tenants, but due to national legislation and revenue losses, they were unable to occupy the space. Since then, JIA staff has been searching for a partner to lease the space. Through conversations with Dr. Evans, JIA learned that an Oversight Committee Member, Georgia House Representative Matt Hatchett, is also the director of development for Mercer University. After a few conversations and a tour of the space, Representative Hatchett presented the idea to the Dean of the Mercer University School of Medicine (Mercer), Dr. Jean Sumner. Additional calls and meetings were held between JIA and Mercer, and after the Board approved \$300,000 for a build out of the second floor of the Beach Village, a MOA was created and approved by JIA staff and Mercer.

The MOA calls for JIA to complete the buildout of the space and provide the architectural fees for the build out that are responsive to Mercer's design. Mercer would occupy the facility and be solely responsible for all costs and legal compliance associated with hiring and employing

all staff, including medical professionals and support staff. Mercer would be responsible for establishing the hours of operation, but the facility must be open seven days a week from 9:00 a.m. to 6:00 p.m. May through August and no less than five days a week from 9:00 a.m. to 5:00 p.m. September through April. The initial lease term would be for five years, and during the first three years, Mercer would lease the space for \$10 a year, and after the third year, Mercer would pay the going rent rate, comparable to other commercial leases in the Beach Village. Mercer would also be responsible for common area maintenance and operational costs.

Hooks noted JIA has begun exploring possible funding through the Rural Innovation Fund which is managed by the Department of Community Affairs

A motion to recommend approval of the Memorandum of Agreement with Mercer Medicine, LLC to operate a health clinic on Jekyll Island as recommended by staff was made by Mr. Krueger and seconded by Mr. Gross. The motion carried unanimously.

E. Jones Hooks, Executive Director, presented the Proposed 2023 JIA Board Meeting Dates for consideration. Due to limited space availability at Convention Center and the Morgan Center, the May 2023 meeting will need to be held on the fourth Tuesday of the month. Additionally, there will be no meeting for the month of July, and the December meeting will be tentatively held on the second Tuesday of the month.

A motion to recommend approval of the proposed 2023 JIA Board Meeting dates as recommended by staff was made by Mr. Joyner and seconded by Mr. Krueger. The motion carried unanimously.

F. Jones Hooks, Executive Director, presented the Executive Director's report highlighting the following items:

- Traffic trends on Jekyll Island for 2021 and 2022 mirrored each other from month to month. Staff will continue to monitor these trends to plan for the future.
- The Golf Improvement Plan is scheduled to be presented at the September Board meeting.
- Keep Golden Isles Beautiful is partnering with JIA for beach cleanups.
- Dr. Evans received the H.M. Fulbright Distinguished Service Award from GAEL.
- Ben Rushing and the JIA vehicle maintenance crew continue to lead the state with their rating from the Office of Fleet Management, receiving twelve Tier One ratings in a row.

G. Mr. Atkins presented the Chairman's Comments. He thanked Mr. Hooks, JIA Staff, and the Board for their efforts and support.

There were no public comments.

The Chairman continued directly into the JIA Board Meeting.

The Jekyll Island State Park Authority (JIA) Annual Board Meeting
August 16, 2022

The roll was called at 11:46 a.m., and all members were present either in-person or via teleconference.

Action Items

1. Mr. Joyner moved to accept the minutes of the June 21, 2022 Board Meeting as presented. The motion was seconded by Mr. Krueger. There was no discussion, and the minutes were unanimously approved.
2. Mr. Gross moved to ratify, affirm, and adopt the previous actions, approvals, appointments, or other actions taken by this Board of Directors as a whole, that were within the Board's authority, from July 1, 2021 to June 30, 2022. The motion was seconded by Mr. Krueger. The motion was unanimously approved.
3. Dr. Evans nominated Mr. Krueger to continue the position of Vice Chair. Mr. Krueger consented to the nomination. There were no other nominations, and therefore the Chair declared Mr. Krueger elected to the Vice Chair position.
4. Mr. Willard nominated Mr. Gross to continue the position of Treasurer/Secretary. Mr. Gross consented to the nomination. There were no other nominations, and therefore the Chair declared Mr. Gross elected to the Treasurer/Secretary position.
5. The recommendation from the Finance Committee to approve the proposed Additional Capital Requests as presented by staff carried by unanimous approval.
6. The recommendation from the Finance Committee to accept the grant from UGA Marine Extension and Georgia Sea Grant for stormwater infrastructure at the Public Safety Complex site in the amount of \$50,000 with the understanding that a \$50,000 match from JIA carried by unanimous approval.
7. The recommendation from the Committee of the Whole to issue RFP # 370 for a Ticketing and Point of Sale System as recommended by staff carried by unanimous approval.
8. The recommendation from the Committee of the Whole to issue RFP # 371 for Construction of the Public Safety Facility, pending additional legal review carried by unanimous approval.
9. The recommendation from the Committee of the Whole to approve the Memorandum of Agreement with Mercer Medicine, LLC to operate a health clinic on Jekyll Island as recommended by staff carried by unanimous approval.
10. The recommendation from the Committee of the Whole to approve the proposed 2023 JIA Board Meeting dates as recommended by staff carried by unanimous approval.

Announcements

1. Per Chairman Atkins's request, Anna Trapp, Executive Assistant to the Director, read the Committee Appointments into the record as follows:

**HISTORIC PRESERVATION/
CONSERVATION**

Bob Krueger, Chair
Dale Atkins
Mark Williams
Joe Wilkinson
Buster Evans

FINANCE

Bill Gross, Chair
Dale Atkins
Bob Krueger
Joe Wilkinson
Mark Williams
Buster Evans
Glen Willard
Joy Burch-Meeks
Ruel Joyner

HUMAN RESOURCES

Buster Evans, Chair
Dale Atkins
Bob Krueger
Joe Wilkinson
Bill Gross
Ruel Joyner

MARKETING

Joy Burch-Meeks, Chair
Dale Atkins
Bob Krueger
Glen Willard
Ruel Joyner
Joe Wilkinson

LEGISLATIVE

Glen Willard, Chair
Dale Atkins
Bob Krueger
Bill Gross
Mark Williams
Ruel Joyner
Joy Burch Meeks

COMMITTEE OF THE WHOLE

Dale Atkins, Chair
Bob Krueger
Bill Gross
Joe Wilkinson
Mark Williams
Joy Burch-Meeks
Buster Evans
Glen Willard
Ruel Joyner

The motion to adjourn was made by Mr. Krueger and seconded by Mr. Joyner. There was no objection to the motion and the meeting adjourned at 11:55 a.m.

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR
SUBJECT: OPERATIONS MONTHLY REPORT – AUGUST 2022
DATE: 9/20/2022

PUBLIC SERVICES

August Highlights:

- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 725.71 gallons of 100LL aviation fuel in 40 transactions totaling \$5,558.22 in sales for the month of August.
- Campground expansion preparation continues onsite with JIA Landscape, Roads and Grounds, and water/wastewater staff. The construction entrance is installed, and selective tree management and road clearing are underway. The bathhouse construction contractor has completed two foundations and slabs, framing, and roofing has been completed on bathhouses #1 and 2.
- The campground reached 82% occupancy which is considered “full capacity”.
- Summer Waves wrapped up its operations during Labor Day Weekend, but had a solid month of August, reporting that the new Man-O-War side complex was a huge hit with the public.
- Public Safety Complex site work continues and architectural package is out for bid to general contractors.

Operations Department Work Orders

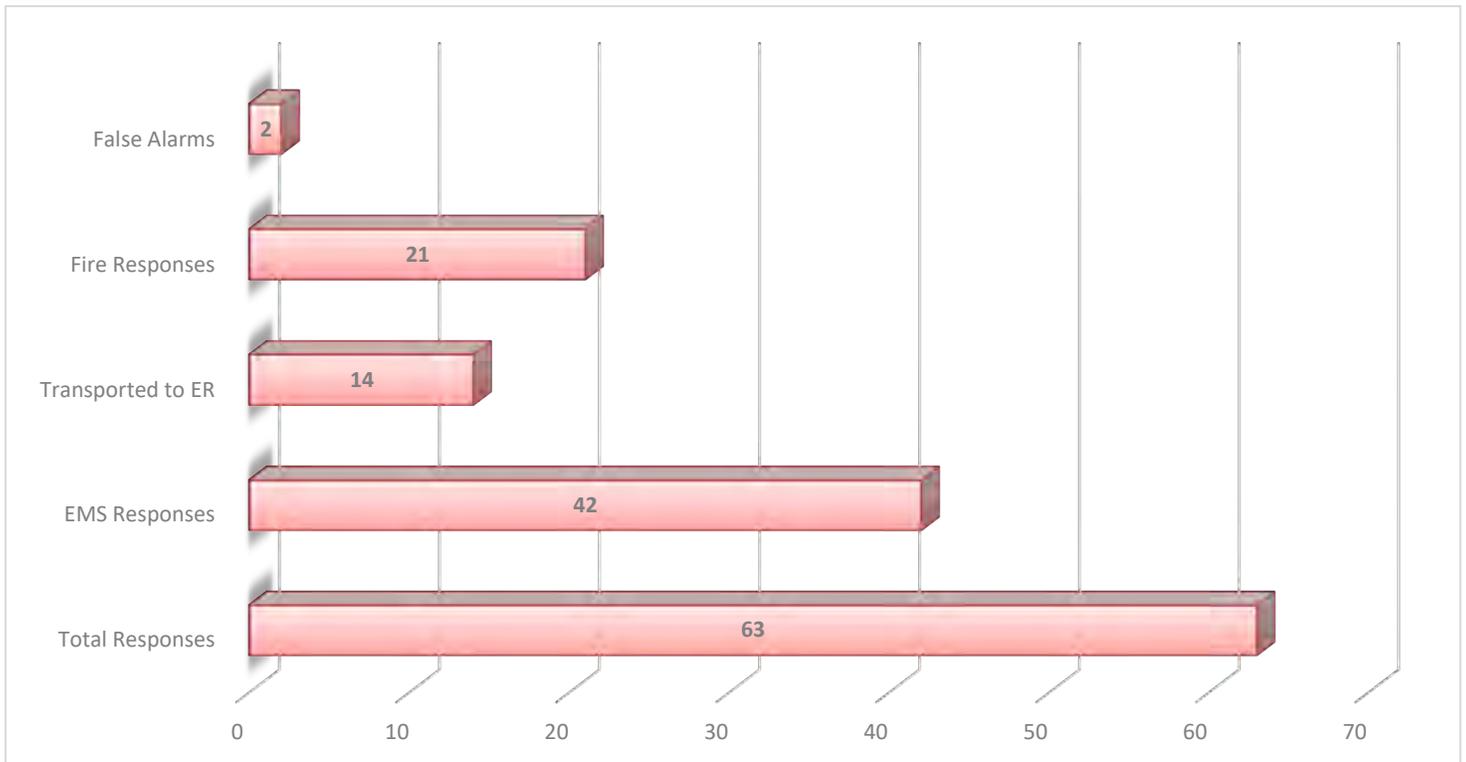


PUBLIC SAFETY – Fire & EMS

August Highlights:

- Completed 461:10 hours of staff training for the month.
- Hosted three (3) CPR Classes, one (1) Fire Prevention Presentation, and had eight (8) Summer Waves Standbys.
- Fourteen (14) rental inspections were conducted in August.
- Nineteen (19) permits were issued, and there were three (3) complaints investigated by Code Enforcement.

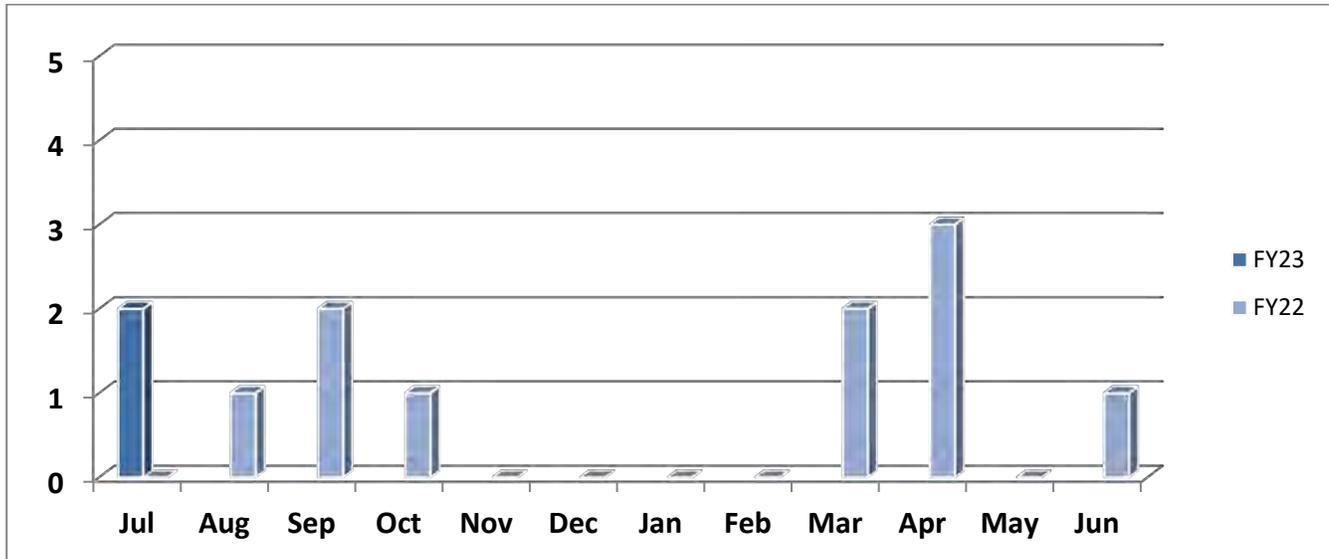
Jekyll Island Fire & EMS Responses



MEMORANDUM

TO: HUMAN RESOURCES COMMITTEE
FROM: JENNA JOHNSON, HR DIRECTOR
SUBJECT: HUMAN RESOURCES COMMITTEE REPORT
DATE: 9/13/2022

JIA Workers Compensation Claims: (Target goal for FY23 = 9).



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY23	2	0											2
FY22	0	1	2	1	0	0	0	0	2	3	0	1	10

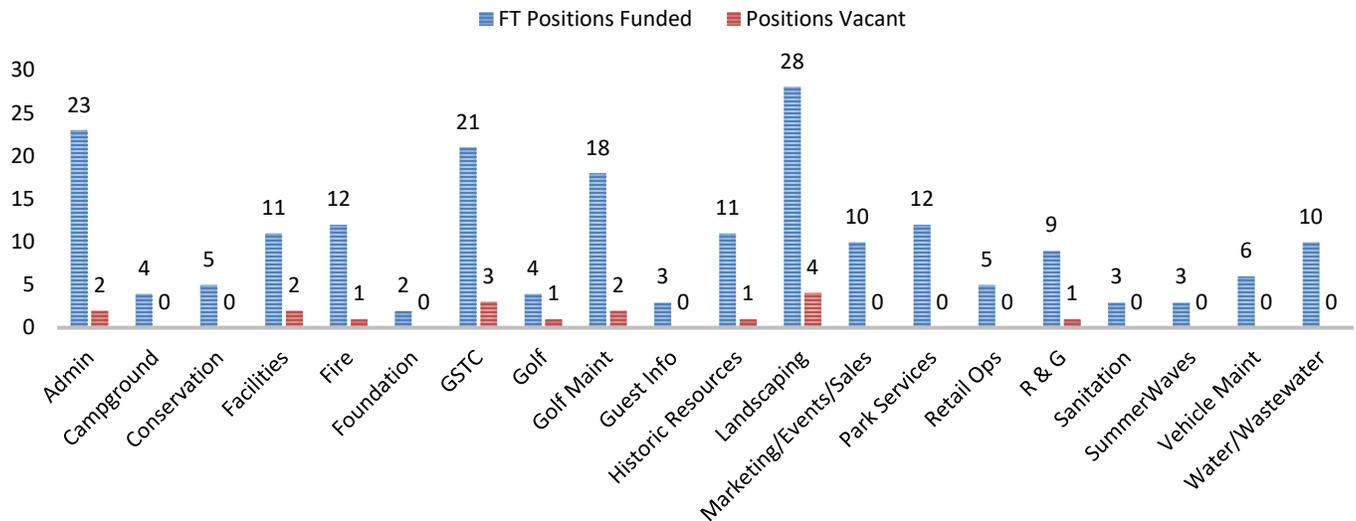
JIA Employee Census:

Month	Full time	Part Time	Seasonal	Interns/ Members	Total Employees
Aug	179	106	92	1	378

Retirements:

- None

FULL TIME STAFFING



Full-time Staffing as of 09/07/2022

Recognition:

o Meet our September Featured Employee: Johnny Hawkins



Originally from Atlanta, GA (Cobb County), Johnny has lived in the Golden Isles for 27 years. He began his career with the Jekyll Island Authority (JIA) on February 17, 2021. As a Maintenance Technician at the Jekyll Island Tennis Center, Johnny is responsible for maintaining and preserving the tennis courts.

When Johnny was asked what he like most about working for the Jekyll Island Authority, he said “I like working outside.” He went on to say the Island is a great place, not much stands out to him that can be improved.

When Johnny is not being a Maintenance Technician with the JIA, he is a volunteer with the Emergency Management Agency (EMA’s) Search and Recovery. Johnny, 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: 9/13/2022

Research and Monitoring

- Wildlife Biologist Joseph Colbert is collaborating with researchers from UGA to better understand the environmental conditions that favor the establishment of globally rare maritime grasslands plant communities dominated by sweet grass (aka Muhly grass). This knowledge will help support maritime grassland restoration planning on Jekyll Island and elsewhere in the coastal Southeast.

Management and Planning

- With essential support from JIA facilities staff, an exciting project has been completed to apply a bird collision deterrent treatment to the widows of the Sandra Deal Learning Center at Camp Jekyll. Paid for through a Walt Disney Foundation grant secured by Georgia Audubon, this project is, to our knowledge, the first of its kind in the Golden Isles, and will provide a valuable demonstration and model to promote broader adoption.
- The Conservation team has made valuable contributions to the development and preparation of the Golf Improvement Plan recommendations being presented to the Board this month.

Outreach and Leadership

- Wildlife Biologist Joseph Colbert is attending the Venomous Herpetology Symposium in San Antonio, Texas, this week and will be delivering a presentation about Jekyll Island's long term Eastern Diamondback Rattlesnake monitoring and research.
- Director of Conservation and Sustainability, Ben Carswell, delivered a welcome and introduction of the opening plenary speakers for the Georgia Environmental Conference (GEC). Long held annually on Jekyll, the GEC convened this month for the first time since 2019 after a hiatus due to the pandemic. Ben was honored to introduce EPD Director Rick Dunn, EPA Regional Administrator Daniel Blackman, and Colonel Joseph Geary, Commander of the Savannah District of the US Army Corps of Engineers.

Staffing

- The Conservation staff bids a fond farewell this month to our final cohort of AmeriCorps members.
- We are welcoming Morgan Pierce, who has just completed her term as an AmeriCorps member, as the Conservation Department's newest employee. Morgan's duties as Land Management Technician will center around invasive plant control, seed collection for restoration projects, and supporting planning and execution of habitat restoration and enhancement efforts, including prescribed fire.

The Sandra Deal Learning Center at Camp Jekyll with new “Feather Friendly” window treatments to prevent bird collisions.



MEMORANDUM

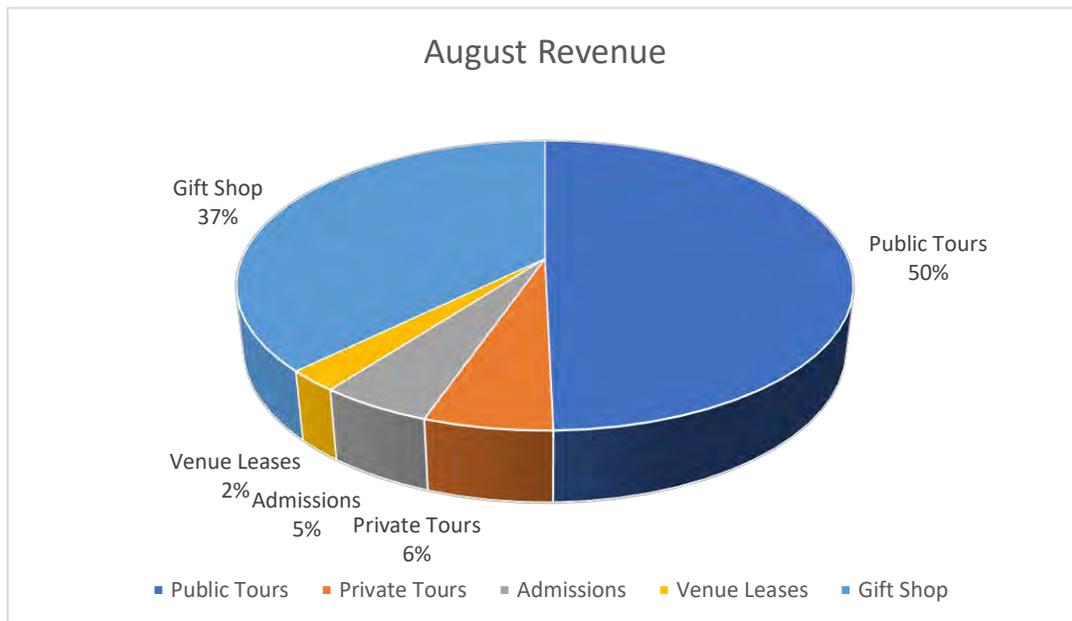
TO: COMMITTEE OF THE WHOLE
FROM: TOM ALEXANDER, DIRECTOR OF HISTORIC RESOURCES
SUBJECT: NATIONAL HISTORIC LANDMARK DISTRICT UPDATE
DATE: SEPTEMBER 20, 2022

August Visitation and Revenue

Mosaic, Jekyll Island Museum showed a significant increase in revenue in all areas as shown in the comparative table below. August saw revenue for all sources at 107% of budget projections.

	<u>Visitors</u>	<u>Revenues</u>
Public Tours:	2242	\$35,798
Group Tours:	273	\$4,095
Museum Store	-	\$26,937
Admissions:	478	\$3,585
Venue Leases:	-	\$1700
Totals	2,993	\$72,115*

**Total does not reflect all sources of miscellaneous revenue.*



Highlights From This Month

General:

- Golf History-The NHLD worked with the JIA administrative team in compiling information related to the history of golf on Jekyll Island and the possible archaeological resources associated with the different courses.

Preservation:

- Archaeology Survey-Taylor Davis, with the help of interns and volunteers, did a survey archeological dig near the Chichota ruins to identify any archaeological resources in anticipation of finalizing the Chichota Ruins Project.



Olivia Kendrick, preservationist intern, and volunteers screening excavation material at Chichota ruins.

Curation, Archives & Collections:

- Museum Exhibits- Plans were ongoing in preparation for changing out the 75th Anniversary-themed exhibits in the museum lobby as well as upcoming changes to rotating exhibits in the gallery. The end of the month saw implementation of this lobby exhibit.



Sand Sculpture Installation

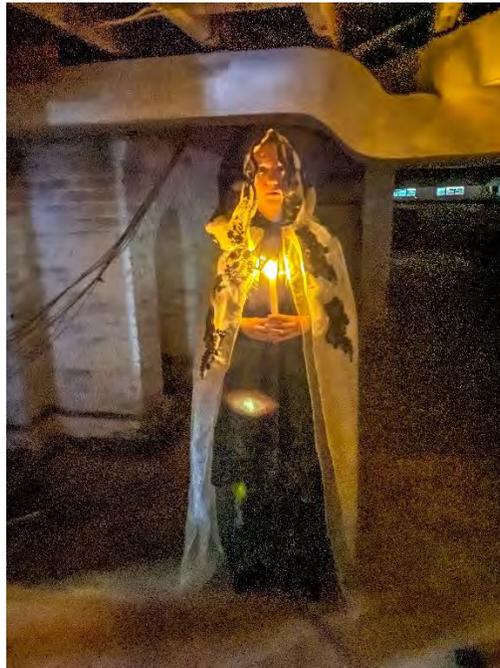


Historic Resources Staff Working on an Exhibit

- Oral History Project-The first phase of this project was completed and over twenty oral histories were video recorded for use in exhibits, for research and marketing purposes. Guests were invited to participate in interviews that lasted up to an hour and a quarter and insightful, engaging, and important memories of various aspects of Jekyll Island's **history** were recorded to be preserved for posterity.

Museum Programming & Interpretation

- Gilded Age Ghosts & Ghouls-Planning continued for the implementation of **October's Halloween**-themed Gilded Age Ghosts & Ghouls. This recurring, weekly program will entertain guests with the stories of unexplainable happenings and macabre tales from the Historic District.



Emily Robertson, Lead Interpreter, in character for Gilded Age Ghosts & Ghouls rehearsal

- The Hofwyl Connection & the Jekyll Island Club-Planning and practice occurred for the presentation of this engaging presentation on the years-long connection between the owners of Howfyl Plantation and the elite members of the Jekyll Island Club. Mosaic interpreter and long-time Glynn County resident, Mason Stewart will present on the many intriguing links between these two historic locations.

MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: MICHELLE KAYLOR, GSTC DIRECTOR
SUBJECT: GEORGIA SEA TURTLE CENTER UPDATE – AUGUST 2022
DATE: 9/9/2022

Admissions Comparison with Prior Year

<u>August 2021</u>	<u>August 2022</u>
13,751	11,544

Revenue Categories

- August admissions \$106,301.64 was \$12,082.90 under budget
- August concessions \$268,657.94 was \$640.93 more than budgeted
- Adoptions 81 | \$3,650
- Donations (General): 35 | \$845
- Memberships: 19 | \$2,199.50
- Public Programs | \$8,860
- Daily Programs | 194

Marketing/PR/Events/Grants/Pubs

Trip Advisor: 2,309 reviews, ranking GSTC #4 out of #17 Jekyll attractions.

57.1K Facebook Followers
Impressions: 210K
Number of Posts: 7

- The top social media post for Facebook was the “Anni was Released!” post on 8/29 reached 28,271 people and received 2,265 engagements

28.3K Instagram Followers
Impressions: 57.7K
Number of Posts: 5 posts, 2 stories

- The top social media post for Instagram was the “Stuckey is Home!” post on 8/5 reached 18,155 people and received 1,422 engagements.

Education

- Private tour for a Make-a-Wish Foundation family (12 people) on August 11.
- The education team led 12 tours educating 266 participants this month.

Research

- Jekyll Island set a record for the number of sea turtle nests with 243 known nests. Over 18,000 hatchlings have been produced from nests on Jekyll Island. This year there were 354 non-nesting crawls detected by our Patrol team on Jekyll's beaches.
- Over 1,000 red LED "Turtle-safe" keychain flashlights were given to members of the public as part of field-based educational interventions.

Rehabilitation

	Sea Turtle	Other Patients
New Patients	2	20
Current Patients	7	19
Released Patients	1	4
Transferred Patients	0	1
Total Since 2007	1010	2482

- Two veterinary students hosted this month. One from Lincoln Memorial University and one from University of Florida
- Dr. Norton was involved with an organizational meeting for the Veterinary Medical Expo (VMX) 2024 conference. He is the chair of the wildlife session at this conference.
- We had Nancy Jordan start as a Rehabilitation Technician I with us.

AmeriCorps Program, Volunteer Program, and Marine Debris Initiative

Service Hours			
	Monthly Total	YTD Date Total (See YTD period definitions)	Cumulative Total
AmeriCorps Service Hours**	2,211.75	28475.25	454,158.15
Volunteer Hours*	308.75	668.25	80,668.76
Marine Debris Hours*	110.5	224.75	12,112.33
MDI & Volunteer Program			
MDI Clean Ups	0	2	74
MDI Items Collected	0	1,996	370,562
New Volunteers Oriented	0	5	245
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, 2021-August 31, 2022)

- August ends our 2021 – 2022 AmeriCorps service term for 6- and 12-month members. The GSTC is pausing the program for the 2022-2023 program year to reevaluate the program.



**Board of Directors Committee Assignments
Effective August 17, 2022**

<p align="center"><u>HISTORIC PRESERVATION/CONSERVATION</u></p> <p>Bob Krueger, Chair Dale Atkins Mark Williams Joe Wilkinson Buster Evans</p> <p><u>Staff:</u> Ben Carswell Michelle Kaylor Cliff Gawron Tom Alexander</p>	<p align="center"><u>FINANCE</u></p> <p>Bill Gross, Chair Dale Atkins Bob Krueger Joe Wilkinson Mark Williams Buster Evans Glen Willard Joy Burch-Meeks Ruel Joyner</p> <p><u>Staff:</u> Jones Hooks Marjorie Johnson</p>
<p align="center"><u>HUMAN RESOURCES</u></p> <p>Buster Evans, Chair Dale Atkins Bob Krueger Joe Wilkinson Bill Gross Ruel Joyner</p> <p><u>Staff:</u> Jenna Johnson</p>	<p align="center"><u>MARKETING</u></p> <p>Joy Burch-Meeks, Chair Dale Atkins Bob Krueger Glen Willard Ruel Joyner Joe Wilkinson</p> <p><u>Staff:</u> Alexa Hawkins</p>
<p align="center"><u>LEGISLATIVE</u></p> <p>Glen Willard, Chair Dale Atkins Bob Krueger Bill Gross Mark Williams Ruel Joyner Joy Burch Meeks</p> <p><u>Staff:</u> Jones Hooks</p>	<p align="center"><u>COMMITTEE OF THE WHOLE</u></p> <p>Dale Atkins, Chair Bob Krueger Bill Gross Joe Wilkinson Mark Williams Joy Burch-Meeks Buster Evans Glen Willard Ruel Joyner</p> <p><u>Staff:</u> Jones Hooks Noel Jensen</p>