

### Agenda Tuesday, May 23, 2023 9:30 a.m. Jekyll Island Club Resort – Morgan Center JIA Committees and Meeting

## **Public Comment**

Written public comments can be submitted online till 12:00 noon on Monday, May 22<sup>nd</sup> at the JIA Board of Directors <u>website</u>. 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: <u>https://www.jekyllisland.com/jekyll-island-authority/board-directors/</u>

### Chairman, Dale Atkins - Call to Order

### **I. Legislative Committee**

Glen Willard, Chair

A. Presentation of House Resolution 690 – Honorable Rick Townsend, Georgia House of Representatives, 179<sup>th</sup> District

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

Bob Krueger, Chair

A. Update on Beach Prairies - Yank Moore, Director of Conservation

### **III. Finance Committee**

Bill Gross, Chair

- A. April Financials Bill Gross, Chair
- B. Funding Request for Mercer Clinic FF&E Jones Hooks, Executive Director

### IV. Human Resources Committee

Buster Evans, Chair

- A. Pay Plan Policy Update Jenna Johnson, Director of Human Resources
- B. Performance Management Policy Update Jenna Johnson, Director of Human Resources
- C. Conduct Policy Update Jenna Johnson, Director of Human Resources

### V. Marketing Committee

Joy Burch-Meeks, Chair

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

## VI. Committee of the Whole

Dale Atkins, Chair

- A. Consideration of Jekyll Island Convention Center Management Agreement Renewal Zach Harris, General Counsel
- B. Consideration of Renewal Contract with Glynn-Brunswick 911 Center Dennis Gailey, Director of Public Safety
- C. Introduction of Innisfree Hotels Team Jones Hooks, Executive Director
  - i. Consideration of Lease Agreement for Hampton Inn & Suites Zach Harris, General Counsel
- D. Consideration of Summer Waves Management Agreement Zach Harris, General Counsel
- E. Consideration of Lease Amendment for Tortuga Jacks Zach Harris, General Counsel
- F. Consideration of Beach Crossover MOA with The Cottages Noel Jensen, Deputy Executive Director
- G. Amphitheater Market Assessment Update Jones Hooks, Executive Director
- H. Operations Update Noel Jensen, Deputy Executive Director
- I. Executive Director's Report Jones Hooks, Executive Director
- J. Chairman's Comments Dale Atkins, Chair

## **Board Meeting Agenda**

## Chairman, Dale Atkins - Call to Order

### Action Items

- 1. Minutes of the April 19, 2023 Board Meeting
- 2. Funding Request for Mercer Clinic FF&E
- 3. Pay Plan Policy Update
- 4. Performance Management Policy Update
- 5. Conduct Policy Update
- 6. Consideration of Jekyll Island Convention Center Management Agreement Renewal
- 7. Consideration of Renewal Contract with Glynn-Brunswick 911 Center
- 8. Consideration of Lease Agreement for Hampton Inn & Suites
- 9. Consideration of Summer Waves Management Agreement
- 10. Consideration of Lease Amendment for Tortuga Jacks
- 11. Consideration of Beach Crossover MOA with The Cottages

### **Executive Session to Discuss Personnel**

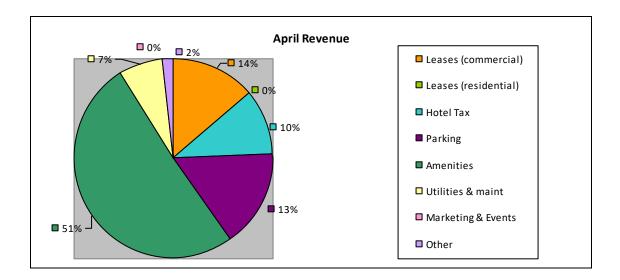
### <u>Adjournment</u>

Note: The proposed Fiscal Year 2024 Budget will be presented at the June 1, 2023 Finance Committee Meeting.

	MEMORANDUM									
TO:	FINANCE COMMITTEE									
FROM:	MARJORIE JOHNSON									
SUBJECT:	APRIL FINANCIAL STATEMENTS									
DATE:	5/15/2023									

# Revenues

Revenues for April were \$3,535,864 which reflects a favorable \$884K (33%) variance from the budget. Year-to-date revenues reflect a favorable \$4.8M (17%) variance from budget and a favorable \$2.9M (10%) variance from the prior year to date revenues.



The largest budget variances for the month were:

- Convention Center (+\$195K) The convention center hosted 13 events with 30 event days and almost 15K attendees. April revenues marked an all-time high in revenues as well as space used in a single month. The sales staff and convention center staff worked together to bring in additional pickup business of \$237K for the month.
- Georgia Sea Turtle Center (+\$178K) The revenues for the turtle center were up \$89K for turtle tag license revenues from the DNR, which were budgeted in earlier months. Additionally, daily admissions were up \$42K and concession sales increased \$45K.

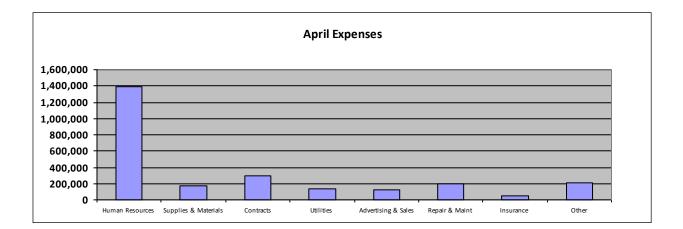
- Hotel/Motel taxes (+\$160K) Occupancy rates and hotel revenues were up significantly in March, therefore the hotel/motel taxes reported to JIA in April were also higher than budgeted. For March the total room revenues were \$14.7M.
- Golf (+\$103K) Golf revenue were higher than budget due to increased membership fees (\$37K) and an increase in the number of golf cards sold to the hotels (\$15K). Additionally, \$56K in revenue was generated by tournaments held in April.

# Expenses

Expenses were \$2,578,758 for April and reflect an unfavorable budget variance of \$72K (3%) for the month. Expenses reflected a favorable \$399K variance from Year-to-date budget and reflected an unfavorable \$4.4M (20%) variance from Prior Year to Date expenses.

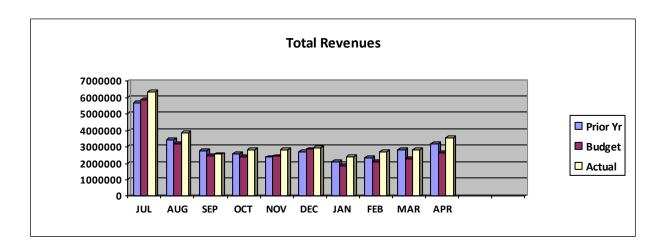
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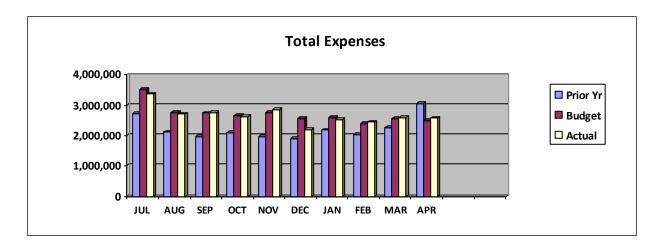
- Human Resources (-\$48K) Variance is due to vacant full time and part time positions.
- Advertising & Sales (+\$39K) Variance is due to \$40K in brand & advertising expenses for advertising in Atlanta Magazine.
- Repairs Facilities & Grounds (+\$24K) this variance is due to approximately \$30K in HVAC repairs at the Convention Center.

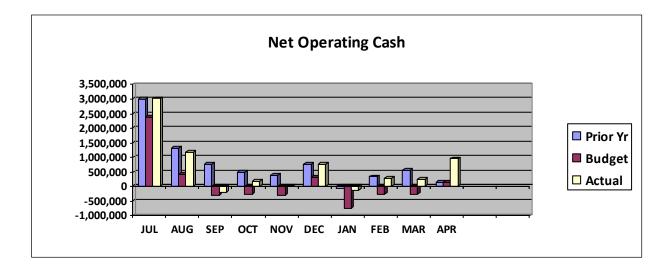


# Net Operating Cash

The Net Operating Cash Income for the month is \$957,106, which is a \$812K favorable variance from the budgeted net operating cash income of \$145,105. Net Operating Cash Income reflects a favorable \$5.2M variance from year-to-date budget and an unfavorable \$1.4M variance from prior year to date income.







#### Jekyll Island Authority CONSOLIDATED BUDGET COMPARISON For the Ten Months Ending April 30, 2023

									PRIOR		
	MONTH	MONTH	BUDG		YTD	YTD	BUDO		YEAR		NOT
	ACTUAL	BUDGET	VARIA (000's)	NCE %	ACTUAL	BUDGET	VARIA (000's)	NCE %	ACTUAL	VARIA (000's)	NCE %
Revenues											
Administration											
Business Leases	489,379	392,652	97	25%	5,194,056	4,661,511	533	11%	5,181,445	13	0%
Hotel Tax	256,230	143,888	112	78%	2,067,782	1,316,903	751	57%	2,014,591	53	3%
Tourism Development Fund	109,786	61,666	48	78%	875,149	564,387	311	55%	855,359	20	2%
Parking	558,338	537,803	21	4%	4,644,506	4,486,306	158	4%	4,407,253	237	5%
Interest	37,564	700	37	5266%	241,857	7,000	235	3355%	7,994	234	2926%
Lot Rentals	6,416	11,000	(5)	-42%	815,480	630,000	185	29%	1,053,099	(238)	-23%
Foundation	393	493	(0)	-20%	7,547	7,474	0	1%	7,320	0	3%
Airport	-	2,000	(2)	-100%	15,728	17,162	(1)	-8%	32,081	(16)	-51%
Administration revenue	7,519	9,944	(2)	-24%	174,996	142,970	32	22%	318,830	(144)	-45%
Intern Housing	9,260	4,980	4	86%	29,895	38,880	(9)	-23%	38,350	(8)	-22%
Total Administration	1,474,885	1,165,127	310	27%	14,066,996	11,872,593	2,194	18%	13,916,321	151	1%
Enterprises											
Golf	359,973	257,347	103	40%	2,413,351	2,087,657	326	16%	2,284,025	129	6%
Convention Center	544,894	350,273	195	56%	4,329,684	3,316,623	1,013	31%	3,061,544	1,268	41%
Summer Waves	45,774	28,000	18	63%	2,077,267	1,657,975	419	25%	1,490,489	587	39%
Campground	271,556	242,608	29	12%	2,153,507	1,768,035	385	22%	1,762,359	391	22%
Life is Good	30,242	27,051	3	12%	245,091	231,199	14	6%	284,644	(40)	-14%
Museum	90,566	89,554	1	1%	1,009,603	822,879	187	23%	881,686	128	15%
Georgia Sea Turtle Center	381,239	203,668	178	87%	1,965,064	1,731,551	234	13%	1,990,797	(26)	-1%
Conservation	2,807	1,100	2	155%	2,342	31,633	(29)	-93%	11,311	(9)	-79%
Miniature Golf & Bikes	55,324	45,404	10	22%	362,206	306,176	56	18%	403,655	(41)	-10%
Water/Wastewater	141,866	125,900	16	13%	1,451,534	1,356,988	95	7%	1,408,426	43	3%
Sanitation	46,537	45,716	1	2%	463,192	454,069	9	2%	481,975	(19)	-4%
Fire Department	11,823	6,005	6	97%	1,459,297	1,467,166	(8)	-1%	1,393,900	65	5%
Tennis	11,663	18,068	(6)	-35%	122,579	120,800	2	1%	115,700	7	6%
Marketing, Special Events & Sales	2,350	650	2	262%	354,249	481,393	(127)	-26%	194,493	160	82%
Guest Information Center	13,596	16,167	(3)	-16%	269,501	220,850	49	22%	210,147	59	28%
Camp Jekyll & Soccer Fields	15,449	20,731	(5)	-25%	166,862	189,963	(23)	-12%	133,010	34	25%
Landscaping, Roads & Trails	34,527	8,000	27	332%	59,570	19,250	40	209%	36,867	23	62%
Vehicle & Equipment Maintenance	329	-	0	0%	3,815	750	3	409%	5,968	(2)	-36%
Facility Maintenance	465	-	0	0%	9,609	-	10	0%	1,057	9	809%
Golf Course Maintenance	-	-	-	0%	-	-	-	0%	234	(0)	-100%
Total Enterprises	2,060,979	1,486,241	575	39%	18,918,324	16,264,957	2,653	16%	16,152,288	2,766	17%
Total Revenues	3,535,864	2,651,368	884	33%	32,985,320	28,137,550	4,848	17%	30,068,609	2,917	10%
Expenses											
• Human Resources	1,393,644	1,441,309	(48)	-3%	14,081,775	14,684,819	(603)	-4%	11,840,326	2,241	19%

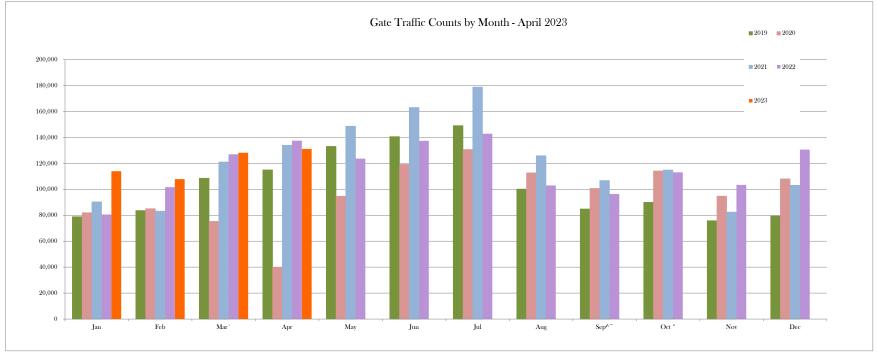
	MONTH ACTUAL	MONTH BUDGET	BUDG VARIAN		YTD ACTUAL	YTD BUDGET	BUDG VARIAI		YEAR ACTUAL	VARIA	NCE
			(000's)	%			(000's)	%		(000's)	%
Supplies & Materials	177,051	168,061	9	5%	1,715,589	1,816,135	(101)	-6%	1,397,494	318	23%
Advertising & Sales	125,538	86,708	39	45%	1,036,984	1,000,919	36	4%	712,788	324	45%
Repairs - Facilities & Grounds	166,497	142,453	24	17%	1,472,269	1,475,491	(3)	0%	1,278,528	194	15%
Utilities	129,753	135,915	(6)	-5%	1,580,262	1,511,611	69	5%	1,544,416	36	2%
Insurance	48,278	50,713	(2)	-5%	1,017,084	1,006,651	10	1%	928,354	89	10%
Contracts	292,845	286,325	7	2%	3,389,999	3,474,175	(84)	-2%	2,672,483	718	27%
Rentals	67,384	56,760	11	19%	714,930	701,674	13	2%	579,127	136	23%
Printing	9,385	4,961	4	89%	136,615	140,465	(4)	-3%	102,355	34	33%
Motor Vehicle	25,390	24,458	1	4%	260,930	226,552	34	15%	216,957	44	20%
Telephone	8,570	9,574	(1)	-10%	90,296	98,760	(8)	-9%	88,621	2	2%
Equipment Purchase <\$1K	24,022	17,635	6	36%	82,849	71,808	11	15%	94,957	(12)	-13%
Equipment Purchase \$1K to \$5K	8,328	-	8	0%	87,415	67,349	20	30%	116,670	(29)	-25%
Travel	11,025	12,650	(2)	-13%	61,551	69,670	(8)	-12%	31,569	30	95%
Dues	28,549	28,264	0	1%	373,642	339,370	34	10%	284,016	90	32%
Credit Card Fees	62,441	40,452	22	54%	557,294	373,871	183	49%	419,975	137	33%
Bank Fees	57	25	0	128%	1,136	250	1	354%	845	0	34%
Total Expenditures	2,578,758	2,506,262	72	3%	26,660,622	27,059,571	(399)	-1%	22,309,481	4,351	20%
Net Operating Cash Income **	957,106	145,105	812	560%	6,324,698	1,077,979	5,247	487%	7,759,128	(1,434)	-18%

\*\* Does not include depreciation or capital projects

# April 2023 Traffic Counts

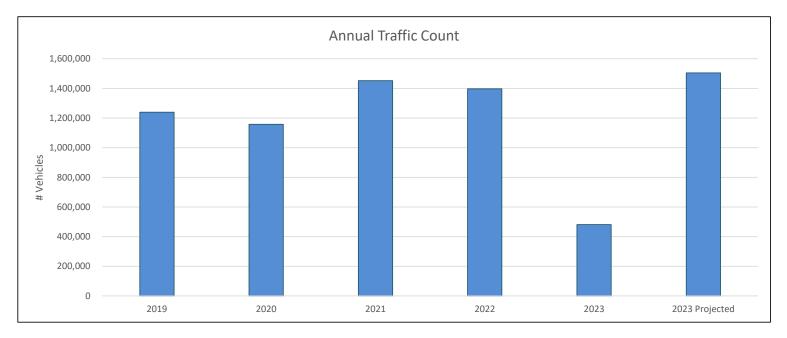
		2019			2020			2021			2022		2023			
	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total	
January	28,874	50,037	78,911	29,773	52,159	81,932	23,462	66,875	90,337	22,696	57,843	80,539	28,395	85,527	113,922	
February	35,010	48,619	83,629	32,646	52,457	85,103	22,609	60,616	83,225	29,766	71,891	101,657	32,998	74,849	107,847	
March	51,682	56,865	108,547	27,012	48,279	75,291	39,560	81,491	121,051	36,635	90,333	126,968	42,879	85,313	128,192	
April	61,404	53,529	114,933	12,082	27,810	39,892	47,198	86,746	133,944	44,680	92,799	137,479	47,452	83,637	131,089	
May	74,194	58,894	133,088	44,891	49,825	94,716	58,179	90,491	148,670	44,071	79,550	123,621	0	0	0	
June	82,105	58,479	140,584	51,147	68,042	119,189	60,141	102,896	163,037	58,450	78,894	137,344	0	0	0	
July	89,499	59,595	149,094	56,441	74,236	130,677	60,613	118,185	178,798	62,840	79,953	142,793	0	0	0	
August	47,501	52,687	100,188	39,096	73,585	112,681	38,368	87,543	125,911	36,217	66,712	102,929	0	0	0	
September	37,317	47,518	84,835	34,055	66,662	100,717	34,300	72,468	106,768	32,371	63,952	96,323	0	0	0	
October	39,100	50,923	90,023	33,851	80,276	114,127	37,170	77,713	114,883	35,694	77,360	113,054	0	0	0	
November	30,173	45,699	75,872	22,914	71,876	94,790	26,069	56,386	82,455	28,306	75,088	103,394	0	0	0	
December	31,871	47,504	79,375	29,842	78,215	108,057	37,396	65,769	103,165	36,894	93,741	130,635	0	0	0	
Totals	608,730	630,349	1,239,079	413,750	743,422	1,157,172	485,065	967,179	1,452,244	468,620	928,116	1,396,736	151,724	329,326	481,050	
							LPR system began	April 2020								

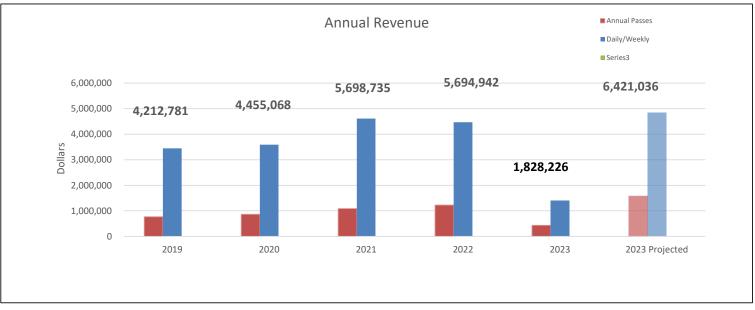
Year to Date	2019 YTD	2020 YTD	2021 YTD	2022 YTD	2023 YTD
Comparison	386,020	282,218	428,557	446,643	481,050



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

~Sept 2019 - Hurricane Dorian





### May 5, 2022 Jekyll Island Convention Center <u>April FY23 Financial Review</u>

	FY 23	FY 22	FY 21	FY 20	FY 19	FY 18	FY 17
Number of Events	13	19	14	0	9	25	20
Event Days	30	40	18	8	34	41	41
Attendance	14,673	8,630	2,790		4,919	11,232	5842
Revenue	\$596,968 Act \$393,470 Budg.	\$503,895 Actual \$236,100 Budg.	\$86,289	\$12,841.23	\$374,990	\$465,633	\$411,798
Sq feet utilized	1,040,600	903,440	289,120	0	582,620	N/A	N/A

April 2023 has set the benchmark in out-pacing numbers generated in February 2023. This month is the single leading revenue month and amount of space used. The island hosted a dance at the beginning of the month and held the Diamond Finale to cap off. Diamond's attendance was higher than anticipated and food & beverage sales nearly doubled, coming in at \$24K. WSA Cheer Competition was initially accounted for when budget planning. However, due to their internal struggles they did not actually rebook with the island. Our convention groups remained strong all month. Attendance numbers continued to climb for each. GA School Nutrition returned since 2017. It was an exciting food show for attendees & a nice complement to the conference schedule. GA Department of Administration services repeated once more, and they too had an excellent turn generating \$76K more than anticipated. Hometown Health is a new meeting and looks to become a regular on the generating slightly over \$50K. In between conventions, we hosted another Hindu wedding for the month that was unbudgeted. This paved the way for the pickup revenue alongside the Boys & Girls Club banquet and our return of the Father Daughter dance.

### FUTURE CONTRACTS ISSUED -4- Estimated revenues \$290,000

Conventions -2- Anticipated rev of	\$140,000
Meetings –1–Anticipated revenue	\$50,000
Banquet –0 – Anticipated revenue	0
Weddings –1 – Anticipated revenue	\$100,000
Public Event – 0– Anticipated revenue	0

#### PROPOSALS

CVB – 9 Westin – 0 Cvent- 4 SMG site pass - 0 Combined sites and planning meetings with all staff – 6

### **JEKYLL ISLAND AUTHORITY**

### HOTEL OCCUPANCY STATISTICS

### Calendar Year to Date - April 2023

#### HOTEL STATISTICS AT-A-GLANCE

HOTEL STATISTICS AT A-GLAN	<u>CE</u>											
<u>2023</u>						Y	D I	Hotel Statisti	cs - History			
Total Revenue Occupancy Rate	\$	21,915,851 66.8%	¢0	F 000 000						¢250.00		
Rev PAR	\$	138.99		<sup>5,000,000</sup> T						\$250.00		Revenue
ADR	\$	208.02	\$2	0,000,000 +			_			- \$200.00		
<u>2022</u> Total Revenue	\$	20,533,736	<b>enu</b> \$1	5,000,000 +					A	- \$150.00	- ADR	ADR
Occupancy Rate		60.6%	enue \$1	0,000,000 +		-	_			- \$100.00	AR	- Rev PAR
RevPAR ADR	\$ \$	126.97 209.50	\$	5,000,000 +						- \$50.00	Rev	
<u>2021</u>			· ·							\$-		
Total Revenue	\$	13,609,694		\$- +		2021		2022	2023	+ \$-		
Occupancy Rate RevPAR	\$	58.1% 102.66										
ADR OCCUPANCY REPORT DETAIL	\$	176.77							2023	2022	 	
	# of	Units	Units	Percent		erage			Room	Room		
Hotel	Rms	Avalbl	Occpd	Occpd	Dai	ly Rate		RevPAR	Revenue	Revenue	Revenue	Variance
Beachview Club	38	4,461	2,899	65.0%	\$	212.95	\$	138.39	617,353	498,683	\$ 118,671	24%
Home2Suites	107	12,840	9,413	73.3%	\$	188.84	\$	138.44	1,777,508	1,671,784	\$ 105,723	6%
Holiday Inn Resort	157	18,840	10,784	57.2%	\$	183.90	\$	105.26	1,983,176	1,947,462	\$ 35,714	2%
Days Inn & Suites	124	13,151	10,167	77.3%	\$	146.38	\$	113.16	1,488,208	1,584,722	\$ (96,515)	-6%
Courtyard by Marriott/ Residence Inn	209	25,080	17,422	69.5%	\$	215.40	\$	149.63	3,752,707	2,875,387	\$ 877,320	31%
Hampton Inn	138	16,560	10,437	63.0%	\$	191.22	\$	120.52	1,995,767	1,936,397	\$ 59,370	3%
Jekyll Island Club Resort	200	18,666	12,698	68.0%	\$	325.26	\$	221.27	4,130,138	4,386,687	\$ (256,549)	-6%
Seafarer Inn & Suites	73	7,935	5,310	66.9%	\$	145.58	\$	97.42	773,036	687,194	\$ 85,842	12%
Villas by the Sea	110	10,219	6,215	60.8%	\$	186.55	\$	113.46	1,159,427	1,011,317	\$ 148,111	15%
Villas by the Sea - Jekyll Realty	19	2,280	1,547	67.9%	\$	110.80	\$	75.18	171,407	127,253	\$ 44,154	35%
Villas by the Sea - Parker Kaufman	32	3,642	2,262	62.1%	\$	126.76	\$	78.73	286,729	147,115	\$ 139,614	95%

2023	Total	157,674	105,357	66.8% \$	208.02 \$	138.99	\$ 21,915,851	\$	20,533,736	\$ 1,382,115	6.7%
2022	Total	161,724	98,015	60.6% \$	209.50 \$	126.97	\$ 20,533,736	-			
2021	Total	132,566	76,992	58.1% \$	176.77 \$	102.66	\$ 13,609,694	-			



## MEMORANDUM

**TO:** FINANCE COMMITTEE

**FROM:** JONES HOOKS, EXECUTIVE DIRECTOR

**SUBJECT:** FUNDING FOR MECER MEDICAL CLINIC FF&F

**DATE:** MAY 23, 2023

## **Background:**

The Jekyll Island Authority Board (JIA) approved a Memorandum of Agreement with Mercer Medicine LLC (Mercer) at the August 16, 2022 meeting which established that JIA would provide a location for Mercer to lease for operation of a health clinic. A lease agreement was approved at the September 20, 2022 Board Meeting which set the terms of the rent and the responsibilities of both the JIA and Mercer. JIA's responsibilities include the buildout of the facility and funding of the furniture, fixtures, and equipment (FF&E) according to the clinical requirements provided by Mercer. A slightly modified lease agreement was approved on October 18, 2022.

On October 14, 2022, the JIA submitted grant application to the Department of Community Affairs (DCA) One Georgia Authority requesting \$450,000 through their Rural Innovation Fund, with the understanding that the application would be reviewed at the OneGeorgia Authority's November Board Meeting. On December 16<sup>th</sup>, the OneGeorgia Director confirmed that the application was deferred to a future meeting for consideration. On December 20<sup>th</sup> the OneGeorgia Director advised that contingent upon the Authority successfully obtaining a Rural Innovation funding award, OneGeorgia would allow any eligible project-related expenditure after January 20, 2023, as reimbursable "pre-agreement costs." Since January 2023, JIA's application has been deferred during each OneGeorgia Authority meeting, with the next meeting is scheduled for June.

Due to the uncertainty around receiving the Rural Innovation Funding, staff has worked closely with Mercer to reduce the FF&E costs, most significantly by acquiring a used x-ray machine from another Mercer facility, ultimately reducing the estimated total cost for FF&F from \$450,000 to \$259,809.45. Staff is requesting \$259,809.45 plus a 10% contingency from current year funds to purchase the required FF&E.

A OneGeorgia Authority Rural Innovation Grant request has been submitted to include the reduced funding requirement.

## **Recommendation:**

Staff recommends approval of up to \$285,790.40 from current year funds to be used for purchasing specific FF&F needed for the Mercer Medical Clinic on Jekyll Island.

Furniture & Fixtures	Qty	Price/item	Total	Notes
Exam Room Furniture	8	\$7,500.00	\$60,000.00	Waiting on quotes
Office Furniture	4	\$4,500.00	\$18,000.00	Advent Business Interiors
Lobby/Waiting Room Furniture	1	\$8,000.00	\$8,000.00	
Nursing Station Furniture	1	\$5,500.00	\$5,500.00	
Reception Area Furniture	1	\$4,500.00	\$4,500.00	
Lab Furniture	1	\$3,000.00	\$3,000.00	
Breakroom Furniture	1	\$3,000.00	\$3,000.00	
Office chairs (Providers, staff, and lab)	6	\$350.00	\$2,100.00	
Guest chairs (2 chairs per office)	8	\$350.00	\$2,800.00	

#### Sub-Total

\$106,900.00

Office Equipment	Qty	Price/item	Total	Notes
Desktop computer (all in one)	2	\$1,000.00	\$2,000.00	Receptionist and Office Manager
Laptops w/docking station	5	\$1,500.00	\$7,500.00	assuming 3 providers and 2 support staff
Monitors for Providers	3	\$250.00	\$750.00	
Card scanner	1	\$1,200.00	\$1,200.00	
ECW License	3	\$5,000.00	\$15,000.00	
Credit card reader	1	\$58.00	\$58.00	
Copier/fax/printer combination w rx drawer	1	\$5,500.00	\$5,500.00	
Kodak scanners	4	\$300.00	\$1,200.00	1 Med. Recep and three support staff
Small copier/printer for back hall	1	\$2,500.00	\$2,500.00	
Desk	2	\$1,000.00	\$2,000.00	
Sub-Total			\$37,708.00	

Medical Equipment	Qty	Price/item	Total	Notes
EKG machine	2	\$2,485.71	\$4,971.42	
EKG machine cart	2	\$85.00	\$170.00	
Ultrasound machine	1	\$12,000.00	\$12,000.00	
Scale with wheelchair capacity	1	\$2,676.38	\$2,676.38	
Height Bar	1	\$382.05	\$382.05	
AED	1	\$1,595.00	\$1,595.00	
Urine Analyzer	1	\$185.00	\$185.00	
Pulse oximeter	3	\$20.24	\$60.72	
Lab chair (up to 450)	1	\$650.00	\$650.00	
Medication refrigerator/freezor combination	1	\$1,785.00	\$1,785.00	
PT/INR machine	1	\$1,009.63	\$1,009.63	
Snellen Eye Chart	2	\$8.00	\$16.00	
Wheelchair-Medium	1	\$140.00	\$140.00	
Wheelchair-Extra large	1	\$270.00	\$270.00	
Mobil Vitals Sign Station	1	\$1,500.00	\$1,500.00	
Exam lights	8	\$83.44	\$667.52	1 each for 5 exam rooms
Diagnostic Systems scopes, meters and monitors	8	\$1,095.00	\$8,760.00	5 for exam rooms and one for wellness room
Хгау	0	\$132,450.00	\$0.00	Includes stand, support, wiring & installation, and physicist cert
Xray Supplies	1	\$2,500.00	\$2,500.00	(Aprons, Table, Hangers, etc)
Telehealth unit	1	\$19,709.93	\$19,709.93	Includes Pathways, TeleSensi, Scope Kit and OmniStet ${ m Draft, Page 13}$

Biohazard bins	8	\$50.64	\$405.12	5 for exam rooms, one for wellness and one for lab	
Trash cans w/lid	8	\$50.51	\$404.08	5 for exam rooms, one for wellness and one for lab	
Sharps/glove holder wall mounts	8	\$42.95	\$343.60	5 for exam rooms, one for wellness and one for lab	
Sub-Total			\$60,201.45		

### \$60,201.45

Other Items:	Qty	Price/item	Total	Notes
IT and Auxillary services	1	\$30,000.00	\$30,000.00	Network/Cabling/Phone/Telecom/etc - Based on Putnam
Signage	1	\$25,000.00	\$25,000.00	Estimate
Sub-Total		=	\$55,000.00	
Total FF&E		-	\$259,809.45	
Contigency		-	\$25,980.95	10% inflation contigency
Total:		-	\$285,790.40	

# JEKYLL ISLAND-STATE PARK AUTHORITY POLICY MANUAL

Section: Human Resources Standards of Practice	Section: 2.7	
	Effective Date:	
Subject: Pay Plan	Original Date: 7/1/82	
	Revision Dates: 8/28/89, 6/7/93, 6/12/00	

## **STANDARD**

To promote internal equity and to strive to offer marketable salary rates, the Authority establishes a pay plan to include positions in regular and temporary pay status.

## **PRACTICE GUIDELINES**

- 1. *Pay Structure*: The Pay Structure forms the foundation for the Pay Plan and is considered a part of the Pay Plan. The pay structure contains any number of pay grades necessary to accommodate all job classes and positions in the organization. The Pay Structure contains minimum pay rates, midpoint pay rates, and maximum pay rates.
- 2. *Payment Within the Pay Range*: All employees covered by the Pay Plan shall be paid at a rate within the pay range established for the respective job classifications except employees in a "trainee" status, described below.
  - a. If a candidate does not meet the position's minimum requirements and qualified applicants for the position are not available, the Manager may designate the individual as a "trainee" to be appointed at a salary below the minimum but consistent with the provisions of the Pay Plan. Trainees may be paid up to 10% below the minimum rate of the pay range. The employee shall continue to receive a reduced salary during the introductory period until the appointing Manager, with the approval of their Division Director, shall determine that the trainee is qualified to assume the full responsibilities of the position, and is moved to a rate in the salary range established for the position.
  - b. Pay rates of individual employees who, because of long service, have met or exceeded the pay range maximum for the held position are "capped" until such time as adjustments to the pay range are made so that employees' pay falls within the pay range. When the position is filled by a new incumbent, pay is within the range. "Capped" pay rates are typically frozen. Managers are encouraged to notify employees who are within 5% of the grade maximum and assist them to pursue training and educational opportunities or promotional opportunities. in the pay range.
- 3. *Hiring Range*: New employees, promoted and transferred employees shall be paid at a rate within the Hiring Range. The Hiring Range is established between the minimum and midpoint of the pay range and is determined by the required and preferred qualifications of the position. It is expected that individuals who meet the minimum qualifications for the position will be hired at the minimum hiring pay range.

- a. When the candidate's training, education, and experience significantly exceed the minimum qualifications, the individual may be paid appropriate increments within the hiring range. The recommending Manager shall provide supporting documentation indicating what training, education, and experience warrants the additional pay. Consideration will be given to the rates paid to current employees in similar positions, to preserve internal equity.
- b. When it has been determined there has been a demonstrated inability to recruit within the Hiring Range or that a candidate possesses exceptional qualifications (i.e., experience substantially above and beyond that which is required in the official job description for a position), the Director of Human Resources may authorize the employment of an applicant at a higher rate than the Hiring Range, subject to available funds.
- 4. *Pay for Performance (Merit Pay Increase):* Pay increases, also referred to as merit increases, are established during the budget process by the Executive Director or designee and approved by the Board with the budget. Merit increases are typically administered based on criteria set forth in the performance management and review process.
- 5. Salary of a Reclassified Employee: An employee whose position is reclassified to a class having a higher pay grade and pay range shall receive an increase, if applicable, to the minimum of the new pay grade. The Director of Human Resources may allow the starting salary of the reclass to be higher than the minimum under certain circumstances, however, in no case shall the salary exceed the maximum for the range. An employee whose position is reclassified, through no fault or request of their own, to a class having a lower pay grade and pay range may not receive a reduction in salary because of the reclassification. However, future increases may be frozen to maintain internal equity.
- 6. *Effect of an Upgrade or Downgrade:* Note that a change in grade (up or down) does not affect the position title. Titles remain the same. A reclassification indicates that the title, as well as the pay grade in some cases, is changed.
  - A classification of positions (e.g., all Groundskeepers) may be upgraded (moved) from a lower pay grade to a higher pay grade when market comparisons, internal comparisons, or other factors indicate that the class, as a whole, is not competitively compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are upgraded shall have pay increased, if applicable, to the new minimum. The Senior Director may allow the starting salary of the reclass to be higher than the minimum under certain circumstances without regard to any protected class.
  - b. A class of positions (e.g., all Groundskeepers) may be downgraded (moved) from a higher pay grade to a lower pay grade when job-related or market factors indicate that the class, as a whole, is not equitably compensated. (Note: A class of positions may include one or several positions.) Employees whose positions are downgraded may not receive a salary reduction, but their position will be "capped" (see Section 2B).
- 7. *Salary of a Promoted Employee*: An employee promoted to a position in a class having a higher pay grade and pay range may receive an increase such that the new salary will be within the Hiring Range of the new position. In exceptional cases upon recommendation of the Manager, concurrence of the Director of Human Resources, and approval of the Executive Director or designee, a greater increase may be awarded. However, in no case shall the salary

exceed the maximum established for the range. Supporting documentation must be provided indicating the job-related or market-related reasons for the increase.

# 8. Salary of a Demoted Employee:

- a. Unsuccessful Introductory Period Following Promotion: If an employee fails to successfully complete the introductory period following promotion, the employee may request a voluntary demotion to the former position or to a position in the same class if a vacancy exists. The employee's salary will be reduced to the former rate of pay, including any merit increases that would have been awarded during the period based on documented performance evaluations, contingent upon fund availability. Such a demotion must occur within the ninety-day introductory period.
- b. Disciplinary Demotion: An employee may be demoted for failure of personal conduct or failure of job performance with a loss in pay. Salary may be reduced; however, in no case shall the salary be below the pay grade minimum.
- 9. *Salary Reduction Within Pay Grade*: An employee may receive a salary reduction within the same pay grade for disciplinary reasons as stated above. Salary will be reduced by no more than 10%, however, in no case shall the salary be below the pay grade minimum.
- 10. *Salary of a Transferred Employee*: The salary of an employee reassigned to a position in the same pay grade and range shall generally not be changed by the reassignment, except:
  - a. When an employee voluntarily applies for and is selected for a position with a hiring pay range less than their current salary, the employee will receive pay within the hiring range according to their relevant qualifications and considerations for previous earned merit increases.
  - b. When an individual's training, education, and experience significantly exceed the minimum qualifications documented and posted for the position. In this case, the guidelines governing the use of the Hiring Range shall apply. Such exceptions must be thoroughly documented by the department manager and approved by the Director of Human Resources.
- 11. **Salary Increase Maximum**: When an employee attains the maximum rate of a salary range for the present position, no further salary increases will be received unless (1) the position is reclassified; (2) the employee is promoted to another position with a higher pay grade and range; or (3) the pay grade and range for the present position is increased.
- 12. *Pay Structure in Effect*: The Pay Structure in effect on the date of the adoption of these Standards of Practice shall remain in effect until modified in accordance with the provisions of such procedures. When the modified pay structure is adopted, it shall be considered a part of these Standards of Practice to have the same force and effect as these Standards.
- 13. Advance Salary Policy: There will be no advance of salary.
- 14. *Pay Plan Maintenance:* The Pay Plan shall be reviewed at least annually by the Director of Human Resources. Recommendations for revision shall be made to the Executive Director, or designee, and are usually included in the annual budget and strategic plan development.

For additional information or assistance, please contact the JIA Human Resources office.

# JEKYLL ISLAND-STATE PARK AUTHORITY POLICY MANUAL

Section: Human Resources Standards of Practice	Section: 2.11	
	Effective Date:	
Subject: Employee Performance Evaluations	Original Date: 5/28/81	
	Revision Dates: 6/12/00	

# **STANDARD**

The Jekyll Island Authority (JIA) values its employees and the experience, knowledge, and value they bring to the organization. JIA is committed to supporting its employees to help them achieve high performance and to providing reasonable resources to help them be successful in their jobs. Employees are expected to demonstrate a commitment to their jobs through, at a minimum, satisfactory performance. Performance will be managed by communicating clear expectations, providing employees with sufficient training, guidance, and tools to perform the job, and providing feedback to employees at periodic intervals to ensure optimum performance. Performance evaluations also provide employees with the opportunity to identify goals and plans for professional and job development.

# PRACTICE GUIDELINES

## 1. Employee Performance Evaluations:

- a. Managers and supervisors will primarily utilize employee evaluations to inform employees how well they are performing their work, how they can improve their performance, and if applicable, performance goals.
- b. Performance evaluations may also be used in job-related decisions including but not limited to determining merit increases; as a factor in determining order to layoff; as a basis for training, promotion, demotion, transfer, or dismissal.
- c. It is the responsibility of managers and employees to ensure performance evaluations are completed in a timely manner according to established deadlines. Failure to complete and submit and/or acknowledge employee evaluations on time may result in delayed pay adjustments.

# 2. Performance Evaluation Process:

- a. Evaluations shall be performed annually, after the conclusion of the fiscal year, during a time period designated by the Director of Human Resources.
- b. The Human Resources Director shall prepare, or cause to be prepared, a job-related system for evaluating the work performance of all employees.
- c. Evaluations shall be completed by the immediate supervisor and sent to the department manager or division director for review and approval.
- d. Supervisors shall discuss each performance evaluation with the employee being evaluated. Supervisors are expected to highlight how well the employee is performing and address any deficiencies along with the expectations for improvement.
- e. The employee is expected to acknowledge the review within five (5) working days. If the employee disagrees with any statement in an evaluation, they may submit a written statement to

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the Director of Human Resources to be attached to the evaluation and included in the employee's personnel file.

- 3. *Transfer/Promotion:* Upon initial appointment, promotion, or transfer, the employee shall receive a copy of the approved job description for that position. When an employee promotes, transfers, or otherwise moves to a different position, the receiving supervisor will consult the most recent supervisor to complete the employee's performance evaluation.
- 4. *Interim Reviews:* Interim reviews may take place at the employee's request with the manager's approval. The supervisor may also initiate interim reviews. Interim reviews may be conducted when an employee is uncertain of how well he/she is performing, when substantially new job functions are assigned, or when performance difficulties are detected. Additionally, supervisors are expected to review the performance of their employees at the conclusion of their 90-day introductory period and discuss their progress.
- 5. *Merit Increases:* Base wage rate percentage increases shall be established during the budget process by the Executive Director, or designee, and approved by the Board with the budget. All recommended wage increases are subject to fund availability and organization performance. The Executive Director reserves the right to determine whether funds will be available for wage increases for meeting expectations, exceeding expectations, or far exceeding expectations within the Performance Management Process.
- 6. *Confidentiality:* Performance evaluations shall be confidential and shall be made available only to the employee evaluated, the employee's immediate supervisor, the department manager, the Director of Human Resources, Executive Director, or designee, or other appropriate individual.
- 7. *Custodian of the Record:* The performance evaluation shall be maintained in the Human Resources Department.
- 8. **Departing Supervisor:** An employee in a supervisory position who is leaving the position shall be required to submit performance evaluation feedback on all the employees under his/her supervision who have not been evaluated within the previous six-month period.
- 9. *Additional Information:* The Human Resources department shall be available to assist with special questions and concerns as they arise and will provide periodic training opportunities to managers and supervisors to improve their performance management administrative and communication skills.

**<u>COMPLIANCE</u>**: Employees are expected to comply with the guidelines of this policy. Employees who fail to follow the provisions of this policy are subject to appropriate disciplinary action, up to and including termination of employment.

For additional information or assistance, please contact the JIA Human Resources office.

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# JEKYLL ISLAND-STATE PARK AUTHORITY POLICY MANUAL

Section: Human Resources Standards of Practice	Section: 5.1	
	Effective Date:	
Subject: Conduct and Performance	Original Date: 6/12/00	
	Revision Dates: 7/20/15	

# **STANDARD**

The Jekyll Island Authority expects employees to conduct themselves in a professional, courteous manner at all times. They will provide customer service to the best of their abilities and will always seek to satisfy the customer while balancing the best interests of the Authority. All employees will share the responsibility for creating and ensuring a safe, productive, and satisfying work environment. Conduct on the job will be governed by good judgment and consideration for others. Each employee's conduct and performance will support and advance the Authority in pursuit of its mission and vision.

# PRACTICE GUIDELINES

1. *Policies and Procedures:* All employees are expected to observe all established rules, policies, regulations, practices, and procedures applicable to employment with the Jekyll Island Authority. Additionally, employees are expected to obey federal, state, and local laws.

## 2. Use and Care of Authority Resources:

- a. Employees are expected to use and care for Authority resources, including equipment, vehicles, and supplies, most efficiently according to the manufacturer's specifications and JIA policy and procedure.
- b. Employees are expected to avoid waste and to use Authority resources in the most productive and efficient manner possible for Authority business.
- c. Authority equipment and supplies shall be used only for Authority business.

## 3. Work Assignments and Performance:

- a. All employees are required to remain in the assigned work area or department during working hours unless specifically excused by the supervisor.
- b. Employees are expected to perform the work assigned and may be required to work overtime.
- c. A full-time employee's primary responsibility is to the Authority and this responsibility should take precedence over all other working relationships. An employee's external interests should not compromise their ability to perform all work activities expected of them.
- d. Satisfactory job performance during and after the introductory period is expected and required for continued employment.
- e. Performance expectations will be communicated by supervisors in the performance management process. Employees have a responsibility to ask for clarification if they are unclear about what is expected.
- f. Supervisors are expected to properly train, guide, and coach their employees.

# 4. Conduct:

- a. Employees are expected to maintain cooperative relationships with other Authority employees. Each employee has an obligation to maintain proper standards of conduct and support an inclusive workplace by adhering to the following expectations:
  - Exercise good judgment and consideration for others.
  - Treat others with dignity and respect.
  - Address and report inappropriate behavior and comments that are discriminatory, harassing, abusive, offensive, or unwelcome.
  - Build trust and credibility by keeping commitments including arriving on time for scheduled shifts.
  - Be productive and use available work time to accomplish expected work tasks.
  - Be supportive of other team members, and foster teamwork and participation by encouraging different perspectives.
  - Communicate respectfully with one another; seek to understand other point-of-views.
  - Be open-minded; give and receive constructive feedback.
  - Behave in a way that does not offend, intimidate, insult, or humiliate others.
  - Behave with honesty and integrity in all work actions.
- b. Deviations from acceptable conduct during working hours are contrary to Authority standards and subject to disciplinary action, up to and including termination. The following behaviors are examples of conduct that are not tolerated and is not an all-inclusive list.
  - Violations or disregard of any policy, procedure, or federal, state, or local law where the violation subjects the employee to discipline.
  - Violation of the JIA's policies or safety rules.
  - Excessive absenteeism and/or tardiness.
  - Failure to maintain cooperative professional relationships with other Authority employees and/or failure to collaborate or otherwise interfere with the job performance of other employees.
  - Disrespectful or unprofessional conduct towards another, in person, on the phone, by email, or by other means.
  - Theft, dishonesty, or any criminal action which damages any Jekyll Island Authority property.
  - Personal use of Jekyll Island Authority property or funds.
  - Conducting non-work activities, or personal business, during work time.
  - Inappropriate use and/or excessive use of personal electronic devices including cell phones, tablets, laptops, etc.
  - Falsification of any time, personnel, or other JIA records.
  - Job abandonment; walking off or leaving the job without authorization.
  - Sleeping on the job, loafing.
  - Negligence or inefficiency in the performance of assigned duties, including unacceptable job performance.
  - Insubordination, including refusing or intentional failure to follow directions.
  - Misconduct or behavior that may hurt the Authority's reputation.
  - Engaging in conduct that creates or gives the appearance of a potential or actual conflict of interest with the employee's employment with the JIA.
  - Using profane, abusive, or impolite language or gestures in front of or towards other employees or guests; spreading false reports or otherwise disrupting relations among employees.

- Disclosing confidential information without authorization.
- Using, selling, or distributing alcohol or illegal drugs or reporting to work under the influence of such substances; not following any part of the Drug-Free Workplace policy.
- Threatening any employee or guest or other related behavior such as fighting or assaulting.
- Failure to report suspicious, unethical, or illegal conduct by other employees or guests to a member of management.
- Other misconduct as determined by the JIA.
- **5.** *Non-employees in the Workplace:* Friends and family members are generally not allowed in work areas not otherwise open to the public. Friends and family may not accompany employees at work during the employee's scheduled workday. Employees are also prohibited from bringing their pets to work. It is expected that employees will focus their full attention on their work productivity and JIA customers.

## 6. Bulletin Boards:

- a. Bulletin boards in departments are used for employee communications by posting important notices and employee information.
- b. Use of these boards, including distribution of pamphlets, letters, posters, etc. is generally prohibited unless approved.

**<u>COMPLIANCE</u>**: Employees are expected to comply with the guidelines of this policy. Employees who fail to follow the provisions of this policy are subject to appropriate disciplinary action, up to and including termination of employment.

For additional information or assistance, please contact the JIA Human Resources office.

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## FIFTH AMENDMENT TO THE QUALIFIED MANAGEMENT AGREEMENT FOR JEKYLL ISLAND CONVENTION CENTER

This Fifth Amendment is made effective as of \_\_\_\_\_\_, 2023 to the Qualified Management Agreement for Jekyll Island Convention Center dated January 1, 2012 (as amended, the "Management Agreement"), by and between Jekyll Island-State Park Authority, an instrumentality of the State of Georgia ("Owner"), and SMG, a Pennsylvania general partnership and operating subsidiary of ASM Global, whose current address is 300 Conshohocken State Road, Suite 770, West Conshohocken, PA 19428 ("Operator").

**Whereas**, the current term of the Management Agreement will expire on June 30, 2024, and the Management Agreement is subject to automatic renewal thereafter; and

**Whereas**, Owner and Operator now wish to amend the Management Agreement to further extend the Operating Term and such other changes as are specifically set forth below.

Now, therefore, in consideration of the above premises and mutual promises and covenants set forth below, the parties, intending to be legally bound, agree as follows:

- A. <u>Extension of the Term</u>. The Owner has elected not to exercise its right to cancel this Management Agreement at the end of the third year of the current Operating Term, and Owner and Operator agree that the Operating Term as amended shall continue through June 30, 2024. Thereafter, the Management Agreement shall be renewed automatically for an additional five-year term (the "Renewal Operating Term"), and such Renewal Operating Term shall be cancellable at the end of the third year as specified in the fourth sentence of Section 3.2 of the Management Agreement. Following the expiration of the Renewal Operating Term, Owner in its discretion may extend the term of the Management Agreement for an additional five-year period commencing on July 1, 2029, subject to Owner's right to cancel the Management Agreement as of the end of the third year of such period.
- B. <u>Effect of Amendment.</u> Except as set forth in this Fifth Amendment, the Management Agreement and all terms and conditions thereof shall remain unaltered and in full force and effect and are hereby ratified and confirmed in all respects, as hereinabove amended. Any reference in the Management

Agreement or in any instrument, document or consideration executed or delivered pursuant to the Management Agreement to "this Agreement", "hereof", "hereto", and "hereunder" and similar references thereto shall be deemed and construed to be a reference to the Management Agreement, as amended by this Amendment.

C. <u>Miscellaneous</u>. This Amendment will be governed by and construed in accordance with the internal laws of the State of Georgia, without giving effect to otherwise applicable principles of conflicts of law. This Amendment may be executed in any number of counterparts, each of which will be deemed to be an original and all of which, when taken together, will be deemed to constitute but one and the same agreement.

**IN WITNESS WHEREOF,** the parties hereto have made and executed this Agreement as of the date first above written.

# **OWNER:**

Jekyll Island-State Park Authority, a public authority, corporation and instrumentality of the State of Georgia

By: \_\_\_\_\_ Name: C. Jones Hooks Title: Executive Director

## **OPERATOR:**

SMG By:

Name: Mark Rozells Title: CFO

DATE:	APRIL 29, 2023
SUBJECT:	DISPATCHING SERVICES CONTRACT RENEWAL
FROM:	DENNIS GAILEY, DIRECTOR OF PUBLIC SAFETY
TO:	COMMITTEE OF THE WHOLE

The Jekyll Island Fire Department (JIFD) seeks board consideration to renew the Dispatching Services Agreement with the Joint Public Safety Communications Department (JPSCD). The agreement allows the Glynn Brunswick 911 Center (GB 911) staff to dispatch the JIFD units directly from the 911 center instead of forwarding calls to GSP Radio Operators for final dispatch. This agreement started in the fall of 2021 and has improved response times, expedited emergency communications, and enhanced mutual aid operations for the JIFD units. In the agreement, the JPSCD uses a formula for the shared cost of these services. The calculated cost for Jekyll Island is approximately \$41,757 annually, contingent on the number of radios on the system. The JIA will be billed in four equal quarterly invoices by Glynn County. If approved, this agreement will be renewed on July 1, 2023, and be reconsidered for renewal on July 1, 2024. The City of Brunswick Commission and the Glynn County Board of Commissioners are considering the agreement for renewal in their upcoming board meetings. If the JIA Board approves the agreement, it will go before the JPSCD for final approval and implementation thereafter. Each entity's legal department has reviewed this agreement.

Staff recommends approval of the agreement as presented.

## GLYNN-BRUNSWICK 911 SERVICES AGREEMENT FOR EXTERNAL ENTITIES

THIS AGREEMENT is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_\_, 2023, by and between **THE JEKYLL ISLAND-STATE PARK AUTHORITY** (hereinafter referred to as the "JIA") and **GLYNN COUNTY**, **GEORGIA**, a political subdivision of the State of Georgia, by and through its Board of Commissioners (hereinafter referred to as the "County").

### WITNESSETH:

WHEREAS, Glynn County, Georgia, and the City of Brunswick have established the Joint Public Safety Communications Department (hereinafter referred to as the "JPSCD") and the JPSCD Oversight Committee by entering into an Agreement for a Joint Public Safety Communications Department (hereinafter the "JPSCD Agreement"); and

WHEREAS, the JPSCD provides radio coverage for police, fire and emergency medical services ("EMS"), as well as for other public and/or private entities whose services provide a benefit to the citizens of Glynn County and the City of Brunswick; and

WHEREAS, the JPSCD and the JPSCD Oversight Committee oversee the emergency 911 communications center (hereinafter the "E-911 Center") serving Glynn County and the City of Brunswick; and

WHEREAS, the County and JIA entered into an agreement in August 2021 through which the County agreed to provide JIA with dispatch and call-taking services through the JPSCD E-911 Center using the JPSCD Public Safety Communications System (hereinafter sometimes referred to as the "System" or the "800 MHz System"), the term of which agreement extended from September 1, 2021 through June 30, 2022 (hereinafter the "Prior Agreement"); and

WHEREAS, the County and JIA recognize and affirm that the parties have been operating under the terms of the Prior Agreement since its expiration; and

WHEREAS, permanent records of calls and events will continue to be recorded and maintained by the JPSCD utilizing Computer Aided Dispatch (hereinafter "CAD"); and WHEREAS, the JIA desires to contract with the County for dispatch and calltaking services as outlined in this Services Agreement as recommended by the JPSCD Oversight Committee, with such services to be provided by JPSCD to JIA 24 hours a day, 7 days a week, 365 days a year; and

WHEREAS, the County desires to enter into an agreement for JPSCD to provide JIA with dispatch and call-taking services as outlined in this Agreement.

**NOW**, **THEREFORE**, in consideration for the mutual covenants contained herein and for other good and valuable consideration, the parties hereto do mutually agree as follows:

### A. JIA AGREES:

1. JIA shall be responsible for the cost of acquiring, maintaining, replacing, and programming its own radio equipment and any equipment necessary to operate on the JPSCD's 800 MHz System. JIA's purchase of radio equipment must first be approved by Motorola, Inc., the County's radio system engineer, and the JPSCD prior to the purchase of said equipment. The JPSCD must approve of the radios, related radio equipment, and radio call signs to be used by JIA before JIA may use them. At no cost to the City, the County, or JPSCD, JIA shall provide two (2) Tone Alert pagers to the Brunswick Fire Department to prevent JIA Fire Department radio interference with the City of Brunswick Fire Station radio channels.

2. JIA's use of the System will not result in any additional equipment costs to the JPSCD, the City of Brunswick, or the County.

3. Programming, servicing, and/or repairing of the radios and equipment used by JIA shall, upon the request of and at the expense of JIA, be performed by JPSCD personnel or vendors authorized by JPSCD and in a manner approved by JPSCD.

4. There shall be no more than thirteen (13) radio units of JIA connected to the System, unless additional units are approved pursuant to this paragraph. These units shall include only those radios set forth in Exhibit "A", which is attached hereto and incorporated herein by reference, or replacements of those radios as permitted in Paragraph A.5. below. Any request to add additional radios and/or equipment by JIA

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must be submitted in writing to the Glynn-Brunswick 911 Center Director and is subject to the approval of the JPSCD, prior to the addition of such radios and/or equipment to the System. If the JPSCD approves the addition of radios and/or equipment, the formula in the JPSCD Agreement's Appendix "D", Operating Cost Allocation, attached hereto as Exhibit "B" and incorporated herein by reference, shall determine the cost for said additional services. All costs for additional services shall be paid as pursuant to Paragraph A.7. below.

5. JIA shall submit a list of the serial numbers for all radios utilizing the services set forth herein and shall notify the JPSCD if there are any changes in JIA's radio inventory, including but not limited to equipment that is out of service due to extensive damage or upgrade.

6. JIA agrees to abide by all Federal Communications Commission ("FCC") promulgated rules and regulations regarding public safety radio transmissions as set forth in the FCC licenses.

7. In accordance with Appendix D, Operating Costs Allocation, attached hereto as Exhibit "B", JIA shall pay to the County an Operating Cost Fee for the services provided under this Agreement. The Operating Cost Fee for JIA shall be its proportion of the JPSCD's annual cost based on the number of radios supported under the System used by JIA, as calculated through the equation established in Exhibit "B". JIA shall pay said Operating Cost Fee in quarterly installments, with each installment being due and payable within thirty (30) days of the date of the invoice provided by the County. Payments shall be made payable to the Glynn County Board of Commissioners and forwarded to:

Glynn County Finance Department 1725 Reynolds Street, 3<sup>rd</sup> Floor Brunswick, Georgia 31520

Failure to pay within ten (10) days of late notice may result in cancellation of the service and immediate termination of this Agreement by the County for cause. Said payments will be distributed by the County in accordance with Section IV., titled "Finance", of the JPSCD Agreement.

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8. Should interference or problems arise because of JIA's use of the JPSCD's 800 MHz System, JIA shall be required to discontinue or modify its use of the System. Such discontinuance or modification shall be done immediately after notification by the JPSCD of interference or System problems. If JIA fails to rectify the problem within one (1) hour of notification, the JPSCD may discontinue or modify JIA's use of the System. In order to prevent any potential interferences, JIA shall, in JPSCD's discretion, follow JPSCD's directions to switch all JIA radios to an alternate channel and maintain communications on said channel until all activities at the emergency scene are concluded.

### **B. THE COUNTY AGREES:**

Upon qualification of JIA for the services as outlined in Section A above, Glynn County shall provide JIA with the Fire/EMS dispatch and call-taking services of the JPSCD E-911 Center and shall use its best efforts to provide the communications capacity needed for the services outlined herein.

### C. IT IS FURTHER AGREED BY THE PARTIES:

1. AMENDMENTS. No change, alteration or amendment of this Agreement may be made except by the written consent of both parties.

2. TERM AND TERMINATION. The term of this Agreement shall commence on July 1, 2023, and shall terminate on June 30, 2024. This Agreement may be terminated by either party, with or without cause, upon ninety (90) days advance written notice to all other parties.

3. NOTICES. To provide for consistent and effective communication between the parties, each party shall appoint a principal representative to serve as its central point of contact on matters relating to this Agreement. The principal representatives for this Agreement are listed below.

<u>As to Glynn County:</u> Cara Richardson, CMCP Director, Glynn-Brunswick E911 Communications Center 157 Carl Alexander Way Brunswick, Georgia 31525 Phone Number: (912) 279-2913 Facsimile: (912) 554-7878 <u>As to JIA:</u> J. Dennis Gailey, III, Director of Public Safety Jekyll Island Authority 100 James Road Jekyll Island, Georgia 31527 Phone Number: 912-635-4000

4. REFUNDS. Should this Agreement be terminated for cause by the County, no refunds of the operational fees or any other payments will be made to JIA.

5. TOTALITY OF AGREEMENT. This Agreement constitutes the final and complete agreement and understanding between the parties regarding the subject matter hereof. All prior and contemporaneous agreements and understandings, whether oral or written, are to be without effect in the construction of any provisions or term of this Agreement if they alter, vary, or contradict this Agreement. No assignment or transfer of this Agreement or any right accruing hereunder shall be made in whole or in part by JIA without the express written consent of the County.

6. LEGALITY OF AGREEMENT. Should any term, provision or other part of this Agreement be declared illegal or unenforceable, it shall be excised or modified to conform to the appropriate law or regulations, and the remainder of this Agreement shall not be affected but shall remain in full force and effect. A waiver by either party of any breach of the provisions hereof shall not be deemed a waiver of any succeeding breach of such provision or any other provision of this Agreement.

7. APPLICABLE LAW. Notwithstanding statutory exemptions or exclusions, JIA agrees to subject itself to the jurisdiction and process of the Courts of the State of Georgia as to all matters and disputes arising or to arise under this Agreement and the performance therefore, including all issues relating to liability for taxes, licenses or fees levied by the State. JIA irrevocably consents that any legal action or proceeding against it under, arising out of or in any manner relating to this Agreement, shall be brought in a Georgia court, and the laws of the State of Georgia shall govern this Agreement.

8. PRIOR AGREEMENT. The parties recognize and affirm that JIA has been utilizing the services of the JPSCD pursuant to the Prior Agreement since its expiration.

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JIA and the County agree that the parties will continue to operate under the Prior Agreement through and including June 30, 2023, at which point the Prior Agreement will terminate. The parties agree that all terms of the Prior Agreement will remain in effect until June 30, 2023.

# (This space left intentionally blank; signatures on the following page)

**IN WITNESS WHEREOF**, the parties hereto have executed this Agreement under their respective seals as of the date written above in two (2) counterparts, each of which shall without proof or accounting for the other counterparts be deemed an original of this Agreement.

GLYNN COUNTY, GEORGIA:

	Attest:			
WAYNE NEAL, CHAIRMAN GLYNN COUNTY BOARD OF COMMISSIONERS	RONDA VAKULICH, COUNTY CLERK			
Date	(Seal)			
CITY OF BRUNSWICK, GEORGIA:				
COSBY H. JOHNSON, MAYOR CITY OF BRUNSWICK, GEORGIA	Attest:			
Date	(Seal)			
THE JEKYLL ISLAND-STATE PARK AUT	HORITY:			
JONES HOOKS, EXECUTIVE DIRECTOR THE JEKYLL ISLAND-STATE PARK AUTHORITY	Attest:			
Date	(Seal)			

## EXHIBIT "A" to the GLYNN-BRUNSWICK 911 SERVICES AGREEMENT FOR EXTERNAL ENTITIES BETWEEN GLYNN COUNTY, GEORGIA AND THE JEKYLL ISLAND-STATE PARK AUTHORITY

Description	Model	▼ Serial Number	Radio ID	Sub Location Assigned To
Mobile Radio	APX 6500	527CVT0087	214454	JIFD BASE
Portable Radio	APX 8000	579CVH3561	214448	JIFD CHIEF 1
Portable Radio	APX 6000	481CVT0013	214455	JIFD ENG 1-A
Portable Radio	APX 8000	579CVH3560	214447	JIFD ENG 1-B
Portable Radio	APX 6000	481CVT0015	214457	JIFD ENG 2-A
Mobile Radio	APX 6500	527CVT0084	214450	JIFD ENGINE 1
Mobile Radio	APX 6500	527CVV0593	214465	JIFD ENGINE 2
Mobile Radio	APX 6500	527CVT0085	214451	JIFD ENGINE 3
Portable Radio	APX 6000	481CVT0019	214460	JIFD MARSHL 1
Mobile Radio	APX 6500	527CVT0090	214452	JIFD MED 1
Portable Radio	APX 6000	481CVT0021	214462	JIFD MED 1-A
Portable Radio	APX 6000	481CVT0022	214463	JIFD MED 1-B
Mobile Radio	APX 6500	527CVT0091	214453	JIFD MED 2

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## EXHIBIT "B" to the GLYNN-BRUNSWICK 911 SERVICES AGREEMENT FOR EXTERNAL ENTITIES BETWEEN GLYNN COUNTY, GEORGIA AND THE JEKYLL ISLAND-STATE PARK AUTHORITY

# Appendix D Glyn, Operating Costs Allocation 9-1-1 Brunswick

#### A. General Cost Allocation Formula

The annual cost allocation for the support of the Joint Public Safety Communications Department (hereinafter referred to as "JPSCD") by the City of Brunswick and Glynn County shall be determined as described below.

 The number of radios supported under the 800 MHz system used by the City of Brunswick and Glynn County shall be the determining factor in the cost allocation equation. The equation shall be calculated as follows:

$$(A/C)(Z) + (B/C)(Z) = (Z)$$

where

A= the number of radios supported under the 800MHz system used by the City of Brunswick and supported by JPSCD

B= the number of radios supported under the 800MHz system used by Glynn County and supported by JPSCD

C= the total number of radios supported under the 800MHz system, less the number of radios that are used by the Glynn County Board of Education and the Georgia State Patrol

Z= the net basic cost budget approved for the JPSCD by the Brunswick City Commission and the Glynn County Board of Commissioners after the allocation of revenues set forth in the agreement.

2. In the event that other entities, except the Glynn County Board of Education and the Georgia State Patrol, are added to the system, these entities will participate in the operational costs of the 800 MHz system. The fee will be calculated by dividing the total number of radios by the total cost of the system. The operating cost allocation equation shall be:

$$(A/C)(Z) + (B/C)(Z) + (D/C)(Z) + ... = (Z)$$

where

A, B, C, and Z are defined as in A.1 D, E, F etc.= the additional entities that are added to the 800 MHz system.

Page D-1

(Revised March 2006)

#### B. Procedures

- 1. The Director of the JPSCD shall report to the Oversight Committee the number of mobile and portable radio supported by the JPSCD on behalf of the City of Brunswick, Glynn County and other participating entities by the 15<sup>th</sup> day of October, January, April and July of each year. Should any party to this Agreement add or delete units at any time during a given quarter, that party shall pay the full amount for the quarter as determined by the cost allocation equations shown above. The proportion each entity pays shall be calculated annually for any fiscal year and the quarterly amounts totaled to determine each party's cost of support for the year.
- 2. Should the City of Brunswick, Glynn County and other participating entities wish to add radios to the system, the Director will evaluate the current capacity and future use and make a recommendation to the Oversight Committee on the requested expansion.
- 3. In accordance with section IV.F of this Agreement, any positive or negative payment discrepancies for a fiscal year shall be determined through the County's audit of the Department. Any monies to be paid or received by any party to this Agreement shall be paid or received within thirty (30) days of the date that the County Commission receives the audit report in a public meeting. Should a party to this agreement fail to pay or receive funds within this time frame, interest on that amount shall accrue monthly at a rate of one percent per month. In the case in which Glynn County owes money to the JPSCD to complete a fiscal year, interest shall be paid from the General Fund of Glynn County.

(Revised March 2006)

#### MEMORANDUM

**TO:** COMMITTEE OF THE WHOLE

**FROM:** MARIA HUMPHREY

SUBJECT: ASSIGNMENT AND ASSUMPTION OF HAMPTON INN GROUND LEASE

**DATE:** MAY 23, 2023

#### **Background**

Innisfree Hotels ("Innisfree") is currently under contract with Peachtree Hotel Group ("Peachtree") for the purchase of the Hampton Inn & Suites, located at 200 South Beachview Drive, Jekyll Island, Georgia. This property is subject to a ground lease (the "Lease") with Jekyll Island Authority ("JIA") that covers approximately 5.43+- acres and runs until January 7, 2089. The closing of this transaction is contingent upon JIA's approval of the assignment and assumption of the Lease by Innisfree Hotels.

Innisfree is a hotel management and development company based out of Gulf Breeze, Florida. Founded in 1985 by Julian MacQueen, Innisfree considers itself the largest beachfront hotel owner-operator on the Gulf Coast of Florida with approximately \$800 million in assets under management across approximately 24 properties, many of which are waterfront. These hotel properties include both independent and corporate branded properties. Innisfree proposes to own and self-manage the Hampton Inn & Suites following the closing of the purchase.

#### <u>Request</u>

Before you is a request to consent to the assignment of all rights under the Lease from PHVIF II Jekyll Island, LLC, a Delaware limited liability company and the current lessee, to HAMJI Hospitality, LLC, a Florida limited liability company ("HAMJI"). HAMJI is owned by Innisfree Holdings, LLC, a Florida limited liability company, and Innisfree Hotels, Inc., an Alabama corporation.

JIA has the right to approve of assignments of the Lease, including any right or privilege appurtenant to the Lease. An assignee may be approved if it (1) is an experienced hotel management company with a minimum of five years of hotel management experience; (2) has the financial capability to perform the obligations under the Lease; and (3) will assume all of lessee's obligations under the Lease. Innisfree is an experienced hotel management company with approximately \$800 million in assets under management and will, through its subsidiary, HAMJI, acquire all lessee's rights and obligations under the Lease.

Approval of this request allows the assignment of the rights and obligations by Peachtree over to Innisfree, but does not amend or modify any other material terms of the Lease.

Staff recommends approval of this request.



# **INNISFREE HOTELS**





Innisfree Hotels, was founded in 1985 by Julian MacQueen and is based on the Gulf Coast of Florida, develops, owns, and operates full-service hotels and limited-service properties under a number of different brands.

Today, Innisfree owns or manages over 3,100 hotel rooms, spanning across 24 different properties. Innisfree offers its expertise and experience to provide complete property management solutions to owners, asset managers, and special servicing groups.

Since 2011, the company has developed over 1,300 new hotel rooms across the Southeast, has been awarded the Developer of the Year by InterContinental Hotels Group, named to Hotel Business' Top 100 Owner-Developer list, awarded 'Deal of the Year' by Hilton Worldwide, Best Western Premier Champion Design Award and most recently was awarded Marriott's 2021 Deal of the Year.

of experience

# 38 Years 24 Hotels

owned and managed

## VISION

We will support and enrich the lives of the people we touch.

## MISSION

To create fun and memorable experiences.

## **PURPOSE**

We will use an inspiring company culture to develop, operate and promote hotels that guests love and where employees thrive. We will embrace the 'triple bottom line' approach to business accountability by striving to balance people, planet and profits





At Innisfree, we're passionate about consistently delivering long-term financial benefits to owners while cultivating a vibrant and caring work environment for our people. Our corporate culture resonates from our corporate office to every property, resulting in memorable experiences for every guest.

For more than three decades, we've expertly managed dozens of hotels in partnership with many of the world's most recognized hotel brands. Innisfree has owned and operated both full and limited-service properties throughout the United States. Our ability to deliver results stems from an experienced executive team with a powerful combination of hotel management, marketing and property development expertise.

Our revenue management, paired with an emphasis on efficiency, productivity and excellence in service, has allowed us to quickly grow while tenaciously tackling obstacles such as multiple hurricanes and the BP Deepwater Horizon oil spill.

We provide expert management at every stage of a hotel's life cycle; from initial concept, financing and construction to day-to-day operations. We can leverage this expertise to provide complete property management and development solutions for business owners, asset managers and special servicing groups.

Our unique strategies for augmenting hotel revenues have established us as an industry leader in maximizing profitability

Innisfree Hotels....creating fun, memorable experiences while cultivating innovation and excellence in everything we do



# Strong Track Record and Excellent Credit

Through multiple business cycles, and despite hurricanes, the BP oil spill and the COVID-19 crisis, Innisfree and its affiliates have never missed a loan payment in its 35+ year history.

Sponsorship also has strong relationships with major franchisors and brands and is considered to be a preferred franchisee.

Innisfree Hotels and its affiliates' portfolio historically operates at ~1.75x DSCR with ~\$26mm in annual cash after debt service and a portfolio-wide LTV of ~54%.

# INNISFREE HOTELS

# ACCOLADES

# Innisfree Hotels has been recognized for outstanding work across the board in multiple destinations

# 8 2011 IHG Hotel Developer of the Year

Innisfree's Holiday Inn Resort on Pensacola Beach, Florida received the Hotel Developer of the Year Award out of hundreds of hotels stretched across multiple brands.

#### R 2012 Hilton Worldwide Deal of the Year

Innisfree's Hampton Inn & Suites on Orange Beach, Alabama was the beneficiary of the Hilton Worldwide Deal of the Year Award. The state-ofthe-art 160-room hotel was chosen from more than 150 hotels

# Revealed the second sec

Innisfree's Holiday Inn Resort Fort Walton Beach, Florida received the IHG Newcomer Award as the best hotel to enter the IHG family that year.

#### 8 2016 Bronze Flagler Award

Innisfree Hotel's in-house digital marketing agency, Bee Loud, received the Bronze Flagler Award from Visit Florida for excellence in social media marketing.

## **R** 2017 Silver Addy Award

Innisfree Hotel's in-house digital marketing agency, Bee Loud, received the Silver Addy Award for film production at the Best Western Premier, Tides Hotel in Orange Beach, Alabama

# R 2018 Hilton Worldwide Developer of the Year

Innisfree's Hilton Garden Inn on Fort Walton Beach, Florida received the Hilton World-Wide Developer of the Year.

#### 2018 Best Western Premier Champion Design Award

Innisfree's Tides Hotel in Orange Beach, Alabama received the Best Western Premier Champion Design award. The hotel has a sophisticated one-of-a-kind design brings the outside in.

#### **2021** Marriott Deal of the Year

Innisfree's Springhill Suites, Panama City Beach, FL was the beneficiary of the Marriott Deal of the Year.



# INNISFREE LEADERSHIP



#### Julian MacQueen

Founder & Chairman

Julian MacQueen is Chairman and Founder of Innisfree Hotels. 'Creating fun, memorable experiences' for guests began when Julian MacQueen was just a young boy on vacation himself. That summer in Florida, he told his parents he wanted to stay at the beach forever. "Get a job," they told him.

That he did. And he never left the hospitality industry. Hitchhiking the shore, Julian found a job at the Jack Tar Beach House. He worked there during summers until college, when he took up Night Auditing positions at hotels back home in Alabama.

In 1985, after dabbling in hot air balloons before working his way to an executive position with Family Inns of America, Julian founded Innisfree Hotels out of room 201 in the first hotel he developed and owned.

A charismatic leader, he inspires loyalty in his team and a companywide commitment to service. Work, as he says, is worship – if it is done in the service to mankind. And hospitality is a way to change the world, one guest at a time. By these and other principles, Julian has cultivated his team and grown the Innisfree portfolio along the Gulf Coast and beyond.

Julian has been married to Kim MacQueen for more than four decades. They share two children, Skye and Jonathan, and two grandchildren. A lover of aviation, Julian recently piloted his HondaJet for a trip 'Around the World in 80 Stays,' breaking boundaries and world records while discovering new ways to be hospitable.

Transitioning to an active Chairman of the Board position in 2018 after more than 30 years at the helm of Innisfree Hotels, Julian is still deeply involved in the operations of the company he founded – and the culture by which it is defined.



## Ted Ent

#### President & CEO

Ted Ent is President and CEO of Innisfree Hotels. Ted Ent joined Innisfree Hotels as Chief Executive Officer in 2018, bringing nearly 30 years of experience in the hospitality industry – beginning with a summer stint as a pot washer at a state park.

While working toward his B.B.A. Degree in Management at Southwest Texas State University, Ted worked as an executive chef and ran his own catering business. Over the course of his distinguished career, Ted has worked in many preeminent destinations – as Corporate Director of Food and Beverage at Canyon Ranch Resorts and Health Spas, Director of Food and Beverage at the Hyatt Gainey Ranch Resort and in various properties and corporate positions with Hilton Worldwide, culminating as Vice President and Managing Director of Development. His diverse experience in the industry most recently led him to serve as president and COO of the Texas-based MH Hospitality.

He has been a guest lecturer at the University Nevada Las Vegas Hospitality School, Penn State University School of Hospitality and Conrad Hilton School of Hospitality at the University of Houston, as well as a regular panelist at the New York University Hotel Investment Conference, American Lodging Investment Summit, The Lodging Conference and many other hotel industry events.

Ted believes in the power of hospitality to change lives. His commitment to doing things that matter is not only professional, but also personal. Ted and his family give back through what they call the 'Three Ts of Philanthropy' – time, talent and treasure





# Brooks Moore

Chief Financial Officer

Brooks Moore is Innisfree's Chief Financial Officer. He joined the Innisfree team in 2011, bringing with him an extensive background in corporate and commercial real estate financing.

He began his professional career in 1998 with Zions Bank's National Real Estate Group, where he was the top commercial real estate (CRE) underwriter by loan volume. He was subsequently promoted to Director of Business Development for Texas and Oklahoma.

Brooks also worked as a publishing securities analyst with investment banking firm Friedman Billings Ramsey, where he covered high yield bonds and entertainment/leisure equities.

He served as Vice Chairman on the Board of Directors and Senior Credit Committee of Capital Certified Development Company, which is the largest packager/servicer of SBA504 loans in the state of Texas. He is a strategic adviser to Dallas-based Lincoln Capital Group, a commercial real estate bridge lender and is a co-founder of Orange Octopus, a turnkey export solutions provider.

Brooks has a BS in finance from the University of Utah and an MBA in finance and corporate accounting from the University of Rochester



## Jason Nicholson

Vice President of Hotel Operations

Jason joined Innisfree in 1996 as an Assistant General Manager, swiftly climbing the ranks to assume his current position as Vice-President, Hotel Operations in 2015.

His superb command of revenue management strategies, operational efficiencies and a keen eye for detail have brought significant gains for the numerous hotels which he has helmed as General Manager and Regional Director. While he was the General Manager at the Hilton Garden Inn in Orange Beach, AL, the property was ranked No. 1 for service delivery among 500 of the brand's hotels.

An innovative thinker, Jason has guided hotels through rebrands and rebuilds while improving operations and exceeding expected outcomes. He oversaw brand renovations for numerous properties, as well as hurricane rebuilds in 1998, 2004 and 2005, increasing the gross room revenue by 100% within two years of Innisfree's purchase of the hotel.

Jason also preserved outstanding bottom-line profits during the hurricane impacts of 2004 and 2005, U.S. recession of 2008 and the BP Deepwater Horizon oil spill of 2010.

Jason has served for many years on the Board of Directors for the Pensacola Beach Chamber of Commerce. In 2015, he was appointed to the Visit Pensacola Board of Directors.



## Rich Chism

Vice President of Development and Asset Management

Rich leads a team of development professionals who oversee hotel planning, design, financial feasibility, entitlements and construction while coordinating the activities of professionals, such as architects, engineers, attorneys, contractors, lenders, real estate agents, property managers, vendors, franchisors and government officials.

He worked as a project manager for two commercial real estate development companies prior to joining Innisfree in 2008. Since then, his development team has successfully constructed several major branded hotels and three destination restaurants. The department is also responsible for major renovations of existing properties.

Rich is additionally responsible for the asset management of Innisfree's real estate portfolio, ensuring that properties are appropriately positioned strategically and are scheduled for significant capital improvements.

Rich served in the U.S. Army as an Army Aviator for 11 years after graduating from the U.S. Military Academy, West Point in 1989, achieving the rank of Major. After leaving the Army, he went on to earn an MBA from the Wharton School of Business where he discovered his passion for real estate development.

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#### MEMORANDUM

то:	COMMITTEE OF THE WHOLE
FROM:	C. JONES HOOKS
SUBJECT:	AMENDMENT TO SUMMER WAVES MANAGEMENT AGREEMENT
DATE:	MAY 23, 2023

#### Background.

Jekyll Island Authority ("JIA") and SCS Resort Management, LLC, a Georgia limited liability company ("SCS"), entered a management serves agreement (the "Management Agreement") for Summer Waves Water Park ("Summer Waves") on February 16, 2021. The Management Agreement effectively renewed and revised the previous management agreement with Coastal Waterpark Solutions, LLC, a Georgia limited liability company. Stephen C. "Steve" Sharpe, the principal of SCS, has managed Summer Waves since 2007.

SCS is responsible for the daily management of Summer Waves, including:

- Managing and directing the daily operations of Summer Waves and supervising all employees and independent contractors who work at Summer Waves (Note: JIA employs all other persons who work at Summer Waves on its behalf).
- Developing operation and maintenance procedures, programs and ticketing recommendations for Summer Waves, subject to final approval of JIA.
- Preparing budget recommendations for capital improvements, operation and maintenance.
- Performing other administrative and management services for Summer Waves as agreed to by the parties.

JIA pays SCS a base management fee of \$7,277.00 per month (or \$87,324.00 annually) and an Incentive Award of up to \$10,000.00 based on annual performance. JIA does not reimburse expenses, and SCS pays JIA approximately \$2,635.60 annually to cover a 270 square foot office, utilities, office supplies and equipment rental. The Management Agreement expires December 31, 2024, but may be extended by agreement of the parties.

#### Request.

Before you is a request to amend the Management Agreement to raise the base management fee to \$7,834.00 per month (or \$94,008.00 annually), to add an automatic renewal period of one year following expiration of the regular Term and to add a right of termination for convenience in favor of SCS (during the renewal term only). All other terms of the Agreement would remain the same.

Staff recommends approval of the amendment.

#### FIRST AMENDMENT TO MANAGEMENT SERVICES AGREEMENT between JEKYLL ISLAND-STATE PARK AUTHORITY and SCS RESORT MANAGEMENT, LLC

THIS FIRST AMENDMENT TO MANAGEMENT SERVICES AGREEMENT (the "Amendment") is made effective as of May 23, 2023, by and by and between Jekyll Island – State Park Authority, a public corporation and instrumentality of the State of Georgia ("JIA"), and SCS Resort Management, LLC, a Georgia limited liability company ("SCS").

#### RECITALS

WHEREAS, the parties entered that certain Management Services Agreement dated January 1, 2021, for the management of Summer Waves Water Park on Jekyll Island (the "Agreement"); and

WHEREAS, SCS has demonstrated exceptional quality and value in the performance of services under the Agreement, resulting in revenues of over \$2,900,000.00 in Fiscal Year 2022 alone; and,

WHEREAS, the parties desire to amend the Agreement in recognition of the quality of services provided.

NOW, THEREFORE in consideration of the mutual benefits and promises flowing each to the other, JIA and SCS each agree as follows:

#### AGREEMENT

1. Section 2.1 pertaining to the Term is hereby amended to read as follows:

"2.1 *Term*. The Term of this Agreement shall commence on January 1, 2021, and shall expire at 11:59 PM on December 31, 2024. Thereafter, this Agreement shall automatically renew on the same terms and conditions for an additional term of one year commencing on January 1, 2025, and expiring at 11:59 PM on December 31, 2025 (the "Renewal Term")."

2. Section 2.3.1 pertaining to payment of management fees is hereby amended to read as follows:

"2.3.1 <u>Payment</u>. JIA shall pay SCS a monthly rate of <u>\$7,834.00</u> payable no later than the tenth day of the month of the month during which the Services were performed."

3. Article 7 pertaining to Termination is hereby amended by adding a new Section 7.6 to read as follows:

"7.6 *Termination for Convenience of SCS*. During the Renewal Term only, SCS may at any time, and for any reason or without any reason or cause, terminate this Agreement by providing sixty (60) days' written notice to JIA specifying the termination date."

4. Except as affected by this Amendment, all other provisions of the Agreement will remain in full force and effect.

**IN WITNESS WHEREOF**, the parties have caused this Amendment to be executed by their duly authorized signatories as of the date first above written.

#### JEKYLL ISLAND-STATE PARK AUTHORITY,

a public corporation and instrumentality of the State of Georgia

By:

C. Jones Hooks, Executive Director

**SCS Resort Management, LLC**, a Georgia limited liability company

By:			
Name:			
Its:			

#### MEMORANDUM

**TO:** COMMITTEE OF THE WHOLE

FROM: ZACHARY B. HARRIS, GENERAL COUNSEL

SUBJECT: FIRST AMENDMENT TO LEASE FOR TORTUGA JACK'S

**DATE:** MAY 23, 2023

#### Background.

Jekyll Island Authority ("Landlord") and Tortuga Jack's, LLC, a Georgia limited liability company ("Tenant"), entered that restaurant lease dated January 30, 2015 (the "Lease") for the operation of Tortuga Jack's restaurant at 201 North Beachview Drive, Jekyll Island. The provisions of the Lease containing the legal description of the premises refer to an "Exhibit A", which exhibit was inadvertently omitted from the executed counterpart for either Landlord or Tenant and which neither Landlord nor Tenant have been able to locate. Further, the square footage referenced in the Lease of 6,000 square feet does not accurately reflect the actual area of the premises proposed in the original Request for Proposal or currently utilized by Tenant. Additionally, ambiguities in the Lease regarding maintenance responsibilities have resulted in confusion between the parties.

#### Request.

Before you is a proposed First Amendment to the Lease intended to address the above concerns. When executed, the First Amendment will insert a new Exhibit "A" in the Lease showing the premises according to a survey recently prepared by Shupe Surveying. This survey captures the 18,405 square feet, more or less, of area actually used by Tenant and includes the main building and outdoor areas originally shown on a drawing included in the Request for Proposal. References to the square footage in the Lease will also change to reflect the 18,405 square feet, more or less. Additionally, the First Amendment clarifies the parties' respective maintenance obligations regarding specific elements of the building. Except as affected by the First Amendment, the terms of the Lease remain unchanged.

#### FIRST AMENDMENT TO LEASE AGREEMENT

**THIS FIRST AMENDMENT TO LEASE AGREEMENT** (this "Amendment") is made effective as of last date written below by and between the JEKYLL ISLAND-STATE PARK AUTHORITY, a public corporation and instrumentality of the State of Georgia ("Landlord"), and TORTUGA JACK'S, LLC, a Georgia limited liability company ("Tenant"). Landlord and the Tenant may also be collectively referred to as the "Parties" and individually as a "Party".

#### WITNESSETH:

**WHEREAS**, Landlord and Tenant entered into that certain Lease Agreement dated as of January 30<sup>th</sup>, 2015 (the "Lease") with respect to the Premises (as that term is used interchangeably with "Demised Premises," or "premises" and defined in the Lease); and

WHEREAS, Landlord and Tenant have discovered ambiguities in the Lease; and,

**WHEREAS**, Landlord and Tenant desire to amend the Lease as provided in this Amendment to resolve ambiguities.

**NOW THEREFORE**, for and in consideration of Ten and No/100 Dollars (\$10.00) and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

#### AGREEMENT

1. Capitalized terms not defined in this Amendment will have the definitions given them in the Lease.

2. Exhibit A referred to in Sections 1.1(d) and 1.1(e) of the Lease is hereby replaced with **Exhibit** "A" attached to and incorporated in this Amendment.

3. Section 1.1(e) of the Lease is amended to read as follows:

"(See Exhibit A) approximately 19,000 square feet, more or less, of leasable space."

4. Article 5 of the Lease is amended to add the following:

"R. Existing Walk-In Refrigerator/Freezer JIA".

5. Sections 20.1 and 20.2 of Article 19 of the Lease are renumbered as Sections 19.1 and 19.2, respectively.

6. Article 25. Special Stipulations is amended to add the following provisions:

"25.6. JIA will repair and maintain all Exterior Security Lighting, and Tenant will repair and maintain all other lighting. "Exterior Security Lighting" means exterior pathway lighting fixtures, exterior bollard lighting fixtures, and wall pack lighting fixtures affixed to the exterior of the main building but excludes decorative lights and can lights.

25.7. JIA will be responsible for interior plumbing pipes and electrical lines and wires within the building walls and floors. JIA will be responsible for repairing any breakage, stoppage or damage to interior drain lines from crushing due to deterioration. Tenant

will remain responsible for any breakage, stoppage or damage to drain and sewer lines, including any grease traps, from foreign objects and debris including without limitation, utensils, straws, rags, towels, napkins and sanitary products, grease and oils, and food wastes.

25.8. Notwithstanding any provision of the Lease to the contrary, Tenant will be responsible for any painting, finishes, equipment or fixtures outside of the floor or walls.

25.9. JIA will make the following special repairs:

25.9.1. Install matching door halves in the main building's storefront doors.

25.9.2. Replace the double window in the bar (south wall) that is fogged due to gas loss; provided, however, JIA will not be responsible for replacing the large dining room window on the northeast wall.

25.9.4. Install door sweep or replace solid metal egress door on the western side of the large dining room next to the bathrooms."

7. Except as expressly modified by this Amendment, all other terms of the Lease will remain in force and effect as if set forth fully in this Amendment.

**IN WITNESS WHEREOF,** each Party has caused this Amendment to be executed by and through their duly-authorized signatories as of the last date written below.

LANDLORD:

**JEYLL ISLAND STATE PARK AUTHORITY**, a public corporation and instrumentality of the State of Georgia

By:		
Name:		
Its:		
Date:		

TENANT:

**TORTUGA JACK'S, LLC,** a Georgia limited liability company

By:		
Name:		
Its:		
Date:		

#### Exhibit "A"

Survey of Leased Premises

[to be inserted once received from Shupe Surveying]

#### MEMORANDUM

DATE: 5	5/17/2023
SUBJECT: N	MOA WITH THE COTTAGES FOR BEACH CROSSOVER ADJACENT TO TALLU FISH LANE
FROM: N	NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR
<b>TO:</b> (	COMMITTEE OF THE WHOLE

The Cottages are beginning the process of rebuilding their crossovers. In that process, the HOA of The Cottages reached out to the JIA asking if the JIA would be willing to cost share on a crossover to be built at Tallu Fish Lane that would both serve the residents and guests of the JIA as well as The Cottages. The project will construct a beach crossover on the bare sand beach areas east of Tallu Fish Lane. It will traverse the existing rock revetment running north-south adjacent to the Atlantic Ocean and provide pedestrian access to and from the beach. The total project cost is \$32,200, and it is proposed that the JIA pay 50% of that cost if the JIA Board approves the MOA.

Staff requests approval for the construction of the Tallu Fish crossover with shared public access, and the allocation of a \$16,100 cost share of the project from the FY23 capital budget.

#### MEMORANDUM OF AGREEMENT (Regarding Beach Crossover Project at Tallu Fish Lane)

THIS MEMORANDUM OF AGREEMENT ("MOA") is entered into as of the date last written below by and between JEKYLL ISLAND STATE-PARK AUTHORITY, a public corporation and instrumentality of the State of Georgia ("JIA") and THE COTTAGES AT JEKYLL ISLAND HOMEOWNERS ASSOCIATION, INC., a Georgia nonprofit corporation ("Cottages"). JIA and Cottages are collectively referred to as the "Parties" and individually as a "Party."

#### RECITALS

WHEREAS, JIA, as lessor, and The Cottages at Jekyll Island, LLC ("Developer"), as lessee, entered that certain Revised and Restated Ground Lease Agreement, dated December 23, 2014, and described by that certain Memorandum of Amended and Restated Ground Lease, dated January 5, 2015, and recorded in Deed Book 3387, Page 70 in the Office of the Clerk of Superior Court of Glynn County, Georgia (the "Clerk's Office"); as amended by that certain First Amended Revised and Restated Ground Lease Agreement by and between JIA and Developer, dated September 24, 2015, and recorded in Deed Book 3493, Page 378, in said Clerk's Office (collectively, the "Lease"); and,

WHEREAS, Developer subjected the real property described in and subject to the Lease, to that certain Declaration of Covenants, Conditions and Restrictions for The Cottages at Jekyll Island, LLC, dated January 25, 2016, and recorded in Deed Book 3539, Page 248, in said Clerk's Office (collectively, as supplemented and amended, the "Declaration"); and,

WHEREAS, Developer assigned to Cottages all right, title and interest under the Lease and the Declaration by that certain Assignment of Leasehold Estate Ground Lease of Certain Jekyll Cottages Common Areas Phase I and II and Private Roads, dated October 27, 2017, recorded in Deed Book 3813, Page 338 in said Clerk's Office; by that Assignment of Leasehold Estate Ground Lease of Certain Jekyll Cottages Remaining Phase II Common Areas, Phase III Common Areas and Private Roads, dated December 4, 2017, and recorded in Deed Book 3822, Page 317, in said Clerk's Office; by that Assignment of Leasehold Estate Ground Lease of Certain Jekyll Cottages Phase IV Common Areas, Private Roads and Easements, dated July 19, 2018, and recorded in Deed Book 3919, Page 287, in said Clerk's Office; and by that Assignment of Entirety of Leasehold Estate to The Cottages at Jekyll Island Homeowners' Association, Inc., dated December 7, 2018, and recorded in Deed Book 3977, Page 46 in said Clerk's Office; and,

WHEREAS, Cottages, as assignee under the above instruments, is the subsequent ground lessee under the Lease; and,

WHEREAS, the real property subject to the Lease is adjacent to the Atlantic Ocean and adjacent to JIA's right of way and public beach access point at Tallu Fish Lane; and,

WHEREAS, the Parties desire to provide for the construction of a public beach crossover adjacent to Tallu Fish Lane (the "Project") to enable Cottages' members, invitees and guests and members of the public to more conveniently and safely traverse stone revetments to access the beach; and, WHEREAS, the Parties desire to memorialize their understandings of the Project, its scope and timing and their mutual obligations under the terms and conditions of this MOA.

NOW THEREFORE, for these presents and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

#### AGREEMENT

- Scope of Project. The Project will consist of the construction of a beach crossover on the bare sand beach areas east of Tallu Fish Lane, Jekyll Island, Georgia. The Project will traverse the existing rock revetment running north-south adjacent to the Atlantic Ocean and will provide pedestrian access to and from the beach. The Project will be constructed in accordance with the plans and specifications (the "Plans") provided or soon to be provided by JIA to Cottages. Cottages will not deviate from the Plans without the prior written consent of JIA, which consent may be conditioned, delayed or withheld in JIA's sole discretion.
- 2. Permission to Seek Permits for Project. JIA hereby grants to Cottages a revocable, nontransferable right to seek all required permits and authorizations from applicable governmental entities to construct the Project. The Project will be permitted in accordance with the Plans, and Cottages will not deviate from the Plans in permitting without the prior written consent of JIA, which consent may be conditioned, delayed or withheld in JIA's sole discretion.
- 3. Completion of Project and Transfer. Cottages will be responsible for completing all permitting and construction for the Project. Upon notice from Cottages' contractor of substantial completion of the Project, Cottages will give notice to JIA, and JIA will have a right to inspect the Project to determine compliance with the Plans. If JIA determines deficiencies or deviations from the Plans exist, Cottages will promptly correct or complete the same and again give notice to JIA of completion. Upon notice from JIA that the Project is compliant with the Plans, Cottages will execute and deliver to JIA any transfer documents necessary to transfer ownership and permit rights for the Project to JIA, and JIA will remit payment for the JIA Project Costs (defined below).
- 4. Cost of Project. Cottages will be responsible for the costs of permitting and constructing the Project. JIA will contribute fifty percent (50%) of the costs of the Project, up to a maximum of \$16,100.00 (the "JIA Project Costs").
- 5. Project Contractors. Cottages will utilize a construction contractor (and any subcontractors) qualified and licensed to perform the Project work. JIA may reject any contractor or subcontractor where JIA determines in its reasonable discretion the contractor or subcontractor are not qualified or capable of performing the Project work. Cottages, its contractor and any subcontractors, will warrant the Project will be structurally sound, functional and compliant with applicable laws, for a period of 18 months following completion of construction.
- 6. Insurance. Cottages' contractors and any subcontractors will obtain and maintain throughout the construction of the Project commercial general liability insurance in coverages of at least \$1,000,000.00 per occurrence, worker's compensation coverages in the statutory minimum amounts, and builder's risk insurance applicable to the Project in at least the total cost of constructing the Project.

- 7. Indemnity. Cottages agrees to indemnify, hold harmless and defend JIA and the State of Georgia, their respective agents, officers and employees (collectively, the "Indemnitees"), from and against any and all claims, demands, liabilities, losses, costs, damages or expenses (collectively, "Claims") for any loss or damage (including without limitation, any losses or damages attributable to bodily injury including death, property damage, workers' compensation benefits, employment benefits, libel, slander, defamation of character, invasion of privacy, civil fines or penalties, and attorneys' and experts' fees), arising from or relating to the Project or this MOA, due to any act or omission (whether intentional or unintentional) on the part of the Cottages, its agents, employees, subcontractors, or others working at the direction of Cottages or on its behalf; or due to any breach of this MOA by Cottages, or due to the application or violation of any applicable law by Cottages, its agents, employees, subcontractors, or others working at the direction of Cottages or on its behalf; or caused by any other person; provided, however, that Cottages' obligations under this Section 7 will not apply to the extent any portion of such losses or damages are proximately caused by the sole negligence or willful misconduct of JIA. Cottages' obligations under this Section 7: (i) will survive expiration or earlier termination of this MOA; and, (ii) will apply to any and all Claims to the extent such Claims arose, or any causes of action for such Claims accrued, whether wholly or partially, prior to JIA's acceptance of transfer of the Project.
- 8. Project Maintenance. From and after transfer to JIA of ownership of the Project and any rights in any permits respecting the Project, JIA will be responsible for maintaining the Project in accordance with its customary maintenance practices for beach crossovers on Jekyll Island, as determined by JIA from time to time in its sole discretion.
- 9. No Interest in Real Property. This MOA does not create, grant or affect any interest in real property.
- 10. Applicable Laws. Cottages will be responsible for complying with all applicable laws for the permitting and construction of the Project and ensuring all contractors and subcontractors performing work on the Project comply with applicable laws.

IN WITNESS WHEREOF, the Parties have caused this MOA to be executed by their duly authorized signatories as of the date last written below.

#### **JEKYLL ISLAND STATE PARK AUTHORITY,** a public corporation and instrumentality of the State of Georgia

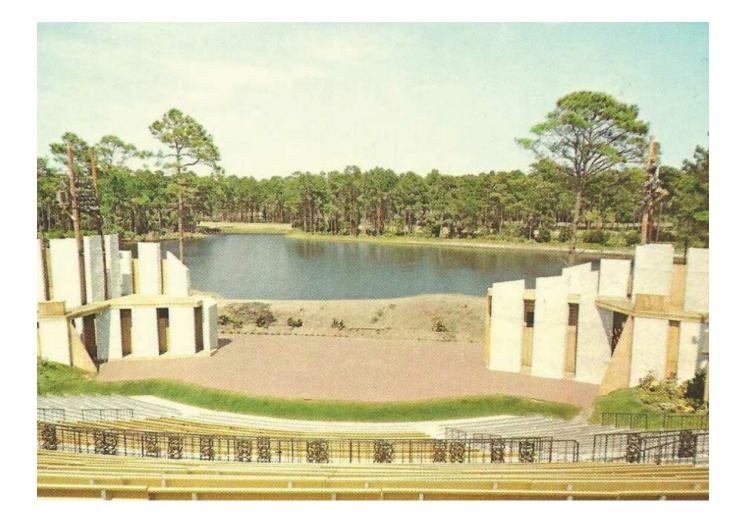
#### THE COTTAGES AT JEKYLL ISLAND HOMEOWNERS' ASSOCIATION, INC., a Georgia nonprofit corporation

By:			
Name:			
Its:			

By:	 
Name:	
Its:	

## **DLR**GROUP

# Phase 1: Market Assessment Jekyll Island Amphitheater



Christina Kruise & Todd Mayher, DLR Group 1422 Euclid Avenue, Suite 300 Cleveland, OH 44115 (216) 522-1350



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# **Project Information**

# This report would not be possible without the time and contributions of the Jekyll Island Authority and the participants listed below.

Field Date: June 7-9, 2022 Report Date: May 2023

Jekyll Island Authority Phase I: Market Assessment for the Jekyll Island Amphitheater

## Jekyll Island Authority Representatives

C. Jones Hooks, Executive Director Noel Jensen, Deputy Executive Director Anna Trapp, Assistant to the Executive Director Alexa Hawkins, Director of Marketing & Communications Ben Carswell, Director of Conservation and Sustainability Taylor Davis, Historic Preservationist Yank Moore, Director of Conservation

## **Community Resource Group**

Allyson Jackson, Jekyll Island Convention Center Douglas Rucker, Jekyll Island Club Resort Patty Henning, Jekyll Island Club Resort Kevin Baker, The Westin Carla Price, Jekyll Island Arts Association Heather Heath, Golden Isles Arts & Humanities Lucy Bryson, Theater Education, Brunswick High School Susan Bates, Founder, Brunswick Music District & PorchFest Eddie Pickett, Ace Music & Arts Inc. Tim Keyes, Georgia Department of Natural Resources Adam Betuel, Georgia Audubon Scott McQuade, Golden Isles Convention and Visitors Bureau Skip Adamson, Coordinator, Sunrise Worship Service Wheeler Bryan, Rainbow Island, Sea Island

## **DLR Group Representatives**

Christina Kruise, Business Operations Funding Specialist Todd Mayher, AIA, Project Manager and Architect Paul Siemborski, AIA, Principal in Charge

## **Glossary of Key Terms**

**AMPHITHEATER:** An outdoor performance venue. These venues can vary in size and complexity. The most basic amphitheater may only have a stage. Others might be equipped with dressing rooms, green rooms, concessions areas, ticketing booths, and more. The performance area may be level to the ground or elevated and may or may not be covered. Seating is often sloped upwards and may or may not be covered. Image 1 is an example of an amphitheater that is used for nationally touring concerts and events.

**FEASIBILITY:** Feasibility is assessed at multiple points in the planning process. In Phase 1, the Market Assessment asks whether a reactived Jekyll Island Amphitheater is feasibile from a *market* perspective. Phase 2, Business Planning, asks whether a reactivated Jekyll Island Amphitheater is feasibile from a *financial* and *operational* perspective. This phase will only commence if Phase 1 finds that there is market viability for an amphitheater project. At the culmination of Phase 2, the Jekyll Island Authority will have the opportunity to determine whether an amphitheater is feasible for the organization *at this time* given other planning priorities.

**PASSIVE USE / PASSIVE AMPHITHEATER:** In this report, passive use may be used to describe an amphitheater that has no or very little permanent seating. Instead, the audience seating area might be a large lawn, either flat or slightly sloped, that can be used by passers-by for recreation when the amphitheater is not in use for performances or events. Images 2 and 3 are examples of *passive amphitheaters*.



Image 1: St. Joseph's Health Amphitheater (Syracuse, NY)



Image 2: Hinson Amphitheater (New Albany, OH)



Image 3: Posse Grounds Pavilion (Sedona, AZ)

## Introduction

Jekyll Island, formerly the land of the Guale and Mocama, is recognized for its rich natural, cultural, and heritage amenities. Once a private retreat for some of the country's wealthiest families, the island was purchased by the State of Georgia in 1947 and established as a state park. Today, it is cared for by the Jekyll Island Authority (JIA), a self-supporting state entity that is responsible for managing and stewarding the island.

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

To this end, the JIA has set up parameters to protect the island's ecosystem while ensuring it remains an inviting destination for guests. The JIA oversees the conservation, development, and management of Jekyll Island, and relies on operating revenues from leases, fees, and island amenity operations. Jekyll Island does not receive any tax revenues for its operation.

The last 15 years of the JIA's stewardship have been focused on island revitalization. Following a period of decline in the 1990s, more than \$350 million has been invested in Jekyll Island's infrastructure, resulting in the creation of the Jekyll Island Club National Historic Landmark District (one of the largest preservation projects in the southeast); Mosaic, Jekyll Island Museum (Mosaic); Beach Village; a new Convention Center; and the Georgia Sea Turtle Center, among other projects. Great care has also been taken in planning for the long-term conservation and preservation of the island's natural and environmental resources. Now, as the JIA continues to look into the future, leadership would like to consider the feasibility of revitalizing the Jekyll Island Amphitheater.

The amphitheater was built in 1972. That year, a story published in the June 18 edition of The Atlanta Journal

and Constitution Magazine<sup>1</sup> described it as being "thrust" upon the island, the concept for it having originated out of a political agreement over State appropriations in the Georgia General Assembly. To create the amphitheater, a hole was dug in the middle of the island. The dirt was used to create a mound for tiered seating; the hole became a pond. Despite its controversial beginnings, the amphitheater served as an entertainment venue on the island for over 30 years, closing in 2005. While there has been interest in reactivating the amphitheater, the right opportunity has yet to reveal itself. In the meantime, the amphitheater has fallen into disrepair. As deterioration continues, the cost of reactivation increases.

In April 2022, the JIA retained DLR Group, a design firm with expertise in planning for and designing arts and cultural facilities, to test, from a market perspective, the opportunity to reactivate the amphitheater. This effort was to be completed within the context of the JIA's 2018 Jekyll Island Carrying Capacity & Infrastructure Assessment, which aimed to determine the number of people, vehicles, and development the island could accommodate without compromising its natural character.

To meet this brief, DLR Group has completed a market assessment that considers:

- The forces and trends driving the cultural sector
- The leisure traveler and Glynn County resident markets for the arts on Jekyll Island
- Venue and programming competition
- User demand for space
- Alignment with long-term JIA planning goals

The resulting research will determine whether there is a market to support a renovated amphitheater. If there is, recommendations will be made related to potential venue capacity, features, amenities, and programming.

The JIA will then have the option to complete a second phase of work. That work will result in a business plan and operating

1 Shannon, Margaret. (1972, June 18). Jekyll at the Crossroads. The Atlanta Journal and Constitution Magazine.

pro-forma for the amphitheater, a site assessment and recommendations for facility / site improvements, a preliminary space program, a preliminary site plan, and a conceptual rendering for the proposed project.

With the outcomes of this work at hand, the ultimate decision as to whether the reactivation of the Jekyll Island Amphitheater is feasible for Jekyll Island will be determined by the JIA Board and their planning priorities for the future.

As such, it is imperative to keep in mind the mission of the JIA: to maintain the balance between nature and humankind. This means that even if the study finds a strong market to support a reactivated amphitheater, should it also find that reactivating the amphitheater would threaten the preservation of the island or imperil the visitor experience, reactivating it may not move forward.

# Forces and Trends in Culture and Performing Arts

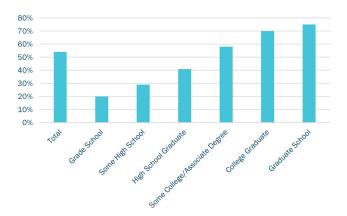
Catalyzed by the COVID-19 pandemic and exasperated by economic uncertainty, the arts and cultural sector is in the midst of a seismic shift. In some cases, COVID-19 served as an accelerant, quickening trends that have been in the works for years. In others, entirely new trends have emerged, requiring cultural providers and creators to rethink how they do business. The following is a selection of forces and trends that are impacting the arts and culture sector in the United States. As a general note, the term "arts and culture" is used broadly to include all forms of self-expression, from watching a ballet or symphony to printmaking, gardening, cooking, crocheting, recording music at home, and beyond.

#### TRENDS IN AUDIENCES

The Survey of Public Participation in the Arts (SPPA) is conducted every five years by the National Endowment for the Arts in partnership with the U.S. Census Bureau. The most recent survey was conducted in 2017. Findings revealed that:

- 53.8 percent of U.S. adults attended a visual or performing arts activity at least once in the preceding 12-month period.
- In the performing arts, 43.4 percent of U.S. adults attended at least one event in the preceding 12-month period.
- Educational attainment is the number one indicator of propensity to support traditional arts and cultural programming (theater, ballet, symphonic music, opera). The percentage of adults reporting participation in the arts increases by education level. This can be seen in the bar chart to the right.
- Age and race / ethnicity also impact propensity to support the arts, though with greater variability.

The question is, has attendance and participation in the arts changed as a result of the COVID-19 pandemic? The next SPPA is expected to be released in 2023 or 2024, but some trends have started to emerge. Anecdotally, many arts and cultural organizations have reported that their audiences have been Percentage of U.S. Adults Who Attended Any Artistic, Creative, or Cultural Activities During the Last 12 Months,



Source: U.S. Trends in Arts Attendance and Literary Reading: 2002-2017, A First Look at Results from the 2017 Survey of Public Participation in the Arts (September 2018)

slow to return while others are reporting some of their most successful seasons ever. In the commercial arena, live music events have seen a complete recovery, with companies like LiveNation reporting a 20% increase in event attendance over 2019.<sup>2</sup>

#### **TRENDS IN VENUES** Flexible and Multi-use

Contemporary cultural venues must be flexible and nimble, responding to the needs of multiple uses and users and enabling multiple revenue streams. The pandemic emphasized this need as venues moved programming outdoors and developed socially distant seating plans while also serving as community vaccination sites and meal distribution centers.

#### Online Strategies and New Technologies

Although organizations like the United Kingdom's National Theater and New York's Metropolitan Opera have been offering

2 Scribner, Herb. (2022, September 2). Live events take off like a rocket. Axios. https://www.colleendilen.com/2022/03/02/cultural-entities-arenot-expanding-audiences-fast-enough-to-sustain-attendance-heres-what-this-means-data/ filmed live performance for years, it has not been a priority for most organizations. COVID changed that. In response, theaters and museums across the country were forced to develop strategies for online programming, in some cases reaching audiences well beyond their traditional geographic boundaries. Hybrid programming has emerged as a result, with many cultural entities developing online content that goes hand-in-hand with in-person offerings. This has fast tracked the incorporation of augmented reality (AR) technology into live performance. At Coachella, for example, viewers watching the event's live stream caught site of a massive parrot above the stage<sup>3</sup> that went unseen by audience members attending in real life.

#### Venues as Revenue Generating Assets

Multiple revenue streams are key to long-term financial sustainability. Beyond programming, many organizations have turned their physical assets into revenue generating ones, renting lobbies, stages, galleries, green rooms, donor lounges, and beyond for events, activating spaces that otherwise would sit unused throughout the day.

#### THE ARTS AND CULTURE SECTOR IN THE FUTURE

So, what does this research suggest for the future of arts and cultural venues? And, specifically, for a venue on Jekyll Island?

## DLR Group predicts greater commitment to environmental sustainability and resiliency.

As extreme weather events go from being rare to regular, arts and cultural organizations and facilities will be forced to consider their role in a changing climate. For some entities, the focus will be on operating practices, identifying where and how to minimize waste, save energy, and reduce overall carbon footprint. For others, emphasis will be on how to build a sustainable structure with an end goal of net zero operations. Similarly, we will see more organizations planning for environmental resilience, ensuring that they are prepared to weather natural disasters, community crises, and other emergencies.

#### DLR Group predicts that audiences will continue to seek out authentic experiences that allow for a high level of control.

Audiences are looking for unique and authentic opportunities to engage with arts, culture, and community. But, they also want some control over that experience—they want the choice to come and go when they want, post to social media, text with friends, or have a snack. While not every experience can invite these behaviors into the main event, the key will be in finding ways to incorporate them into the pre- or post-show experience.

3 Coachella. [@coachella]. (2022, April 17). Instagram. https://www.instagram.com/tv/CceSgR0p0RO/?utm\_source=ig\_web\_copy\_link

# The Market for a Reactivated Amphitheater

Jekyll Island is a year-round tourist destination. It is also home to a small community of full-time residents and sits in a growing regional market.

Jekyll Island's leisure traveler population will likely be the primary market segment for a reactivated amphitheater. The island's resident and regional populations will be important secondary and tertiary markets, though they are not expected to drive attendance at amphitheater events. The following provides a snapshot of each market type.

#### THE LEISURE TRAVELER MARKET

Jekyll Island is one of four barrier islands that comprise Georgia's Golden Isles. The area is a popular tourist destination, with visitors traveling year-round for vacations, recreation, conferences, weddings, and events. Jekyll Island itself is well-known for its beautiful beaches, the Jekyll Island National Historic Landmark District, birding, and amenities like the Georgia Sea Turtle Center and Mosaic. In 2022, traffic count data suggested that 1.39 million cars passed through Jekyll Island's entry gate, a 12.7 percent increase over traffic counts for 2019.

To be clear: in reactivating the amphitheater, increasing visitation would not be the goal. Nevertheless, given the volume of visitors, it is key to understand the leisure traveler market's propensity to support an amphitheater. The Golden Isles Convention and Visitors Bureau, Glynn County's official destination marketing organization, regularly surveys Golden Isles visitors. The findings from the 2020/2021 survey follow.

#### 2020/21 GOLDEN ISLES VISITOR SURVEY

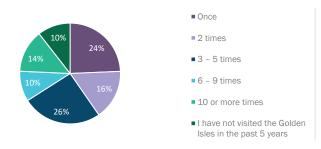
The 2020/21 Golden Isles Visitor Survey was completed by RRC Associates and released in February 2022. The survey was distributed to individuals interested in visiting the Golden Isles, individuals who had visited, individuals who planned to visit, and Glynn County residents. **The survey did not describe, define, or specify any response options to questions. As such, all questions and responses were open to broad interpretation.** Findings were shared in aggregate with additional reports provided specifically for Jekyll Island visitors and Glynn County residents. More than three quarters (77%) of survey respondents identified as female and more than three quarters (77%) were between the ages of 45 and 74. Eighty-seven percent (87%) of respondents identified as White and sixty-one percent (61%) had a gross annual income between \$50,000 and \$149,999. Thirty-two percent (32%) of respondents described themselves as a couple with no children at home and twenty-three percent (23%) identified themselves as a couple with children at home.

#### GOLDEN ISLES FINDINGS

- Twenty-six percent (26%) of 2020/21 survey respondents had visited the Golden Isles three to five times in the lasts five years; twenty-four percent (24%) had visited once.
- Prospective visitors are most interested in visiting the Golden Isles in the Spring, Summer, and Fall. For those who had previously visited the Golden Isles, travel occurred throughout the year with May, June, and July being amongst the most popular months to visit.

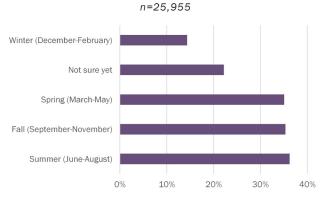
#### Golden Isles Visitors: How many times have you visited the Golden Isles in the past 5 years?

n=14,109



#### Prospective Visitors: When are you interested in visiting

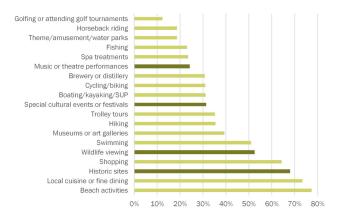
the Golden Isles?



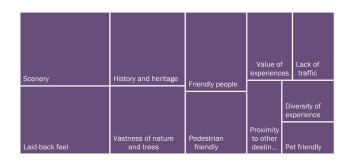
- Seventy- one percent (71%) of survey respondents were overnight visitors, spending at least one night in the Golden Isles.
- The average length of stay was 4.1 nights.
- Thirty-eight percent (38%) of survey respondents who had stayed in the Golden Isles stayed on Jekyll Island and forty-six percent (46%) stayed on St. Simons Island.
- Sixty-nine percent (69%) of Golden Isles visitors surveyed traveled with their spouse/partner. Twenty-nine percent (29%) traveled with their children.
- Eighty-four percent (84%) of visitors surveyed were traveling for leisure.
- Sixty-eight percent (68%) of respondents visited or planned to visit an historic site while in the Golden Isles; fifty-two percent (52%) participated in or planned to participate in wildlife viewing; thirty-one percent (31%) participated in or planned to participate in special cultural events or festivals; and twenty-four percent (24%) participated in or planned to participate in music or theatre performances.
- The survey estimates that respondents and their immediate travel parties spent an average of \$1,174 on their most recent Golden Isles trip.
- When asked how likely they would be to return to the Golden Isles in the future, seventy-nine percent (79%) of respondents indicated they would be 'extremely likely.'
- The scenery, laid-back-feel, history and heritage, and vastness of nature and trees contribute the most to survey respondents' positive impressions of the Golden Isles.
- When asked what activities or attractions survey respondents think are lacking or need to be expanded in the Golden Isles, twenty-nine percent (29%) indicated more festivals/events/live music, twenty-one percent (21%) indicated an outdoor amphitheater, and fifteen percent (15%) indicated greater nightlife offerings. Notably, thirty-nine (39%) percent indicated none of the above

#### Which of the following activities did you/are you planning to participate in while in the Golden Isles?



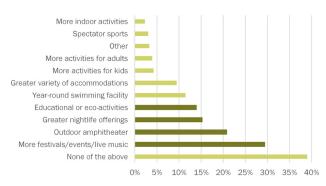


#### What are your positive impressions of the Golden Isles? n=13,590



#### Are there activities/attractions you think are lacking or need to be expanded in the Golden Isles?

n=12,200



#### JEKYLL ISLAND VISITORS (2020 ONLY)

- Sixty percent (60%) of survey respondents visited Jekyll Island on their most recent trip to the Golden Isles. Jekyll Island had the largest response rate after St. Simons Island, which sixty-one percent (61%) of respondents indicated visiting.
- Responding visitors felt that Jekyll Island was authentic, naturally beautiful, and unlike other places they had visited. They also believed the history on Jekyll Island was well-preserved and that wildlife protection / education was prominent.

#### GLYNN COUNTY RESIDENTS (2020 ONLY)

- Thirty-five percent (35%) of surveyed respondents had lived in Glynn County for one to five years. An additional 30 percent had lived in Glynn County for over 20 years.
- Eighty-seven percent (87%) of survey respondents indicated that they host out-of-town visitors, with more than half hosting between five and 14 visitors in their home annually.
- Ninety-three percent (93%) of Glynn County residents surveyed indicated that they take their visitors to St.
   Simons Island and ninety-two percent (92%) indicated taking their visitors to Jekyll Island.
- Sixty-one percent (61%) of responding Glynn County residents had last visited Jekyll Island in 2021 and thirty-two percent (32%) had last visited in 2020.

Respondents were invited to provide additional feedback about the Golden Isles in open text format. There were multiple comments about reactivating the Jekyll Island Amphitheater to bring back plays and provide more opportunities for live music. Numerous respondents also spoke to a desire for careful, managed growth that protects the natural beauty of the Golden Isles.

#### EXISTING FOOT TRAFFIC ANALYSIS

To glean more about potential amphitheater attendees, DLR Group used a location intelligence and foot traffic insights tool to gather data on visitors to the Georgia Sea Turtle Center and Mosaic. The purpose of this was two-fold: First, to understand the breakdown of resident (folks living on Jekyll Island) versus leisure travelers to these sites. Then, to understand the demographic characteristics of visitors and their likelihood to support additional cultural programming. The data, which covered one year of activity, indicated the following:

- The Georgia Sea Turtle Center and Mosaic serve the leisure traveler market. Over a 12-month period, fewer than ten percent (10%) of visitors to the Georgia Sea Turtle Center and Mosaic lived within 50 miles of either facility while more than sixty percent (60%) of visitors lived more than 250 miles from either facility.
- Trade area data for the Georgia Sea Turtle Center and Mosaic suggest that the populations living within each facility's trade area spend roughly \$3 per week on entertainment spending.
- Visitation at both venues peaks between 11:00 am and 1:00 pm and is relatively consistent throughout the week, though the Sea Turtle Center does see a slight increase in activity on Saturdays.

#### THE GLYNN COUNTY RESIDENT MARKET

For the purposes of this study, the resident market has been defined as:

- Jekyll Island
- The amphitheater's 15-mile radius
- The amphitheater's 30-mile radius

For each segment, data<sup>4</sup> have been collected from Esri, the world's leading mapping and spatial analytics software. For benchmarking purposes, data for the United States have been included where possible.

#### POPULATION GROWTH

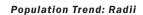
Population growth is variable. In 2022, it was estimated that Jekyll Island's population sat at 1,103. This number is notably larger than the 866 residents logged during the 2020 Census. Over the next seven years, Jekyll Island's resident population is projected to slightly contract.

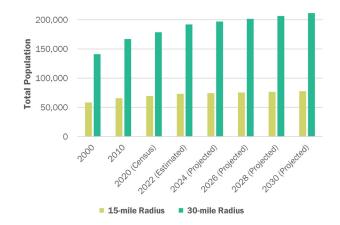
In the 15- and 30-mile radii, the population has rapidly grown. Between 2000 and 2010, the 15-mile radius population grew by thirteen percent (13%). It is projected to grow an additional twelve percent (12%) between 2020 and 2030. The 30-mile radius population has been growing at an even faster rate: between 2000 and 2010, it grew by eighteen percent (18%). It is projected to grow another eighteen percent (18%) between 2020 and 2030.

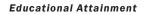
#### EDUCATIONAL ATTAINMENT

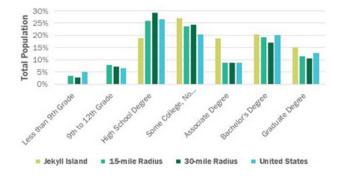
Educational attainment varies across market segments. On Jekyll Island, nineteen percent (19%) of the population has an Associate Degree compared to nine percent (9%) in the 15and 30-mile radii and nationally. An additional twenty percent (20%) of the Jekyll Island population has a Bachelor's Degree and fifteen percent (15%) has a Graduate Degree. To compare, between seventeen percent (17%) and nineteen percent (19%) of the 15- and 30-mile radii populations have a Bachelor's Degree and eleven percent (11%) of both radii populations have a Graduate Degree.











# The Market

#### AGE

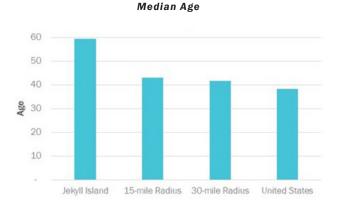
Jekyll Island skews older than either radius, and all three market segments skew older than the nation. To compare, the median age nationally is 38. On Jekyll Island, it is 59 and, in the radii, it is 43 (15-mile radius) and 42 (30-mile radius).

#### MEDIAN HOUSEHOLD INCOME

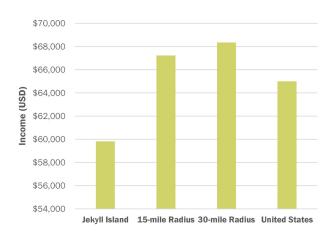
At \$68,342, Median Household Income (MHI) is highest in the 30-mile radius. MHI is lowest on Jekyll Island at \$59,820, though this number is likely impacted by the island's retiree and second home-owner populations and not reflective of true disposable incomes. The Moorings, for example, is the island's newest housing development. It features a mix of condos and townhomes, all of which have been sold or are under contract. Many of these properties went to market at close to \$750,000, suggesting a more affluent demographic.

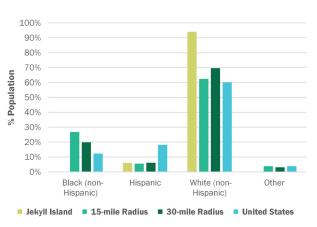
#### RACE AND ETHNICITY

On Jekyll Island, the population is ninety-four percent (94%) White (non-Hispanic). In the 15-mile radius, however, twentyseven percent (27%) of the population identifies as Black (non- Hispanic) as does twenty percent (20%) of the 30-mile radius population. Additionally, six percent (6%) of each market segment identifies as Hispanic.









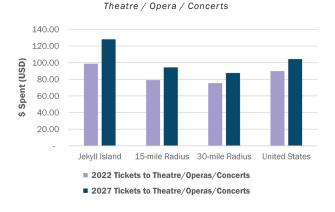
#### Race / Ethnicity

#### ENTERTAINMENT SPENDING

Esri's Consumer Spending data provides information about the estimated spending by households for goods and services in an area. The chart on the right shows average ticket spending per household on tickets to theatre / operas / concerts. Across all market segments, including in the region and across the nation as a whole, this spending is projected to increase between 2022 and 2027.

#### CONCLUSIONS

- The primary market for a reactivated amphitheater on Jekyll Island will be the island's leisure traveler population. This is a large population that visits Jekyll Island year-round.
- Secondary and tertiary market segments for the amphitheater will include the residents of Jekyll Island as well as those living in the island's 15- and 30-mile radii.
- Data from the Golden Isles Visitor Survey suggest that Jekyll Island visitors are both recreational and cultural tourists, attending music or theatre performances, special events/festivals, and historic sites as well as participating in wildlife viewing and going to the beach.
- Between ten percent (10%) and thirty percent (30%) of Golden Isles Visitor Survey respondents expressed interest in additional educational or eco-activities, greater nightlife offerings, an outdoor amphitheater, and more festivals / events / live music.
- Notably, forty percent (40%) Golden Isles Visitor Survey respondents did not feel that any additional activities or attractions were needed, suggesting a level of satisfaction with the current Jekyll Island / Golden Isles visitor experience.
- Foot traffic data for the Georgia Sea Turtle Center and Mosaic allow for a few assumptions on the resident and leisure traveler populations to be made:
  - Each venue's high percentage of leisure travelers suggests that visitors living farther than 50 miles of Jekyll Island travel to the island for recreation and culture.
  - Data on weekly entertainment spending suggest that the venues' leisure traveler attendees may be infrequent arts attendees in their day-to-day lives but are seeking out ways to diversify their Jekyll Island or Golden Isles experience and are willing to try something new while on vacation.



#### Average Ticket Spending / Household:

- The data also suggest a preference to be indoors during the hottest hours of the day.
- Jekyll Island's resident population has higher levels of educational attainment than the 15- and 30-mile radii populations and skews older in age. Both of these factors suggest propensity to support arts and cultural programming, specifically traditional arts activities like theatre, dance, and music (classical music, tribute bands, world/contemporary acts, and solo artists in particular).
- The populations in the 15- and 30-mile radii are growing rapidly. These populations have variable levels of educational attainment and are racially / ethnically diverse. Based on findings from the Survey of Public Participation in the arts, we can assume that this demographic may be somewhat more likely to attend festivals, events, or more commercial offerings (like nationally touring acts) than more regional acts or traditional arts programs (theatre, dance, opera, classical music).

# The Competitive Situation

This analysis will assess potential competition for a reactivated amphitheater. The key question: are there gaps within Jekyll Island and the region's existing and potential cultural venue assets that the amphitheater might fill? To answer that question, DLR Group created an inventory of outdoor performance spaces based on the following criteria:

- The venue is located within 30 miles of the Jekyll Island Amphitheater
- The venue is activated at least four times a year with live performing arts events
- The venue has a seating capacity between 500 seats and 1,700 seats

For each inventoried facility, data has been collected on how the venue is programmed and activated as well as its specific features and amenities.

Information was also collected on four existing and planned indoor performing arts venues.

#### Rainbow Island, Sea Island (Private / Exclusive Venue)



#### St. Simons Island Lighthouse



Mary Ross Waterfront Park



Image Source: Golden Isles Georgia

**Ritz Theatre** 



Image Source: Golden Isles Georgia

#### **AMPHITHEATER INVENTORY**

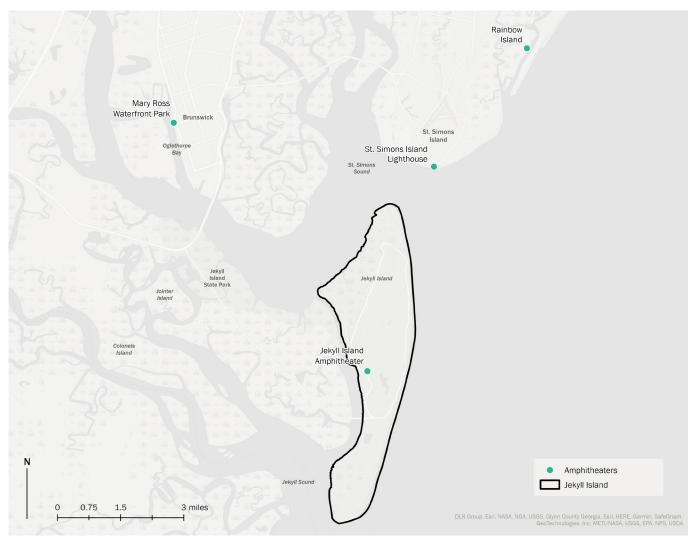
Aside from the Jekyll Island Amphitheater, there are three additional outdoor venues in the market: Rainbow Island, Mary Ross Waterfront Park, and St. Simons Island Lighthouse. These are informal programming sites with lawn seating. Given their flexibility, capacities for each venue have been estimated. From the assessed market inventory, Jekyll Island Amphitheater is the only venue on Jekyll Island, as can be seen in the map below, and is the only inventoried venue with permanent (as opposed to lawn) seating. Using the venue's original capacity—1,700 seats—the Jekyll Island Amphitheater is also the largest venue on the inventory.

#### Jekyll Island Amphitheater Market Assessment Amphitheater Inventory

Inclusive of amphitheaters with capacities between 500 to 1,700 within 30 miles of Jekyll Island

	Facility	Capacity
Amphitheate	r Jekyll Island Amphitheater+	1,700
Lawn	Rainbow Island*	1,000
Lawn	Mary Ross Waterfront Park*	500
Lawn	St. Simons Island Lighthouse*	500
	<ul> <li>Inputs based on historical size and use</li> <li>*Some estimations made</li> </ul>	

#### Jekyll Island Amphitheater Market Assessment: Market Segments



#### AMPHITHEATERS BY PROGRAMMING TYPE

Performing arts venues are activated through three activity types: **presenting, producing,** and/or **rentals**. These activities can be understood as follows:

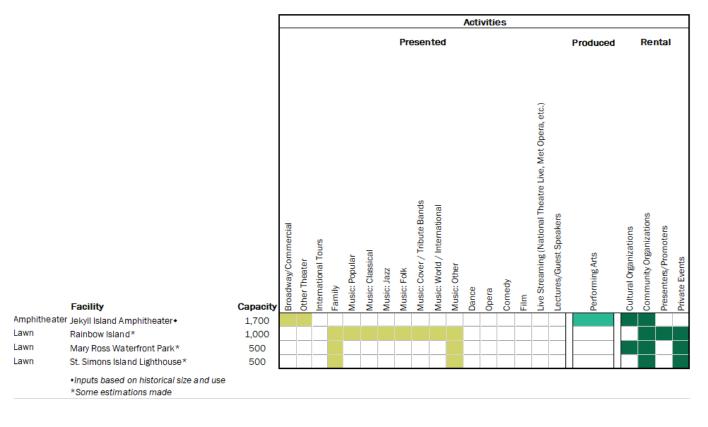
- A **presented** event is one that has been produced by a third party. A venue operator then pays for the event to be performed in their facility, assuming responsibility for ticket sales, marketing, technical services, and so on.
- A produced event is one that has been developed from the ground up by a creative team (directors, actors, designers, etc.) assembled by the venue / venue operator.
- A **rental** event is one that has been produced by a third party. That third party then pays a venue / venue operator to use its facilities for the performance or event. In this scenario, the renter is usually responsible for ticket sales, marketing, and most technical services, although this can vary from one venue to the next.

None of these activity types are exclusive of the other. In fact, most performing arts facilities fill their calendars with a combination of two or three activity types (presenting and renting, presenting and producing, and so on).

Historically, the Jekyll Island Amphitheater was activated through a variety of partnerships. This included an early partnership (from 1976 to 1983) with Jekyll Island Music Theatre, Inc., a local theater company that produced an annual season of musicals, as well as multiple partnerships with university theater departments. The JIA's partnership with Valdosta State University was the longest, lasting from 1989 to 2004, when it was terminated by the JIA for budgetary reasons. The amphitheater remained open for one more year, during which it was programmed with movies and some concerts. This past activity is indicated on the inventory below.

#### Jekyll Island Amphitheater Market Assessment: Amphitheater Inventory

Inclusive of amphitheaters with capacities between 500 to 1,700 within 30 miles of Jekyll Island



The remaining venues on the inventory are primarily activated through presented live music and some family programs. Each space is also available for rent by outside users (cultural organizations, community organizations, presenters / promoters, and / or private events).

#### **AMPHITHEATERS BY FEATURES AND AMENITIES**

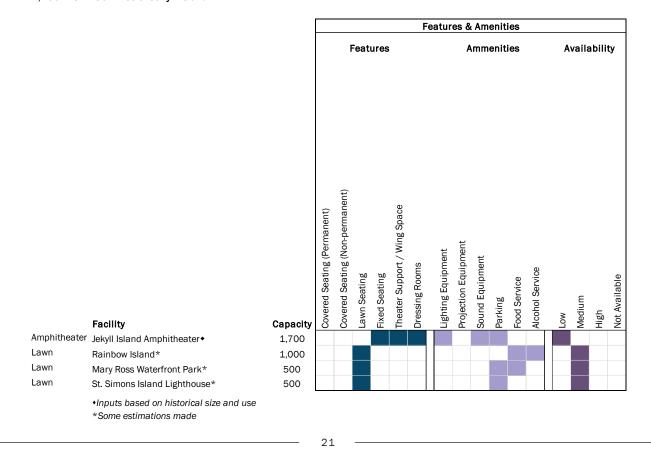
As stated, the inventoried amphitheaters are largely informal. None of the inventoried venues offer covered seating, and the Jekyll Island Amphitheater, constructed with bleacher seating, is the only venue with permanent seating options. The remaining venues make use of lawn seating, inviting eventgoers to bring blankets and chairs. Further, the inventoried venues have very few amenities. Most rent lighting and sound equipment for events, and none offer concessions or alcohol sales.

Assumptions about availability are based on venue programming calendars. 'Medium' availability suggests that an outside user would have little trouble renting the venue on a prime night of the week (Thursday / Friday / Saturday), while 'low' availability suggests a venue is highly active with very few days available for rent. The inventory suggests that, on Jekyll Island, potential renters would struggle to find an available outdoor venue for a larger capacity event, while off island there would be greater accessibility.

#### Jekyll Island Amphitheater Market Assessment: Amphitheater Inventory

Inclusive of amphitheaters with capacities between 500 to 1,700 within 30 miles of Jekyll Island

Jekyll Island Amphitheater Market Assessment Amphitheater Inventory Inclusive of amphitheaters with capacities between 500 to 1,700 within 30 miles of Jekyll Island



# ADDITIONAL EXISTING OR POTENTIAL VENUES IN THE MARKET

The Amphitheater Inventory captures data on the market's outdoor performing arts spaces. There are, however, a few additional spaces (two existing and two planned) that must be considered:

**Ritz Theatre | Brunswick, GA** The Ritz Theatre is a 440seat historic theater that was built in 1899. The building is owned by the City of Brunswick and operated by the nonprofit Golden Isles Arts and Humanities Association. The venue is programmed year-round with produced and presented live events, film, visual art exhibitions, and educational programming.

#### Soglo Gallery Brunswick Actors' Theatre | Brunswick,

**GA** Soglo Gallery Brunswick Actors' Theatre is a production company that showcases local and regional artists, writers, and actors. The organization operates a 2,600 square-foot gallery and 111-seat theater venue. They also coordinate a series of outdoor arts festivals and curate rotating exhibits for Southeast Georgia Health System.

#### Community Center for the Arts | College of Coastal

**Georgia | Brunswick, GA** The Community Center for the Arts represents a partnership between Glynn County Schools and the College of Coastal Georgia to develop a 1,000-seat arts center on the College of Coastal Georgia's Brunswick campus. The venue is planned to be programmed with music and dance performances, lectures, meetings, and events. The project has not yet broken ground.

#### Amphitheater at Mary Ross Waterfront Park |

**Brunswick, GA** The City of Brunswick's 2015 master plan for Mary Ross Waterfront Park proposes a Central Waterfront Green with a covered events stage and 60,000 square feet of open space. It is envisioned to be used for park programs, passive and active recreational uses, seasonal events, and concerts, accommodating nearly 5,000 audience members.

#### CONCLUSIONS

- Aside from the Jekyll Island Amphitheater, there are three other outdoor venues in the market.
  - These venues are best described as informal, community venues, lacking features and amenities like dressing rooms and back of house facilities; lighting, projection, and sound equipment; and food or alcohol service.
  - The programming at these venues is largely comprised of locally and regionally touring acts.
- While larger, nationally touring acts do stop in the market, it is typically for major festivals and events.
- In addition to the venues on the Amphitheater Inventory, there are four additional venues to consider: The Ritz Theatre, Soglo Gallery Brunswick Actors' Theatre, the Community Center for the Arts, and a proposed amphitheater and event lawn at Mary Ross Waterfront Park.
  - Given distinctions in target markets—the primary market for an amphitheater on Jekyll Island would be leisure travelers, while the primary markets for the Ritz, Brunswick Actors' Theatre, Community Center for the Arts, or Amphitheater at Mary Ross Waterfront Park would primarily be Golden Isles residents—these venues may represent an opportunity for block booking acts.
  - In block booking, promoters / producers share the costs associated with bringing an act to the market thereby enabling them to book bigger and betterknown acts than they might otherwise be able to afford.

# User Demand and Potential Partners

Using information gathered throughout the planning process, this section of the report will assess user demand for the amphitheater. It will also begin to identify potential partnership opportunities.

#### **POTENTIAL USES AND USERS**

Use of the amphitheater can be divided into three activity types: live performance, education, and events. These are complementary activity types that could activate an amphitheater at various times throughout the day and various days throughout the week.

#### Live Performance:

Historically, the Jekyll Island Amphitheater was activated through a third-party that was responsible for programming the venue. The JIA's current operating model would support this case with a reactivated amphitheater. While the specifics of this arrangement would be determined through business planning in the phase two scope of work should it be determined that the market can support a venue, the ideal partner would be a regional or national presenter with experience operating venues in tourism driven markets. Local entertainment presenters currently operating on Jekyll Island might occasionally present acts, but this would not be the primary driver of amphitheater programming.

#### Education:

As a state park, education is a key component of Jekyll Island's programs, especially Conservation. Conversations with Jekyll Island Conservation staff, as well as representatives from Georgia Audubon, suggest that the amphitheater site, with its forested surroundings and adjacent pond, could serve as a delivery site for educational programming.

#### Events:

With a 128,000-square-foot Convention Center, the historic Jekyll Island Club Resort, and multiple hotels, Jekyll Island has a robust infrastructure for hosting meetings and events and is a popular destination for doing so. Multiple stakeholders believe that the amphitheater could play two roles in augmenting the Jekyll Island meetings and events business: 1.) by providing entertainment offerings to meeting and event attendees; 2.) by serving as an intimate and unique events venue. JIA Marketing, for example, could envision using the amphitheater for VIP and bespoke events, such as an evening of stargazing and wine tasting, that elevate the Jekyll Island experience.

#### Partnership Opportunities:

The JIA has a successful track record of developing private sector partnerships to market, activate, and operate Jekyll Island's amenities. The same should be true for a reactivated amphitheater. Partnership opportunities exist with the following:

- The JIA contracts with ASM Global to manage and operate the Jekyll Island Convention Center. An opportunity to expand this partnership to include the Jekyll Island Amphitheater in a way that serves the JIA, ASM Global, and the Convention Center should be explored.
- Hotels on the island could partner with the amphitheater on marketing events and offerings for group packages.

In addition to the above, the JIA regularly partners with the Golden Isles Convention and Visitors Bureau to market Jekyll Island and its amenities. This partnership would expand to include marketing for the amphitheater.

How an amphitheater might be operated—and the additional partners that might be brought to the table—will be further evaluated in Phase 2 - Business Planning should this research determine there is a market for the venue on the island.

#### CONCLUSIONS

- Three activity types could activate a renovated Jekyll Island Amphitheater: live performance, education, and events. These are complementary activity types that could activate the amphitheater both throughout the day and the week.
- There are partnership opportunities for activating an amphitheater with educational programming and events.
   Live event programming would need to occur through a partnership with a third-party operator.
- It may be possible for the venue operator to partner with a number of Jekyll Island and Golden Isles entities to market an amphitheater and its programs.

Prepared for the Jekyll Island Authority

# Benefits and Impacts

As the managing entity responsible for stewarding Jekyll Island and maintaining the balance between nature and humankind, the JIA takes investment in infrastructure seriously. To that end, it is imperative that reactivating the amphitheater align with broader island goals and initiatives. To ensure that is the case, past planning documents have been assessed, including:

- Jekyll Island Carrying Capacity & Infrastructure Assessment (October 2018)
- Jekyll Island Master Plan Update (2021)
- Jekyll Island Conservation Plan 2020
- Jekyll Island Golf Improvement Plan 2022
- Jekyll Island Authority Strategic Plan FY 2023-FY 2025

A summary of findings from these documents is included below. In addition to the goals and objectives stated in each plan, JIA leadership have laid out specific goals for the amphitheater:

- It must be operated by a third-party operator.
- It must be operated sustainably and without the financial support of the JIA.
- It must align with the Carrying Capacity & Infrastructure Assessment.

# JEKYLL ISLAND CARRYING CAPACITY & INFRASTRUCTURE ASSESSMENT

This study, completed in October 2018, serves as the foundation for JIA decision making. Its primary objective was to identify a practical carrying capacity for Jekyll Island that would identify the number of people, vehicles, and development that the island could accommodate without negatively impacting its unique cultural and natural resources and character.

The study projected that Jekyll Island would reach visitation capacity between 2020 (4.01 million) and 2021 (4.57 million). A number of recommendations were provided as a result, touching on everything from sustainable infrastructure and operating procedures to economics. While the study recommends implementing a permit or reservation system to limit the number of people entering the island, as well as charging event and festival fees, it also suggests that the JIA support ecological venues and destinations on the island and recommends an additional "ecotourism" venue or activity that would highlight Jekyll's environmental systems and resources. In particular, it is recommended that revenue generating enterprises be explored, particularly those with a small footprint and large economic gain. It is also suggested that the JIA explore partnerships to revamp underutilized venues.

#### THE JEKYLL ISLAND MASTER PLAN UPDATE

The Jekyll Island Master Plan Update identifies conservation, preservation, and education as the JIA's key values in establishing objectives related to conservation and development, land use, economic sustainability, and more. Historic and Cultural Resources are an important piece of the plan, which includes recommendations for programming, the amphitheater, historic site monitoring, and Historic District preservation and maintenance. Programming recommendations include increased opportunities for kids and adults; more interaction with preservationists, scholars, authors, and local legends; cocktail evenings and summer camps; holiday programs; and more. Related to the amphitheater, the plan acknowledges the potential impact of bringing live theater and other events back to Jekyll Island, but stresses that a private partner would be critical to long-term viability.

#### **JEKYLL ISLAND CONSERVATION PLAN 2020**

This plan outlines conservation values for Jekyll Island's Conservation Program and establishes a mission to "conserve, manage, and restore Jekyll Island State Park's natural communities and biological diversity; provide nature-based educational and recreational opportunities for the general public; and guide the Jekyll Island Authority, its partners, and its tenants to reduce the broader environmental footprint of human activities that occur within the park." <sup>5</sup> While the plan covers a number of issues, an entire section is dedicated to nature-based education and outdoor recreation, both of which are viewed as being intrinsically linked to the Conservation Program mission.

In outlining a strategy for nature-based education and outdoor recreation, the plan recommends that Jekyll Island take a diversified approach, partnering with the private sector to offer a variety of opportunities. Specific strategies include increasing

5 Jekyll Island Authority. (2020). Jekyll Island conservation plan 2020. Jekyll Island Authority. https://issuu.com/jekyllisland/docs/conservation\_ plan\_jan\_\_1\_/2 and enhancing outdoor and nature-based learning spaces and facilities as well as pursuing green infrastructure, nature-based engineering, and sustainable practices.

Related to outdoor recreation, the Conservation Plan highlights two strategic opportunities: increase access to the interior of the island and plan for generational changes in outdoor recreation.

#### JEKYLL ISLAND GOLF IMPROVEMENT PLAN 2022

The Golf Improvement Plan assessed the conditions and operations of Jekyll Island's three 18-hole golf courses and the 9-hole Great Dunes course. The plan determined that 63 total holes is not in line with trends in market demand for golf. Rather, the plan suggests 54 total holes and provides recommendations on how to repurpose portions of Jekyll Island's golf courses. Included is a recommendation to set aside 50 acres of land for publicly accessible natural landscapes and ecological restoration areas.

The proposed wildlife corridor has the potential to enhance the biological diversity of both plants and animal species. It will also provide connectivity for the island's natural areas, which are currently separated by areas under golf management. Additionally, this unique enhancement will help meet the public demand and appreciation for nature-based programming and novel outdoor experiences on Jekyll Island. This wildlife corridor would extend to and abut the amphitheater site.

# JEKYLL ISLAND AUTHORITY STRATEGIC PLAN FY 2023-FY2025

The FY 2023-FY 2025 Strategic Plan identifies elevating the visitor experience, reducing participant numbers during events, and providing more immersive encounters with a stronger focus on conservation, preservation, and education as goals. These are contrasted with several challenges. Key among them are capacity management, preservation of cultural and historical assets, conservation of resources, hurricanes and tropical storms, ADA compliance, increasing competition, and escalating operating costs.

# THE BENEFITS AND IMPACTS OF A REACTIVATED AMPHITHEATER

Reactivating the amphitheater would impact Jekyll Island in ways positive and negative. Given the JIA's mission and commitment to the Carrying Capacity & Infrastructure Assessment, it is essential to give both careful consideration.

#### BENEFITS

- The amphitheater has the potential to align with many of the objectives described in the Carrying Capacity & Infrastructure Assessment, The Jekyll Island Master Plan Update, and the Jekyll Island Conservation Plan 2020. This would be particularly true, from a design perspective, should the JIA prioritize net-zero operations, sustainability, and flexibility as design objectives.
- The venue could provide leisure tourists with more exposure to preservationists, scholars, authors, and local legends (as recommended in the Master Plan Update) through programs like lectures, interactive education sessions, and speaker series.
- The amphitheater's location—inland rather than on the coast—aligns with goals to more broadly disperse leisure travelers across the island.
- 4. The amphitheater would provide an additional and complementary offering to Jekyll Island's other cultural amenities (Mosaic, the Georgia Sea Turtle Center, and the Historic District).
- While the amphitheater could (and should) be programmed during the day, entertainment options are most likely to occur in the evening, providing leisure visitors with late-day activity options.

#### IMPACTS

 A reactivated amphitheater has the potential to draw increased visitors and vehicles to Jekyll Island causing undue strain on the JIA and the island's natural resources. Additionally, there is very limited parking at the amphitheater site. In response, the JIA would need to consider strategies to limit the regional market's attendance at events (e.g. giving leisure visitors early access to ticket sales) or control vehicular traffic (e.g. a shuttle system to transport visitors from the mainland onto the island).

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- An active amphitheater could be disruptive to wildlife protection. Particularly, a food and beverage component could result in a human-wildlife conflict.
- 3. If designed without bird health and safety in mind, a reactivated amphitheater could have negative impacts on the birding population that currently makes use of the amphitheater site.
- 4. The residential areas surrounding the amphitheater site could suffer from noise pollution. Compliance with the JIA's noise ordinance would be required.
- 5. Amphitheater operations could be impacted by the island's climate and environment. Specifically, heat, insects, and late afternoon rain storms (and bad weather more generally).
- Any number of factors could impact the long-term viability of a reactivated amphitheater on Jekyll Island (another pandemic, poor management by the thirdparty operator, a major natural disaster, etc.) leaving the JIA in a situation similar to its current one.

#### CONCLUSIONS

- The JIA's number one priority is balancing visitor volume, and associated traffic and parking constraints, with the preservation and conservation of the island's natural and cultural resources.
- For the amphitheater to be reactivated, the right thirdparty operator would need to be identified and put in place.
- Reactivating the amphitheater could have significant impact on the island—both positive and negative. These impacts should inform the JIA's ultimate decision making around the future of the amphitheater site.

# Conclusions and Recommendations

To determine the viability of reactivating the Jekyll Island amphitheater, this analysis has considered market propensity to support arts and culture, competitive venues and programs, user demand for space, partnership opportunities, and the benefits and impacts of the amphitheater's reactivation on Jekyll Island. Based on this analysis, DLR Group has arrived at the following conclusions and recommendations.

#### CONCLUSIONS

#### The Market:

A year-round tourist destination, the primary market for a reactivated amphitheater on Jekyll Island will be the leisure traveler market. Data suggests that this market is comprised of recreational and cultural tourists. These are visitors that are primarily traveling to the Golden Isles to visit the beach but are also looking for activities to build around the beachgoing experience. While survey data suggests an interest in more activities and attractions in the Golden Isles, including an outdoor amphitheater, there is also interest in keeping the Jekyll Island and Golden Isles experience exactly as is. In many ways, this sentiment aligns with the Jekyll Island Carrying Capacity & Infrastructure Assessment and speaks to a broader goal of enhancing the Jekyll Island experience without putting its natural beauty and resources at risk.

From a programming perspective, visitor data suggests opportunities for mid-day activities, either educational or cultural, at the amphitheater site in addition to concerts and events that would take place in the evening.

#### The Competitive Situation:

Its current state of disrepair notwithstanding, the Jekyll Island Amphitheater, with its permanent seating and stage, is the only true amphitheater in the market. With an original capacity of 1,700, it is also the largest. The region's remaining outdoor venues are informal lawn spaces used for community concerts and some other events. This suggests very little local competition for an amphitheater, particularly a venue with back- and front-of-house amenities and features.

In addition to amphitheaters, there are two existing theaters operating in the market and two venues that have been proposed. These venues will likely draw from the resident market, whereas a reactivated Jekyll Island Amphitheater would be drawing from on-island leisure travelers. In this regard, there may be block booking opportunities with one or more of these venues, which could enable a reactivated Jekyll Island Amphitheater to share the cost of bringing acts to market.

#### User Demand and Potenial Partners:

A reactivated Jekyll Island Amphitheater could come to life through three activity types: live performance, education, and events. These are complimentary activities that could activate the amphitheater throughout the day and the week. Related to live performance, a third-party operator would need to be retained to program the venue. Ideally, this would be a regional or national venue operator experienced in programming and managing venues in ecologically-oriented tourist destinations. The specifics of this arrangement would be further explored in phase two business planning.

Educational programs and birdwatching activities could bring activity to the amphitheater throughout the day, using the site as an outdoor or nature-based classroom, a point on Ranger Walks, or as a break point for lunch.

With the Convention Center and multiple hotels, Jekyll Island is an established destination for conferences, weddings, and other events. As such, it is likely that the events business could drive the amphitheater's activity, particularly VIP and bespoke events that would be enhanced by a more secluded and intimate venue.

#### Benefits and Impacts:

The JIA's main objective is to maintain the balance between nature and humankind on Jekyll Island. With that in mind, it is unlikely that a reactivated amphitheater would operate like a large, commercial amphitheater that attracts thousands of people every weekend. Rather, if the project were to move forward, amphitheater programming, operations, and design would need to be carefully planned in order to ensure the lowest possible impact to the island.

At the same time, multiple past planning documents recommend that the JIA invest in low-impact and "ecotourism" venues, including outdoor and nature-based classrooms. There is also a desire to distribute human activity more widely across the island, including its 800 acres of maritime forest. In its present location, nestled amongst the trees and adjacent to a pond, the amphitheater could serve as a gateway to the maritime forest, particularly with the addition of interpretive trails.

#### RECOMMENDATIONS

Based on the above, DLR Group believes that the leisure visitor market could support a venue on Jekyll Island. That said, there are a few caveats:

Given objectives to preserve, conserve, and sustain Jekyll Island, a large-scale amphitheater (something like the St. Augustine Amphitheatre in St. Augustine, Florida for example) is not recommended at this time. Sustaining such a venue would require booking nationally touring commercial acts and attracting large audiences, neither of which align with broader JIA priorities. Seasonal theater productions, similar to those that formerly activated the amphitheater, would not generate enough revenue to sustain a venue year-round.

A small amphitheater structure with minimal visitor and performer support spaces and lawn seating could work on the site (something like the Hinson Amphitheater in New Albany, OH, which is pictured in the Glossary). However, the visitor experience and general operations would be susceptible to the heat, the bugs, and any inclement weather. The venue operator would need to be prepared to address all issues, and long-term sustainability could be impacted should visiting artists and event planners grow frustrated with the unpredictability of the venue environment. It is possible that such a venue could be better suited elsewhere on the island, where frequent breezes could cool the air and help minimize the impact of bugs. The appropriate site would need to be determined through a site selection and assessment process.

With that in mind, the JIA has a few options for the amphitheater site.

# Option A: Locate an indoor / outdoor venue on the amphitheater site for use as a performance, event, and

education space. This venue could be designed to have netzero operations and have bird-friendliness and sustainability in mind. It would be able to accommodate any number of uses, from private events, to education sessions, to yoga classes, to live music, speakers, films, and more. While the venue might look like a standard four-wall building, one wall would have the ability to open to an outdoor lawn. This would allow the venue to accommodate entirely indoor events, entirely outdoor events, or events that would make use of both the interior and exterior spaces.

Indoors, the venue might accommodate seated events of 100 to 150. When opened to the outdoors, however, the venue capacity may increase to 800 with seating spread across lawn and terraced seating. This capacity would comfortably position the venue for attracting regional and mid-tier touring acts.

Venue features would need to include an artist green room that might also double as a catering preparation area, storage, and acoustic treatment. Theatrical equipment, like lighting, sound, projection, and A/V, could be owned by the venue or rented on a per-event basis. Most venues own at least some equipment, which is then rented at an additional cost to external parties using the venue. The decision of whether to purchase or rent this equipment will be further explored in business planning and ultimately decided through the design process.

Patron amenities should include:

- Permanent or portable concession areas, including at least one VIP bar or concession area
- Restrooms
- •A permanent or portable ticketing / information kiosk or guest services booth
- •Hearing assist devices and other accommodations to enhance the ADA experience

Neighborhood noise would need to be a consideration in this concept. Sound mitigation could be further explored and addressed in site and business planning.

Programming at the venue could include a mix of live music and performing arts, more cultural offerings (like speakers and films), educational offerings, and private events. The balance of these programs would be further explored in business planning. While a venue operator would ultimately be in charge of programming the venue with entertainment, a potential activity profile might include the following:

• Presented Series A: Touring bands and musicians, comedians, and other solo performers. Presented music could include jazz, bluegrass / folk, singer / songwriters, and tribute bands.

• Presented Series B: A Golden Isles / Jekyll Islandfocused series featuring regional bands and performers, storytellers, experts / speakers, historians, and others. This series should be focused on the authenticity of the Golden Isles / Jekyll Island experience and building meaningful, lasting relationships between patrons, the amphitheater, and the island.

• Provide additional one-off and unique amphitheater experiences.

Other performing arts, like solo or small-ensemble dance and theater performances, could also be built into the calendar, though these would likely happen at a lower frequency.

#### **Option B: Consider alternatives to a reactivated**

*amphitheater.* The JIA may decide that the risks of reactivating the venue are greater than the potential benefits. With that in mind, the JIA could opt to allow the amphitheater to continue in its current state of decline. In this scenario, the JIA might disperse with any elements that compromise the site's safety or choose to go a step beyond that, demolishing the former stage and removing some or all of the bleachers such that the area could be filled in by natural growth and serve as an extension of the Wildlife Corridor proposed in the Golf Improvement Plan.

Should the JIA advance this option, a small-scale venue or nature pavilion could be incorporated into the proposed corridor at the current amphitheater site to serve as a historical marker and designated location for ecotourism and educational programming.

#### NEXT STEPS

The JIA should determine whether Option A or Option B is most in line with its current planning priorities. Should the JIA select Option A, DLR Group recommends that the organization move forward with phase two of the study process, which would include:

- A business plan and operating pro-forma for the venue
- A site assessment and recommendations for improvements
- A preliminary space program
- A preliminary site plan
- A conceptual rendering for the proposed project

Should the JIA select Option B, additional thought should be given to how best relinquish the amphitheater site to nature. If the site is incorporated into the proposed wildlife corridor, an intentional ecotourism opportunity should be considered. Prepared for the Jekyll Island Authority



The following page features an example of an indoor / outdoor venue. It is important to keep in mind that no two venues are ever exactly alike—they vary in how they look, how they are owned, how they operate, and how they are sustained and programmed. The project is therefore intended to serve as an approximation of an indoor / outdoor venue on Jekyll Island. Information has been collected (where possible) on venue ownership and operations, features and amenities, programming, and capital costs.

# THE WILD BEAST AT CalArts SANTA CLARITA, CA

#### **Ownership and Operations**

CalArts, a private art university, owns and operates the venue.

#### Features and Amenities

The Wild Beast opened in 2010. It is a 3,200-square-foot indoor / outdoor music pavilion that can seat 100 when closed. One side of the structure opens to a flat lawn that has a bank of tiered seating off to one side. This area can accommodate more than 750 patrons. The venue can easily adapt, acousticlaly and physically, to any number of event configurations. Back-of-house and audience support amenities are located underneath and at the rear of the structure, taking advantage of the site's natural elevations.

#### Programming

The venue is used by CalArts and can be configured for a number of uses, including use as a classroom space and a rehearsal space. Performances are open to the public.

#### **Construction Costs**

\$4 million, raised through private donations.

#### **Rental Costs**

The venue is not available for rent.

#### Staffing

Staffing is provided by CalArts.

#### Considerations for a Jekyll Island Amphitheater

- The venue is highly flexible, allowing it to accommodate a mix of activities in a number of seating configurations.
- Events can take place indoors, outdoors, or in a combination of environments.
- The venue could be activated at any time of day and in any type of weather.
- The small venue footprint, combined with its creative use of the site, makes it minimally invasive to the surrounding landscape.

# Peer Projects



Image Source: SALT Landscape Architects



Image Source: SALT Landscape Architects



Image Source: Laguna Beach Independent



Image Source: Tom Bonner / ArchDaily

### JEKYLL ISLAND – STATE PARK AUTHORITY April 18, 2023 – Draft Minutes

The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, April 18, 2023 at the Jekyll Island Convention Center and via teleconference.

Members Present:	Mr. Dale Atkins, Chairman Mr. Bob Krueger, Vice Chairman Mr. Bill Gross, Secretary/Treasurer Dr. Buster Evans Mr. Joseph B. Wilkinson Jr. Mr. Glen Willard Ms. Joy Burch-Meeks Mr. Ruel Joyner Commissioner Mark Williams
Key Staff Present:	Jones Hooks, Executive Director Noel Jensen, Deputy Executive Director Michelle Kaylor, Director of the Georgia Sea Turtle Center Dr. Shane Boylan, Georgia Sea Turtle Center Veterinarian Tom Alexander, Director of Historic Resources Marjorie Johnson, Chief Accounting Officer Alexa Hawkins, Director of Marketing Kevin Udell, Senior Sales Manager Yank Moore, Director of Conservation Zach Harris, General Counsel Taylor Davis, Historic Preservationist 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. All Board members were present in-person.

JIA received two online public comments for this meeting:

- Cathy Dillon Fiber Optic Cable on Jekyll
- Mindy Eagan Historic District Safety Concerns

# Historic Preservation/Conservation Committee

A. Michelle Kaylor, Director of the Georgia Sea Turtle Center (GSTC), presented the department's report. She first introduced the new GSTC Veterinarian, Dr. Shane Boylan. With more than eighteen years of experience in wildlife rehabilitation and veterinary medicine, Boylan spent fourteen years as the veterinarian for the South Carolina Aquarium and most recently worked as a consult veterinarian for SeaWorld in Abu Dhabi. He has also spent six years as an instructor with AquaVet, which offers training in aquatic medicine to biologists, veterinary students, and professionals.

On April 4<sup>th</sup>, a public sea turtle release was held, and eleven cold stunned patients were released. Over one-thousand guests came to witness the release. Additionally, through collaboration with the Marketing team, this release garnered 67 media placements reaching over 3-million people plus over 40,000 views on social media. Another sea turtle release was

held on April 17<sup>th</sup> in partnership with the Georgia Aquarium which also resulted in the GSTC continuing the care for three of the Georgia Aquariums turtle patients.

Kaylor also spoke on GSTC admissions and capacity management. March and April have seen a significant increase in admissions from 2022 to 2023. In order to ensure a positive experience for guests, timed entry ticketing will be implemented in May 2023 for GSTC admissions.

B. Tom Alexander, Director of Historic Resources, presented a report on the Oral History Project. This project was created to capture the memories and recollections of people whose lives have been impacted by Jekyll Island. So far, more than twenty interviews have been conducted, and twenty-nine hours of footage reviewed and edited. These recordings will be used for exhibits and marketing as well as research. This project will be a recurring annual event to record and preserve these stories.

Alexander also updated the Board on the latest Mosaic lobby exhibit. The newest exhibit will focus on the lives of the Morgans, JP, Jack, and Jane to include elements of the Morgans' role in the Club, Jack's connection to the Monopoly board game, Jane's dresser set, and a replica of JP's yacht.

Jones Hooks, Executive Director, highlighted the increase in revenues and the success of engaging programs that have been accomplished under Alexander's leadership.

There were no public comments.

# II. Finance Committee

- A. Mr. Bill Gross, Finance Committee Chair, summarized the March Financials including an overview of Revenues, Expenses, Net Operating Cash, Traffic Statistics, and Hotel Revenues for the month.
  - Revenues were \$2,854,450.
  - Expenses were \$2,601,719.
  - Net Operating Cash Income was \$252,731.
  - Total Traffic Counts were 128,192 vehicles.
  - Year to date revenues reported by hotels was \$14.7 million.
- B. Marjorie Johnson, Chief Accounting Officer, presented the request for funding of a new server. After six years of use, the computer server at the Administration building has reached a critical stage and must be replaced. It is at maximum capacity, and JIA's computer support team is no longer able to upgrade the storage or the RAM. The current server hosts multiple virtual servers, including JIA's accounting software, water billing software, and credit card software. A new server will host the DataVision software and all the current virtual servers. The new server will also have more RAM and storage space, which allows JIA room to grow for the next several years.

A motion to recommend approving the funding of \$15,000, to be paid from current year funds, for the purchase of a new Dell PowerEdge R550 server, was made by Dr. Evans and seconded Mr. Krueger. The motion carried unanimously.

C. Marjorie Johnson, Chief Accounting Office presented the request for additional funding for the shelving solution at the Convention Center. In May 2022, the Board approved \$45,000 for shelving at the Convention Center. An additional \$12,000 is needed to cover the balance of the cost for installation and fire alarm equipment.

The purpose of the shelving solution is to store lobby furniture, tables, and chairs when not in use. Proper storage can extend the life of the furniture and helps keep the pathways in the storage room open. Finding suitable storage solutions for this project proved challenging given the square footage limitations at the Convention Center. JIA staff received three responsive bids for the new furniture storage shelving solution. The bidder presenting the lowest responsive bid was Panel Built, Incorporated for an amount of \$39,510. JIA has also received quotes for the installation of the shelving unit in the amount of \$12,550 and a quote for the required heat sensors and fire alarm equipment in the amount of \$4,030.44.

A motion to recommend approving the funding of \$12,000, to be paid from current year revenues, to cover the remaining balance for installation of a furniture shelving solution at the Convention Center as well as the required heat sensors and fire alarm equipment was made by Mr. Krueger and seconded by Mr. Willard. The motion carried unanimously.

There were no public comments.

# III. Human Resources Committee

Buster Evans, Chair

No Report

# IV. Marketing Committee

A. Alexa Hawkins, Director of Marketing, presented the department's report.

She reminded the Board of the annual Turtle Crawl to be held on April 29<sup>th</sup>. So far 1,400 participants have registered for the event which is the largest number of participants the event has ever seen, and that number is expected to grow before the registration deadline. This event serves as the kick-off for sea turtle nesting season which begins on May 1<sup>st</sup>.

Media highlights include a feature in *AAA Living*, "23 Sustainable Travel Tips for 2023". Through collaboration with the Conservation Department, the goal is to develop a sustainability narrative for Jekyll and become a thought leader in that area.

Hawkins also noted that the Spring/Summer 2023 issue of 31•81, The Magazine of Jekyll Island will be hitting mailboxes in May. The cover shows the resurrection fern, and one fun feature included in the magazine is the "Great Escape" which highlights the art of doing nothing.

- B. Kevin Udell, Senior Sales Manager, presented an update on group sales. Highlights from his report include:
  - Group sales revenue for fiscal year (FY) 2022 were \$4,088,365, which shows a significant recovery after FY 2020 and FY 2021, which were heavily impacted by the COVID-19 pandemic.

- Group diversification can be seen between FY 2017 and FY 2022. Associations are still the largest percentage of groups seen on Jekyll, but weddings have increased to 7% and sporting events have increased from 6% to 19% of all group sales by revenue.
- Through the third quarter, FY 2023 is proving to be the best on record since FY 2019. This is due in large part to groups wanting to return to Jekyll Island each year.

There were no public comments.

# V. Legislative Committee

A. Mr. Glen Willard, Legislative Committee Chair, provided a brief summary of action taken during the State 2023 legislative session. Governor Kemp has 40 days to sign these bills or to veto.

- The Fiscal Year 2023 budget was approved.
- The tough on crime Senate Bill 44 was approved.
- TikTok was banned on State owned computing devices through Senate Bill 93.
- Funding for the Jekyll Island Public Safety Facility was approved in the amended FY 2023 budget.

Mr. Willard also highlighted that House Resolution 690 was presented on March 27<sup>th</sup> in honor of Jones Hooks and his service to Jekyll Island.

There were no public comments.

# VI. Committee of the Whole

A. Yank Moore, Director of Conservation presented RFP #377 for consideration. Release of this RFP is included in the Golf Improvement Plan. RFP #377 seeks evaluation and restoration planning for an area that encompasses approximately 50 acres, including 37 acres of fairway and about 13 acres of existing embedded pine and oak forest patches on Oleander Golf Course. The chosen consultant should also include maintenance plans, maintenance cost estimations, and habitat selections. The consultant may also be asked to assess the feasibility of a wetland restoration, as the JIA works through the next steps of the Golf Improvement Plan.

A motion to recommend approving and releasing RFP #377 for ecological planning and design services was made by Mr. Gross and seconded by Mr. Krueger. The motion carried unanimously.

B. Zach Harris, General Counsel, presented the request from the Westin management entity to change the management entity name. The JIA Board approved Northview Hotel Group (Northview) as the purchaser of a majority ownership interest in Jekyll Ocean Front Hotel, LLC (JOFH) at its November 15, 2022 meeting. The Board also approved Northview and its affiliate entity, NVHG Westin Jekyll Hotel Operator, LLC, as the hotel management company for JOFH for the Westin Hotel.

Due to circumstances beyond the control of JIA, Northview was compelled to drop the "Westin" name from its management entity and create a new corporate entity to act as the hotel management company for JOFH. The Board's approval is necessary for the new entity, NVHG Jekyll Hotel Operator, LLC, to operate as the hotel management company.

Dave Curtis, NVHG Jekyll Hotel Operator Representative, was present and further explained the reason for the entity name change. Marriott does not allow the use of "Westin" in the name of any management company. He clarified that there is no change to the personnel nor the name or brand of the hotel.

A motion to recommend approving North View Hotel Group, LLC, and its affiliate entity, NVHG Jekyll Hotel Operator, LLC, as the hotel management company for Jekyll Ocean Front Hotel, LLC, lessee under that ground lease for the Westin Jekyll Island Hotel was made by Mr. Wilkison and seconded by Mr. Krueger. The motion carried unanimously.

- C. Zach Harris, General Counsel, provided a brief update on JIA litigation activities which include:
  - Four personal injury cases involving Summer Waves:
    - One is being appealed to the court of the Georgia Court of Appeals, following a summary judgment in JIA's favor.
    - One is pending an order from Glynn County Superior Court.
    - The two other cases are pending and in discovery subject to a motion to dismiss filed by JIA.
  - A personal injury case involving a cycling accident in the Historic District is at the end of discovery and depositions.
  - Two intellectual property cases:
    - One proceeding is before the Trademark Trial and Appeals Board which is an administrative tribunal. This is a written trial with written briefs. The trail briefs close at the end of April, and a decision is expected following the close of those briefs.
    - One involves a foreign company that holds competing Summer Waves trademarks for pool floats and other consumer goods. Litigation is pending in the Southern District of Georgia. JIA received an unfavorable order on a motion to dismiss filed by the other entity. JIA is discussing options for appeal with the litigation counsel.
  - JIA has asserted claims for cybersquatting and deceptive trade practices. This matter is pending in Glynn County Superior Court.
  - A lease dispute with a former JIA lessee is pending in Glynn County Superior Court. Expert depositions are expected in early May.

Harris also provided additional, non-litigation, legal updates.

- Municode is working through JIA's updated code of ordinances, which is expected to be posted in a searchable format within the next 30 to 60 days.
- Discussions are on-going with Georgia Power regarding the expansion and renovation of their substation site.
- Negotiations are on-going for a commercial lease extension for the ground lease for Villas by the Sea.
- Capital reserve audits will move forward for ground lessees with capital reserve obligations under their lease. A consultant has been acquired to assist with these audits.
- D. Noel Jensen, Deputy Executive Director, presented the concept plan for the former Buccaneer property. LNWA Developers LLC has leased the property commonly represented as the Buccaneer Parcel since 2017. Per the terms of their lease, LNWA was to perform and present a market analysis for the parcel before concept plans could be submitted to the JIA Design Review Group (DRG) or the JIA Board. RCLCO was hired to perform the analysis and presented a market research analysis for the leased property at the October 19, 2021, JIA

5

Board Meeting. This market analysis determined the best and highest use of the 6.892-acre parcel was as a single-family residential planned development. The development is planned to include 25 single-family homes, additional guest parking, a community pool, as well as other features to be delineated during the Schematic Phase of the project.

LNWA Developers presented a preliminary concept in March 2023, which was reviewed by a subcommittee of the DRG and sent back with comments regarding several issues, among them: the density of the site, circulation of vehicles, and turtle lighting requirements. LNWA revised the preliminary Concept to address these issues adequately and resubmitted their concept plan for DRG review on April 7, 2023. The revised concept reduced density, improved circulation, provided safer routing for emergency response, and recognized that future turtle lighting challenges will have to be resolved. With these updates, the DRG passed the Concept with comments that would have to be further addressed during the Schematic Phase of the project.

Dave Curtis, Chairman for Retreat Hotels & Resorts, was present to review a summary of the concept plan with the Board.

A motion to recommend approving the Concept Phase drawings of a planned development to be built by LNWA Developers LLC and Retreat Hotels and Resorts, LLC on the 6.892-acre parcel commonly referred to as The Buccaneer Parcel was made by Mr. Krueger and seconded by Mr. Gross. The motion carried unanimously.

E. Noel Jensen, Deputy Executive Director. Presented an update on replacing the current airport terminal. A new terminal will be constructed on the footprint of the existing terminal as dictated by AIP and FAA rules, be ADA compliant, and will support the ever-increasing popularity of Jekyll Island becoming an aviation destination. JIA's airport architectural and engineering firm POND has designed the new terminal and the design has been released to receive bids through the RFP process.

\$446,379.63 is available in Airport Infrastructure Program (AIP) Funding through a contract with Georgia Department of Transportation (GDOT). This funding will be reimbursed after JIA pays the contractor to rebuild a new airport terminal. There is a matching fund requirement of \$171,154.85, which will be paid by GDOT with funding that was previously returned to GDOT from JIA because of FFA audit issues against using AIG funds for the airport fueling terminal. The audit issue was the responsibility of GDOT. Should construction costs exceed the combined \$617,534.48, JIA would be responsible for the remaining balance.

Jensen presented the terminal design which pulls in mid-century modern (MCM) elements that can be seen in residential homes across Jekyll Island. The proposed terminal will be built on the exact footprint of the existing terminal, but it will be double the square footage with the addition of a second floor.

Taylor Davis, Historic Preservationist, spoke to the historical significance of mid-century modern design on Jekyll Island. The airport is in the middle of a corridor with a unique collection of MCM structures running from north of the Historic District through the end of the residential area of Old Plantation Road. The design presented by POND complements those structures. It doesn't replicate those designs but pulls in elements ensuring the design doesn't detract from the overall architectural value of the corridor and other MCM homes found throughout the island.

A motion to recommend approving the contract with GDOT for the construction of the Jekyll Island Airport Terminal which includes acceptance of \$446,379.63 and the matching funds of \$171,144.85 to be used to replace the airport terminal, pending additional legal review was made by Mr. Joyner and seconded by Commissioner Williams. The motion carried unanimously.

- F. Noel Jensen, Deputy Executive Director, presented the Operations Update highlighting ongoing and planned construction projects, which have a total expenditure of more than \$27 million. He highlighted a few of the projects:
  - An additional restroom will be added at the Beach Village.
  - The construction of a Public Works office will allow each department and staff to operate more effectively.
  - SPLOST 2022 projects include fishing pier renovations, sanitary sewer evaluation and repairs, and resurfacing the bike path at Driftwood Beach. JIA should begin seeing funds from the County in the coming months.

The breakdown of the funding for these projects include:

- \$3.1 million will come from SPLOST.
- \$6.5 million is unfunded or undesignated.
- \$10.5 million is State funded.
- \$7 million is JIA funded.
- G. Jones Hooks, Executive Director, presented the Executive Director's report which included the following highlights:
  - Draft agreements with LiveOak Fiber are being developed, and LiveOak will begin engineering on Jekyll Island this summer. A handout with information from LiveOak Fiber was available to the public.
  - Progress continues at the Mercer Medical Clinic site, and it is on schedule to turn over to Mercer Medical School at the end of June. JIA is still working to secure funding through the Department of Community Affair's Innovation Grant.
  - JIA staff met with Glynn County Commissioners Tostensen, Sweat, and Clark as well as County Manager Bill Fallon and County Attorney Aaron Mumford. A summary of the 2022 Selig Center Economic Impact Study was shared with the Commissioners to emphasize Jekyll's impact on Glynn County.
  - Dining options on Jekyll Island have become a concern for guests. Some restaurants have not provided acceptable service, or their hours of operation have been inconsistent. JIA has met with several restaurant lessee representatives, and Marketing has updated hours of operation on the Jekyll Island website. Additional restaurant opportunities will and should be looked at moving forward.
  - The Jekyll Island Foundation Chair, Hollis Linginfelter provided a letter requesting each JIA Board Member to show their support for the Foundation, especially as the Foundation explores campaign options to finance the expansion of the GSTC.
  - The State Historic Preservation Office advised JIA to wait until the direction of the Great Dunes Golf Course restoration is finalized before applying for historic designation.
    - The Walter J. Travis Society has already provided two letters supporting the restoration of Great Dunes Golf Course to its historical design.
  - A Wall Street Journal article "This Southern Town Was Growing So Fast, It Passed a Ban on Growth", which addresses concerns about capacity in Lake Wylie, South Carolina was presented as part of the Disappointing Destination series.
  - The May 23<sup>rd</sup> Board Meeting will be the fourth Tuesday instead of third.
  - The June 1<sup>st</sup> Called Budget Meeting will be a remote meeting for Board members.

H. Dale Atkins presented the Chairman's Comments. He thanked all the Board members for their in-person attendance, and he thanked the JIA staff for their continued dedication.

There were no public comments.

The Chairman continued directly into the JIA Board Meeting.

# <u>The Jekyll Island State Park Authority (JIA) Board Meeting</u> April 18, 2023

The Board Meeting was called to order at 11:11 a.m., and all members were present in-person.

## Action Items

- 1. Mr. Krueger moved to accept the minutes of the March 21, 2023 Board Meeting as presented. The motion was seconded by Mr. Willard. There was no discussion, and the minutes were unanimously approved.
- 2. The recommendation from the Finance Committee to approve the funding of \$15,000, to be paid from current year funds, for the purchase of a new Dell PowerEdge R550 server carried by unanimous approval.
- 3. The recommendation from the Finance Committee to approve the funding of \$12,000, to be paid from current year revenues, to cover the remaining balance for installation of a furniture shelving solution at the Convention Center as well as the required heat sensors and fire alarm equipment carried by unanimous approval.
- 4. The recommendation from the Committee of the Whole to release RFP #377 for ecological planning and design services carried by unanimous approval.
- 5. The recommendation from the Committee of the Whole to approve North View Hotel Group, LLC, and its affiliate entity, NVHG Jekyll Hotel Operator, LLC, as the hotel management company for Jekyll Ocean Front Hotel, LLC, lessee under that ground lease for the Westin Jekyll Island Hotel carried by unanimous approval.
- 6. The recommendation from the Committee of the Whole to approve the Concept Phase drawings of a planned development to be built by LNWA Developers LLC and Retreat Hotels and Resorts, LLC on the 6.892-acre parcel commonly referred to as The Buccaneer Parcel carried by unanimous approval.
- 7. The recommendation from the Committee of the Whole to approve the contract with GDOT for the construction of the Jekyll Island Airport Terminal which includes acceptance of \$446,379.63, pending additional legal review carried by unanimous approval.

A motion to enter executive session to discuss personnel was made at 11:20 a.m. by Mr. Joyner and seconded by Mr. Willard. The motion carried by unanimous approval.

Board members adjourned the executive session at 1:04 p.m.

The motion to adjourn the Board Meeting was made by Mr. Krueger and seconded by Mr. Joyner. There was no objection to the motion and the meeting adjourned at 1:06 p.m. **TO:** COMMITTEE OF THE WHOLE

**FROM:** NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR

SUBJECT: OPERATIONS MONTHLY REPORT – APRIL 2023

**DATE:** 5/15/2023

# PUBLIC SERVICES

# **April Highlights:**

- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 1,400.79 gallons of 100LL aviation fuel in 60 transactions totaling \$8,909.04 in sales for the month of April.
- Campground expansion preparation continues onsite with JIA Facilities, Roads and Grounds, and Water/Wastewater staff. Bathhouse construction contractor completed bathhouse #1 and bathhouse #2. Bathhouse #3 is currently underway.
- The campground reached 93% occupancy.
- Public Safety Complex contractor Dabbs Williams has begun concrete formwork in anticipation of concrete work beginning in May.
- Roads and Grounds staff prepped building pads for the new Public Works building and the South Picnic area restroom facility while continuing to prep for busy summer months.
- Causeway bike path continuation commenced by subcontractor placing silt fence and prepping ground for concrete forms.

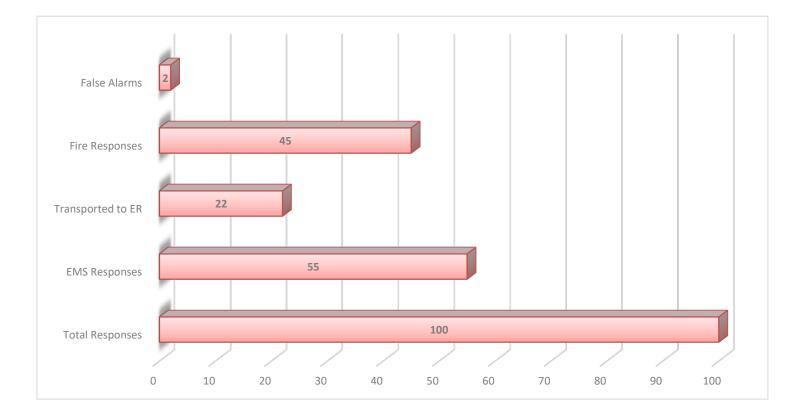


# **Operations Department Work Orders**

# **PUBLIC SAFETY – Fire & EMS**

# April Highlights:

- Completed 321:05 hours of staff training for the month.
- Two (2) annual inspections, one (1) re-inspection, fourteen (14) site visit inspections, two (2) sprinkler inspections, two (2) alarm inspections, one (1) CO inspection, three (3) other inspections, and one (1) event inspections were conducted in April.
- Fourteen (14) permits were issued, and there were three (3) complaints investigated by Code Enforcement.
- Four (4) events standby including the Turtle Crawl and the Clover Run.
- Five (5) Automatic Aids Responses for BFD, including 2 for Pinova, incurred 9 first responder medical responses while standing by.
- Four (4) Prevention Events for CPR, Stop the Bleed, Fire Extinguisher Training, & Safety.
- Gailey, Lartz, Petty, & Medlin attended the three-day Indian River County Fire Tactics Conference in Vero Beach.



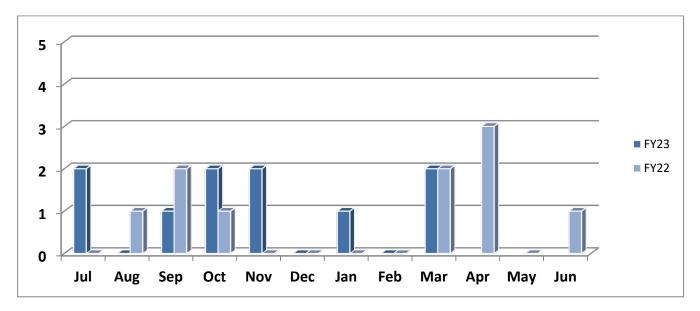
# Jekyll Island Fire & EMS Responses

- **TO:** HUMAN RESOURCES COMMITTEE
- FROM: JENNA JOHNSON, HR DIRECTOR

SUBJECT: HUMAN RESOURCES COMMITTEE REPORT

DATE: 5/15/2023

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



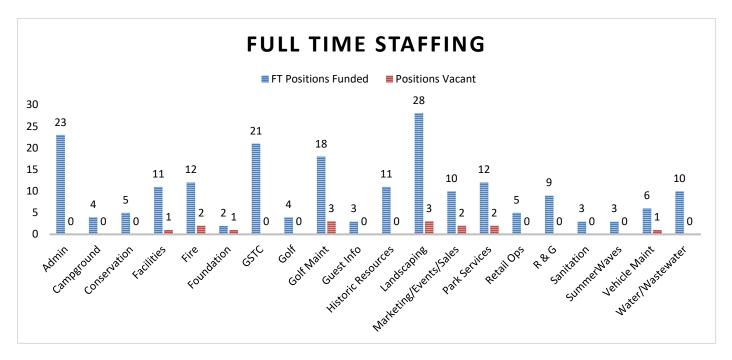
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	Total
FY23	2	0	1	2	2	0	1	0	2	0			10
FY22	0	1	2	1	0	0	0	0	2	3	0	1	10

# JIA Employee Census:

Month	Full time	Part Time	Seasonal	Interns/ Members	Total Employees
Apr	178	100	39	1	318

# **Retirements:**

• None



Full-time Staffing as of 5/11/2023

# **Recognition:**

# • Meet our May Featured Employee: Greg Dodd



Greg Dodd is from Honolulu, Hawaii. He moved to the Golden Isles in 1990 and has been working for the Jekyll Island Authority since 2014. Greg currently works for the Golf Course Maintenance Department. His main responsibilities include performing daily inspections of sprinkler heads, maintaining an inventory of parts used for irrigation, and maintaining, testing, and repairing sprinkler controls, control valves, and irrigation water lines and pumps.

Greg enjoys his job and likes the people he works with. He is passionate about Jekyll Island and loves having the opportunity to interact with the locals. He said the thing he enjoys most about working on Jekyll is, "the scenery is the wallpaper to my office." If he could improve one thing about Jekyll it would be, "for everyone to realize how good we have it here."

Greg's hobbies outside of work include golf and fishing. Greg, we appreciate all that you do, thank you for your service!

# MEMORANDUM

TO: HISTORIC PRESERVATION/CONSERVATION COMMITTEE

FROM: YANK MOORE, DIRECTOR OF CONSERVATION

SUBJECT: CONSERVATION UPDATE

## DATE: 05/15/2023

## **Research and Monitoring**

- Wilson's Plover nesting season is underway. To this point, we have found 11 nests confirming the hatch of at least one south of the Camp Jekyll boardwalk.
- Joseph Colbert and Michael Brennan hosted researchers from Georgia College and State University in Milledgeville, Ga that have been working with accelerometers to study fine scale movement patterns in Rattlesnakes. Partnerships and collaborations of this nature help us understand how to manage and protect priority wildlife within Jekyll Island State Park.
- The internal Research Committee met for the first time in several years to discuss protocols for evaluating external research, future potential projects, and current ongoing projects. With the recent staff changes in the conservation department and the GSTC, this meeting helped all parties understand the role of the committee and

# **Management and Planning**

• Ray Emerson and Dan Quinn attended the annual kick-off Sea Turtle Cooperators Meeting at GaDNR to discuss lessons learned from last season and new additions in data collections and methodology for this season.

# Outreach, Leadership, Staffing

- We welcome Dan Quinn back to Jekyll as the Natural Resources Manager. Dan is a former AmeriCorps member in the GSTC Husbandry Department. He has a MS degree from the University of Georgia in Forestry and Natural Resources and held positions with the Florida Fish and Wildlife Conservation Commission and the Georgia Department of Natural Resources.
- Joseph Colbert, Morgan Pierce, Michael Brennan, and Yank Moore hosted a Master Naturalist class from the Camden County Cooperative Extension office. We discussed invasive species management, restoration, and the importance of predator research and monitoring.
- Joseph Colbert helped Georgia Forestry Commission (GFC) teach a Wildland Firefighter Training class to firefighters with the Jekyll Island Fire Department and Kings Bay Naval Base, as well as Conservation Department Staff. This class was geared toward current firefighters understanding the differences between Structural and Wildland Fire. This adds 15 additional certified personnel to the JIA team that can provide assistance in the case of a wildfire.
- Dan Quinn, Michael Brennan, and Yank Moore attended a meeting with CISMA partners to discuss training for Public Works personnel. This training will help prevent the spread of key invasive species to neighboring municipalities.
- Yank Moore spoke to the Garden Club of Jekyll Island to discuss restoration initiatives and potential future volunteer and partnership opportunities. The group was very engaging and asked a lot of questions related to wildlife and conservation of Jekyll.

• Joseph Colbert was granted Scholar in Residence status at UGA through Odum School of Ecology. This gives him easy access to university resources and streamlines collaborations and partnerships through UGA.



Wildflowers planted along the causeway supported by the Jekyll Island Foundation.

# MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: TOM ALEXANDER, DIRECTOR OF HISTORIC RESOURCES
SUBJECT: HISTORIC RESOURCES UPDATE
DATE: MAY 23, 2023

# Revenue

The Historic District saw a SIGNIFICANT increase in revenue in all areas as shown in the table below. After **13** consecutive months of meeting and exceeding *revenue projections*, the Historic District (including Mosaic visitation and tours, as well as special programs and events) recorded an exceptional revenue month for April-**\$173,209.** This exceeds the April 2022 of \$147,985 by \$25,224. Projections for revenue for May of 2023 also appear to be better than average as well based on recent trends and bookings of private motor coach tours.

Source	April 2023 Revenue
All Admissions & Tours	\$107,700
Museum Store Sales	\$52,754
Venue Leases	\$12,755
Total	\$173,209

# **Recent Highlights**

- **Georgia Trust for Historic Preservation Grant**: In collaboration with the Jekyll Island Foundation, Historic Resources competed for and was awarded a \$10,000 grant from the Georgia Trust. The proceeds from this award will go toward some badly needed restoration work to be completed on the porch and porte cochere at Indian Mound Cottage.
- **Tiffany Window Conservation:** Work was completed on Faith Chapel's Tiffany window in April. While all cleaning and repairs to the window itself were finished by conservators, work must be completed on the window opening in the chapel to receive the newly restored artwork.



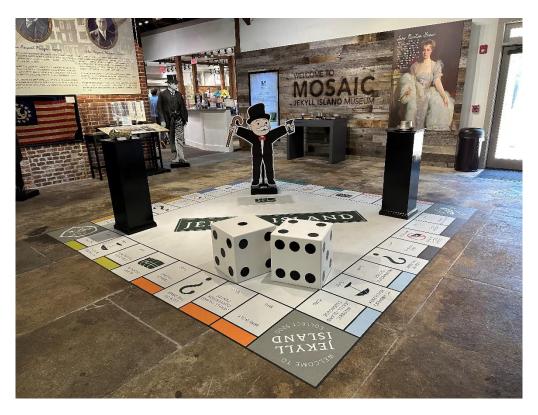
Conservators sharing progress on Tiffany window restoration

• **Cottage Showcase: Mistletoe Cottage:** Historic Resources hosted over 60 guests at an evening event showcasing Mistletoe Cottage. Guests enjoyed a presentation about the stately home, its architecture and august residents and were treated to various stations including a living history skit from former club employees, an exhibit showing and a presentation on preservation work done in the home.



Interpreters Cathy Haase & Mark Horner present JI Club employees Kate Brown and Ernest Grob at Mistletoe's Cottage Showcase

• **Mosaic Lobby Exhibit Change:** The rotating exhibit in Mosaic's lobby changed to exhibit information about the lives of prominent Jekyll Island Club members JP Morgan, JP (Jack) Morgan, Jr., and Jane Grew Morgan. The exhibit showcases pieces from Mrs. Morgan's dressing set, information about the yachting lives of the Morgans and the family connection to the famous board game, Monopoly.



New Mosaic lobby exhibit on JI Club members, the Morgans

# MEMORANDUM

# TO: COMMITTEE OF THE WHOLE

# FROM: MICHELLE KAYLOR, GSTC DIRECTOR

# SUBJECT: GEORGIA SEA TURTLE CENTER UPDATE – APRIL 2023

DATE: 5/1/2023

# Admissions Comparison with Prior Year

<u>April 2022</u>	<u>April 2023</u>
16,320	16,316

# **Revenue Categories**

- April admissions \$151,510.00 was \$42,898.52 over budget.
- April concessions \$206,278.14 was \$53,278.14 over budget.
- Adoptions 56 | \$2,800.00
- Donations (General): 46 | \$1,255.00
- Memberships: 29| \$2,811.85
- Public Programs | \$7,561.00
- School Field Trips | \$3,331.20
- Daily Programs | 266

# Marketing/PR/Events/Grants/Pubs

Trip Advisor: 2,325 reviews, ranking GSTC #4 out of #17 Jekyll attractions.

59.1K Facebook Followers Impressions: 2.8M Number of Posts: 20

29K Instagram Followers Impressions: 1.3 K Number of Posts: 20 posts, 5 stories

**Events:** 

- April 4<sup>th</sup> | Public Sea Turtle Release (twelve sea turtles patients released) | Approx. 1,000+ people
- April 17<sup>th</sup> | Public Sea Turtle Release in partnership with the Georgia Aquarium (8 Georgia Aquarium turtles were released; no GSTC patients were released) | Approx. 300+ people
- April 22<sup>nd</sup> | Coast Fest | Mary Ross Park, Brunswick | Approx 720+ people educated | Approx. 6,000 attendees' total
- April 29<sup>th</sup> | Turtle Crawl | 1,616 race participants

# **Education**

- The education team led 37 tours educating 585 participants. 7,706 guests attended educational presentations in the center.
- In April 17 Behind the Scenes tours were facilitated for 87 participants.
- Aurielle Ventura joined the Education team as an Education Interpreter.
- Sea Turtle Camp registration launched in April with 13 registrations so far!
- Adopt-a-Nest sales launched on Earth Day, April 22 as a pre-adoption of Nest #1

# <u>Research</u>

- Lauren Andrychowski, Caitlin Reilly, Connor Gallagher, Maddie Talnagi, and Emily Roseno have joined the GSTC as Seasonal Research Technicians focusing on sea turtle monitoring, management, and conservation initiatives on Jekyll Island.
- Diamondback terrapin season has begun on Jekyll Island. We recorded the first road mortality and nesting events in the state of Georgia during the 2023 calendar year.
- Beginning May 1, Jekyll Island's Lighting Ordinance will go into effect to help minimize negative lighting upon Jekyll Island's beaches to improve outcomes for sea turtles.

# **Rehabilitation**

	Sea Turtle	Other Patients
New Patients	6	12
<b>Current Patients</b>	12	16
Released Patients	12	3
Transferred Patients	0	1
Total Since 2007	1039	2577

- New seasonal Rehabilitation Associate, Madisen Davis, joined the rehabilitation department.
- Dr. Shane Boylan joined the Rehabilitation Department as our Veterinarian, coming to us with 14 years of sea turtle experience at the South Carolina Aquarium.
- At the end of April, we had our first eggs in our incubators! 18 eggs were extracted from a common snapping turtle who passed away from injuries after sustaining a car strike.

# **Volunteer**

April 2023 Volunteer Service hours: 457.50 hours (29 hours more than 2022 April)

Multiplied by the National Volunteer hourly value of \$29.95 = **\$13,702** 

The new Jekyll Island Authority Volunteer Program was initiated encompassing the departments of Conservation, the Georgia Sea Turtle Center, and Historic Preservation.

The JIA hosted a volunteer appreciation luncheon in celebration of National Volunteer Appreciation Month. Thirty-six volunteers received recognition for serving over 100 hours in calendar year 2022 earing their Presidential Service Awards.



# Board of Directors Committee Assignments Effective August 17, 2022

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