



**Agenda**  
**Tuesday, January 18, 2022**  
**9:30 a.m.**  
**Jekyll Island Convention Center**

**JIA Committees and Meeting**

**Public Remote Attendance:**

This meeting will be streamed to YouTube at:

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

Meeting documents and public comments are available at:

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

**Public Comment**

Written public comments can be submitted online till 12:00 noon on Monday, January 17<sup>th</sup> at the JIA Board of Directors [website](#). The name of the person and the topic of the comment will be read into the record. The full public comment will become part of the permanent record.

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

**I. Historic Preservation/Conservation Committee**

Dale Atkins, Chair

- A. Junior Ranger Partnership with the Boys & Girls Club – Ray Emerson, Lead Park Ranger
- B. Villas by the Sea Dune Restoration Partnership - Ben Carswell, Director of Conservation and Sustainability and Cliff Gawron, Director of Landscaping and Planning

**II. Finance Committee**

Bill Gross, Chair

- A. December Financials – Bill Gross, Chair
- B. FY 2022 Operating Budget Adjustments – Marjorie Johnson, Chief Accounting Officer
- C. FY 2022 Capital Equipment and Projects Requests – Marjorie Johnson, Chief Accounting Officer

**III. Human Resources Committee**

Buster Evans, Chair

- A. No Report

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

Joy Burch-Meeks, Chair

- A. Report from Marketing Department: Convention Center Sales Update – Kevin Udell, Senior Sales Manager

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

Trip Tollison, Chair

- A. Report from Chair – Trip Tollison, Chair of the Legislative Committee

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

Joseph B. Wilkinson Jr., Chair

- A. Consideration of Market Analysis for Jekyll Island Buccaneer Site - Jones Hooks, Executive Director
- B. Request for Proposal (RFP) #368, Jekyll Island Amphitheater Market Analysis - Jones Hooks, Executive Director
- C. National Golf Foundation Assessment Recommendation – Jones Hooks, Executive Director
- D. Project Updates – Noel Jensen, Deputy Executive Director
- E. Executive Director's Report – Jones Hooks, Executive Director
- F. Chairman's Comments – Joseph B. Wilkinson Jr., Chairman

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

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### **Board Meeting Agenda**

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

#### **Action Item**

1. Minutes of the December 14, 2021 Board Meeting
2. FY 2022 Operating Budget Adjustments
3. FY 2022 Capital Equipment and Projects Requests
4. Consideration of Market Analysis for Jekyll Island Buccaneer Site
5. Request for Proposal (RFP) #368, Jekyll Island Amphitheater Market Analysis
6. National Golf Foundation Assessment Recommendation

#### **Adjournment**

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**MEMORANDUM**

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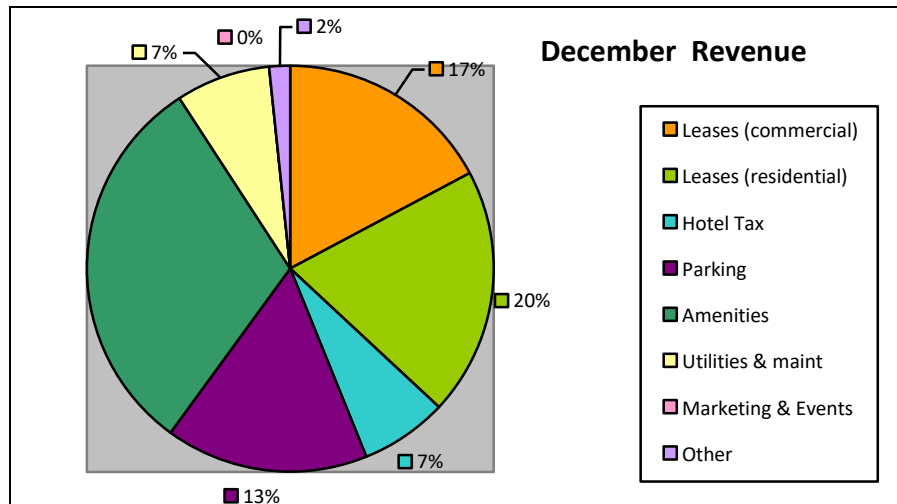
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**TO:** FINANCE COMMITTEE  
**FROM:** MARJORIE JOHNSON  
**SUBJECT:** DECEMBER FINANCIAL STATEMENTS  
**DATE:** 1/12/2022

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## Revenues

Revenues for December were \$2,684,143 which reflects a favorable \$494K (23%) variance from budget. Year-to-date revenues reflect a favorable \$3.4M (21%) variance from budget and a \$4.8M (33%) variance from the prior year to date revenues.



The largest variances for the month were:

- Business Leases (+\$77K) – Businesses as well as the hotels continue to produce revenues that are higher than expected.
- Parking (+\$132K) – Annual pass sales (+\$20K) and Daily parking fees (+\$111K) continue to be higher than anticipated for this time of the year.
- Campground (+\$56K) – Site rental revenues continue to remain strong. Halfway through the fiscal year, campground revenues have exceeded the year-to-date budget by \$298K.
- Museum (+\$2K) – while these revenues are on target with budget, it is important to note that the Holly Jolly Light Tours did extremely well this month. Due to the

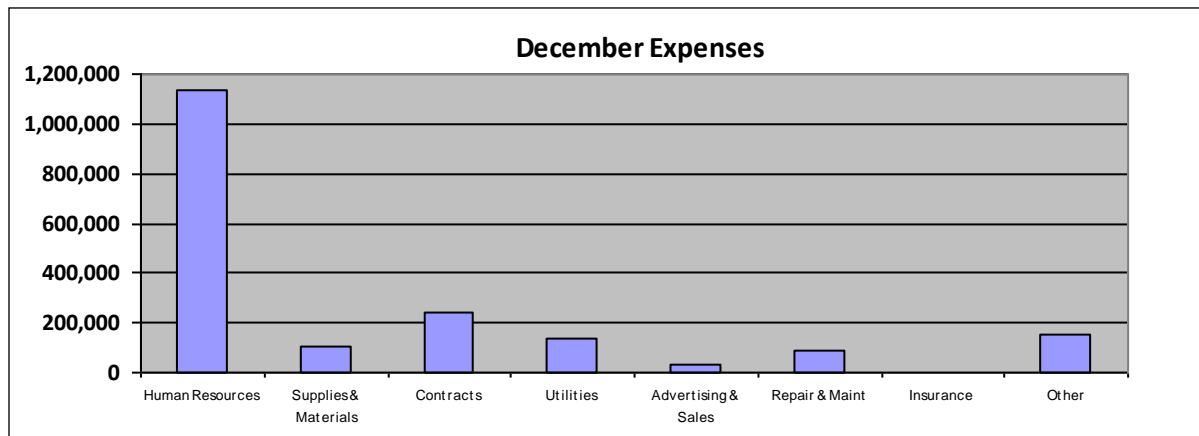
timing of payments from Ticket Leap, these revenues will not be reflected on the financials until January.

## Expenses

Expenses were \$1,899,351 for December and reflected a favorable budget variance of \$138K (7%) for the month. Expenses also reflected a favorable \$1.2M variance from Year-to-date budget and reflected an unfavorable \$1.9M (17%) variance from Prior Year to Date expenses.

The largest budget variances for the month were:

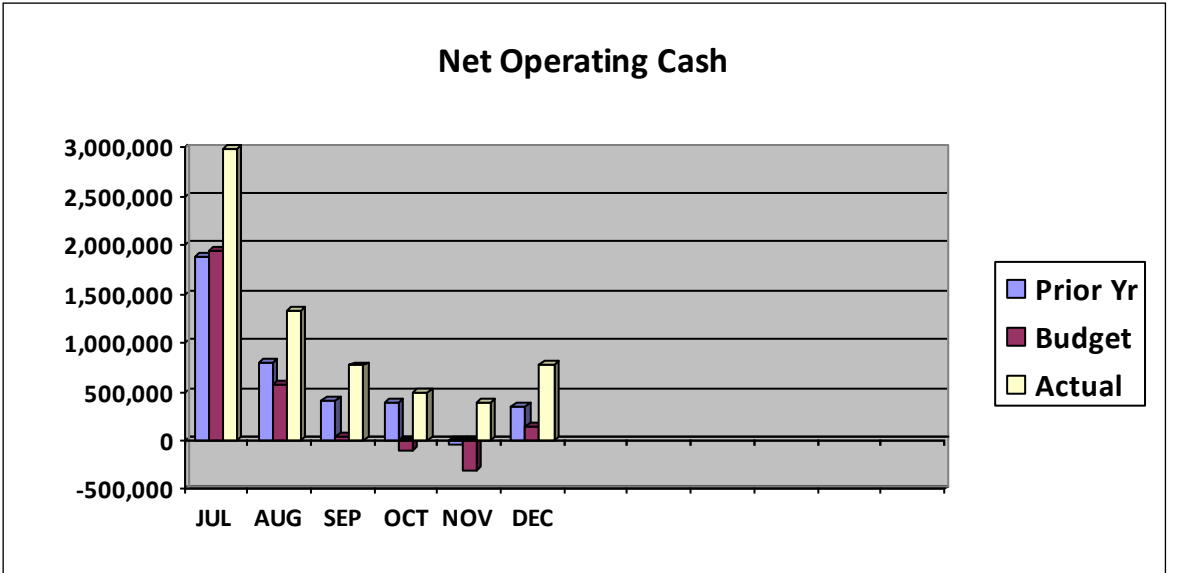
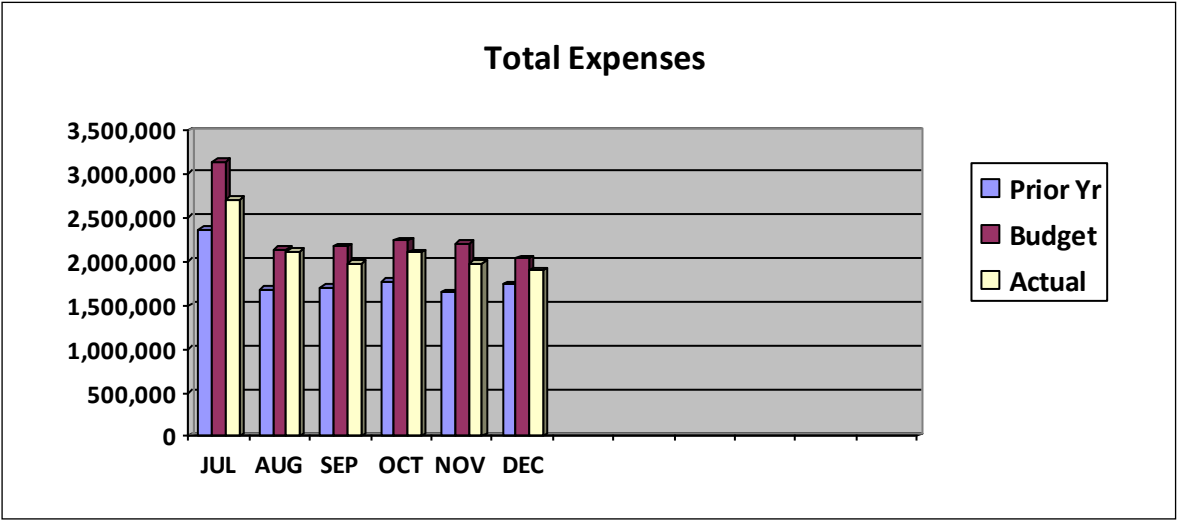
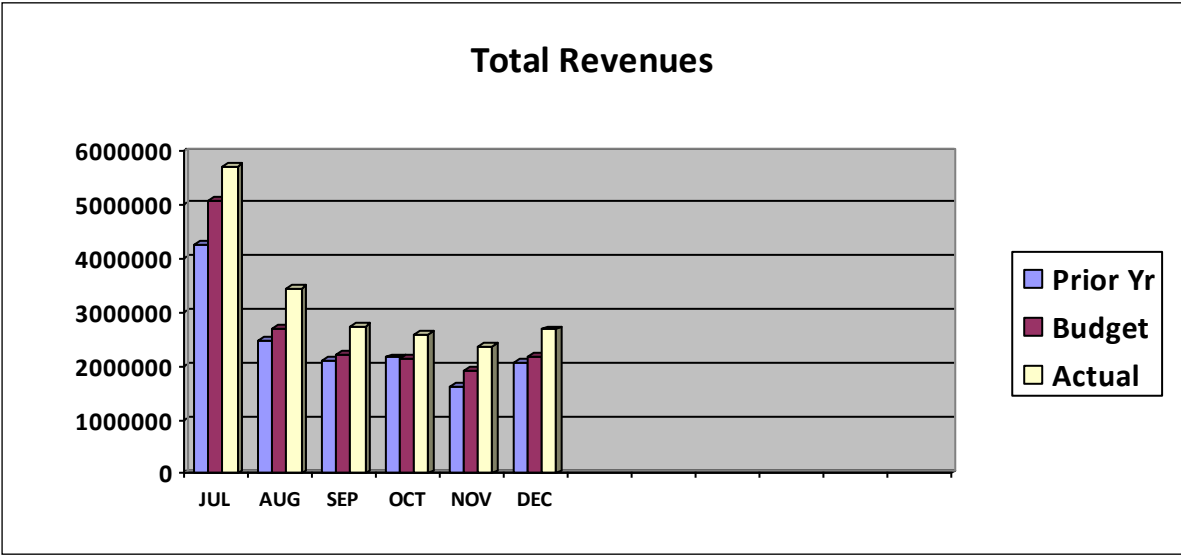
- Human Resources (-\$76K) – vacant positions – full and part time.
- Insurance (-\$21K) – Timing difference for workers comp insurance invoice not yet received from the State. This should offset in January.
- Contracts (-\$24K) and Advertising & Sales (-\$32K) both reflect favorable budget variances. These are timing variances and should be all spent by the end of the fiscal year.



## Net Operating Cash

The Net Operating Cash Income for the month is \$784,791, which is a \$633K favorable variance from the budgeted net operating cash income of \$152,188. Net Operating Cash Income reflects a favorable \$4.6M variance from year-to-date budget and a \$3M favorable variance from prior year to date income.





Jekyll Island Authority  
CONSOLIDATED BUDGET COMPARISON  
For the Six Months Ending December 31, 2021

	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		PRIOR YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
<b>Revenues</b>											
<b>Administration</b>											
Business Leases	462,544	385,369	77	20%	3,158,742	2,676,165	483	18%	2,397,913	761	32%
Hotel Tax	134,068	97,489	37	38%	1,393,862	892,460	501	56%	994,748	399	40%
Tourism Development Fund	57,458	41,781	16	38%	589,332	382,483	207	54%	426,321	163	38%
Parking	426,410	294,870	132	45%	2,783,211	2,298,304	485	21%	2,451,965	331	14%
Interest	799	450	0	78%	4,631	2,700	2	72%	2,593	2	79%
Lot Rentals	527,435	517,980	9	2%	620,196	551,480	69	12%	665,560	(45)	-7%
Foundation	532	462	0	15%	3,936	4,595	(1)	-14%	3,792	0	4%
Airport	2,516	1,860	1	35%	8,857	10,850	(2)	-18%	10,967	(2)	-19%
Administration revenue	36,744	27,852	9	32%	140,103	91,591	49	53%	200,823	(61)	-30%
Beach Village	-	-	-	0%	-	-	-	0%	1,507	(2)	-100%
Intern Housing	3,150	3,350	(0)	-6%	23,400	22,875	1	2%	22,975	0	2%
<b>Total Administration</b>	<b>1,651,655</b>	<b>1,371,462</b>	<b>280</b>	<b>20%</b>	<b>8,726,269</b>	<b>6,933,502</b>	<b>1,793</b>	<b>26%</b>	<b>7,179,163</b>	<b>1,547</b>	<b>22%</b>
<b>Enterprises</b>											
Golf	180,420	141,889	39	27%	1,248,248	1,037,307	211	20%	953,480	295	31%
Convention Center	178,075	126,841	51	40%	1,873,185	1,622,873	250	15%	162,439	1,711	1053%
McCormick's Grill	-	-	-	0%	(0)	-	(0)	0%	90,037	(90)	-100%
Summer Waves	5,078	3,500	2	45%	1,440,176	1,275,171	165	13%	1,070,189	370	35%
Campground	174,242	118,158	56	47%	1,087,176	789,155	298	38%	1,038,902	48	5%
Life is Good	23,901	11,251	13	112%	176,012	102,836	73	71%	119,390	57	47%
Museum	67,064	65,013	2	3%	474,776	315,599	159	50%	284,559	190	67%
Georgia Sea Turtle Center	127,629	118,980	9	7%	1,318,454	1,003,819	315	31%	921,526	397	43%
Conservation	645	690	(0)	-7%	5,118	3,806	1	34%	3,996	1	28%
Miniature Golf & Bikes	49,030	33,224	16	48%	252,762	198,370	54	27%	203,929	49	24%
Water/Wastewater	125,191	106,933	18	17%	950,261	915,792	34	4%	861,279	89	10%
Sanitation	48,206	48,791	(1)	-1%	289,177	286,533	3	1%	284,780	4	2%
Fire Department	6,568	2,950	4	123%	1,350,814	1,334,685	16	1%	1,275,365	75	6%
Tennis	7,834	6,509	1	20%	59,936	59,910	0	0%	60,175	(0)	0%
Marketing, Special Events & Sales	3,192	650	3	391%	127,466	109,653	18	16%	48,706	79	162%
Guest Information Center	16,506	12,796	4	29%	86,125	74,540	12	16%	78,422	8	10%
Camp Jekyll & Soccer Fields	13,318	16,879	(4)	-21%	77,182	82,777	(6)	-7%	64,184	13	20%
Landscaping, Roads & Trails	5,465	3,000	2	82%	11,724	7,450	4	57%	8,304	3	41%
Facility Maintenance	125	-	0	0%	524	-	1	0%	1,500	(1)	-65%

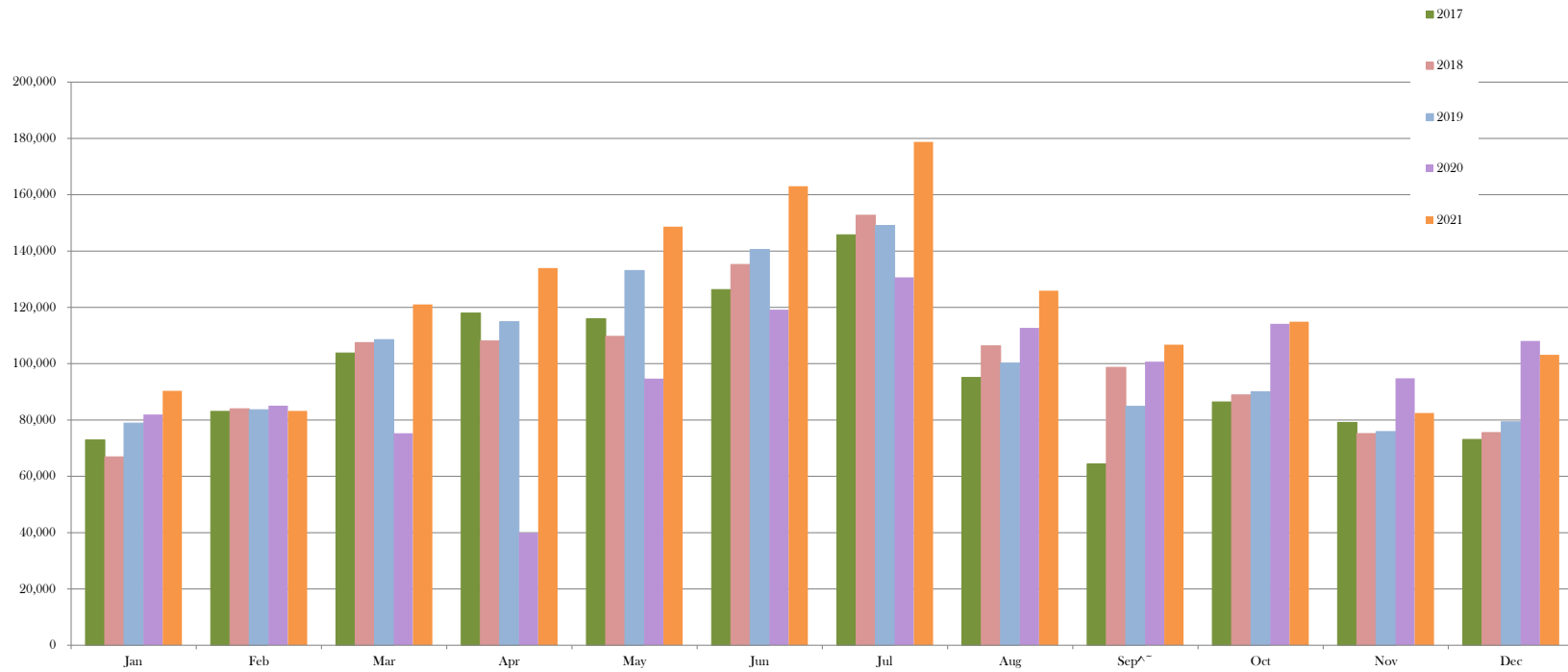
	MONTH ACTUAL	MONTH BUDGET	BUDGET VARIANCE		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE		YEAR ACTUAL	VARIANCE	
			(000's)	%			(000's)	%		(000's)	%
Golf Course Maintenance	-	-	-	0%	234	-	0	0%	4	0	5866%
<b>Total Enterprises</b>	<b>1,032,488</b>	<b>818,304</b>	<b>214</b>	<b>26%</b>	<b>10,831,274</b>	<b>9,220,777</b>	<b>1,610</b>	<b>17%</b>	<b>7,531,863</b>	<b>3,299</b>	<b>44%</b>
<b>Total Revenues</b>	<b>2,684,143</b>	<b>2,189,766</b>	<b>494</b>	<b>23%</b>	<b>19,557,543</b>	<b>16,154,279</b>	<b>3,403</b>	<b>21%</b>	<b>14,711,026</b>	<b>4,847</b>	<b>33%</b>

### **Expenses**

Human Resources	1,136,368	1,211,877	(76)	-6%	6,680,471	7,457,443	(777)	-10%	6,195,059	485	8%
Supplies & Materials	107,369	114,149	(7)	-6%	792,533	882,339	(90)	-10%	556,933	236	42%
Advertising & Sales	32,008	64,244	(32)	-50%	293,102	396,848	(104)	-26%	134,508	159	118%
Repairs - Facilities & Grounds	73,939	77,599	(4)	-5%	714,729	849,461	(135)	-16%	528,294	186	35%
Utilities	129,186	127,295	2	1%	1,013,904	1,038,893	(25)	-2%	960,335	54	6%
Insurance	2,460	23,737	(21)	-90%	682,228	735,877	(54)	-7%	625,335	57	9%
Contracts	241,240	265,718	(24)	-9%	1,439,035	1,490,154	(51)	-3%	1,065,505	374	35%
Rentals	69,063	56,607	12	22%	349,450	369,112	(20)	-5%	290,340	59	20%
Printing	3,531	6,086	(3)	-42%	37,925	50,623	(13)	-25%	37,028	1	2%
Motor Vehicle	18,514	17,102	1	8%	122,650	123,297	(1)	-1%	88,592	34	38%
Telephone	9,119	10,111	(1)	-10%	53,517	60,618	(7)	-12%	59,899	(6)	-11%
Equipment Purchase <\$1K	19,367	8,788	11	120%	57,237	50,664	7	13%	36,868	20	55%
Equipment Purchase \$1K to \$5K	4,662	1,500	3	211%	58,972	40,464	19	46%	13,115	46	350%
Travel	2,832	3,715	(1)	-24%	20,026	26,850	(7)	-25%	7,262	13	176%
Dues	18,564	26,963	(8)	-31%	198,080	207,838	(10)	-5%	123,458	75	60%
Credit Card Fees	31,018	22,062	9	41%	269,001	174,477	95	54%	192,349	77	40%
Bank Fees	113	25	0	352%	384	150	0	156%	7	0	5386%
<b>Total Expenditures</b>	<b>1,899,351</b>	<b>2,037,579</b>	<b>(138)</b>	<b>-7%</b>	<b>12,783,245</b>	<b>13,955,108</b>	<b>(1,172)</b>	<b>-8%</b>	<b>10,914,887</b>	<b>1,868</b>	<b>17%</b>
<b>Net Operating Cash Income **</b>	<b>784,791</b>	<b>152,188</b>	<b>633</b>	<b>416%</b>	<b>6,774,298</b>	<b>2,199,170</b>	<b>4,575</b>	<b>208%</b>	<b>3,796,139</b>	<b>2,978</b>	<b>78%</b>

\*\* Does not include depreciation or capital projects

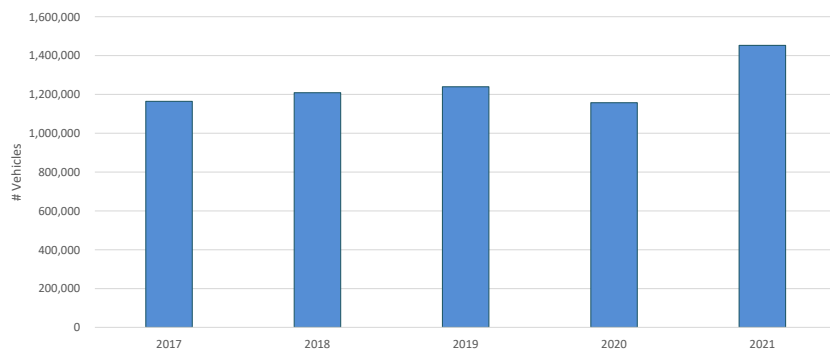
Gate Traffic Counts by Month - December 2021



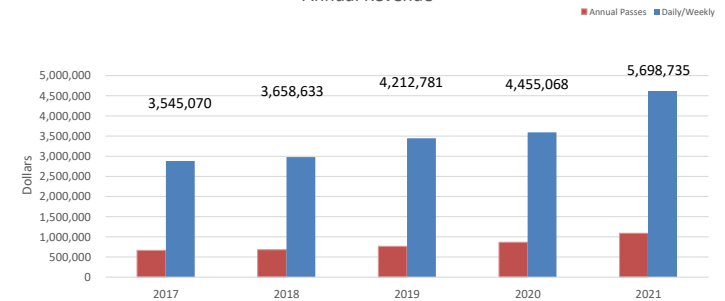
COVID - March 2020 through July 2020 (most significant impact)

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

Annual Traffic Count



Annual Revenue



## December 2021 Traffic Counts

	2017			2018			2019			2020			2021		
	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Daily/Weekly	Annual Passes	Total	Gate Purchase	Pre-purchased	Total	Gate Purchase	Pre-purchased	Total
January	26,372	46,562	72,934	21,065	45,842	66,907	28,874	50,037	78,911	29,773	52,159	81,932	23,462	66,875	90,337
February	35,982	47,081	83,063	34,326	49,664	83,990	35,010	48,619	83,629	32,646	52,457	85,103	22,609	60,616	83,225
March	49,605	54,166	103,771	51,052	56,444	107,496	51,682	56,865	108,547	27,012	48,279	75,291	39,560	81,491	121,051
April	66,259	51,718	117,977	55,620	52,474	108,094	61,404	53,529	114,933	12,082	27,810	39,892	47,198	86,746	133,944
May	62,367	53,558	115,925	54,547	55,167	109,714	74,194	58,894	133,088	44,891	49,825	94,716	58,179	90,491	148,670
June	72,234	54,056	126,290	79,575	55,657	135,232	82,105	58,479	140,584	51,147	68,042	119,189	60,141	102,896	163,037
July	90,765	55,010	145,775	95,960	56,773	152,733	89,499	59,595	149,094	56,441	74,236	130,677	60,613	118,185	178,798
August	44,352	50,732	95,084	53,639	52,681	106,320	47,501	52,687	100,188	39,096	73,585	112,681	38,368	87,543	125,911
September	26,578	37,809	64,387	49,032	49,651	98,683	37,317	47,518	84,835	34,055	66,662	100,717	34,300	72,468	106,768
October	35,871	50,566	86,437	38,539	50,366	88,905	39,100	50,923	90,023	33,851	80,276	114,127	37,170	77,713	114,883
November	32,323	46,777	79,100	29,468	45,737	75,205	30,173	45,699	75,872	22,914	71,876	94,790	26,069	56,386	82,455
December	27,891	45,195	73,086	30,104	45,436	75,540	31,871	47,504	79,375	29,842	78,215	108,057	37,396	65,769	103,165
Totals	570,599	593,230	1,163,829	592,927	615,892	1,208,819	608,730	630,349	1,239,079	413,750	743,422	1,157,172	485,065	967,179	1,452,244

LPR System began April 2020

Year to Date	2017 YTD	2018 YTD	2019 YTD	2020 YTD	2021 YTD
Comparison	1,163,829	1,208,819	1,239,079	1,157,172	1,452,244

January 6, 2022  
 December 2022 Financial Review  
 Jekyll Island Convention Center  
 JIA Sales and ASM combined

DECEMBER	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015	FY2014	FY2013
Number of Events	11	7	12	8	7	6	3	5	8	9
Event Days	23	11	24	16	15	13	7	12	14	16
Attendance	6046	1190	9722	9,625	10750	17,431	10270	10776	7523	9822
Revenue	\$195,891act \$137,841bud	\$20,661	\$170,591	\$181,806	\$91,214	\$158,300	\$157,456	\$95,229	\$119,051	\$214,537
Sqr feet used	706,170	139,360	548,660	546,380	N/A	N/A	N/A	N/A	N/A	N/A

- Two conventions were hosted in December: Farm Bureau and GA Transit. Farm Bureau is booked thru 2025, but we are not currently holding dates for Transit. They have met with us since 2018, but after 4 years they are required to allow a vote, which will take place at their January Board meeting.
- Santa's breakfasts were a sell out adding \$8800 to revenue.
- The Community Christmas Concert that Caroline and Don Nesmith hosted had full attendance this year.
- The College of Coastal Georgia hosted a traditional graduation service with about 1800 in attendance.

#### **FUTURE CONTRACTS ISSUED - 6 – Estimated Revenues \$389,500**

Conventions –6– Anticipated rev of \$389,500  
 Meetings –0– Anticipated revenue  
 Banquet –0– Anticipated revenue  
 Weddings –0 – Anticipated revenue  
 Public Event – 0 – Anticipated revenue

#### **PROPOSALS**

CVB –5  
 Westin – 0  
 Cvent- 2  
 SMG sitepass -0

Combined sites and planning meetings with all staff – 13

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

December 2021

### HOTEL STATISTICS AT-A-GLANCE

#### Dec-21

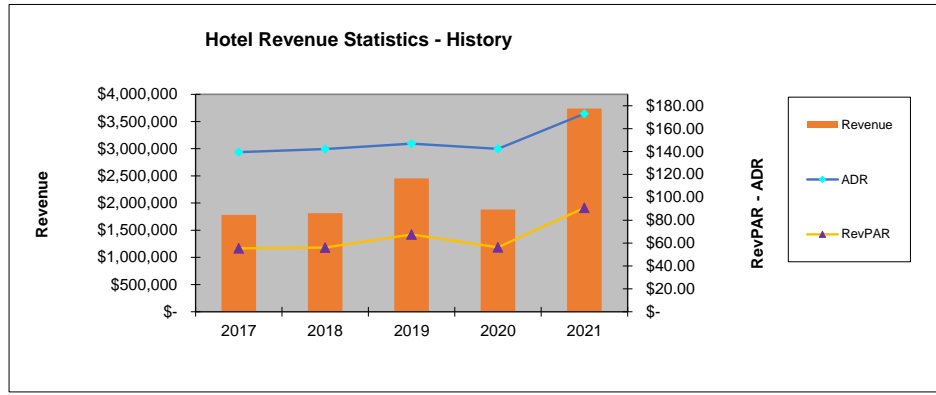
Total Revenue	\$	3,738,733
Occupancy Rate		52.5%
Rev PAR	\$	90.81
ADR	\$	173.09

#### Dec-20

Total Revenue	\$	1,882,500
Occupancy Rate		39.5%
RevPAR	\$	56.24
ADR	\$	142.32

#### Dec-19

Total Revenue	\$	2,454,309
Occupancy Rate		46.0%
RevPAR	\$	67.62
ADR	\$	146.96



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance
Beachview Club	38	1,137	496	43.6%	\$ 147.64	\$ 64.41	\$ 73,230.10	\$ 29,036.08	\$ 44,194 152%
Home2Suites	107	3,317	1,786	53.8%	\$ 151.91	\$ 81.80	\$ 271,317.87	\$ 149,987.25	\$ 121,331 81%
Holiday Inn Resort	157	4,567	2,192	48.0%	\$ 144.65	\$ 69.43	\$ 317,079.63	\$ 146,388.96	\$ 170,691 117%
Days Inn & Suites	124	3,512	2,076	59.1%	\$ 119.53	\$ 70.65	\$ 248,139.39	\$ 143,493.67	\$ 104,646 73%
Courtyard by Marriott/ Residence Inn	209	6,479	2,769	42.7%	\$ 166.91	\$ 71.33	\$ 462,169.00	\$ -	\$ 462,169 0%
Hampton Inn	138	4,278	2,052	48.0%	\$ 155.30	\$ 74.49	\$ 318,671.00	\$ 144,867.09	\$ 173,804 120%
Jekyll Island Club Resort	200	6,200	4,198	67.7%	\$ 261.29	\$ 176.92	\$ 1,096,896.00	\$ 668,402.00	\$ 428,494 64%
Seafarer Inn & Suites	73	2,236	1,126	50.4%	\$ 119.21	\$ 60.03	\$ 134,233.93	\$ 84,056.00	\$ 50,178 60%
Villas by the Sea	123	2,377	1,303	54.8%	\$ 148.81	\$ 81.57	\$ 193,901.31	\$ 123,679.63	\$ 70,222 57%
Villas by the Sea - Jekyll Realty	13	403	153	38.0%	\$ 71.16	\$ 27.02	\$ 10,887.37	\$ 4,468.80	\$ 6,419 144%
Villas by the Sea - Parker Kaufman	15	465	251	54.0%	\$ 56.50	\$ 30.50	\$ 14,181.00	\$ 5,540.00	\$ 8,641 156%
Westin	200	6,200	3198	51.6%	\$ 187.00	\$ 96.46	\$ 598,026.00	\$ 382,581	\$ 215,445 56%
<b>Dec-21 Total</b>	<b>1,397</b>	<b>41,171</b>	<b>21,600</b>	<b>52.5%</b>	<b>\$ 173.09</b>	<b>\$ 90.81</b>	<b>\$ 3,738,733</b>	<b>\$ 1,882,500</b>	<b>\$ 1,856,232 98.6%</b>

# JEKYLL ISLAND AUTHORITY

## HOTEL OCCUPANCY STATISTICS

Calendar Year to Date - December 2021

### HOTEL STATISTICS AT-A-GLANCE

#### 2021

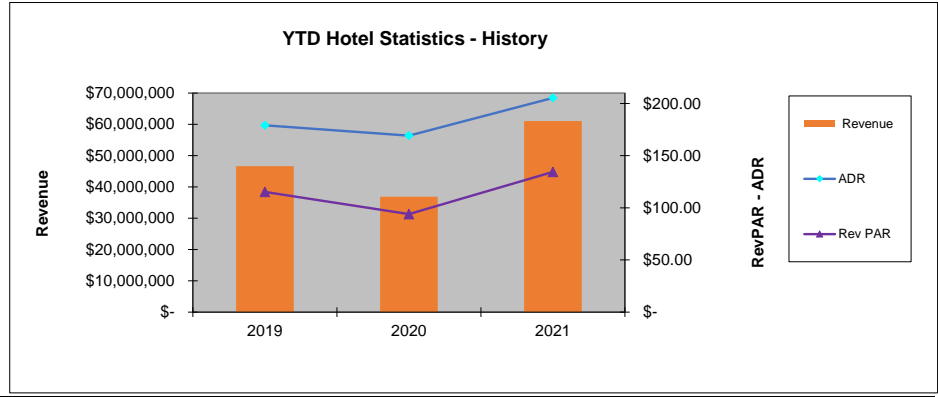
Total Revenue \$ 61,055,347  
Occupancy Rate 65.4%  
Rev PAR \$ 134.40  
ADR \$ 205.37

#### 2020

Total Revenue \$ 36,878,423  
Occupancy Rate 55.5%  
RevPAR \$ 93.98  
ADR \$ 169.19

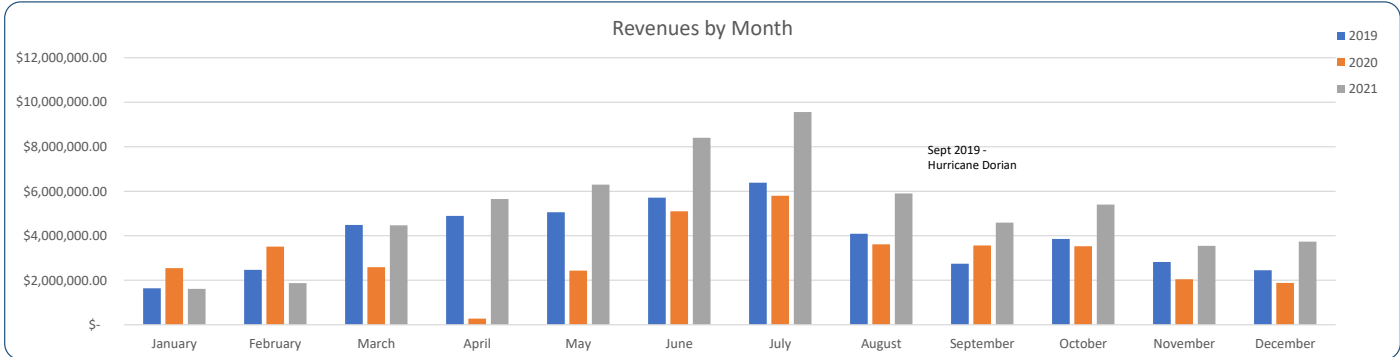
#### 2019

Total Revenue \$ 46,610,318  
Occupancy Rate 64.3%  
RevPAR \$ 115.26  
ADR \$ 179.20



### OCCUPANCY REPORT DETAIL

Hotel	# of Rms	Units Availbl	Units Occpd	Percent Occpd	Average Daily Rate	RevPAR	2021 Room Revenue	2020 Room Revenue	Revenue Variance	
Beachview Club	38	12,754	7,449	58.4%	\$ 207.82	\$ 121.38	1,548,086	969,221	\$ 578,865	60%
Home2Suites	107	38,385	25,982	67.7%	\$ 178.84	\$ 121.05	4,646,606	2,967,739	\$ 1,678,867	57%
Holiday Inn Resort	157	52,716	34,099	64.7%	\$ 201.79	\$ 130.53	6,880,899	4,358,550	\$ 2,522,348	58%
Days Inn & Suites	124	44,276	32,877	74.3%	\$ 158.83	\$ 117.94	5,221,954	3,555,839	\$ 1,666,115	47%
Courtyard by Marriott/ Residence Inn	209	44,308	23,379	52.8%	\$ 209.33	\$ 110.45	4,893,948	0	\$ 4,893,948	0%
Hampton Inn	138	50,232	33,602	66.9%	\$ 175.69	\$ 117.52	5,903,464	3,858,119	\$ 2,045,345	53%
Jekyll Island Club Resort	200	73,200	48,493	66.2%	\$ 273.81	\$ 181.39	13,277,998	8,438,154	\$ 4,839,844	57%
Seafarer Inn & Suites	73	26,279	15,565	59.2%	\$ 166.98	\$ 98.90	2,599,031	2,032,313	\$ 566,718	28%
Villas by the Sea	123	29,386	19,076	64.9%	\$ 185.91	\$ 120.68	3,546,348	3,205,159	\$ 341,189	11%
Villas by the Sea - Jekyll Realty	13	4,488	2,540	56.6%	\$ 172.76	\$ 97.77	438,803	406,420	\$ 32,384	8%
Villas by the Sea - Parker Kaufman	15	5,242	3,313	63.2%	\$ 109.10	\$ 68.96	361,464	284,847	\$ 76,618	27%
Westin	200	73,000	50,925	69.8%	\$ 230.47	\$ 160.78	11,736,745	6,802,062	\$ 4,934,683	73%
<b>2021 Total</b>		<b>454,266</b>	<b>297,300</b>	<b>65.4%</b>	<b>\$ 205.37</b>	<b>\$ 134.40</b>	<b>\$ 61,055,347</b>	<b>\$ 36,878,423</b>	<b>\$24,176,924</b>	<b>65.6%</b>
<b>2020 Total</b>		<b>392,416</b>	<b>217,974</b>	<b>55.5%</b>	<b>\$ 169.19</b>	<b>\$ 93.98</b>	<b>\$ 36,878,423</b>			
<b>2019 Total</b>		<b>404,391</b>	<b>260,108</b>	<b>64.3%</b>	<b>\$ 179.20</b>	<b>\$ 115.26</b>	<b>\$ 46,610,318</b>			



March 2020 - current = COVID impact (largest impact was March - June)



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**MEMORANDUM**

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**TO:** FINANCE COMMITTEE  
**FROM:** JONES HOOKS, EXECUTIVE DIRECTOR & MARJORIE JOHNSON, CHIEF ACCOUNTING OFFICER  
**SUBJECT:** FY 2022 OPERATING BUDGET ADJUSTMENTS  
**DATE:** 1/12/2022

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Actual Revenues have been much better than anticipated for the first six months of Fiscal Year 2022. We have also kept our expenses below budget and as a result, our bottom line is approximately \$4M better than the FY 2022 year-to-date budget.

Even though the pandemic continues, we are comfortable in recommending some budget adjustments at this time. We are requesting that the Board amend the FY 2022 budget to use a portion of this \$4M favorable budget variance for the expenses shown on the attached document.

The requested budget adjustments include expenses for tree work on the golf course, an update to the National Golf Foundation Study, schematic designs for the GSTC expansion, a marketing analysis for the Amphitheater, landscaping improvements and several repairs. The total additional expenses are \$328,892.79, and they are all items we will be able to complete before the end of the fiscal year.

## Operating Budget Adjustments 01.18.2022

Description	Amount	Account	Comments
<b>Golf Course Maintenance:</b>			
Tree work on Pine Lakes Golf Course	50,000.00	6720-62	May/June Timeframe while course is closed for aerification
<b>Landscaping:</b>			
Summer Waves landscaping improvements			
Repair of existing irrigation well	7,500.00	6203-60-60	Currently not operational - bad pump and motor
Irrigation Repair work	15,000.00	6163-60-60	Irrigation system was damaged beyond repair with install of Man-o-war slide
Decorative Rock installation	18,000.00	6162-60-60	Installed under the Man-o-War attraction
Medjool Date palms for Island landscaping - 11 palms, 18' tall	24,750.00	6118-60-60	These are normally \$15K each - found great deal at \$1.8K each
<b>Convention Center:</b>			
32 Gallon plastic-coated slatted receptacles with dome lids (10)	6,142.79	6122-35	Current trash cans are deteriorated and cannot be repaired
Materials for patio at Ben Porter doorway	15,000.00	6162-35	Redo patio to fix drainage issues at doorway
<b>Roads &amp; Grounds:</b>			
Street sign replacements	15,000.00	6122-60-61	Purchase of signs; JIA will perform the labor.
<b>Guest Information Center:</b>			
Pressure washing of gates and Guest Info Center building	7,500.00	6720-32	Will use outside company to perform the services
<b>Beach Village:</b>			
Pressure washing of buildings and sidewalk areas	35,000.00	6720-18	Will use outside company to perform the services
<b>Administration:</b>			
National Golf Foundation Study - update	25,000.00	6720-01	Update to National Golf Foundation report
GSTC Expansion Schematic Designs	60,000.00	6720-01	Schematic drawings of previous programming elements in preparation for Foundation funding campaign
Amphitheater marketing analysis	50,000.00	6720-01	Consultant contract to prepare a marketing analysis for the Amphitheater
<b>Total FY22 Budget Adjustment Requested</b>	<b>328,892.79</b>		

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MEMORANDUM

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**TO:** FINANCE COMMITTEE  
**FROM:** JONES HOOKS, EXECUTIVE DIRECTOR & MARJORIE JOHNSON, CHIEF ACCOUNTING OFFICER  
**SUBJECT:** FY 2022 CAPITAL EQUIPMENT AND PROJECTS REQUESTS  
**DATE:** 1/12/2022

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Net Operating Income for the first six months of Fiscal Year 2022 have been significantly better than anticipated, as a result, our bottom line is approximately \$4M better than the FY 2022 year-to-date budget.

Even as the pandemic continues, the JIA staff is comfortable requesting approval to allocate a portion of these funds for Capital Equipment and Projects as listed on the attached spreadsheet.

Funds requested from **current year operating funds** include new cameras at Summer Waves, replacement of current cameras at our other Amenities, improvements to the Annex building, landscaping improvements, site prep work for the public safety building, new cabanas for Summer Waves, and a few pieces of equipment. This request totals \$856,900.00.

The staff would also like to request approval for 4 new pumps at the wastewater treatment plant for \$42K and the replacement of 600 water meters for \$150K. These projects would be paid from the **Water/Wastewater Improvement fund**.

In addition, the staff would like to request approval for funding of two more sections of bike paths. Section I is expected to cost \$483K and Section G is expected to cost \$126K. These projects would be funded from the **Tourism Development Fund**. This funding would be accomplished by requesting a reallocation of \$234K set aside for the Causeway Bike Path as well as new funding of \$375K from the Tourism Development Fund. The Board approved funding from the Tourism Development Fund for the Causeway Bike Path funds for \$234K in August 2021, however this project has been delayed. The opinion of the staff is that we could better utilize those funds toward projects that could be completed in a timelier manner.

Summary of Funding sources of Capital Equipment and Projects requests:

Current year funds	\$856,900.00
Water/Wastewater Reserves	\$192,000.00
Tourism Development Fund	\$375,000.00

## Capital Equipment and Projects Requests FY2022

	Amount	Comments
<b><i>Requests from FY2022 Operating Funds</i></b>		
Causeway billboard replacement	20,000.00	Additional funding needed due to price increase
Camera system - Summer Waves (inside and outside cameras)	120,000.00	Towers, parking lots and in buildings for security
Landscaping - Trencher attachment and boom assembly for Ditch Witch	8,600.00	Will be used for multiple projects
Beach Village - upgrade radio communications equipment	46,000.00	Improve radio signal for Fire Dept in buildings
HVAC system and duct work for Villa Marianna	10,000.00	Provide climate control and protect collections
Replace existing NVR's and cameras in JIA Amenities	120,000.00	Current equipment can no longer be used due to Federal mandates
Public Safety Complex - site work	100,000.00	Clear and prep area for construction
Annex Building Improvements - 2nd floor remodel, bathroom update, HVAC	350,000.00	additional improvements at Annex
Sunset Park landscaping improvements	35,000.00	Irrigation and landscaping (plus \$10K install)
Cabanas at Summer Waves (3 structures with 2 units each)	47,300.00	Anticipated revenues for upcoming season \$75K
	<hr/>	
	856,900.00	
<b><i>Requests from Water/Wastewater Funds</i></b>		
Replace 4 pumps at WPCP - pumps, valves and manifold	42,000.00	Current pumps are 20+ years old
Replace residential water meters	150,000.00	Replace 600 water meters
	<hr/>	
	192,000.00	
<b><i>Requests from Tourism Development Funds</i></b>		
Reallocation of Causeway Bike Path funds approved in August 2021	(234,000.00)	Reallocate funds to projects with earlier completion date
Bike Path Improvements - Section I	483,000.00	Continuing with completion of identified bike paths
Bike Path Improvements - Section G	126,000.00	" " "
	<hr/>	
	375,000.00	



# MARKET ANALYSIS AND STRATEGIC DEVELOPMENT RECOMMENDATIONS

6.9-ACRE OCEANFRONT PROPERTY  
Jekyll Island, Georgia

# ABOUT RCLCO



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

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

Learn more about RCLCO at [www.RCLCO.com](http://www.RCLCO.com).

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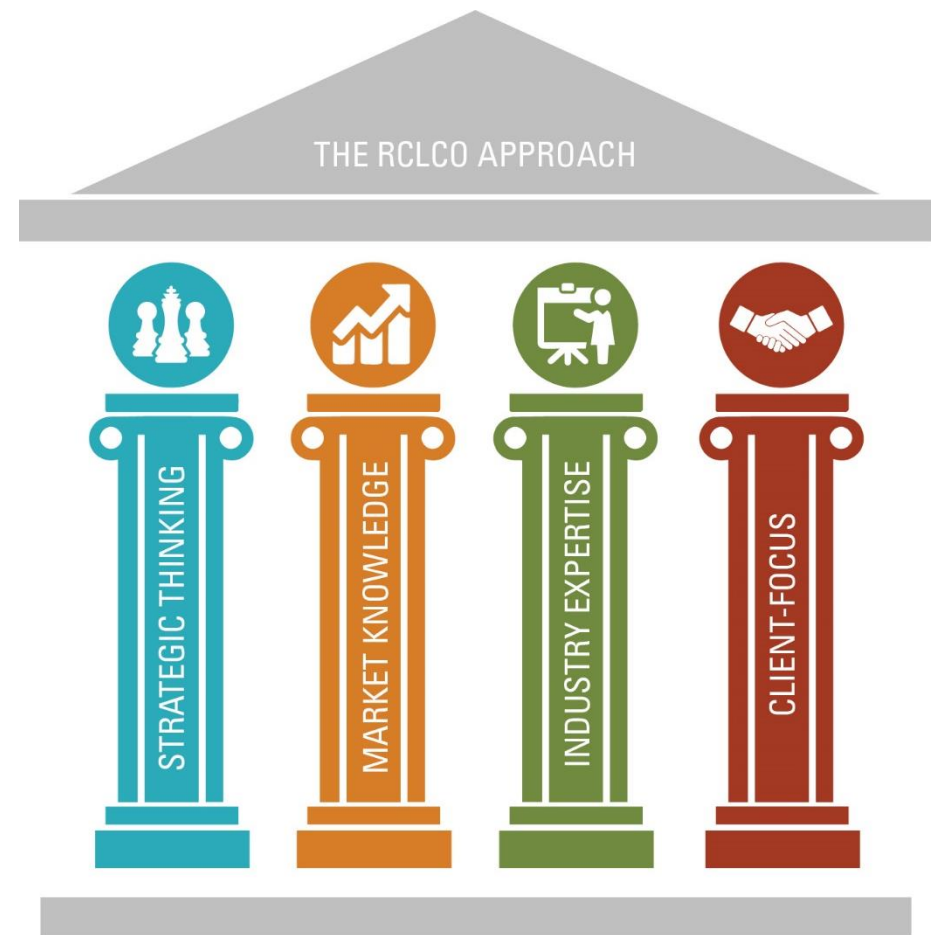
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**NOTE:** The following report was prepared in early 2021, with data collected in March and April of 2021. A limited update on hotel demand metrics was performed in December 2021 using information provided by the Jekyll Island Authority on hotel occupancy statistics through November of 2021. These updates do not impact the key findings of the following report, which remains in its original form with the exception of projected hotel demand shown on Pages 30-31.

# BACKGROUND AND OBJECTIVES

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

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

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



**NOTE:** The following report was prepared in early 2021, with data collected in March and April of 2021. A limited update on hotel demand metrics was performed in December 2021 using information provided by the Jekyll Island Authority on hotel occupancy statistics through November of 2021. These updates do not impact the key findings of the following report, which remains in its original form with the exception of projected hotel demand shown on Pages 30-31.

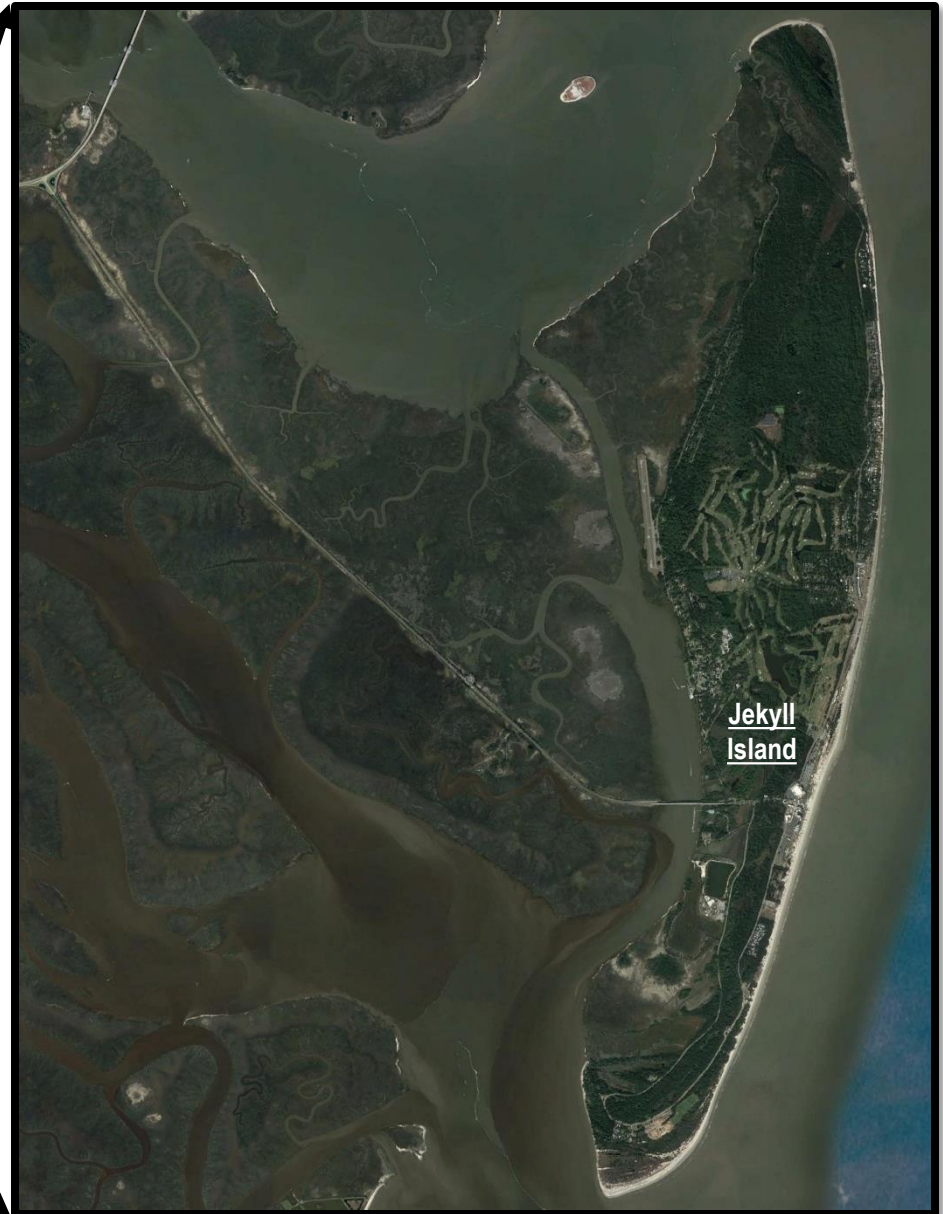
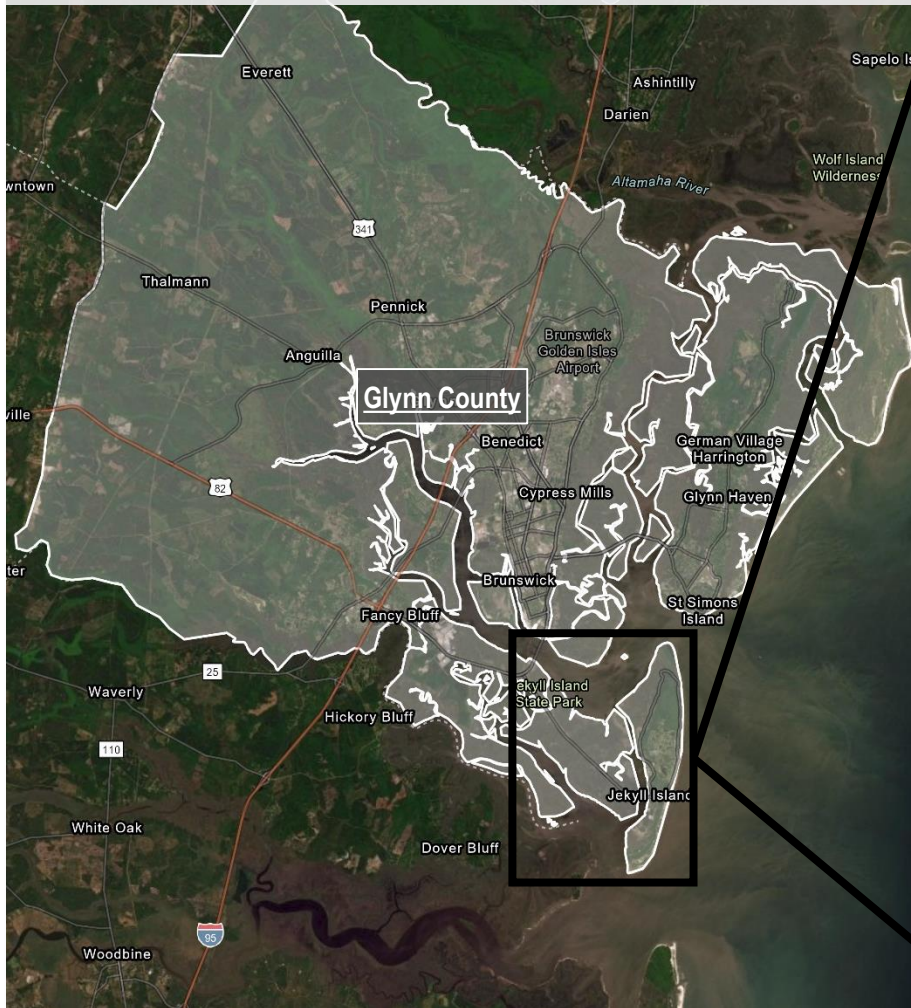


# INTRODUCTION TO JEKYLL ISLAND AND SUBJECT SITE ANALYSIS

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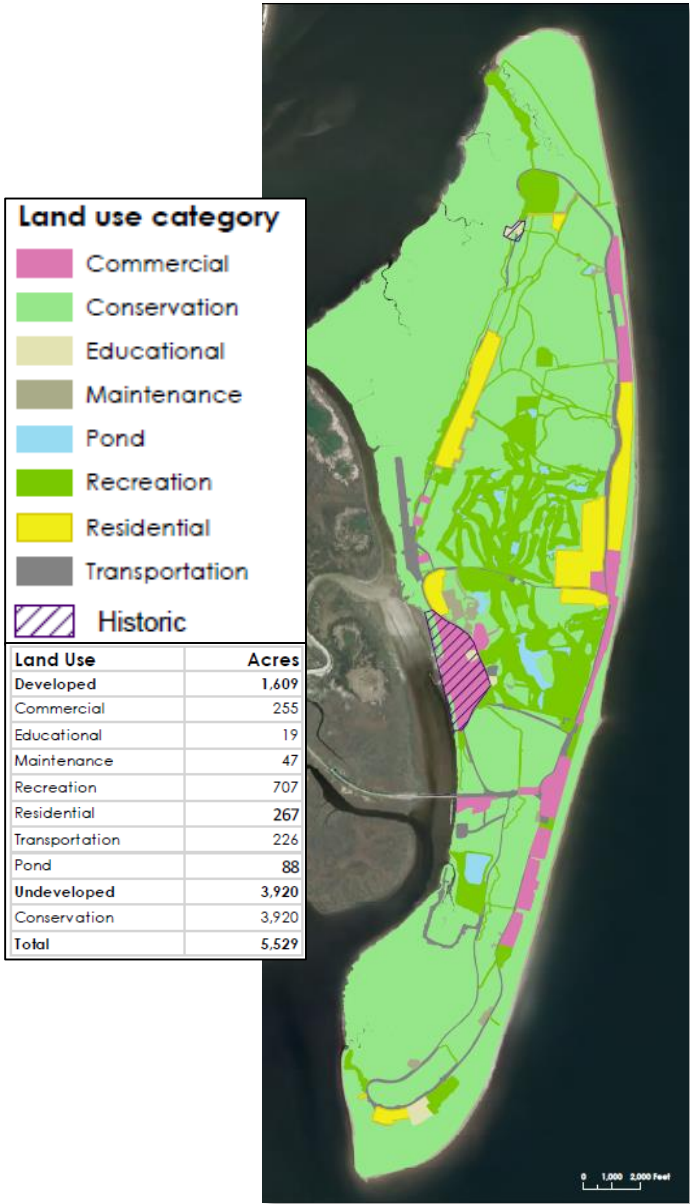
# REGIONAL CONTEXT OF JEKYLL ISLAND

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





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



# HISTORY AND REVITALIZATION OF JEKYLL ISLAND

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

## BACKGROUND

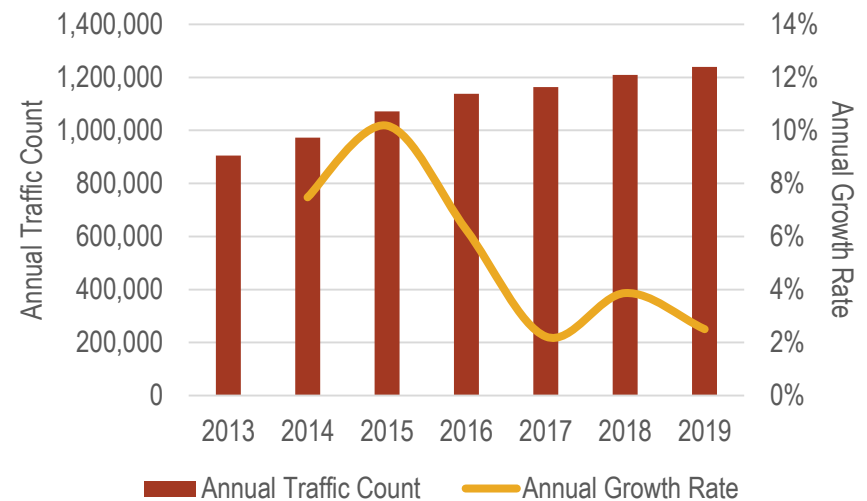
Jekyll Island was acquired by the state of Georgia in 1947 and was established as a State Park after centuries of various uses including a private hunting club. Today the Jekyll Island Authority manages the island for the state of Georgia and has overseen an economic turnaround and revitalization over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

## REVITALIZATION

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

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

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



**Beach Village**





# SUBJECT SITE LOCATION ON JEKYLL ISLAND

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





# SURROUNDING LAND USES – SUBJECT SITE





# SURROUNDING LAND USES – MID-ISLAND





# SURROUNDING LAND USES – NORTH ISLAND





# SUBJECT SITE ASSESSMENT

## STRENGTHS

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

## WEAKNESSES

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

## OPPORTUNITIES

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

Subject Site Aerial



# CARRYING CAPACITY & INFRASTRUCTURE CONSIDERATIONS

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

# ENVIRONMENTAL CONSIDERATIONS

## WILDLIFE

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



## BEACH AND DUNES

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



## TREES

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



# RCLCO STAKEHOLDER FEEDBACK

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

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

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

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



# RCLCO STAKEHOLDER FEEDBACK

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

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

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

## HOSPITALITY SUPPLY AND DEMAND

# MAJORITY OF PRODUCT ON JEKYLL ISLAND CONCENTRATED IN HOSPITALITY SPACE

Units Used as Rentals  
78.3%

Hotel Keys  
55.6%

RV  
Spots  
6.2%

Residential  
(Investor-Owned)  
15.0%

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

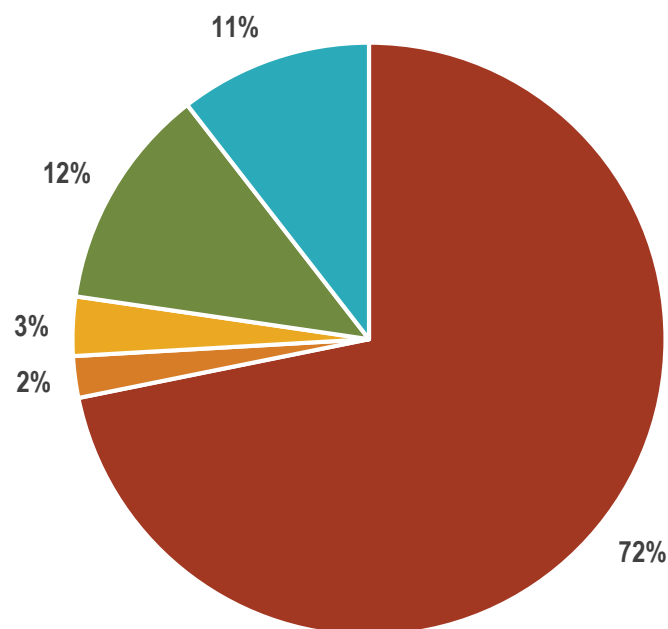




# VISITOR AND RESIDENCE PROFILE

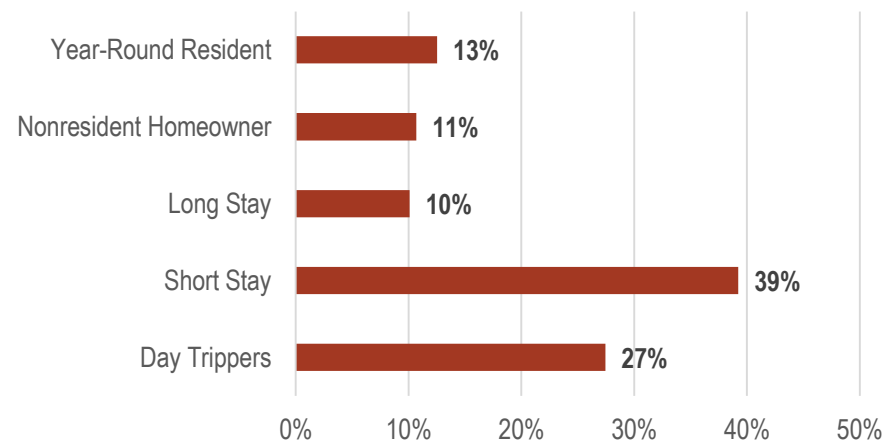
**72% OF TRAVEL TO JEKYLL ISLAND IS FOR VACATION AND LEISURE ACTIVITIES. A MAJORITY OF VISITORS ARE DAY TRIPPERS AND THOSE STAYING FOR LESS THAN A WEEK.**

**Which Category Best Describes Your Experience on Jekyll Island?**

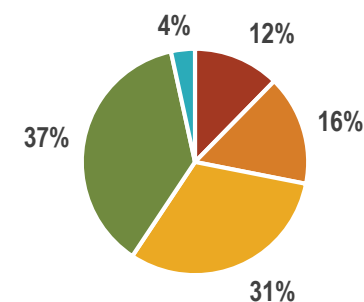


- Vacation/Leisure Travel
- Attending Convention at Convention Center
- Other Business Travel
- Year-Round Resident
- Nonresident Homeowner

**Visitors and Residents by Length of Stay and Residency**



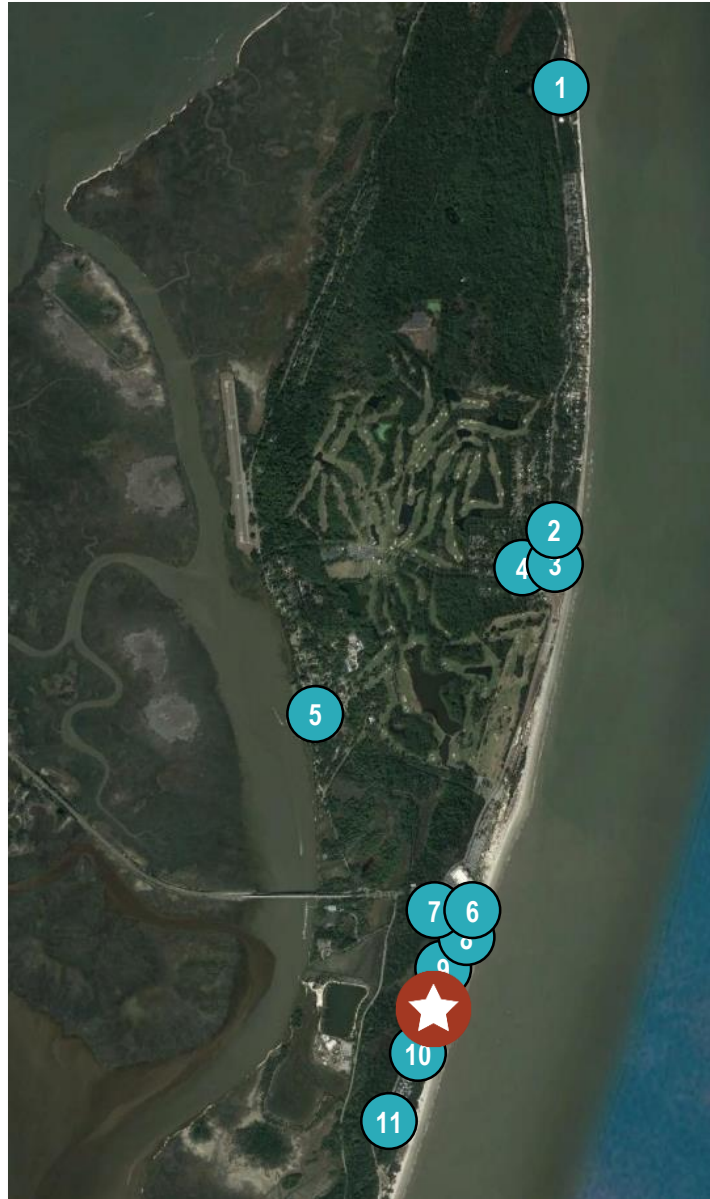
**Where is Your Primary Residence?**



- Jekyll Island
- Glynn County, GA (Excl. JI)
- Georgia (Excl. Glynn County & JI)
- Another State
- Another Country



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



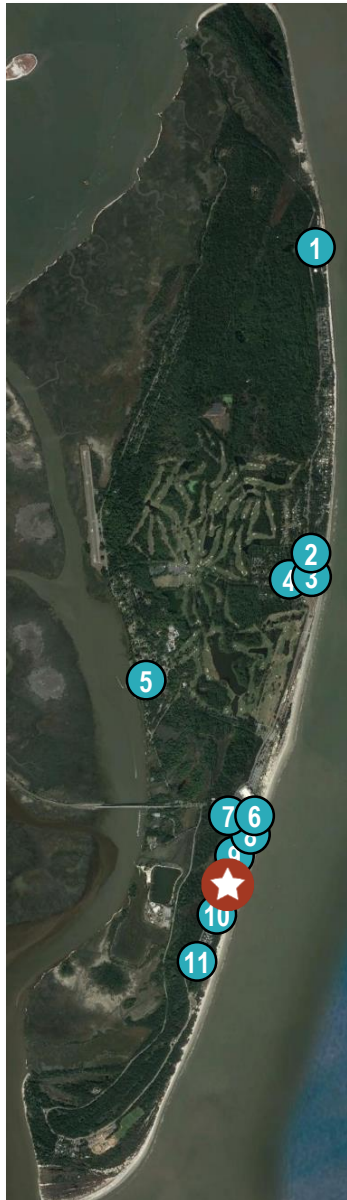
**THE SUBJECT SITE IS CLUSTERED AROUND EXISTING HOSPITALITY ON JEKYLL ISLAND NEAR THE COMMERCIAL VILLAGE ON MAIN STREET.**

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

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

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

# JEKYLL ISLAND HOSPITALITY SUPPLY



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



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



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



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



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



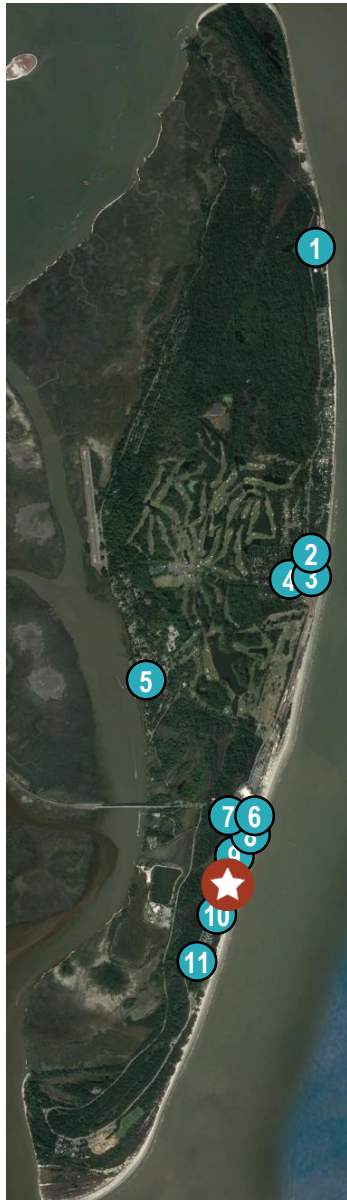
Map Key: 6	
Property:	The Westin
Keys:	200
Built/Reno:	2015
ADR:	\$181
Scale:	Upper Upscale
Address:	110 Ocean Way



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



# JEKYLL ISLAND HOSPITALITY CONTINUED



## Map Key: 7

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



## Map Key: 8

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



## Map Key: 9

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



## Map Key: 10

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



## Map Key: 11

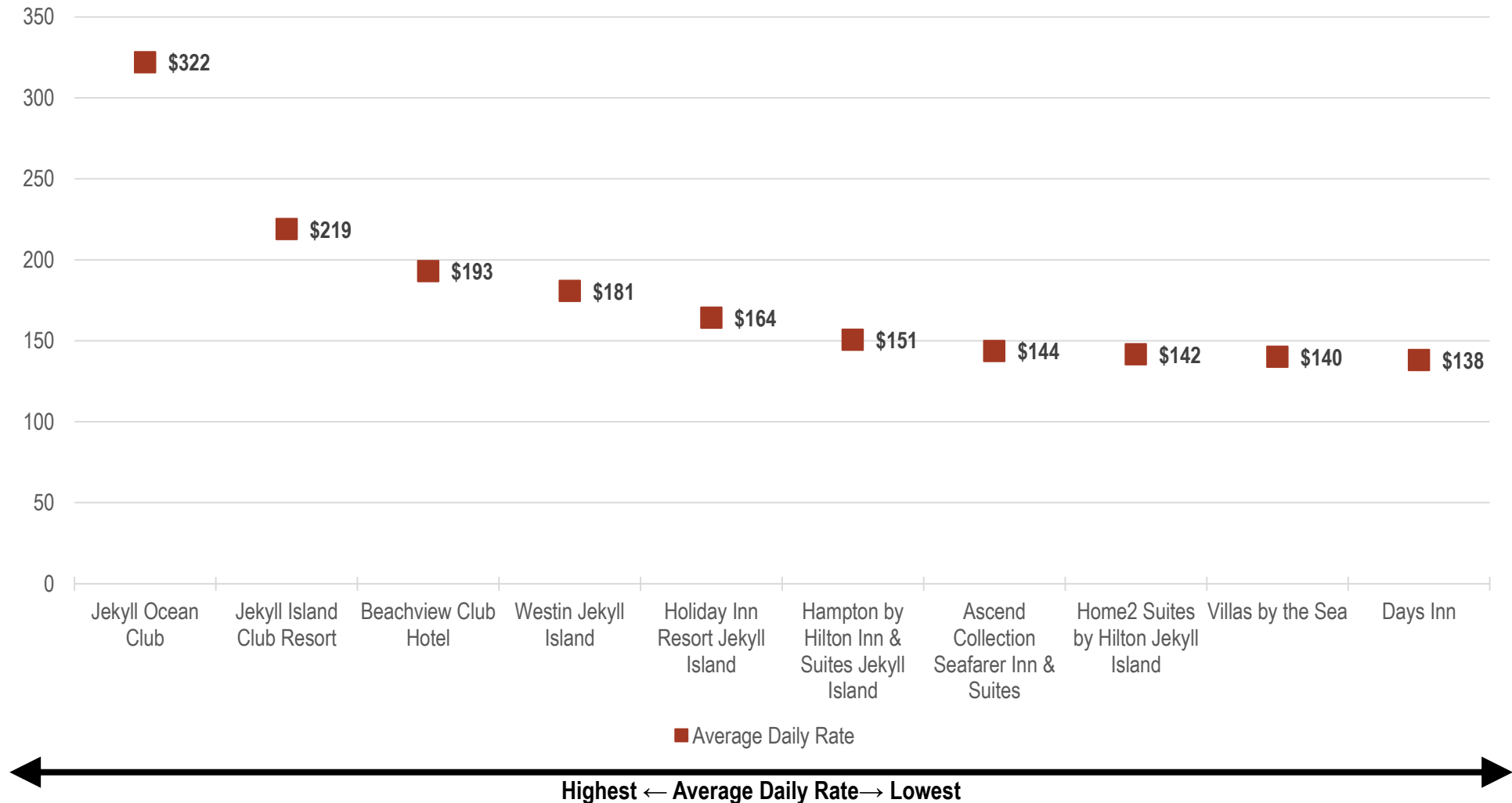
Property: Hampton Inn  
Keys: 138  
Built/Reno: 2010  
ADR: \$151  
Scale: Upper Midscale  
Address: 200 S Beachview Dr



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

# HOSPITALITY OPTIONS TARGET DIFFERENT SEGMENTS

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



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

# SIGNIFICANT DIVERSITY IN HOTEL AMENITY OFFERING FROM ECONOMY TO UPSCALE

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

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

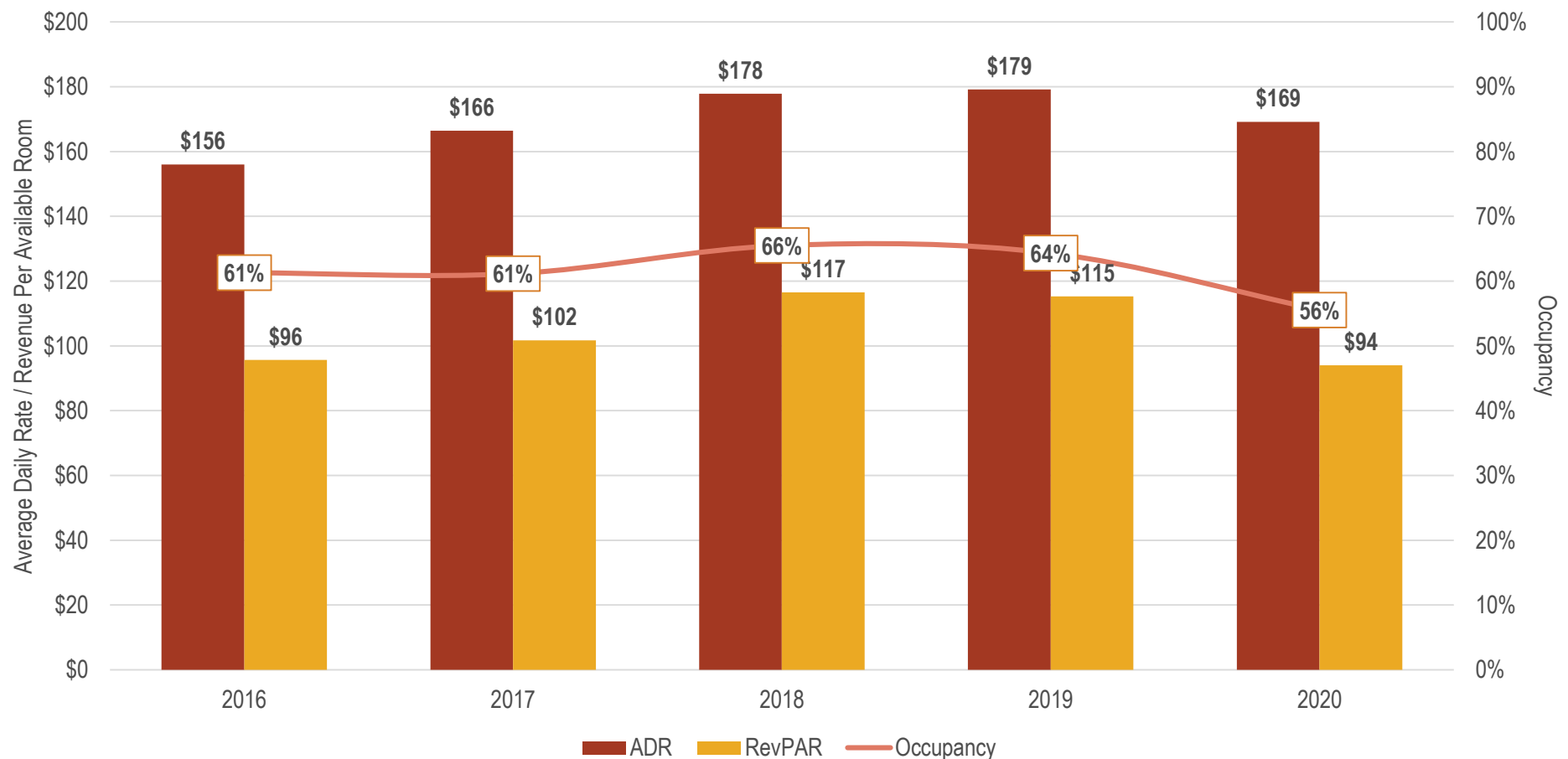




# HOSPITALITY PRODUCT IMPACTED BY COVID, BUT LESS AFFECTED THAN OTHER URBAN MARKETS

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

Jekyll Island Hotel Metrics: 2016-2020



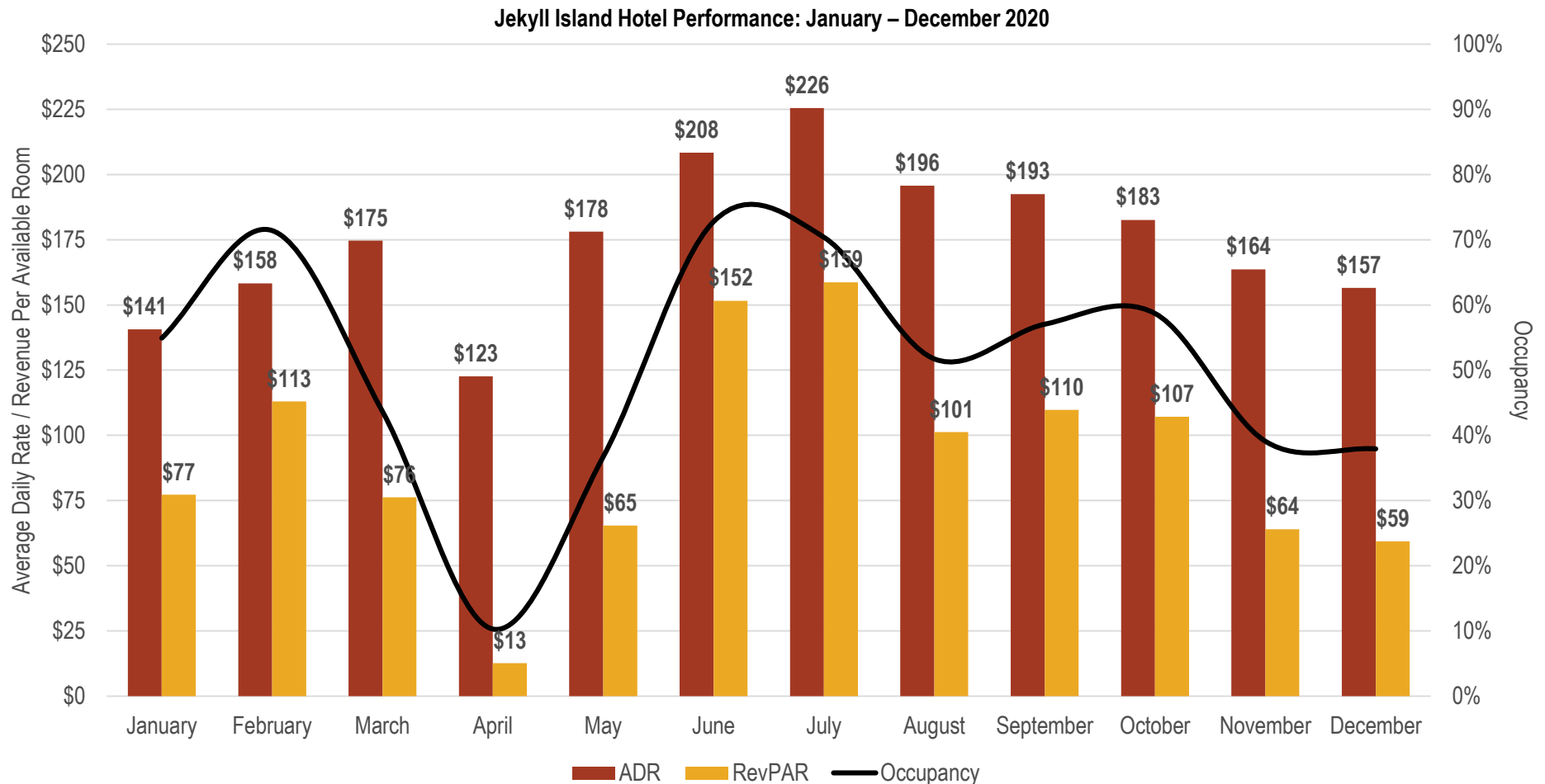
**NOTE:** Data shown in the graph above represents years in which complete information is available from January to December. Updated demand metrics based on November 2021 data provided by the JIA can be found on Pages 30-31 of this report.

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

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

# HOTEL PERFORMANCE FOR CALENDAR YEAR 2020

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



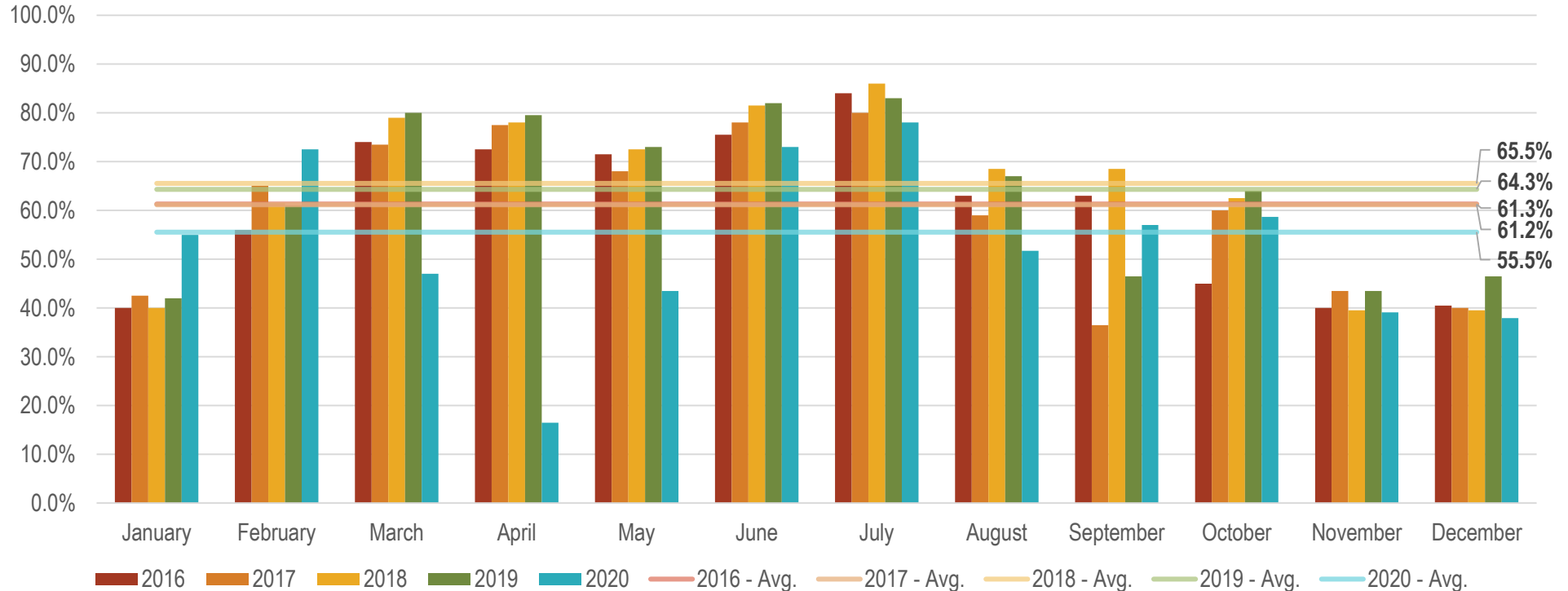
\* Metrics shown are for select properties on Jekyll Island including – Jekyll Island Club Resort, Westin Jekyll Island, Ascend Collection Seafarer Inn & Suites, Home2 Suites, Hampton by Hilton Inn & Suites, and Holiday Inn Resort.



# DEMAND IN SUMMER MONTHS IS STRONGEST

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

**Hotel Occupancy Rates\* 2016 – 2020**



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

# LIMITED DEMAND FOR NEW HOTEL KEYS ON JEKYLL ISLAND

Historical tourism growth has been about 5.4% over the past several years, and for new hospitality development to be feasible in the near term, growth in hotel demand would have to exceed this growth rate, averaging over 7.5% annual growth from 2022 to 2026 in addition to the significant rebound that was seen in 2021. With projected growth likely to be more modest following the growth seen in 2021, with the longer term average of 5.4% in 2022 followed by more modest growth thereafter, there is likely very limited near-term demand for new hotel units on Jekyll Island.

	HISTORICAL					PROJECTED				
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>SUPPLY</b>										
Beginning Room Nights <sup>1</sup>	381,377	385,054	373,160	404,391	392,416	452,722	516,840	516,840	516,840	516,840
Change in Room Nights <sup>2</sup>	3,677	-11,894	31,231	-11,975	60,306	64,118	0	0	0	0
<b>Ending Room Nights <sup>3</sup></b>	<b>385,054</b>	<b>373,160</b>	<b>404,391</b>	<b>392,416</b>	<b>452,722</b>	<b>516,840</b>	<b>516,840</b>	<b>516,840</b>	<b>516,840</b>	<b>516,840</b>
<b>DEMAND</b>										
Demonstrated Demand Growth Rate <sup>4</sup>	0.7%	3.8%	6.4%	-16.2%	34.9%	5.4%	4.0%	3.0%	2.0%	2.0%
<b>Ending Demand Nights <sup>5</sup></b>	<b>235,480</b>	<b>244,473</b>	<b>260,108</b>	<b>217,974</b>	<b>294,063</b>	<b>309,943</b>	<b>322,340</b>	<b>332,010</b>	<b>338,651</b>	<b>345,424</b>
Historical & Projected Occupancies <sup>6</sup>	61.2%	65.5%	64.3%	55.5%	65.0%	60.0%	62.4%	64.2%	65.5%	66.8%
Target Occupancy <sup>7</sup>						65.0%	65.0%	65.0%	65.0%	65.0%
<b>UNMET DEMAND</b>										
Demand at Target Occupancy (Nights) <sup>8</sup>						335,946	335,946	335,946	335,946	335,946
Unmet Demand (Nights) <sup>9</sup>						0	0	0	2,705	9,478
Unmet Demand (Available Room Nights) <sup>10</sup>						0	0	0	4,161	14,581
<b>Unmet Demand (Rooms) <sup>11</sup></b>						<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>40</b>

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

<sup>2</sup> The change in room nights available throughout the year. Historical data is provided by the JIA Hotel Occupancy Statistics report. 2021 data includes the number of room nights available taken off the market in 2020 due to the coronavirus and renovations. Additionally, the dual Marriott Courtyard and Residence Inn includes 209 units delivered in August 2021, adding 31,785 and 44,500 room nights available in 2021 and 2022 respectively.

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

<sup>4</sup> Historical data is provided the JIA Hotel Occupancy Statistics report. The growth in tourists on Jekyll Island from 2013 to 2019 was 5.4% annually, and was used as the projected growth for demand nights in 2022, and tapers off in 2023 and thereafter to more sustainable levels.

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

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

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

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

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

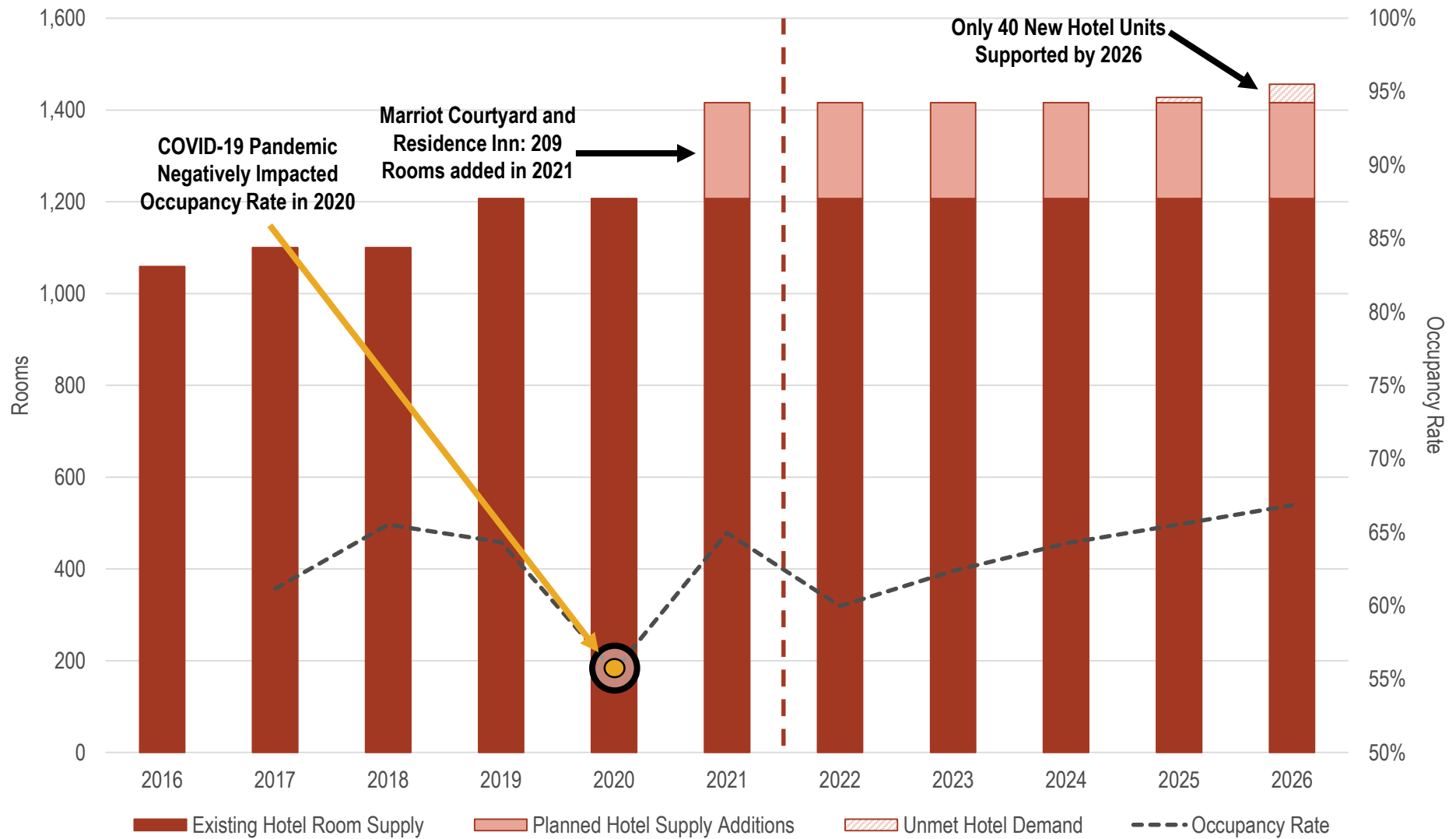
<sup>10</sup> Unmet room nights demanded divided by the target occupancy rate, i.e. the room nights necessary (supply) to support the room nights demanded.

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

**NOTE: Demand figures have been updated based on JIA Hotel Occupancy Statistics through November 2021.**

# LIMITED DEMAND FOR NEW HOTEL KEYS ON JEKYLL ISLAND

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



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

## RESIDENTIAL SUPPLY AND DEMAND

# BREAKDOWN OF RESIDENTIAL PRODUCT ON JEKYLL ISLAND BY TENURE TYPE

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

## Jekyll Island Real Estate Overview: 2020

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

Primary Homeowners, 22%

Second Home Owners, 37%

Rental Home Owners, 41%

88% Single Family



12% Multifamily

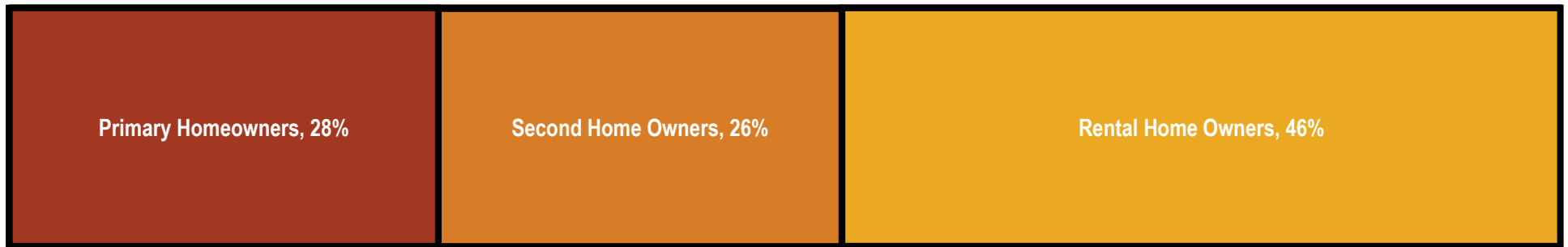




# NEW CONSTRUCTION CASE STUDY: THE COTTAGES AT JEKYLL ISLAND

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

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



The Cottages at Jekyll Island





# LOCATION OF RESIDENTIAL DEVELOPMENT ON-ISLAND



**Villas by the Sea**



**The Cottages at Jekyll Island**



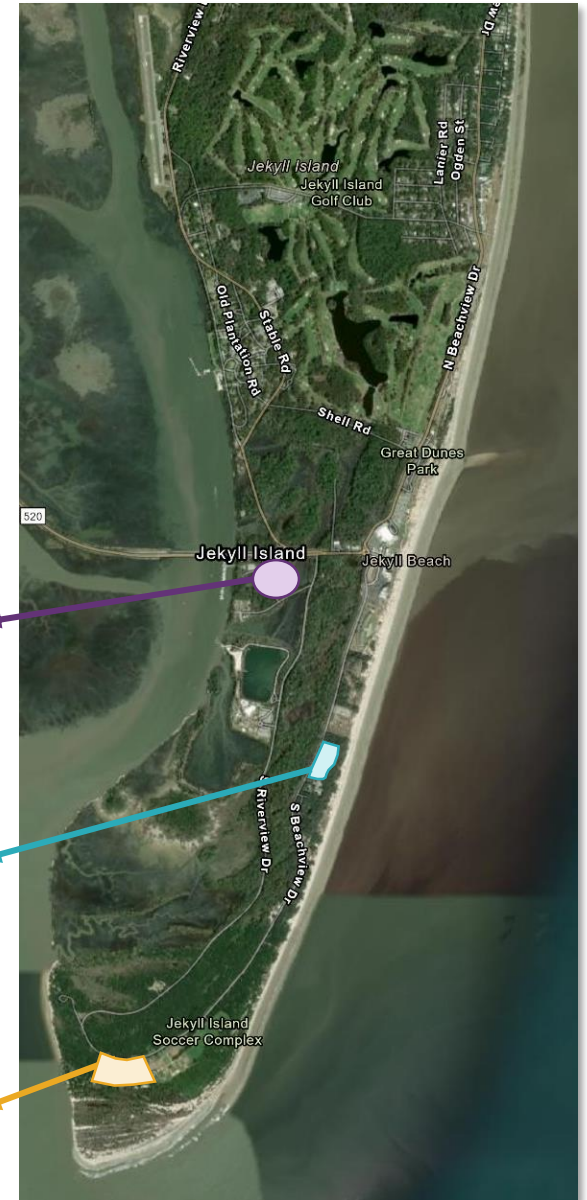
**The Moorings at Jekyll Harbor**



**Ocean Oaks at Jekyll Island**



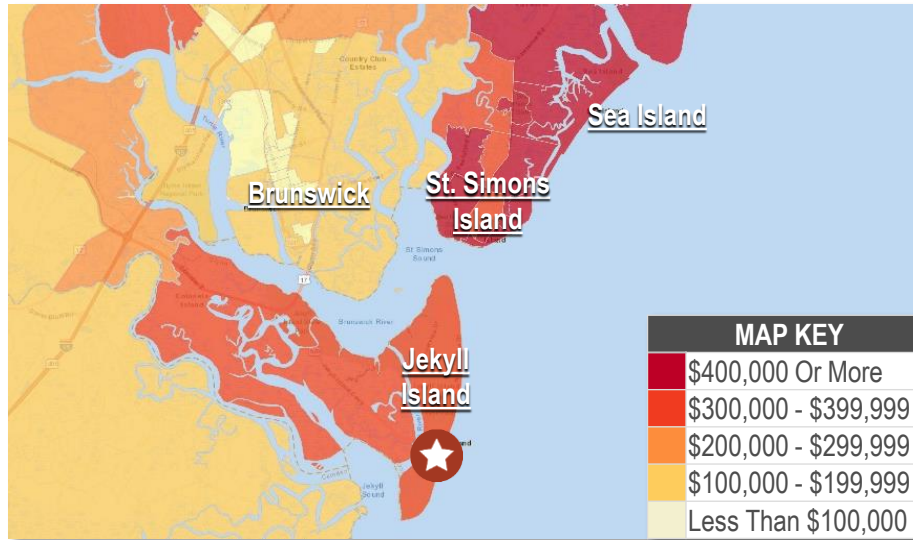
**Single-Family Resale Homes**



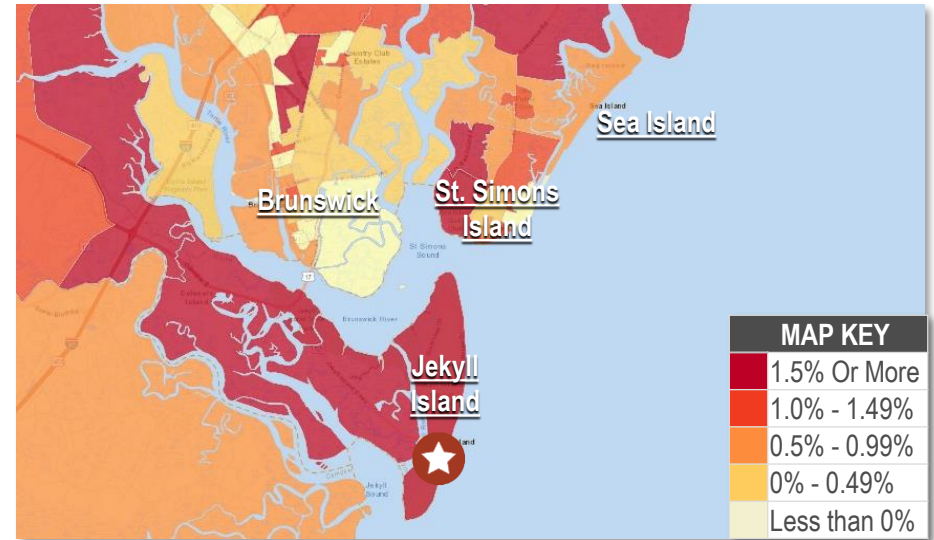


# REGIONAL DEMOGRAPHIC OVERVIEW

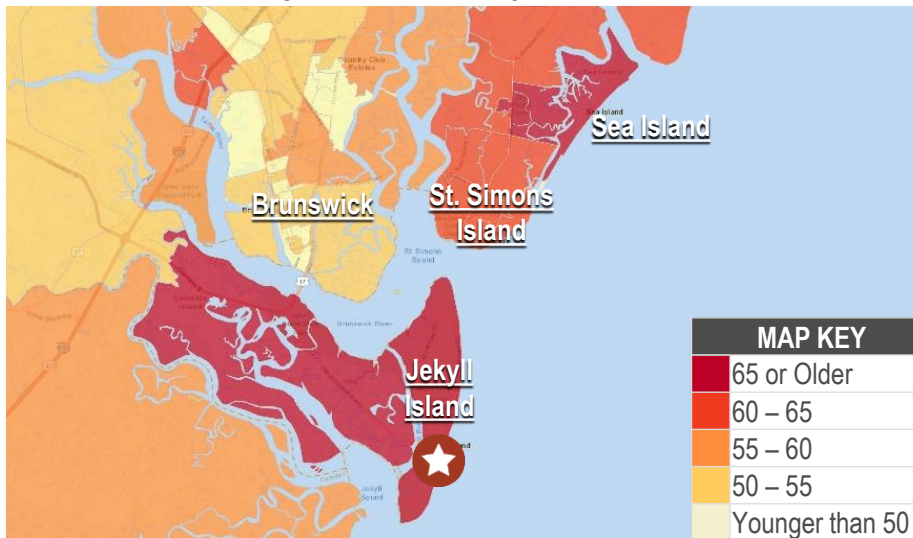
**Median Home Value by Census Tract, 2020**



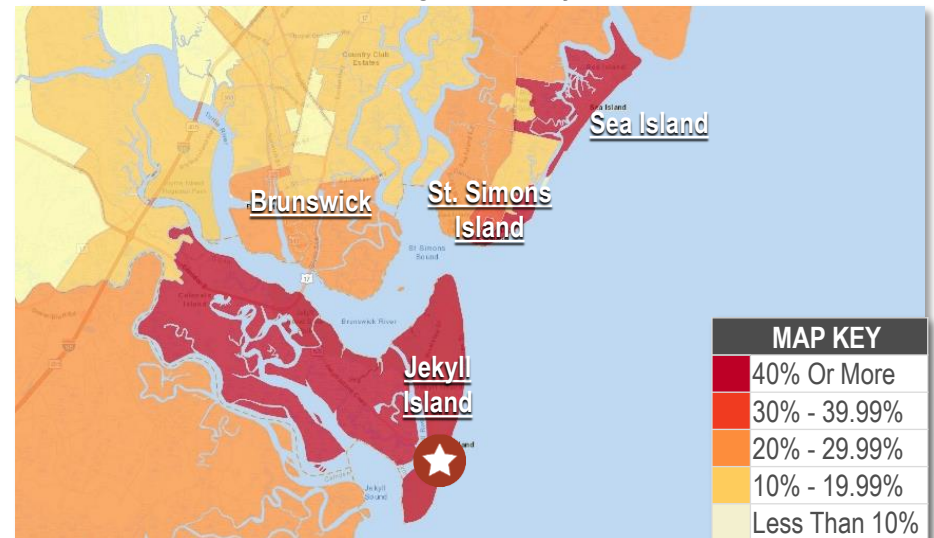
**Household Growth Rate by Census Tract, 2010-2020**



**Median Age of Householder by Census Tract, 2020**



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





# JEKYLL ISLAND RESIDENTIAL SUPPLY OVERVIEW

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

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



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

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

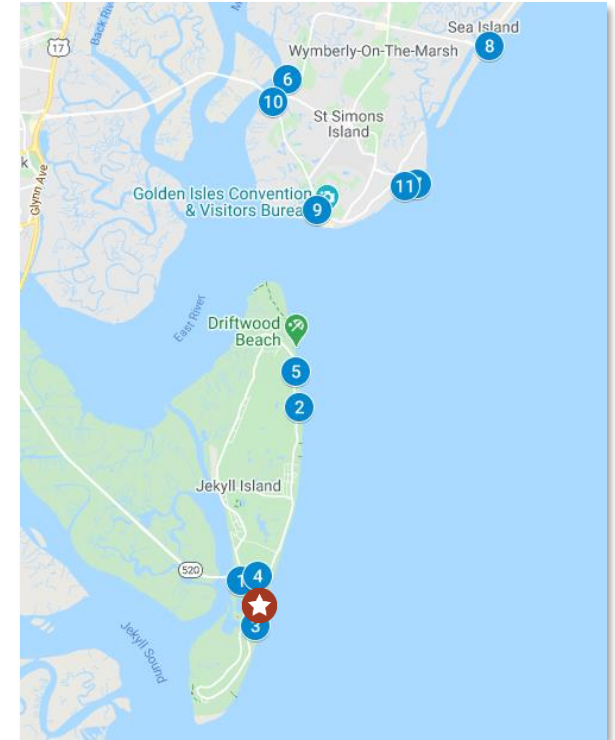
<sup>1</sup> Annual Sales Pace represents the pace of sales while each new project was actively-selling. These sales therefore did not necessarily occur simultaneously.

\* Indicates pace of resales

# REGIONAL RESIDENTIAL SUPPLY

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

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



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

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

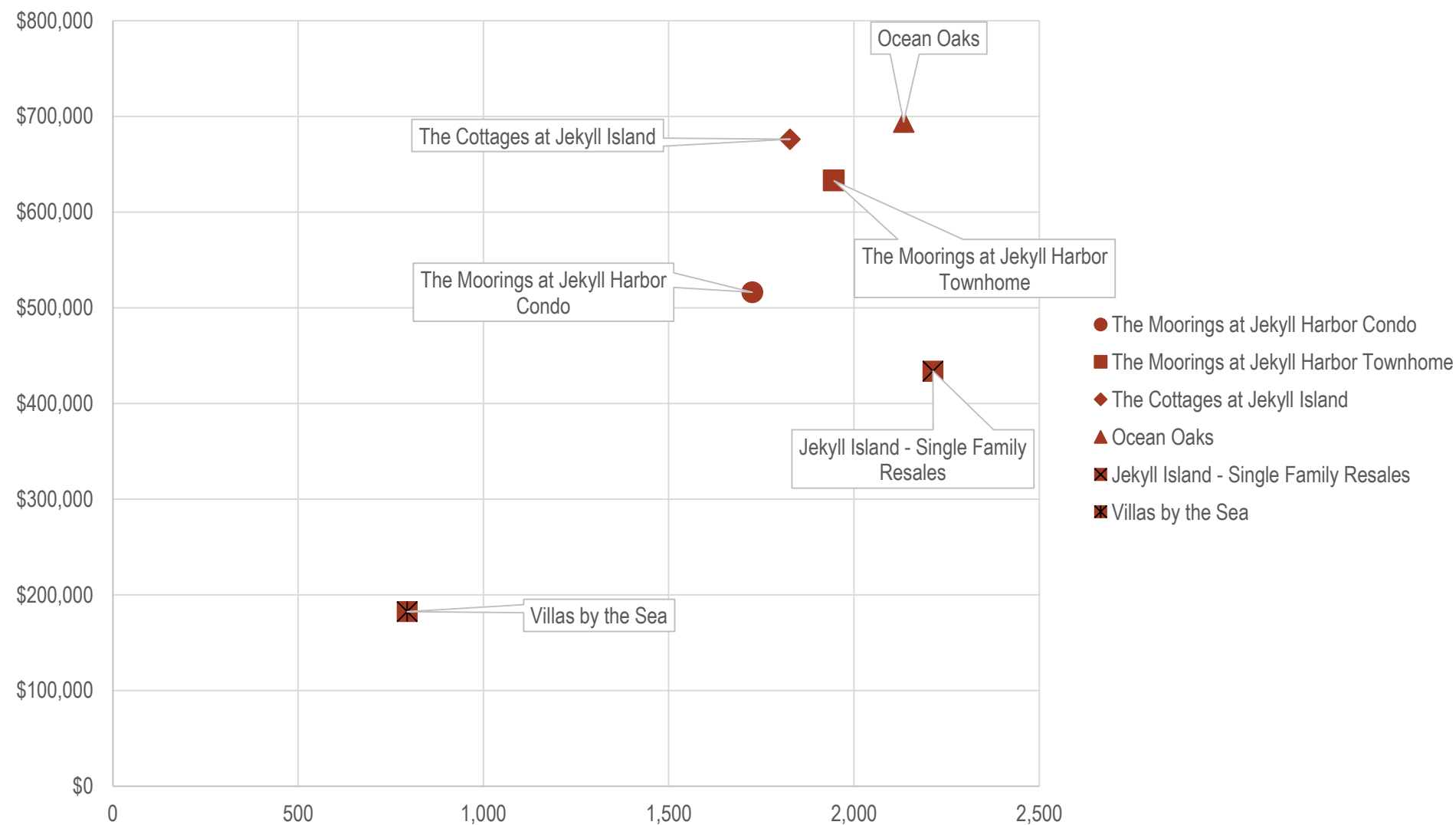
\* Indicates pace of resales

# STRONG SALES FOR NEW PRODUCT ON GOLDEN ISLES

MAP KEY	COMMUNITY	PRODUCT	YEAR OPEN	UNITS	BEGIN SALES DATE	UNITS SOLD	UNITS LEFT	ANNUAL SALES	HOME PRICE RANGE	AVG HOME PRICE	UNIT SIZE RANGE (SF)	AVG UNIT SIZE	\$/SF RANGE	AVG. \$/SF
1	The Moorings at Jekyll Harbor	Condos & Townhomes	2021	48	Mar-20	33	15	23	\$486,900 - \$732,000	\$520,900	1,726 - 1,946	1,735	\$282 - \$328	\$300
		Condo		39	Mar-20	24	15	14	\$486,900 - \$565,900	\$516,192	1,726 - 1,726	1,726	\$282 - \$328	\$299
		Townhome		9	Mar-20	9	0	9	\$615,125 - \$732,000	\$632,900	1,946 - 1,946	1,946	\$325 - \$325	\$325
2	The Cottages at Jekyll Island	Single Family Attached	2015	123	May-15	123	0	Max: 48 Avg: 33	\$485,000 - \$900,000	\$676,100	1,674 - 2,098	1,827	\$265 - \$508	\$370
	200 Turtle Track Ln Jekyll Island, GA 31527													
3	Ocean Oaks at Jekyll Island	SFA & Duplex	2016	39	Nov-16	39	0	16	\$488,000 - \$969,973	\$693,900	1,635 - 2,888	2,134	\$261 - \$448	\$325
	Ocean Oaks Dr Jekyll Island, GA 31527													
4	Jekyll Island - Single Family Resales	Resale SFD	N/A	N/A	N/A	N/A	N/A	35*	\$163,600 - \$822,500	\$433,800	1,000 - 3,814	2,213	\$115 - \$391	\$196
	Jekyll Island Jekyll Island, GA 31527													
5	Villas by the Sea	Condo	1973	176	N/A	176	0	18*	\$100,000 - \$324,000	\$182,500	480 - 1,226	794	\$143 - \$339	\$230
	1175 Beachview Dr Jekyll Island, GA 31527													
6	Villas at Gascoigne	Condo	2017	54	May-17	54	0	14	\$415,000 - \$520,000	\$472,500	1,760 - 1,836	1,791	\$226 - \$291	\$264
	117 Gascoigne Av St Simons Island, GA 31522													
7	Saint Simons Condominiums	Condo	N/A	N/A	N/A	N/A	N/A	31*	\$300,000 - \$1,750,000	\$733,300	978 - 1,904	1,364	\$299 - \$941	\$537
	St Simons Island	Condo	2019	6	Mar-19	3	3	3	\$1,275,000 - \$1,750,000	\$1,496,500	1,840 - 1,904	1,865	\$685 - \$941	\$802
	St Simons Island, GA 31522	Condo	1984	152	N/A	152	0	10*	\$300,000 - \$670,000	\$480,275	978 - 1,100	1,003	\$299 - \$685	\$479
		Condo	1984	81	N/A	81	0	7*	\$825,000 - \$1,035,000	\$903,929	1,619 - 2,129	1,728	\$463 - \$599	\$523
		Condo	1986	47	N/A	47	0	5*	\$439,500 - \$725,000	\$511,000	1,150 - 1,780	1,213	\$382 - \$499	\$421
		Condo	1983	92	N/A	92	0	5*	\$550,000 - \$1,225,000	\$850,611	1,173 - 1,596	1,363	\$461 - \$768	\$624
		Condo	2006	27	N/A	27	0	2*	\$730,000 - \$750,000	\$741,667	1,682 - 1,880	1,748	\$396 - \$446	\$424
8	Sea Island Resort	Condo	N/A	N/A	N/A	N/A	N/A	4*	\$2,275,000 - \$4,400,000	\$2,933,900	2,400 - 3,839	3,221	\$720 - \$1,146	\$911
	Sea Island	Condo	2009	54	N/A	54	0	2*	\$2,275,000 - \$3,347,500	\$2,643,125	2,400 - 3,470	2,828	\$836 - \$1,000	\$935
	Sea Island, GA 31561	Duplex	2008	24	N/A	24	0	1*	\$2,665,000 - \$2,900,000	\$2,782,500	3,700 - 3,700	3,700	\$720 - \$784	\$752
		Condo	2009	14	N/A	14	0	1*	\$4,400,000 - \$4,400,000	\$4,400,000	3,839 - 3,839	3,839	\$1,146 - \$1,146	\$1,146
9	Village Oaks	SFD	2012	31	Dec-12	31	0	2*	\$875,000 - \$905,500	\$858,500	2,502 - 2,539	2,447	\$345 - \$362	\$351
	Village Oaks Ln St Simons Island, GA 31522													
10	Yacht Club	SFD	2013	39	Oct-13	33	6	3	\$862,366 - \$1,250,000	\$1,124,200	2,900 - 4,688	3,787	\$239 - \$431	\$297
	Yacht Club Dr St Simons Island, GA 31522													
11	Coast Cottages	SFD	1994	42	N/A	42	0	6*	\$650,000 - \$1,795,000	\$1,031,800	1,430 - 5,122	2,680	\$289 - \$488	\$385
	Coast Cottage Ln St Simons Island, GA 31522													

\* Indicates pace of resales

# JEKYLL ISLAND PRICING DYNAMICS



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

# RESIDENTIAL DEMAND POTENTIAL AT SUBJECT SITE

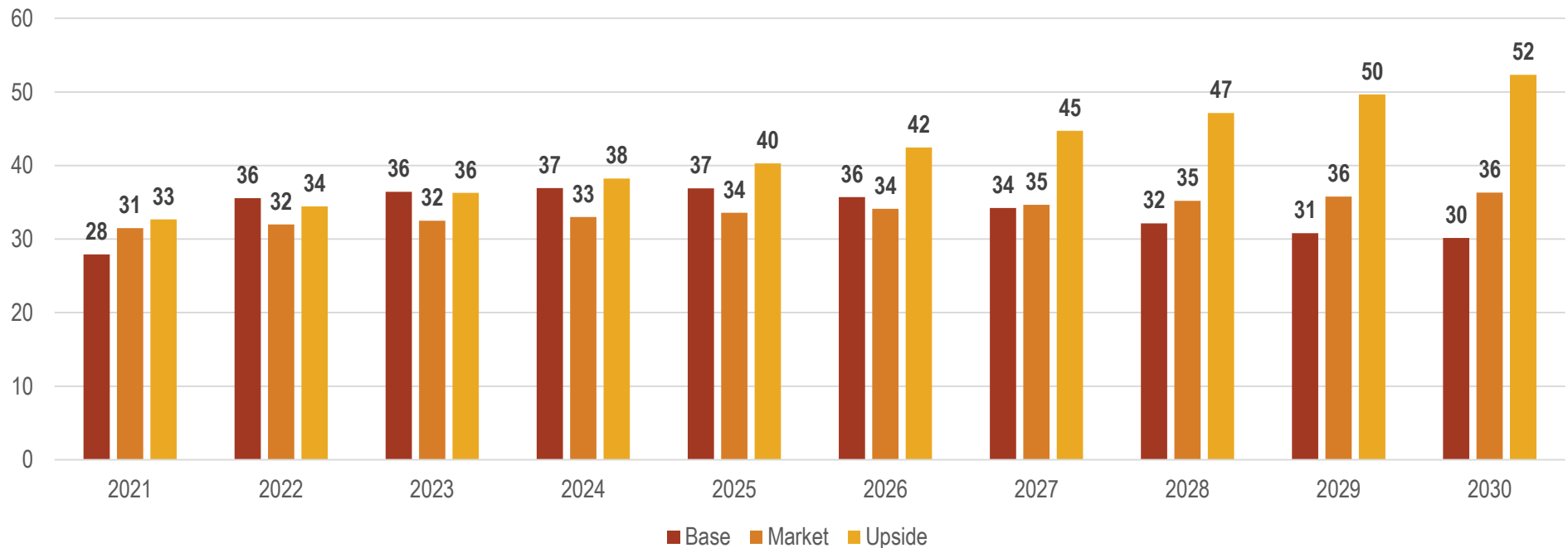
To estimate demand potential for new residential units at the subject site, RCLCO evaluated the competitive market environment and depth of demand for households potentially in the market for new units on Jekyll Island. Three different demand scenarios were evaluated – a base case, market case, and upside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

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

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

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

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



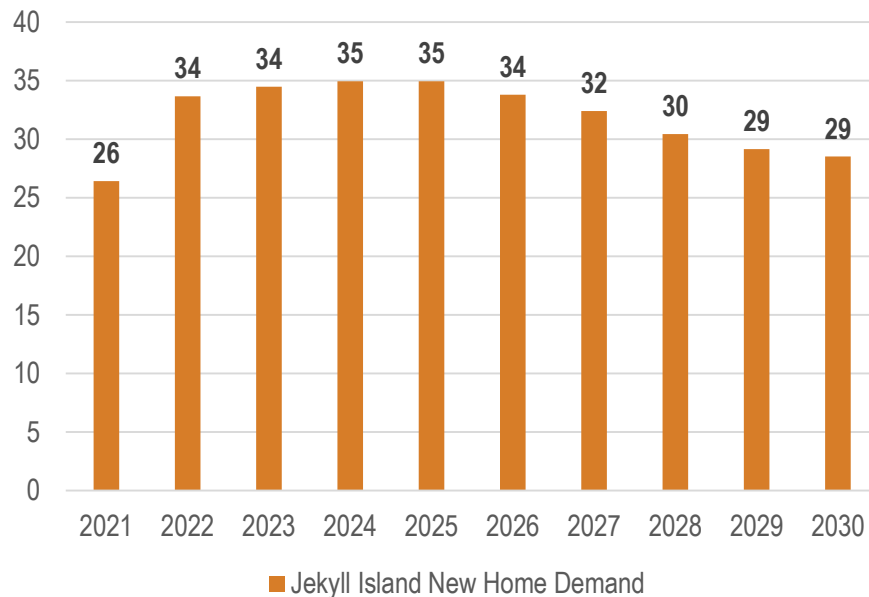
# RESIDENTIAL DEMAND – BASE CASE

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

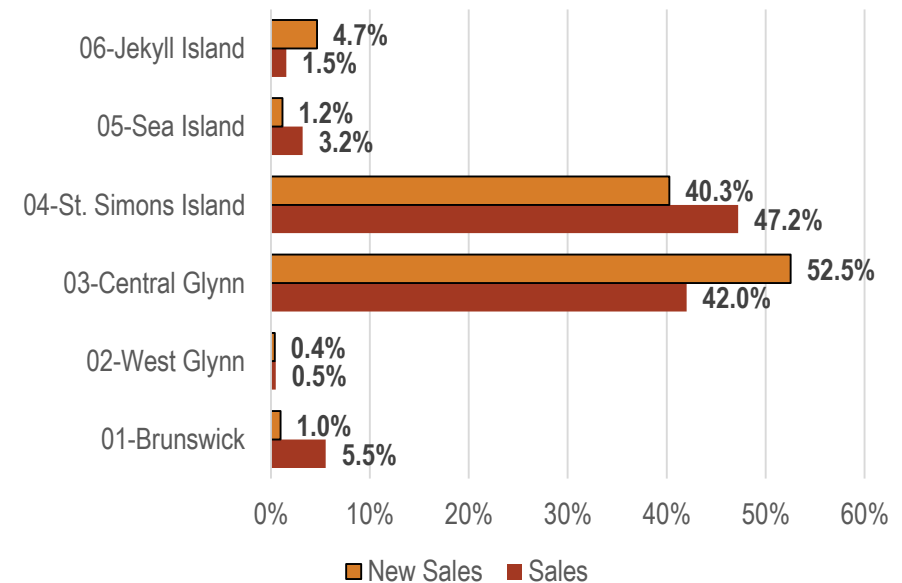
**Residential Demand, Jekyll Island; 2021-2030**

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

**Jekyll Island New Home Demand; 2021-2030**



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

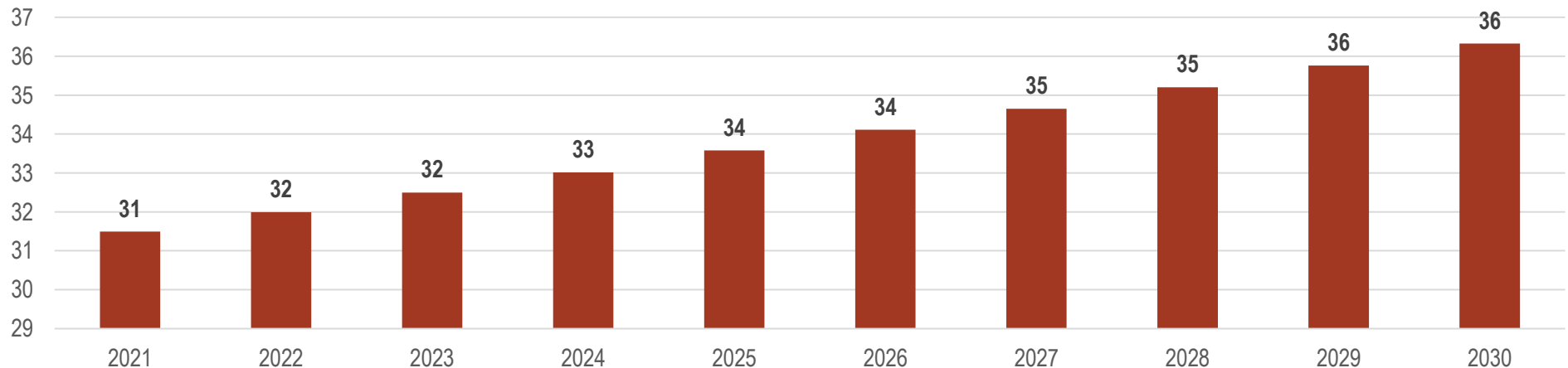




# RESIDENTIAL DEMAND – MARKET CASE

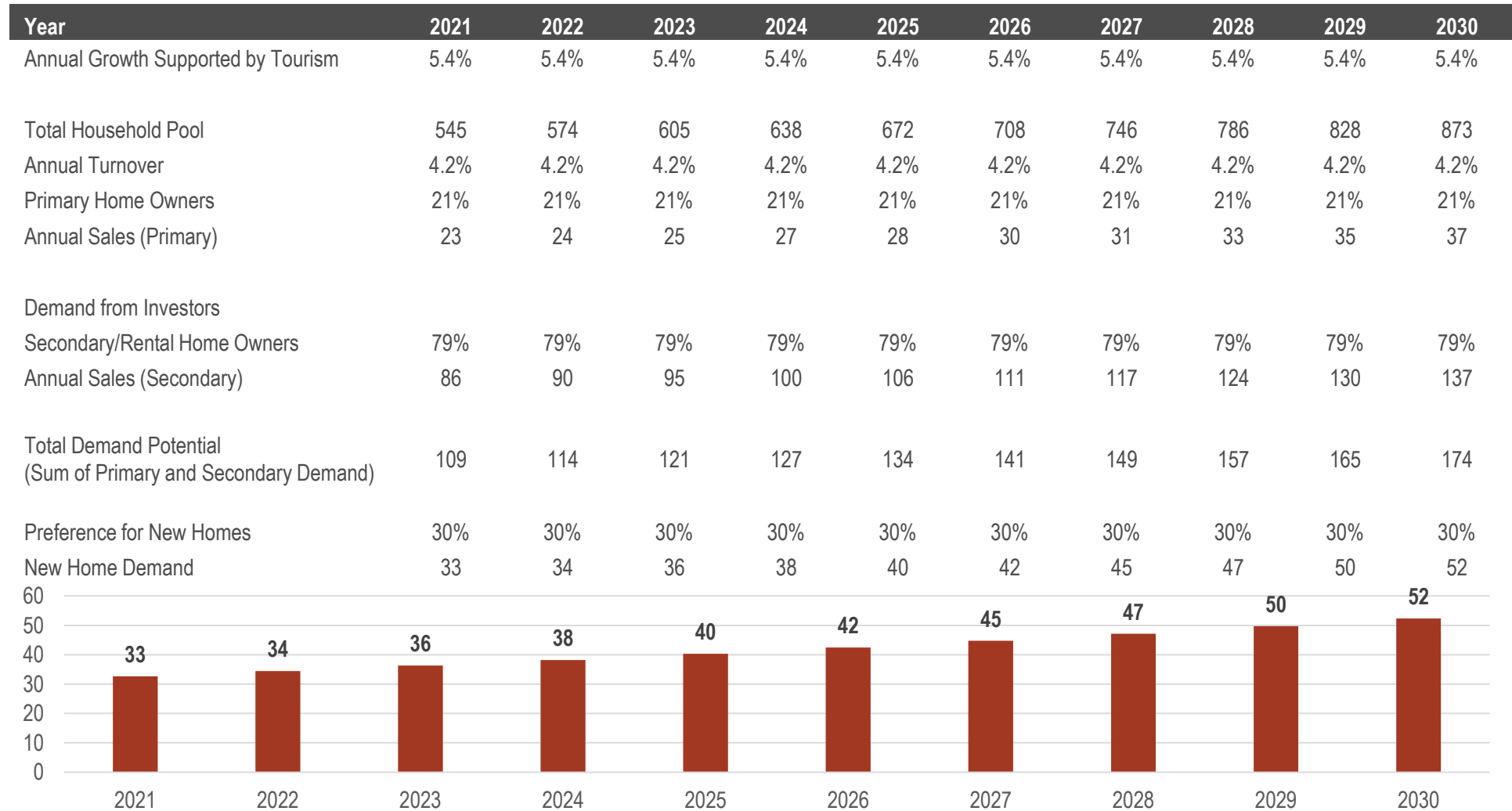
**DEMAND FROM ANNUAL HOUSEHOLD TURNOVER INDICATES A SIMILAR VOLUME OF ANNUAL SALES, THOUGH IT IS ALSO TEMPERED BY HISTORICAL PERFORMANCE (AND LACK OF SUPPLY).**

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



# RESIDENTIAL DEMAND – UPSIDE CASE

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



# RESIDENTIAL PRODUCT TYPOLOGIES

## **Single-Family Detached**

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

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

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

**Ocean Oaks at Jekyll Island**



## **Single-Family Attached and Duplex**

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

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

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

**The Cottages at Jekyll Island**



## **Multi-Building, Smaller Footprint Condominiums**

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

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

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

**Villas by the Sea**



## **One-Building, Large Footprint Condominium**

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

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

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

**St. Simons Grand**



## KEY CONCLUSIONS AND RECOMMENDATIONS

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# OVERALL RESEARCH SUMMARY

## Environmental Concerns:

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

## Market Fundamentals:

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

## Projected Demand:

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

# KEY RECOMMENDATIONS

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

## DISCLAIMERS

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# CRITICAL ASSUMPTIONS

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

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

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

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

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

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

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

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



# GENERAL LIMITING CONDITIONS

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

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

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







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# **Request for Proposal # 368**

for

## **MARKET ANALYSIS FOR JEKYLL ISLAND AMPHITHEATER**

Date Issued: January 19, 2022

**Submission Deadline:**

**March 1, 2022**

## SECTION 1

### GENERAL INFORMATION

This is an invitation to submit a proposal to establish a contract with an interested qualified professional to provide Jekyll Island Authority (JIA) with an amphitheater market analysis. The Authority certifies that the use of competitive sealed bidding will not be practicable or advantageous to the Authority or the State of Georgia in completing the acquisition described in this Request for Proposal (“RFP”). This RFP process will be conducted to gather and evaluate responses from a company or person desiring to do business with the Jekyll Island Authority (“Proposer”) for an amphitheater marking analysis. After evaluating all the Proposals received and following negotiations and resolution of contract terms (if any), the preliminary result will be submitted to the Board of Directors for consideration and approval. Subject to and following Board approval, a contract will be executed.

**Jekyll Island Authority.** Recognizing Jekyll’s natural beauty and vibrant history set it apart from any other coastal destination, the Governor and the Georgia State Legislature purchased the island in 1947. Jekyll Island was established as a State Park in 1950 and its care was entrusted to the Jekyll Island Authority. Since its inception, the Authority has set up parameters to protect the island ecosystem, while ensuring it remains an inviting place for residents and guests. Today, the Authority is a self-supporting state entity responsible for the management and stewardship of Jekyll Island.

#### **Jekyll Island Overview.**

From the early Native Americans to guests from around the world, the story of our island has been captivating the imaginations of explorers for generations. In 1733, General James Oglethorpe named Jekyll island in honor of Sir Joseph Jekyll, his friend and financier from England. In the late 1800s, Jekyll island became an exclusive hunting club for families with names like Rockefeller, Morgan, Vanderbilt, Pulitzer, and Baker. The once private retreat is now part of The Jekyll Island Club National Historic Landmark District, one of the largest preservation projects in the southeast. Jekyll became an escape from the pressures of the everyday business world and a chance to commune with nature and enjoy the company of family and friends.

In 2008, a process to revitalize Jekyll Island began. The goal of the revitalization was to enhance the natural aspects of the island and “to restore the luster to Georgia’s Jewel.” Revitalization was initiated by the construction of a new beach front convention center, a redesigned beach village including multiple retail, mixed use, and hospitality sites. Today, new beach parks accentuate the natural beauty of the beach and provide accessibility for day visitors as well as those staying at the new beach front hotels. More than \$350 million has been spent revitalizing Jekyll Island.

The synergy created between the new Convention Center, Hotels, Restaurants and Retail components continue to secure the loyalty of those who frequent Jekyll Island and have attracted many new visitors who had not yet discovered Jekyll’s charm.

The 128,000sf LEED Certified Jekyll Island Convention Center provides more than



78,000sf of prime function space located centrally in the Jekyll Island Beach Village. The Convention Center is designed to provide optimum flexibility for meeting planners. The JIA Sales and Marketing Department promotes the island and its many amenities to meeting planners as well as leisure travelers.

There are a host of activities and amenities for visitors to Jekyll Island to enjoy including: 63 holes of golf, a Tennis Center with 13 clay courts, 22 miles of bike paths, Summer Waves Water Park, the Georgia Sea Turtle Center, Historic District with guided tours, Jekyll Mini Golf Course, and children's playgroup. Of course, abundant opportunities exist for beach activities, exploring historic sites, shopping, dining, and discovering the natural beauty of the island.

Resources:

[www.JekyllIsland.com](http://www.JekyllIsland.com)

## SECTION 2

### PROPOSAL

#### **RFP # 368 – MARKET ANALYSIS FOR JEKYLL ISLAND AMPHITHEATER**

##### **A. Overview**

The Jekyll Island Authority (JIA) is seeking professional service providers to submit proposals for a market analysis for the Jekyll Island Amphitheater with regards to feasibility of operations. The goal of the RFP is to select a firm who will advise on the feasibility of the redevelopment, restoration, and operations of the historic amphitheater.

##### **B. Jekyll Island Amphitheater Background:**

Almost 50 years ago near the center of the island, the Jekyll Island Amphitheater was regularly filled with residents and tourists watching popular musicals as wood storks soared overhead and stars lit the stage. This formerly active amphitheater could seat 1700 plus persons for various stage productions, movies, and musical acts. The acreage for the facility is 3.49 acres with 2.69 acres of adjacent parking.

Since 2011, the JIA has been interested in the restoration/reenergization of the Amphitheater. There have been several individuals to express interest in reopening the amphitheater; however, those discussions have never gained traction. The JIA included the Amphitheater project as one of its long-term action items in its 2014 Master Plan. As part of the Master Plan, the Fanning Institute of the University of Georgia completed a rendering of potential design ideas for the Amphitheater. In late 2019, several expressed their encouragement for the reopening of the Amphitheater as an events space. Despite these expressions of interest, the Amphitheater has remained closed since 2005, and the years of disuse and coastal weather have affected its condition.

In January 2012 Thoman & Hutton Engineering Company of Savannah conducted an engineering review of the facility for the JIA. Findings regarding the seating and the structure of the facility were positive. Today, the concrete/aluminum seating area remains; however, the stage and support facilities have been removed due to their derelict condition. That being said, it is the JIA's opinion that the site still has excellent potential to be turned into an entertainment venue. Consequently, this RFP is a call for proposals to assess the potential reuse of this important site.

Basic water/sewer infrastructure to the Amphitheater is installed, and water/sewer service is supplied by the JIA at Contractor's expense. Power service is provided through Georgia Power and can be configured to meet various needs. Previously, the JIA operated multiple three phase transformers for this facility, but these transformers were removed for safety reasons following Hurricane Matthew.

Available studies/drawings:

- Fanning Institute of Georgia Rendering (See Attachment A)
- 1973 "As Built Drawings" (See Attachment A)
- Thomas & Hutton - Structural Condition of Existing Facility, Jekyll Island Amphitheatre, January 2012 (See Attachment A)
- 2014 Master Plan (<https://www.jekyllisland.com/jekyll-island-authority/master-plan/>)

- JIA Capacity Study <https://www.jekyllisland.com/jekyll-island-authority/jekyll-island-carrying-capacity-infrastructure-assessment/>)

**C. Proposal Requirements:** Deliver a comprehensive plan to develop an amphitheater market analysis that considers, at a minimum, the following:

**(1) Facility Revitalization/Enhancement and Construction Needs:**

- 1.1 Recommend improvements and estimate physical plant investment valuation to restore operation, including typical infrastructure requirements
- 1.2 Consider “hybrid” operational model similar to Great Dunes Beach Park Pavilion (i.e, public venue usage vs. rental venue for private events, including performances open to the public supported by Jekyll Convention Center)

**(2) Operational Requirements**

**(3) Event and Venue Expectations and Restrictions**

**(4) Financial Considerations including:**

- 4.1 A rudimentary proforma, highlighting estimated annual operational costs and anticipated revenues

**(5) Post Construction Needs Including:**

- 5.1 Food and Beverage options
- 5.2 Parking considerations
- 5.3 Details for BOH (back of house) including A/V control room, lighting, etc.
- 5.4 Support facilities needed including restrooms, etc.

**(6) Jekyll Island’s Demographic Attributes:**

**D. Site Tour:** To schedule a site tour, Taylor Davis, Historic Preservationist, Department of Historical Resources, at [tdavis@jekyllisland.com](mailto:tdavis@jekyllisland.com) or 912-506-0467.

**E. Deadline for receipt:** March 1, 2022.

**F. Interview selections** are anticipated to be scheduled for March 10, 2022 with a selection recommendation submitted on March 15, 2022.

## SECTION 3

### PROCESS

- 3.1 Schedule of Events.** The schedule below represents the JIA’s best estimate of the schedule that will be followed. If a component of this schedule is delayed, the rest of the schedule may be shifted as appropriate. Any changes to the dates up to the closing date of the RFP will be publicly posted prior to the closing date of this RFP. After the close of the RFP, the JIA reserves the right to adjust the remainder of the proposed dates on an as-needed basis.

Description	Date and Time
Deadline for written questions	February 22, 2022
Responses to written questions	February 25, 2022
Proposals Due/Close Date	March 1, 2022
Proposal Evaluation Completed (on or about)	March 7, 2022
Interviews Begin	March 10, 2022
Notice of Intent to Award (emailed) (on or about)	March 16, 2022
Resolution of Contract Terms	April 1, 2022
Consideration of Board for Approval	March 15, 2022
Notice to Process Issued – Estimated Work to Begin	April 15, 2022

- 3.2 Proposer Questions and Inquiries.** Questions and requests for clarification may be submitted on a rolling basis via email to Anna Trapp at [atrapp@jekyllisland.com](mailto:atrapp@jekyllisland.com). Answers to these questions will be submitted on the JIA website. If answers to submitted questions materially change the conditions and specifications of this RFP, sent periodically via email to those who have requested the RFP no later than the date and time set forth above. No questions other than written will be accepted. No response other than written will be binding upon the JIA. In submitting your question, you must include your company name, your question, and cite the relevant section of the RFP. **Contact with other staff of the Authority or members of the Board or contact with Anna Trapp other than as permitted here regarding this RFP is strictly prohibited and will result in disqualification of the Proposer.**
- 3.3 Exclusive Right to Negotiate.** Following identification and selection of a qualified proposal, the JIA will enter into an Exclusive Right to Negotiate (“ERN”) Agreement with the selected Proposer to finalize terms and develop necessary project plans and property disposition agreements.
- 3.4 Negotiations.** Should it become necessary, JIA may negotiate, verbally or in writing, with the Proposer(s) whose proposal(s) is/are determined to be most advantageous to JIA. Such Proposer(s) may be asked to submit a revised written offer. However, JIA



reserves the right to accept a proposal as submitted; accordingly, it is imperative that all Proposers present their best offers in their initial submission.

- 3.5 JIA's Right to Request Additional Information.** Prior to contract award, the JIA must be assured that the selected Proposer has all the resources to successfully perform under the contract. This includes, but is not limited to, adequate number of personnel with required skills, availability of appropriate equipment in sufficient quantity to meet the needs of the JIA, financial resources sufficient to complete performance under the contract, and experience in similar endeavors. If, during the evaluation process, the JIA is unable to assure itself of the Proposer's ability to perform, if awarded, the JIA has the option of requesting from the Proposer any information deemed necessary to determine the Proposer's ability. If such information is required, the Proposer will be so notified and will be permitted a certain period to submit the information requested.
- 3.6 Notice of Intent to Award.** The prospective successful Proposer, if any, will be notified by e-mail of the Authority's Notice of Intent to Award the contract to the Proposer. The Notice of Intent to Award is not notice of an actual contract award; instead, it is notice of the JIA's expected contract award(s) pending resolution of the protest process and Board approval.
- 3.7** Resolution of contract terms may commence with the prospective successful Proposer. Proposers should be aware of the typical contract terms, attached, which will generally be required in any contract with the Authority. The Proposal should consider these terms.
- 3.8** Upon final approval of the design and resolution of contract terms, a recommendation will be made to the Authority's Board of Directors for consideration. A reminder: The Notice of Intent to Award and resolution of contract terms by the prospective successful Proposer does not guarantee an award of this contract, which is determined by a vote of the Board of Directors.
- 3.9** Upon the Board's approval and subsequent expiration of protest period, the contract will be executed.
- 3.10** The Proposer will be required to submit its certificate(s) of insurance and endorsement(s) prior to the issuance of a Notice to Proceed.
- 3.11 Notice to Proceed.** Upon a duly executed contract and submission of all required documentation, a Notice to Proceed will be issued. The successful proposer shall not commence work under this Request for Proposal until a written contract is awarded and a Notice to Proceed is issued by the Project Manager. If the successful Proposer does commence any work or deliver items prior to receiving official notification, he does so at his own risk.
- 3.12** Upon execution of the contract, the unsuccessful Proposers will be notified.

## SECTION 4

## RFP PROPOSAL FACTORS, EVALUATION, AND AWARD

All timely proposals will be evaluated in accordance with the following steps. The objective of the evaluation process is to identify the proposal which represents the best value to the Authority based on a combination of factors.

- 4.1 The Authority will form an evaluation team to review and evaluate the submitted proposals.
- 4.2 Proposals determined to be non-responsive may be eliminated from further consideration.
- 4.3 The proposals will then be evaluated for content. **Proposer consents to the Authority to contact any person or organization in order to make inquiries into legal, character, practical, financial, and other qualifications of Proposer. Proposer agrees that any person working on this Project may be subject to a criminal and financial background check.**
- 4.4 The evaluation team may interview selected Proposers to clarify specific matters presented in their proposals, and as part of this process may request the submittal of additional information clarifying the issues discussed.
- 4.5 The evaluation team will use the information gained during these discussions, along with information presented in the proposals, to evaluate the proposals. The following factors will, at a minimum, be considered during the evaluation process:
  - a) The qualifications of the project team including a demonstrated solid track record working with Jekyll Island Authority or a similar project;
  - b) Ability to assemble a team with the appropriate specialties;
  - c) The quality and completeness of the proposal package;
  - d) Demonstrated understanding of the uniqueness of Jekyll Island and the importance of this project to the overall success of Jekyll Island's offerings for entertainment on the island;
  - e) The quality of interview presentation and response to questions from interviewer;
  - f) Cost to be incurred by the Authority;
  - g) Any additional criteria set forth in Section 8 of this RFP;
  - h) The best fit for Jekyll Island based on all factors. The Authority has determined that it is best to define its own needs, desired operating objectives, and desired operating environment. The Authority will not tailor these needs to fit particular solutions Proposers may have available; rather, the Proposers shall propose to meet the Authority's needs as defined in this RFP. All claims shall be subject to demonstration.; and

- i) Proposer's commitment and capability to work expeditiously and collaboratively with the JIA to implement the project.

**4.6** The Authority will be solely responsible for the final selection of the successful Proposer, if any.

**4.7 Award of Contract:**

**4.7.1** The contract, if awarded, will be awarded to that Proposer whose Proposal will be most advantageous to Jekyll Island Authority, all factors considered. The JIA reserves the right to select any Proposer it believes to be in its best interest and to negotiate proposed scope elements and fees, or to reject any and all proposals at its sole discretion.

**4.7.2 Multiple Awards:** Any contract resulting from this RFP is non-exclusive, except if specifically stated, and shall be awarded with the understanding and agreement that it is for the sole convenience of JIA. JIA is free to have multiple contracts for the awarded services and may initiate other solicitations with other professional service providers at any time at JIA's sole discretion. The decision to award multiple contracts, award only one contract, or to make no awards rests solely with JIA.

## SECTION 5

### INSTRUCTION TO PROPOSERS

Instructions for preparation and submission of a proposal are contained in this package.

**5.1** By submitting a response to this RFP, the Proposer is acknowledging that the proposer:

- a) Has read the information and instructions and attachments; and
- b) Agrees to comply with the information and instructions contained herein.
- c) The JIA will not be liable for any costs incidental to the preparation of the RFP, presentations, or interviews relating to the selection process.

**5.2** Proposals should clearly establish the intended purpose/plan for revitalization or reuse of the Amphitheater space. Proposals should also demonstrate the capacity and creativity of the consultant to transform the facility included in this RFP.

**5.3** Each proposal shall contain at least the following information. **JIA reserves the right to reject any or all Proposals that are non-responsive.**

**5.3.1 Cover Letter.** Please include in your cover letter a summary of your firm, key members of your team, who will be the principal contact/project manager from your firm, the name of the person authorized to negotiate on behalf of your team, and contact information for those individuals, including email addresses.

**5.3.2 Qualifications.** Describe the background, history, and core competencies of your company as they related to this Project. Include the following:

5.3.2.1 **Resumes** of key team members, including the firm principal, project manager, other key project personnel, and any subcontractors.

5.3.2.2 **Previous contracts** your company has performed for the JIA by Project Title, date, and awarded/final cost.

5.3.2.3 **Relevant Projects.** Describe in detail three relevant projects which highlight similar experience as this Project. If the Proposer has performed any work for the JIA within the last five years, at least one of the projects must be from the appropriate party within the JIA. Please include in your description information on:

- a) Project name and location
- b) Description of project(s), including fact sheets, images, date, concept, funding sources, indications of success
- c) Start date and completion date
- d) If applicable, how many days were exceeded from estimated project completion deadline
- e) Project scope



- f) Awarded cost and final cost of project
- g) Media clippings that include project narratives

5.3.2.4 Contact information for references who can speak knowledgeably about your involvement in the project.

**5.3.3 Statement of Project Understanding.** Briefly describe the concept and scope of your Proposal and explain why your Proposal is the best approach for the revitalization or reuse of the Amphitheater space.

**5.3.4 Detailed Proposal:** Will include total expenses/cost for market analysis, including any travel and miscellaneous expenses.

**5.3.5 Project Schedule:** A detailed schedule that outlines the proposed project timeline from contract execution through project completion. Also include a statement of the ability of the firm to meet the proposed schedule. Identify key tasks from due diligence to final report.

**5.3.6 Additional Information Requested in Section 2 of this RFP.**

**5.3.7** If applicable, explanation of any failure to complete a project, or explanation of any project that has been the subject of a claim or lawsuit by or against the Proposer. If so, please describe the nature of the claim/lawsuit, the court in which the case was filed, and the details of the resolution.

**5.3.8** Any other pertinent information the firm wishes to present.

**5.4 Preparing the Response.** Proposers are encouraged to review carefully all provisions and attachments of this document prior to submission, including the attached draft contract. Each Proposal constitutes an offer and may not be withdrawn except as provided herein.

**5.4.1 All documents must be submitted together to be considered a complete and responsive proposal.**

**5.4.2** Typewritten on standard 8-1/2"x 11" paper, except for schematics, exhibits, photographs, or other necessary information, or signatures, which shall be signed by the business owner or authorized representative. ALL SIGNATURE SPACES MUST BE SIGNED

**5.4.3** All erasures or corrections shall be initialed and dated by the official signing the Proposal. Any changes to the conditions and specifications must be in the form of a written addendum to be valid; therefore, JIA will issue a written addendum to document each approved change.

**5.5** Packaging your Proposal.

**5.5.1** Submit five hard copy(ies) and one (1) electronic copy in **PDF format** on a USB drive of your complete proposal.

**5.5.2** Your Proposal must be submitted in sealed opaque envelopes, plainly marked as follows:

RFP # 368  
Name of Company  
Point of Contact for Company and Phone Number

**5.6** Submitting your Proposal.

**5.6.1** Your proposal must be mailed or hand delivered as follows in sufficient time to ensure receipt by the JIA on or before the time and date specified.

Jekyll Island Authority  
ATTN: Jones Hooks, Executive Director  
100 James Road  
Jekyll Island, Georgia 31527.

**5.6.2** The complete Proposal must be received on or before the due date and time.

**PROPOSALS NOT RECEIVED BY THE TIME AND DATE SPECIFIED**  
**WILL NOT BE OPENED OR CONSIDERED.**

## **SECTION 6**

### **RIGHT TO PROTEST**

**6.1** Proposers to this RFP are required to respond at their own risk and expense. By responding to this RFP, Proposers acknowledge, understand, and accept the Authority's Reserved Rights.

#### **6.2 Filing of protest.**

**6.2.1** Subject of protest. Any Proposer may file a Protest on the grounds of irregularities in the proposal procedures, but not based upon the evaluation of each proposal.

**6.2.2** A protest shall be filed five (5) calendar days after Board Approval or within ten (10) calendar days after the protesting party knows or should have known of the occurrence of the action which is protested, whichever is earlier.

#### **6.3 Form of Protest.**

**6.3.1** All protests shall be in writing and filed in duplicate.

**6.3.2** All envelopes containing protests shall be labeled "PROTEST."

**6.3.3** A written protest shall include as a minimum the following:

- a)** The name and address of the Protestor;
- b)** The signature of the Protestor or its representative. The Protestor must be authorized to act on behalf of the Proposer;
- c)** Appropriate identification of the solicitation document;
- d)** A statement of reasons for the protest;
- e)** Supporting exhibits, evidence, or documents to substantiate any claims unless not available within the filing time; in which case the expected availability date shall be indicated. If a future expected availability date is given, the Protestor should supplement the Protest when the additional materials become available and should indicate on the materials submitted that they are "supplemental" and indicate whether the submission of the materials constitutes the final submission of materials for the Protest (unless requested to submit additional materials by the Executive Director or Authority). Provided, however, that the Executive Director or his or her designee shall not be prohibited from making a decision on a Protest prior to receipt of final Protest materials from the Protestor; and
- f)** The form of relief requested.

**6.4 Delivery of Protest.** All protests should be mailed or delivered by hand to the following address and marked as follows:

PROTEST - RFP # 368  
Executive Director  
Jekyll Island Authority  
100 James Road  
Jekyll Island, GA 31527

**6.5 Stay of Award During Protest.** When a Protest has been filed in a timely fashion and before an award has been made, the Authority shall make no award of a contract until a final decision has been issued, unless the Authority makes a written determination that the award of the contract without delay is necessary under the circumstances to protect the interests of the Authority.

**6.6 Information on Protests.** The Authority shall, upon written request, make available to any interested party information submitted that bears on the substance of the Protest except where such information is permitted or required to be withheld by law or regulation.

**6.7 Decision on Protest.**

**6.7.1** The Executive Director shall review all information submitted with the Protest, including any additional information requested from the Protestor, and shall issue a written decision on the protest as expeditiously as possible after receiving all relevant requested information.

**6.7.2** Available remedies. If the Executive Director determines that the Protest is valid, the Executive Director shall determine the appropriate remedy. Available remedies include but are not limited to the following:

- a)** Modification of the solicitation document and extension of the solicitation period;
- b)** Cancellation of the solicitation; or
- c)** Cancellation of the selection or award of contract.

**6.8 Appeal to the Board of Directors**

**6.8.1** If a Protest is denied by the Executive Director, the Protestor may make an appeal to the Board of Directors within 5 days after the denial by the Executive Director.

**6.8.2** No appeal will be considered if the Protestor has not first filed a Protest with the Executive Director and received a decision.

**6.8.3** An appeal shall contain all information included in the original protest together with the decision of the Executive Director and all other information relevant to the basis for the appeal.

**6.8.4** All protests should be mailed or delivered by hand to the following address and marked as follows:

PROTEST APPEAL - RFP # 368  
Board of Directors  
Jekyll Island Authority  
100 James Road  
Jekyll Island, GA 31527

**6.8.5** While a Protestor may request a hearing before the Board of Directors for an appeal, it shall be within the discretion of the Board of Directors to determine if a hearing is granted.



- 6.8.6** The Board of Directors shall have 30 days after an appeal is filed or a hearing is held, whichever is later, to decide on a protest appeal. This period may be extended for good cause for a reasonable time not to exceed 30 days, barring extraordinary circumstances justifying a longer extension, including, but not limited to, such events as hurricanes.
- 6.8.7** The Board of Director's decision shall be in writing and shall be sent to the Protestor.
- 6.8.8** The decision of the Board of Directors shall be final, and no further appeal will be allowed.
- 6.9 Costs.** In no event shall a Protestor be entitled to recover any costs incurred in connection with the protest of a solicitation, including Proposal or quote preparation costs, protest preparation costs, or attorney fees.
- 6.10 Exclusive Remedy.** This Procedure shall be the exclusive method for asserting a claim against the Authority arising out of or relating to the solicitation process of this RFP.

## SECTION 7

### GENERAL TERMS AND CONDITIONS

- 7.1 Jekyll Island Authority's Rights Concerning Responses and Award.** JIA reserves the right to reject any or all responses and to waive any irregularities or technicalities in responses received whenever such rejection or waiver is in the best interest of JIA. JIA reserves the right to reject all responses or any response that is not responsive, is over budget, of a proposer who has previously failed to perform properly or complete on time contracts of a similar nature, or a Proposal from a proposer whom investigation shows is not able to perform the contract. The JIA reserves the right to accept an offer or proposal other than the highest offer. The JIA reserves the right to waive any irregularity or informality in a Proposer's response, and to accept or reject any item or combination of items, when to do so would be to the advantage of the JIA. It is also within the right of the JIA to reject responses that do not contain all elements and information requested in this RFP. A Proposer's response will be rejected if the response contains any defect or irregularity and such defect or irregularity constitutes a material deviation from the RFP requirements, which such determination will be made by the JIA on a case-by-case basis.
- 7.2 Jekyll Island Authority's Right to Amend and/or Cancel the RFP.** The JIA reserves the right to amend this RFP prior to the end date and time. Amendments will be made in writing and publicly posted as one or more addenda. EACH PROPOSER IS INDIVIDUALLY RESPONSIBLE FOR REVIEWING ADDENDA AND ANY OTHER POSTED DOCUMENTS AND MAKING ANY NECESSARY OR APPROPRIATE CHANGES AND/OR ADDITIONS TO THE PROPOSER'S RESPONSE. ALL PROPOSERS ARE ENCOURAGED TO FREQUENTLY CHECK THE WEBSITE FOR ADDITIONAL INFORMATION. The JIA reserves the right to cancel this RFP at any time.
- 7.3 Errors or Omissions in RFP.** Any obvious error or omission in specifications shall not inure to the benefit of the Proposer but shall put the Proposer on notice to inquire of or identify the same to the JIA.
- 7.4 Errors in Proposals. Proposers or their authorized representatives are expected to fully inform themselves as to the condition, requirements, and specifications before submitting proposals. Failure to do so will be at the Proposer's own risk.**
- 7.5 It is the responsibility of the Proposer to carefully examine and fully understand the contract, plans, technical specifications and other documents hereto attached and make a personal examination of the site of the proposed work, and satisfy him or herself as to the actual conditions and requirements of the work.**
- 7.6 Project Manager.** The Project Manager shall act as the JIA's representative

during the execution of this Contract. He or she shall decide questions which may arise as to quality and acceptability of services and products furnished and work performed. He or she shall interpret the practical intent of the Contract in a fair and unbiased manner. The decisions of the Project Manager shall be final and conclusive and binding upon all parties to the Contract.

- 7.7 **Signed Proposal Considered Offer:** The signed Proposal shall be considered an offer on the part of the Proposer, which offer shall be deemed accepted upon approval by the Jekyll Island Authority's Board of Directors. In case of a default on the part of the Proposer after such acceptance, Jekyll Island Authority may take such action as it deems appropriate, including legal action for damages or lack of required performance. The Proposer further agrees that the cost of any work performed, materials furnished, services provided, or expenses incurred, which are not specifically delineated in the contract documents, but which are incidental to the scope, intent, and completion of the contract, shall be deemed to have been included in the Fees as proposed.

## 7.8 **Contract Terms and Conditions.**

- 7.8.1 **Please review the JIA's contract terms and conditions prior to submitting a response to this RFP in Attachment B.** Proposers should plan on the contract terms and conditions in Attachment B and as contained in this RFP being included in any award as a result of this RFP. Therefore, all costs associated with complying with these requirements should be included in any pricing quoted by the Proposer. The contract terms and conditions may be supplemented or revised before contract execution and are provided to enable Proposers to better evaluate the costs associated with the RFP and the potential resulting contract.
- 7.8.2 By submitting a proposal, each Proposer acknowledges its acceptance of the RFP specifications and the contract terms and conditions without change except as otherwise expressly stated in the submitted Proposal. If a Proposer takes exception to a contract provision, the Proposer must state the reason for the exception and state the specific contract language it proposes to include in place of the provision. All exceptions to the contract must be submitted as an attachment to the Proposer's response. Proposed exceptions must not conflict with or attempt to preempt mandatory requirements specified in the RFP.
- 7.8.3 In the event the Proposer is selected for a potential award, the Proposer will be required to enter into discussions with the JIA to resolve any contractual differences before an award is made. These discussions are to be finalized and all exceptions resolved prior to Board Approval of the Project. Failure to resolve any contractual issues may lead to rejection of the Proposer. The JIA reserves the right to proceed to discussions with the next best Proposer.
- 7.8.4 The JIA reserves the right to modify the contract to be consistent with the apparent successful Proposal and to negotiate other modifications with the apparent successful Proposer. Exceptions that materially change the

terms or the requirements of the RFP may be deemed non-responsive by the JIA, in its sole discretion, and rejected. Contract exceptions which grant the Proposer an impermissible competitive advantage, as determined by the JIA, in its sole discretion, will be rejected. If there is any question whether a particular contract exception would be permissible, the Proposer is strongly encouraged to inquire via written question submitted to the Authority prior to the deadline for submitting written questions as defined by the Schedule of Events.

- 7.8.5 Cancellation of Contract:** The contract may be cancelled or suspended by Jekyll Island Authority in whole or in part by written notice of default to the Proposer upon non-performance or violation of contract terms. An award may be made to another Proposer, and the defaulting Proposer (or his surety) shall be liable to Jekyll Island Authority for costs to JIA more than the defaulted contract prices. See the contract documents for complete requirements.
- 7.9 Prices to be Firm:** Proposer warrants that the prices, terms, and conditions quoted in his Proposal will be firm for acceptance for a period of sixty (60) days from Proposal opening date, unless otherwise stated in the Proposal.
- 7.10 Payment of Taxes.** Every contractor, vendor, business, or person under contract with Jekyll Island Authority is required by Georgia law to pay State sales or use taxes for products purchased in Georgia or transported into Georgia and sold to Jekyll Island Authority by contract. Please consult the State of Georgia, Department of Revenue, Sales and Use Tax Unit in Atlanta (404) 656-4065 for additional information.
- 7.11 Compliance with Laws.** The Contractor and its subcontractors shall obtain and maintain all licenses, permits, liability insurance, workman's compensation insurance and comply with any and all other standards or regulations required by federal, state, county, and JIA statutes, ordinances, and rules during the performance of any contract between the Proposer and JIA. Any such requirement specifically set forth in any contract document between the Contractor and JIA shall be supplementary to this section and not in substitution thereof.
- 7.12 Equal Employment Opportunity.** The Proposer certifies that it/he/she will follow equal employment opportunity practices in connection with the awarded contract or as more fully specified in the contract documents.
- 7.13 ADA Guidelines.** The JIA adheres to the guidelines set forth in the Americans with Disabilities Act. Proposers should contact the Jekyll Island Authority at least one day in advance if they require special arrangements. The Georgia Relay Center at 1-800-255-0056 (TDD Only) or 1-800-255-0135 (Voice) will relay messages, in strict confidence, for the speech and hearing impaired.
- 7.14 Compliance with Federal and State Work Authorization and Immigration Laws.**



- 7.15 Guarantee/Warranty:** Proposer warrants and guarantees that the Professional Services will substantially conform to the deliverables specified in this RFP and that all Professional Services will be performed in a professional manner using appropriately skilled personnel.
- 7.16 Liability Provisions:** Where Proposers are required to enter or go onto Jekyll Island Authority property to take measurements or gather other information in order to prepare the proposal as requested by JIA, the Proposer shall be liable for any injury, damage or loss occasioned by negligence of the Proposer, his agent, or any person the Proposer has designated to prepare the Proposal and shall indemnify and hold harmless Jekyll Island Authority from any liability arising therefrom. The contract document specifies the liability provisions required of the successful Proposer in order to be awarded a contract with Jekyll Island Authority.
- 7.17 Disclaimer of Liability.** Proposer acknowledges by submitting information and proposals to the JIA that the JIA does not undertake any obligations and shall have no liability with respect to the development program, this RFP, and responses thereto, nor with respect to any matters related to any submission by a respondent.
- 7.18 Cone of Silence.** Lobbying of RFP Evaluation Committee members, Government employees, and elected officials regarding this product or service solicitation, Invitation to Bid (ITB), Request for Proposal (RFP), or contract by any member of a Proposer's staff, or those people employed by any legal entity affiliated with an organization that is responding to the solicitation, is strictly prohibited. Such actions may cause your proposal to be rejected.
- 7.19 CONFIDENTIALITY AND GEORGIA OPEN RECORDS ACT.**
- 7.19.1** The responses will become part of JIA's official files without any obligation on JIA's part. Ownership of all data, materials and documentation prepared for and submitted to Jekyll Island Authority in response to a solicitation, regardless of type, shall belong exclusively to Jekyll Island Authority and will be considered a record prepared and maintained or received in the course of operations of a public office or agency and subject to public inspection in accordance with the Georgia Open Records Act, Official Code of Georgia Annotated, Section 50-18-70, et. Seq., unless otherwise provided by law.
- 7.19.2** Jekyll Island Authority shall not be held accountable if material from responses is obtained without the written consent of the Proposer by parties other than JIA at any time during the solicitation evaluation process.
- 7.19.3** In the event a Proposer submits information which constitutes trade secrets pursuant to Article 27 of Chapter 1 of Title 10, the Proposer must follow the procedure set forth in O.C.G.A. § 50-18-72(a)(34). If the proper documentation is not submitted, any documents labeled trade secret information or confidential will not be kept confidential under the Georgia

Open Records Act.

**7.20 Audits and Inspections.** At any time during normal business hours and as often as JIA may deem necessary, the Proposer and his subcontractors shall make available to JIA and/or representatives of Jekyll Island Authority for examination of all its records with respect to all matters covered by this RFP. It shall also permit Jekyll Island Authority to audit, inspect, examine and make copies, excerpts or transcripts from such records of personnel, conditions of employment and other data relating to all matters covered by this Contract. All documents to be audited shall be available for inspection at all reasonable times in the main offices of JIA or at the offices of the Proposer as requested by JIA.

**7.21 Insurance Provisions:**

**7.21.1** JIA is under no obligation to insure Contractor's possessions or property. Contractor will insure and keep insured, from the date of actual possession, Contractor's property on Authority property.

**7.21.2** Contractor is required to procure and maintain for the duration of the contract insurance as provided below against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by Contractor, his agents, representatives, employees, or subcontractors.

**7.21.3** To achieve the appropriate coverage levels, a combination of a specific policy written with an umbrella policy covering liabilities stated below is acceptable. For example: If appropriate limits are \$2 million per occurrence and \$2 million aggregate, acceptable coverage would include a specific policy covering \$1 million per occurrence and \$1 million aggregate written with an umbrella policy for an additional \$1 million.

**7.21.4** All policies shall contain a provision or endorsement that coverage afforded under the policies shall not be canceled, changed, allowed to lapse, or allowed to expire until thirty (30) calendar days after written notice has been given to the state certificate holder on the certificate of insurance. All such coverage shall remain in full force and effect during the initial term of the Contract and any renewal or extension thereof.

**7.21.5** All policies must be issued by an insurance company licensed to do business in the State of Georgia, with a minimum AM Best rating of A-, and signed by an authorized agent.

**7.21.6** The policies shall be written without an insured versus insured exclusion or any exclusion that prevents coverage of a claim by one insured against another.

**7.21.7** To the full extent permitted by the Constitution and the laws of the State

of Georgia, Contractor and its insurers must waive any right of subrogation against the Indemnities, the State Tort Claims Trust Fund, the State Authority Liability Trust Fund, the State Employee Broad Form Liability Fund, the State Insurance and Hazard Reserve Fund, and other self-insurance funds of the State of Georgia, and insurers participating thereunder, to the full extent of the indemnification.

**7.21.8** The insurer must agree that the Attorney General of Georgia represents and defends JIA, and his or her prerogative is not waived by any policy of insurance. Any settlement of litigation on behalf of JIA must be expressly approved by the Attorney General.

**7.21.9 Certificate of Insurance.**

- a) It is every Contractor's responsibility to provide the JIA current and up-to-date Certificates of Insurance for multiple year contracts before the beginning of the contract and before the end of each term. Failure to do so may be cause for termination of contract.
- b) The name of the Insured on the COI must exactly match the name of the Contractor under this Contract.

**7.21.10 Additional Insured.**

- a) Contractor shall ensure that the Jekyll Island-State Park Authority, its officers, employees, and agents are covered as additional insureds under the commercial general, automobile, and umbrella liability policies. The JIA may accept a blanket additional insured endorsement.
- b) JIA calls attention to Contractor that the policy shall not limit the additional insured to those in privity of contract with JIA, but shall also provide coverage for JIA's officers, employees, and agents.
- c) A Certificate of Insurance alone is insufficient evidence of compliance with this section. You must attach the endorsement that states your policy number on the endorsement

**7.21.11 Commercial General Liability Policy.**

- a) Contractor's CGL policy must be made on Per Occurrence and Per Project.
- b) The CGL Policy must contain a contractual liability stipulation.

**7.21.12 If Professional Liability Coverage is written on a claims-made basis:**

- a) The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
- b) Insurance must be maintained, and evidence must be provided for at least five (5) years after completion of the work.
- c) If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after

completion of the work.

**7.21.13 Insurance Provisions, Minimum Limits**

Workers Compensation (WC)	Statutory Limits
Bodily Injury by Accident – each employee	\$100,000
Bodily Injury by Disease – each employee	\$100,000
Bodily Injury by Disease – policy limit	\$500,000
Commercial General Liability (CGL)	
Each Occurrence Limit	\$1,000,000
Personal & Advertising Injury Limit	\$1,000,000
General Aggregate Limit	\$2,000,000
Products/Completed Operations Aggregate Limit	\$2,000,000
Automobile Liability – Any Auto, Combined Single Limit	\$1,000,000
Professional Liability (Errors and Omissions)	
Each Occurrence Limit	\$2,000,000
Aggregate	\$2,000,000

## **ATTACHMENT - A**

- Fanning Institute of the University of Georgia Rendering
- 1973 “As Built Drawings”
- Structural Condition of Existing Facility, Jekyll Island Amphitheatre, January 2012

**[ON FOLLOWING PAGES]**



## ATTACHMENT - B

### CONTRACT TERMS AND CONDITIONS

1. **Priority of Contract Provisions.** Any pre-printed contract terms and conditions included on Contractor's forms or invoices shall be null and void. In any conflict between the terms of this Contract and the Request for Proposal, the terms of this Contract shall control.
2. **Contractor's Indemnification Obligation. JIA shall not be required to indemnify Contractor.** The Contractor agrees to indemnify and hold harmless the JIA and the State of Georgia and their officers, employees, agents, and volunteers (collectively, "Indemnified Parties") from any and all costs, expenses, losses, claims, damages, liabilities, settlements and judgments, including reasonable value of the time spent by the Attorney General's Office.
3. **Duty to Reimburse State Tort Claims Fund and Waiver of Subrogation.** To the extent such damage or loss as covered by this indemnification is covered by the State of Georgia Tort Claims Fund ("the Fund"), the Contractor (and its insurers) agrees to reimburse the Fund. To the full extent permitted by the Constitution and the laws of the State and the terms of the Fund, the Contractor and its insurers waive any right of subrogation against the State, the Indemnified Parties, and the Fund and insurers participating thereunder, to the full extent of this indemnification.
4. **Compliance with Federal and State Work Authorization and Immigration Laws.** Contractor and all subcontracted consultants must comply with all federal and state work authorization and immigration laws and must certify compliance using the form(s) set forth in the RFP.
5. **Choice of Law and Forum.** The laws of the State of Georgia shall govern and determine all matters arising out of or in connection with this Contract without regard to the choice of law provisions of State law. In the event any proceeding of a quasi-judicial or judicial nature is commenced in connection with this Contract, such proceeding shall solely be brought in a court or other forum of competent jurisdiction within Fulton County, Georgia.

January 12, 2022

C. Jones Hooks, Executive Director  
Jekyll Island Authority  
100 James Road  
Jekyll Island, GA 31527

**NGF Consulting Proposal #222004**

**RE: Continuing Services to Jekyll Island Golf**

Dear Jones,

This letter summarizes NGF Consulting's ("NGF's") proposed scope of services to the Jekyll Island Authority ("Authority") for general advisory consulting and assistance in updating the *"Assessment and Recommendations for Jekyll Island Golf,"* completed by NGF in January 2017. We understand that the Authority would like the NGF to update key aspects of the market and financial analyses to better reflect current (2022) market realities and the new thinking on the proposed physical changes under consideration for the Authority's golf property. NGF services will include a full update of the market demand, area supply and key economic drivers of the Jekyll Island golf economy, as well as a renewed look at the actual and projected performance of the four-course golf facility. The Authority is also seeking basic advice on capital improvement projects and timing so as to maximize the long-term potential of this important Authority asset.

**SCOPE OF SERVICES – NGF GOLF ASSESSMENT UPDATE**

The specific services to be provided by NGF include:

- Update external factors (demographic, visitation and economic variables) that have the potential to affect performance at Jekyll Island GC.
- Detail changes to the competitive market since our last report, including any golf course closings, openings, conversions, or major renovations. Update rounds played (to extent made available to NGF) and fee levels for key competitive facilities.
- Review and update key findings and recommendations relating to operating parameters such as staffing, marketing, fees, programming, food & beverage, and the membership program.
- Analyze the Jekyll Island GC fee structure in the context of the competitive golf market and update recommendations regarding the club's pricing and potential new market positioning after proposed facility enhancements. Draw conclusions as to the average green fee (including cart) that would have to be attained across all rounds of golf at Jekyll Island GC to meet the facility and Authority expense requirements (break-even analysis).
- Update the Jekyll Island Golf Club financial projections to reflect the recent operating performance of Jekyll Island and future projections in light of proposed changes. The updated projections will reflect any substantive changes to the competitive golf market and the proposed timing of implementing property changes.

## Master Plan Review

The NGF assistance will include a basic review of the Master Plan proposal submitted by Troy Vincent Golf Design. This review will address how the proposed changes relate to previous NGF recommendations and whether information collected in the 2022 update would warrant any changes to the elements included in this plan.

## Continuing Support Services and Meetings

The golf assessment update assistance noted above includes all remote meetings and conference calls required to provide full Authority understanding of NGF opinions and findings from our review and analyses. NGF assistance will also include ongoing advice and direction to the Authority regarding the ever-changing golf market landscape, local trends in golf, capital assessment of Jekyll Island golf courses and options for ongoing operations and management.

## PROJECT DELIVERABLES & PROFESSIONAL FEES

NGF Consulting fees for the base scope of services presented above is **\$18,000**, inclusive of direct expenses such as travel, materials, etc. The billing schedule will be monthly based upon a percent of completion of services rendered. Further, the NGF assumes that efforts for this continuing **engagement will be conducted primarily from the NGF office**, with only one visit to Jekyll Island assumed for this project to occur at the end of the engagement for presentation to appropriate boards and/or committees, and for a brief facility condition review. The deliverable to the Authority for this project will comprise a written summary report that includes an update of the market and financial analyses, and a summary of physical improvements with proposed sequencing and timing to match future projections. As noted earlier, NGF will also serve in an overall advisory capacity to the Authority throughout the process through routine communications and required meetings during the engagement. The NGF anticipates the **Master Plan Update to be completed within 6-8 weeks** of a formal agreement between NGF and the Authority, with full delivery of a written report and presentation to the Authority on or before the first week in April 2022 (assuming commencement before January 28, 2022).

## ACCEPTANCE

Acceptance of this proposal is indicated by providing NGF Consulting with a signed copy of this proposal. It is assumed that an Authority purchase order or contract to NGF Consulting will be prepared to formally bind the parties.

Jones, we appreciate your interest in the National Golf Foundation and its consulting services. Our goal is to serve our clients and the industry, and to promote the development of successful golf projects. If you need any additional information, please call me directly at (561) 354-1642.

Sincerely,



Richard B. Singer  
Director of Consulting Services

[rsinger@ngf.org](mailto:rsinger@ngf.org)

RBS/jr

Acceptance: \_\_\_\_\_

Date: \_\_\_\_\_

The Jekyll Island State Park Authority (JIA) and Committees met in Public Session on Tuesday, December 14, 2021 at the Jekyll Island Convention Center and via teleconference.

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

Members Absent: Mr. Trip Tollison

Key Staff Present: Jones Hooks, Executive Director  
Noel Jensen, Deputy Executive Director  
Marjorie Johnson, Chief Accounting Officer  
Jenna Johnson, Human Resources Director  
Melissa Cruthirds, General Counsel  
Alexa Hawkins, Director of Marketing and Communications  
Ben Carswell, Director of Conservation and Sustainability  
Yank Moore, Natural Resources Manager  
Maria Humphrey, Lease Manager  
Anna Trapp, Executive Assistant

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

Chairman Wilkinson called the committee session to order at 9:31 a.m. Roll was called for members attending in person and those attending via teleconference.

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

- Jon Stevenson – Master Plan Update
- Susan Inman, Coastal Advocate with One Hundred Miles – Master Plan Update Petition

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

A. Yank Moore, Natural Resources Manager, provided an update on the Coastal Incentive Grant restoration project at Forston Pond. Moore explained that Forston Pond, a tidal marsh fragment, persisted in a chronically impaired state resulting in minimal tidal flushing, poor water quality, and overall low ecosystem health. To improve the tidal flushing, almost thirty yards of debris was removed. This debris included concrete and rubble from a previous bank stabilization, which was replaced with a living shoreline. Additionally, a culvert was replaced. The former culvert was too small and positioned too high for water to move through efficiently during the typical tidal cycle. The replacement culvert is larger and positioned at stream level, improving water flow.

There was one public comment:

- Bev Hopkins thanked Mr. Moore for the update and noted she looks forward to the positive impacts this project will bring.

## **II. Finance Committee**

- A. Mr. Bill Gross, Finance Committee Chair summarized the November Financials including an overview of Revenues, Expenses, Net Operating Cash, Traffic Statistics, and Hotel Statistics.
- Revenues were \$2,374,569.
  - Expenses were \$1,976,648.
  - Net Operating Cash Income was \$397,921.
  - Total Traffic Counts were 82,455 vehicles.
  - Hotel Revenues were reported at \$3.6 million with a 52.2% Occupancy Rate.
- B. Marjorie Johnson, Chief Accounting Officer, presented the request for approval of the Public Safety Officials and First Responder Supplement grant, made available through the Coronavirus State Fiscal Recovery Fund and the Georgia Office of Planning and Budget. She explained the grant provides a \$1,000 pay supplement to JIA's ten full-time Public Safety Officials and First Responders. The JIA will make the payments through the normal payroll process, and then receive reimbursement for the \$1000.00 supplement per first responder plus the cost of FICA taxes. The total reimbursable amount from this grant equals \$10,765.

A motion to recommend approval of Firefighter Supplemental Pay Grant was made by Mr. Krueger and seconded by Dr. Evans. The motion carried unanimously.

There were no public comments.

## **II. Human Resources Committee**

- A. Jenna Johnson, Director of Human Resources presented the request for approval of the Loss Prevention Policy Update. This update provides additional guidance on the expectation of all JIA employees to cooperate with any potential employee theft investigation. Additionally, it clarifies that appropriate JIA personnel are expected to participate in the prosecution of any employee theft investigations.

A motion to recommend approval of the Loss Prevention Policy Update was made by Ms. Burch-Meeks and seconded by Mr. Krueger. The motion carried unanimously.

## **IV. Marketing Committee**

- A. Alexa Hawkins, Director of Marketing and Communications, presented the Marketing Department Report. Her report focused on Jekyll Island State Park Authority's 75<sup>th</sup> Anniversary. She highlighted a few of the events and activities planned for the yearlong celebration:
- The 75<sup>th</sup> Soiree on January 28, 2022 will kick off the celebratory year. This event is in conjunction with the Friends of Historic Jekyll Island.
  - On March 5, 2022, the Georgia Sandman will create a unique sand sculpture.
  - A vintage trailer show to be held on April 27, 2022 at the campgrounds.
  - A Beach Village Block Party on August 6, 2022 will be an end-of- summer celebration with vintage cars, throwback musical performances, and family activities.
  - Infusions with other signature events such as the Shrimp & Grits Festival.



Hawkins also noted that new brand advertising will be rolled out in January including a “Fabulous Jekyll Island” sign reiteration on the causeway and updated branding on all digital assets.

There was one public comment.

- Al Tate announced that the Jekyll Singers would be performing at the Great Dunes Park after the Board Meeting at 3:00 PM.

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

- A. Melissa Cruthirds, General Counsel, opened the discussion of the 2021 Update to the 2014 Master Plan by informing the Board that neither staff nor the Chairman of the Board had received any objections to the update from the Legislative Oversight committee. She then introduced Leigh Askew Elkins from UGA’s Carl Vinson Institute to provide an overview of the Master Plan Update.

Elkins highlighted the following points and aspects of the 2021 Master Plan Update:

- The Plan Update was formed through the input of many stakeholders including residents, visitors, JIA staff, and various experts.
- The 2021 Update primarily focuses on the importance of balancing capacity on Jekyll Island, after the revitalization that followed the 2014 plan.
- The Master Plan Update addresses land use on Jekyll, recognizing the importance of limiting residential and commercial development on Jekyll Island. The 2021 Update calls for no new development, and it relies on the 2018 Jekyll Island Carrying Capacity and Infrastructure Assessment.
- The update includes recommendations and goals for the same topics explored in the 2014 plan: Economic Sustainability, Historic and Cultural Resources, Natural Resources, Recreation, and Transportation, Infrastructure, and Municipal Services.
- The plan includes mapping updates which show the reduction of overall land available for development by approximately fifteen acres.
- Four appendices are included in the plan:
  - Appendix A will be included in the print copy of the plan and provides a summary of the five-year goals.
  - Appendix B includes the June 16<sup>th</sup> town hall report and will be available online.
  - Appendix C includes the online survey responses and will be available online.
  - Appendix D includes public comments received following the October 2021 JIA Board meeting and will be available online.

Jones Hooks, Executive Director, addressed some of the public discussions revolving around the Master Plan Update, including the circulated misinformation and concerns that seem to be associated more so with the proposed Golf Master Plan, which Hooks noted should have been called the “Golf Improvement Strategy” rather than the “Golf Master Plan” to prevent any potential confusion.

Hooks further commented on how the JIA has balanced studies and action since the 2014 Master Plan and noted that the 2014 Master Plan focused on determining acreage and limiting development potential, while the 2021 Update is about managing capacity. He noted that the Authority has utilized the Capacity Study since 2018 to make decisions on various aspects of Jekyll Island including: the gate system, bike path improvements, water and sewer improvements, dynamic pricing for events, strategic scheduling of events over time, the

campground expansion, investments into Summer Waves to improve the guest experience, and continuing to emphasize the natural character of Jekyll Island.

Hooks further highlighted the significance of having a five-year plan opposed to a ten or fifteen-year plan, which allows for more frequent public processes overtime to assess what should be accomplished. Lastly, he commented on the importance of redesignating the 8.54 acres of Coastal Prairie to undeveloped land and praised the accomplishment of protecting those lands.

Cruthirds then presented R-2021-7, the resolution adopting the 2021 Update to the 2014 Master Plan for consideration. She summarized the timeline of the requirements for the proposed update including:

- June 16, 2021 - Public Town Hall
- September 21, 2021
  - Initial Draft was presented at a public meeting of the Board, and the Board authorized transmittal of the draft to the required State Entities
  - Notice to media distributed regarding proposed 2021 Update, Public Hearing details, instructions on how to submit public comments, and details for December 14 Board meeting.
- Public Comments were received online from September 21<sup>st</sup> to October 18<sup>th</sup>
- September 22, 2021 - Legal Notices were published in The Brunswick News and the Fulton Daily Report
- September 27, 2021 – Initial draft sent to the Legislative Oversight Committee and other required state entities
- October 5, 2021 – Revised update posted to the website (changes to Appendix C)
- October 14, 2021 – A public hearing held, and public comments received
- October 25, 2021 – Revised 2021 Update sent to required state entities
- October 28, 2021 - Revised 2021 Update posted to JIA website
- November 16, 2021 – JIA Board ratified the transmittal of the revised draft

Cruthirds confirmed that all legal requirements were met and reiterated that no objections were received from the Legislative Oversight Committee.

A motion to recommend adoption of R-2021-7, the resolution adopting the 2021 Update to the 2014 Master Plan, was made by Mr. Gross and seconded by Mr. Krueger. Roll was called, and the motion carried unanimously.

- B. Melissa Cruthirds, General Counsel, presented the request to change the assignment of the Holiday Inn Ground Lease from Georgia Coast Holdings, LLC to Jekyll Island Beachfront Hotel, LLC, which is an affiliate of New Castle Hotels and Resorts LLC. Cruthirds noted that the principles of the proposed lessee submitted all the required documentation and passed the Authority's background checks.

Jones Hooks, Executive Director added that Newcastle is pursuing investors through an online marketplace for investors at CrowdStreet.com.

A motion to recommend approval of the assignment of the Holiday Inn Ground Lease from Georgia Coast Holdings, LLC to Jekyll Island Beachfront Hotel, LLC was made by Mr. Krueger and seconded by Mr. Gross. The motion carried unanimously.

- C. Melissa Cruthirds, General Counsel presented the transfer of the Beach House Restaurant Ground Lease from Georgia Coast Holdings I, LLC to Jekyll Restaurant Owner, LLC. She noted as part of the transfer, the parties reviewed and agreed to several revisions to the Restaurant Ground Lease including: an increase to the base rent, stricter requirements for the lessee to obtain JIA approval when assigning this lease, defined restrictions to any closures due to remodeling, clarification that JIA approval is required prior to construction, repairs, or renovations, an increase to the lessee's reserve account deposits, and rescission of the First Amendment to the Ground Lease.

Cruthirds confirmed that the Jekyll Restaurant Owner, LLC submitted all required documentation and passed the JIA's background checks. She then presented the three voting items for the Board's consideration.

1. A motion to recommend approving the Memorandum of Understanding as to the Beach House Restaurant Ground Lease was made by Mr. Gross and seconded by Mr. Krueger. Roll was called, and the motion carried unanimously.
  2. A motion to recommend assigning the Beach House Restaurant Ground Lease from Georgia Coast Holdings I, LLC to Jekyll Restaurant Owner, LLC contingent upon execution of an Amended Lease as set forth in the Memorandum of Understanding was made by Mr. Krueger and seconded by Mr. Gross. Roll was called, and the motion carried unanimously.
  3. A motion to recommend authorizing an amended lease to be executed as to the Beach House Restaurant Ground Lease without additional Board approval so long as such amendment reflects the intention of the parties as set forth in the Memorandum of Understanding was made by Mr. Krueger and seconded by Mr. Gross. Roll was called, and the motion carried unanimously.
- D. Melissa Cruthirds, General Counsel, presented the transfer of the Beachview Club Hotel Lease from Georgia Coast Holdings II, LLC to Jekyll Hotel Owner, LLC, noting the hotel will be franchised as part of the Tapestry Collection by Hilton and a future request for a name change is anticipated. She further noted as part of the transfer, the parties reviewed and agreed to several revisions to the Hotel Ground Lease including: an increase to the base rent, a decrease to the date of the first CPI adjustment, removal of provision that disallowed an increase or decrease in base rent if the acreage under the lease changed, and a limitation on the number of rooms that can be closed during critical travel times due to renovations.

Cruthirds confirmed the principles of Jekyll Hotel Owner LLC have submitted all required documentation and passed the JIA's background checks.

Jones Hooks, Executive Director noted that no concepts or plans have been submitted to the JIA for renovations or the addition of rooms at this property at this time, and he clarified that should any such changes be requested, they would go through the Design Review Process, as have other projects.

1. A motion to recommend approving the memorandum of Understanding as to the Beachview Club Hotel Lease was made by Mr. Gross and seconded by Dr. Evans. Roll was called, and the motion carried unanimously.
2. A motion to recommend assigning the Beachview Club Hotel Ground Lease from Georgia Coast Holdings II, LLC to Jekyll Hotel Owner, LLC contingent upon execution of an Amended Lease as set forth in the Memorandum of Understanding was made by Mr.

Krueger and seconded by Mr. Gross. Roll was called, and the motion carried unanimously.

3. A motion to recommend authorizing an amended lease to be executed as to the Beachview Club Hotel Lease without additional board approval so long as such amendment reflects the intention of the parties as set forth in the Memorandum of Understanding was made by Mr. Krueger and seconded by Mr. Gross. Roll was called, and the motion carried unanimously.

E. Maria Humphrey, Lease Manager, presented for consideration an award of RFP #367, Vendor Services for Historic Carriage Tours and Beach Trail Rides to Golden Isles Carriage and Trail at Three Oaks Farm. JIA received two qualified bids for this RFP. The bidders were Allie Zorn Equestrian, Inc. and Golden Isles Carriage and Trail at Three Oaks Farm, the current lessee. The selection committee reviewed and ranked each of the proposals, and both candidates were invited to give a presentation to the selection committee. Through the presentation and interview process, Golden Isles Carriage and Trail at Three Oaks Farm emerged as the apparent finalist.

1. A motion to recommend awarding RFP #367 to Golden Isles Carriage and Trail at Three Oaks Farm was made by Dr. Evans and seconded by Mr. Krueger. The motion carried unanimously.

Humphrey continued, reviewing the recommended updates to the lease terms including: a monthly base rent of \$2,327.67, a percentage rent of 3% of gross revenue payable monthly, and relocation closer to the beach at Clam Creek.

2. A motion to recommend approval of the Lease with Golden Isles Carriage and Trail at Three Oaks Farm, pending contract completion and legal review was made by Mr. Gross and seconded by Dr. Evans. The motion carried unanimously.

F. Noel Jensen, Deputy Executive Director, provided an Operations Update highlighting the following topics:

- The Christmas Lights on Jekyll have increased from 250,000 in 2015 to approximately 1,000,000 in 2021. Jensen noted that the capacity of the lights is close to capping out and the goal to have a designated route through the display of lights has been reached.
- Campground Revenues have increased by \$1,000,000 since 2016, which is only one factor in the campground expansion. The long-term strategic plan for the campground on Jekyll is to balance the occupancy between short-term and long-term guests as well as creating and expanding the availability of the campground to allow a more diverse demographic the opportunity to experience the Jekyll Island Campground.
- Jekyll Island maintained the following Public Safety 2021 Ratings: a Class 5 Flood Rating, a Class 3 Insurance Services Office (ISO) Rating, and a National Fire Protection Association (NFPA) Firewise USA Community Designation
- \$400,000 of the revenue received from the increased Water/Wastewater fees have been used on Water/Wastewater capital projects including: rebuilding gearboxes, installation of UV treatment, and generator improvements.
- Campground Expansion Update:
  - The public comment period for the Environmental Assessment Procedure (EPA) open until December 22, 2021.
  - The tree survey is complete and is being further assessed to determine any additional adjustments needed.

- JIA received a full set of design development drawings for the Public Safety Complex as well as the architect's rendition of the external view of the complex.
- A company has committed to lining the Man O' War pool at Summer Waves, and it is scheduled to be operational in May 2022.

G. Jones Hooks, Executive Director, presented the request for approval of the proposed 2022 Board Meeting Dates. These dates were provided to the Board at the November 16<sup>th</sup> meeting and no objections or conflicts were received.

A motion to recommend approval of the Proposed 2022 Board Meeting Dates was made by Mr. Gross and seconded by Mr. Gross. The motion carried unanimously.

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

- A *Michigan Golf Journal* article on Jekyll Island golf courses
- As part of the Golf Course Improvement Strategy, the archeological study draft report is complete.
- Disappointing Destinations comparison that shows both extremes of the COVID-19 pandemic's impact on travel.
  - A *Travel + Leisure* article titled "Course Correction" discussed a carbon-offset scheme pilot program in Crested Butte, Colorado and noted how COVID-19 spurred a rush outdoors, producing a concern for sustainability in many tourism destinations.
  - An online update from *Morning Brew* stated that due to COVID-19, only 43 international visitors visited Bali, Indonesia during the first nine months of 2021 compared to 6.3 million in 2019.
- The RCLCO Marketing Analysis Study will be updated to reflect the most up-to-date numbers and presented at a future Board meeting.
- Due to the pandemic, Camp Jekyll's numbers have significantly decreased to one-tenth of their usual number of student participants, and most of their current business comes through third-party groups.
- The importance and significance of mandating fire extinguishers in licensed rental properties as part of the inspection process.

Melissa Cruthirds, General Counsel provided an update on the Code Revision Project, noting that initial drafts are still being reviewed and commented on by staff, a public input session is tentatively planned for January 2022, and project completion is anticipated for March or April 2022. Cruthirds stated the anticipated timeline is subject to change.

I. Mr. Wilkinson presented the Chairman Comments acknowledging the remarkable work of the JIA staff and their efforts to provide families with lifelong memories during the holiday season.

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

- Mindy Egan commented on public concern regarding overdevelopment and how the 2021 Master Plan Update should adequately address those concerns.
- David Kyler commented on the importance of adopting limits on development that can be legally enforced.



- Susan Inman commented on the Master Plan Update, asking for an amendment that specifies the future uses of developed acreage on Jekyll Island, or a moratorium on development until a land use map is developed.

The Chairman continued directly into the JIA Board Meeting.

**The Jekyll Island State Park Authority (JIA) Board Meeting**  
**December 14, 2021**

The roll was called at 11:31 a.m., and all members were present either in-person or via teleconference except for Mr. Trip Tollison and Ms. Joy Burch-Meeks, who were absent.

**Action Items**

1. Dr. Evans moved to accept the minutes of the November 16, 2021 board meeting as presented. The motion was seconded by Mr. Krueger. There was no discussion, and the minutes were approved unanimously.
2. The recommendation from the Finance Committee to approve the Firefighter Supplemental Pay Grant carried by unanimous consent.
3. The recommendation from the Human Resources Committee to approve the Loss Prevention Policy Update carried by unanimous consent.
4. The recommendation from the Committee of the Whole to adopt R-2021-7, Resolution Adopting the 2021 Update to the 2014 Jekyll Island Master Plan carried by unanimous consent through a roll call.
5. The recommendation from the Committee of the Whole to approve the assignment of the Holiday Inn Ground Lease from Georgia Coast Holdings, LLC to Jekyll Island Beachfront Hotel, LLC carried by unanimous consent.
6. Beach House Restaurant Lease
  - a. The recommendation from the Committee of the Whole to approve the Memorandum of Understanding as to the Beach House Restaurant Ground Lease carried by unanimous consent.
  - b. The recommendation from the Committee of the Whole to approve the assignment of the Beach House Restaurant Ground Lease from Georgia Coast Holdings I, LLC to Jekyll Restaurant Owner, LLC carried by unanimous consent.
  - c. The recommendation from the Committee of the Whole to authorize an amended lease to be executed as to the Beach House Restaurant Ground Lease without additional board approval so long as such amendment reflects the intention of the parties as set forth in the Memorandum of Understanding carried by unanimous consent.
7. Beachview Club Hotel Lease
  - a. The recommendation from the Committee of the Whole to approve the Memorandum of Understanding as to the Beachview Club Hotel Ground Lease carried by unanimous consent.
  - b. The recommendation from the Committee of the Whole to assign the Beachview Club Hotel Ground Lease from Georgia Coast Holdings II, LLC to Jekyll Hotel Owner, LLC carried by unanimous consent.
  - c. The recommendation from the Committee of the Whole to authorize an amended lease to be executed as to the Beachview Club Hotel Ground Lease without additional board approval so long as such amendment reflects the intention of the parties as set forth in the Memorandum of Understanding carried by unanimous consent.
8. The recommendations from the Committee of the Whole to Award RFP #367 to Golden Isles Carriage and Trail at Three Oaks Farm and to approve the lease terms, pending legal review and contract completion, carried by unanimous consent.

9. The recommendation from the Committee of the Whole to approve the proposed 2022 Board Meeting dates carried by unanimous consent.

There were no public comments.

The motion to adjourn was made by Mr. Krueger and was seconded by Dr. Evans. There was no objection to the motion and the meeting adjourned at 11:41 a.m.

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## MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** NOEL JENSEN, DEPUTY EXECUTIVE DIRECTOR  
**SUBJECT:** OPERATIONS MONTHLY REPORT – DECEMBER 2021  
**DATE:** 1/18/2022

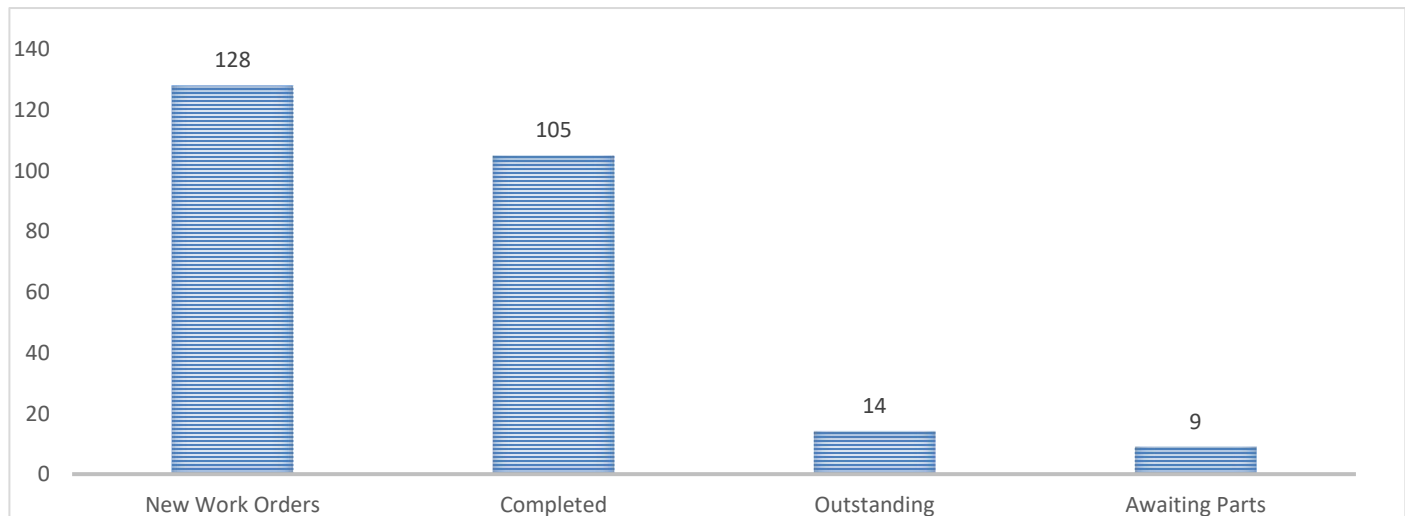
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### **PUBLIC SERVICES**

#### **December Highlights:**

- Jekyll Island Airport (09J) self-serve aviation fuel (100LL) sold 1,501.1 gallons of 100LL aviation fuel totaling \$8,120.97 in sales for the month of December.
- Crossovers at Tyler, Porter, Thorne, and Ellis have been damaged by a steel two-ton cylindrical portion of the environmental protection barrier that enclosed the capsized Golden Ray. The necessary repairs have been completed by the crossover subcontractor and will be invoiced to the Unified Command for reimbursement.
- Campground expansion preparation continues onsite with JIA Landscape, Roads and Grounds, and water/wastewater staff. Shupe Surveying has staked the building and roadway locations, and staff are currently reviewing for the final EAP (Environmental Assessment Procedure) report.
- Task 1 of the Public Safety Center design has been completed by Jericho Design Group with delivery of a design development set of drawings. Tree survey is being completed by Shupe Surveying and internally by Cliff Gawron. EAP is scheduled for an initial meeting on 1/13/2022.
- The Christmas lights display for Holly Jolly Jekyll was recognized in an article by The Brunswick News.
- The campground reached 79% occupancy which is the highest percentage to date for the month of December.

#### **Operations Department Work Orders**

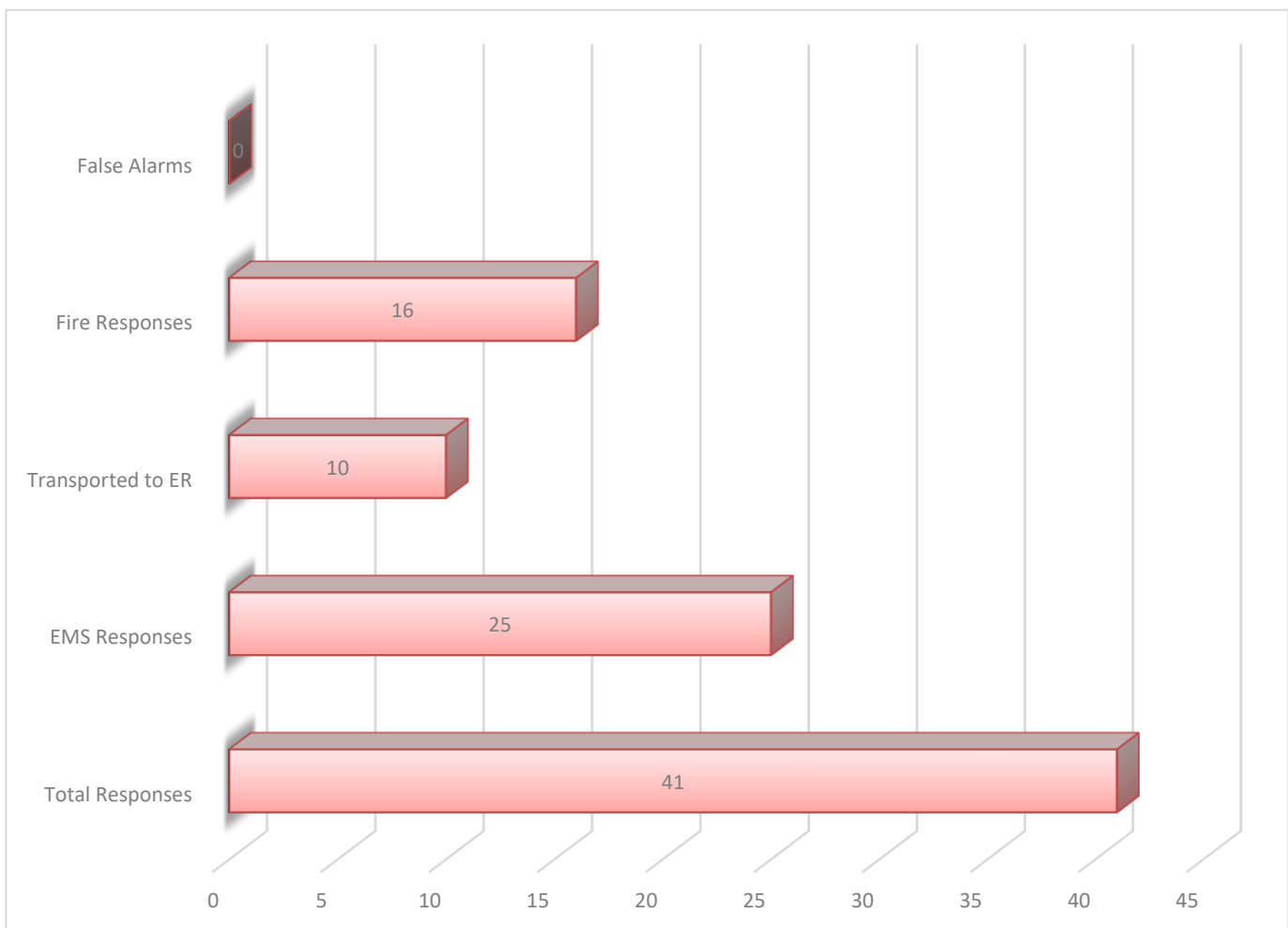


## **PUBLIC SAFETY – Fire & EMS**

### **December Highlights:**

- Completed 355 hours in staff training for the month.
- Five (5) building permits were issued, and there were three (3) complaints investigated by Code Enforcement.
- Six (6) Holly Jolly Jekyll Events:
  - Staff on standby at two (2) fireworks shows
  - Holiday Big Truck Roundup
  - Light Parade
  - Staff on standby during two (2) Santa Drive-In movies.

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



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## MEMORANDUM

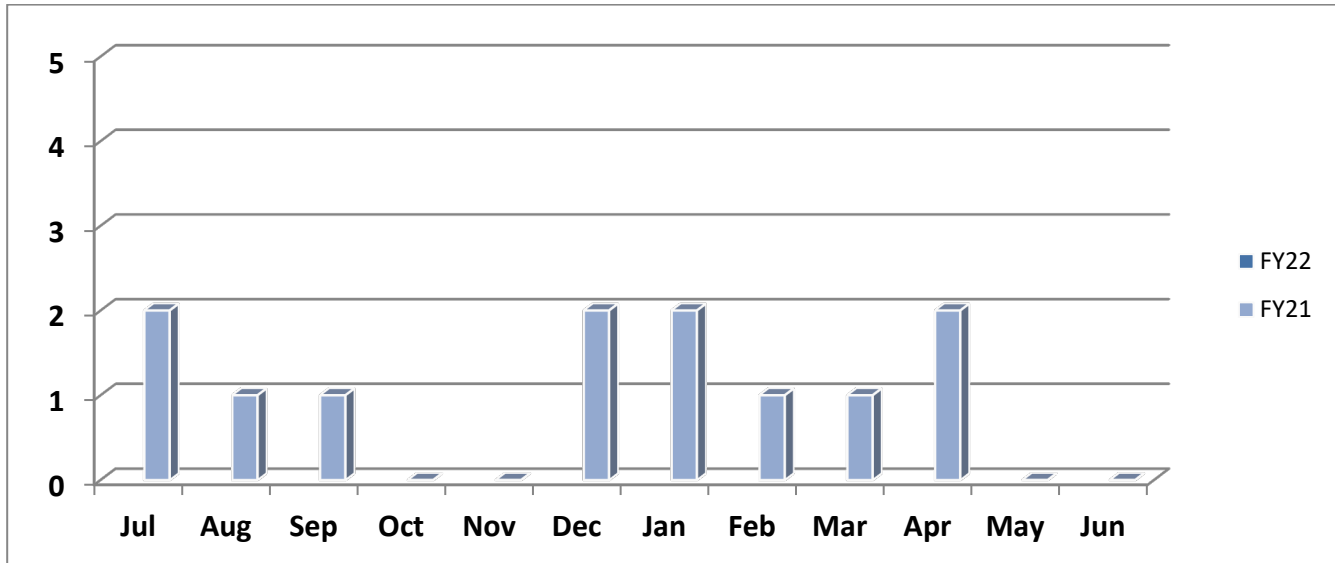
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**TO:** HUMAN RESOURCES COMMITTEE  
**FROM:** JENNA JOHNSON, HR DIRECTOR  
**SUBJECT:** HUMAN RESOURCES COMMITTEE REPORT  
**DATE:** 1/11/2022

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



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

**JIA Employee Census:**

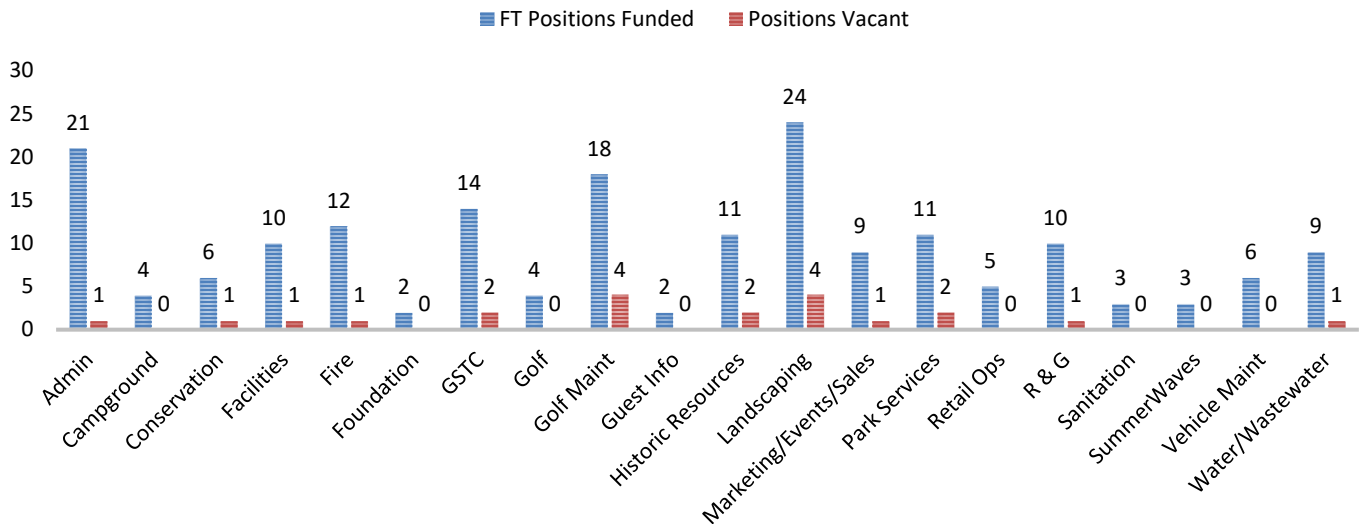
Month	Full time	Part Time	Seasonal	Interns/ Members	Total Employees
Dec	158	110	0	15	283

**Retirements:**

- None



## FULL TIME STAFFING



*Full-time Staffing as of 01/04/2022*

### **Recognition:**

#### ○ **Meet our January Featured Employee: Bobby McNaney**



Originally from Saint Paul, Minnesota, Bobby has lived in the Golden Isles for 2 years. Bobby began his career with the Jekyll Island Authority (JIA) on October 23, 2019. As the Assistant Golf Pro at the JIA Golf Courses, Bobby is responsible for assisting with the smooth operation of the golf courses and other amenities under the golf course umbrella. Also, to ensure all guests and members have a great experience on Jekyll Island.

Bobby says his favorite part of working for the Jekyll Island Authority is “he has always enjoyed coming to Jekyll Island and he loves being able to make sure that visitors enjoy Jekyll Island as much as he does.” Bobby was asked, if you could improve one thing about Jekyll Island what would it be, he said “an easier commute to St. Simons Island.”

When Bobby is not being the Assistant Golf Pro with the JIA he is competing in Georgia PGA Section events, trying new restaurants in the Golden Isles, and traveling to new places. Bobby would also like for us to know, “he has been coming to Jekyll Island from Minnesota every year since he was born”!!

Bobby, we appreciate all that you do, thank you for your service!

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**MEMORANDUM**

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**TO:** HISTORIC PRESERVATION/CONSERVATION COMMITTEE  
**FROM:** BEN CARSWELL, DIRECTOR OF CONSERVATION AND SUSTAINABILITY  
**SUBJECT:** CONSERVATION UPDATE  
**DATE:** 1/11/2022

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**Research and Monitoring**

- Both of Jekyll Island's nesting bald eagle pairs have successfully hatched at least one chick each and are now busy hunting for prey to support the rapidly growing chicks.
- Conservation staff checked and refreshed bedding in three wood duck nesting boxes located in ponds and wetlands around the island and found that all of them had hosted nesting wood ducks.

**Management and Planning**

- Two Environmental Assessment Procedure (EAP) reviews are in progress – for the new public safety complex and for the new GA Power substation. A web page has been established that lists reviews in progress, provides links to completed EAP reports, and announces opportunities for public comment on draft reports.  
<https://www.jekyllisland.com/conservation/environmental-assessment-procedure/>
- The Aeration system for Horton Pond has been repaired and upgraded with a solar panel to charge the battery that powers the air pump.
- Conservation staff carried out a comprehensive planning exercise to strategically assess current and future vehicle needs in the department.
- Villas by the Sea Resort has completed a natural area restoration at the north end of the property, planting native dune vegetation and palms in an area where mowed turf grass had been established beyond the properties lease lines. More info on this effort will be presented at Board session.

**Outreach, Leadership, and Personnel**

- The Park Ranger team, along with volunteers, has been piloting a new partnership with the Boys and Girls Club of Southeast Georgia. This experiential education program aims of exposing elementary school age children from the community who might not otherwise have easy access to educational nature programming on the islands. The program is structured around the topics in the [Junior Ranger Field Guide](#), which the Boys and Girls Club provides to each participant. More info on this initiative will be presented at Board session.
- Ticketed Ranger programs (Gatorology and Ranger Walks) have exceeded revenue goals for the FY22 fiscal year with half of the year remaining ahead.

An adult bald eagle feeds a young chick at a nest near Driftwood Beach.



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**MEMORANDUM**

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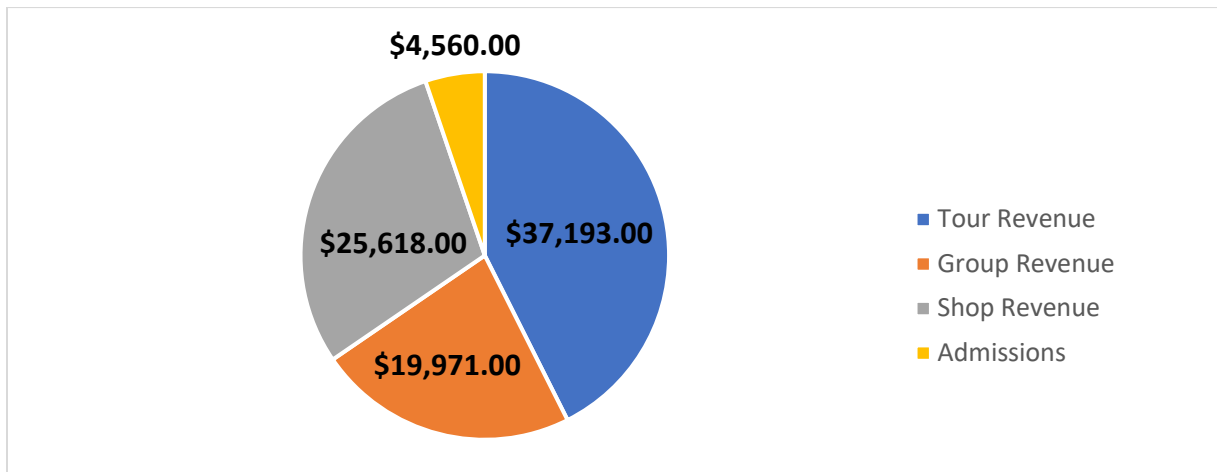
**TO:** COMMITTEE OF THE WHOLE  
**FROM:** ANDREA MARROQUIN, CURATOR  
**SUBJECT:** HISTORIC RESOURCES UPDATE  
**DATE:** 1/11/2022

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**December Visitation and Revenue**

Mosaic, Jekyll Island Museum topped its highest Group Tour Revenue, Museum Store Revenue, and Total Revenue on record for the month of December. The numbers particularly represented a significant improvement in motorcoach traffic, far exceeding prior Group Tour Visitation records originally established back in 2007. Public Tour Visitation numbers also set records with the popularity of the Holly Jolly Light Tours. The strong combination of both Public and Group Tour visitation numbers for the month resulted in a new record for Total Visitation at the museum for the month of December.

<b>Mosaic</b>		<b><u>Visitors</u></b>	<b><u>Revenues</u></b>
	Public Tours:	3,621	\$37,193
	Group Tours:	1,255	\$19,971
	Museum Store	--	\$25,618
	Admissions:	570	\$4,560
	<b>Totals</b>	<b>5,446</b>	<b>\$87,352</b>



## Special Events

- **Historic District Property Rentals** - In December, the Mosaic hosted 3 special events in the historic district, including 2 weddings at Faith Chapel, and 1 reception at Villa Osipo.
- **Holly Jolly Light Tours** – Throughout December, the Mosaic provided guests an opportunity to sit back, relax, and view more than half a million lights around the island, from the Beach Village to the Historic District. Trolley riders enjoyed festive holiday beverages and seasonal music.
- **Religion and Faith Chapel's Tiffany Stained Glass Window** - On December 2, 2021, the Mosaic hosted a guest lecture by Barbara Stevenson highlighting the religious imagery depicted in Faith Chapel's Bourne Memorial Window. The stunning art glass masterpiece, entitled "David Set Singers Before the Lord," was originally installed in Faith Chapel in 1921.
- **Louis Comfort Tiffany at the Jekyll Island Club** – In December, the Mosaic offered guests opportunities to learn about the life of Louis Comfort Tiffany and the time he spent at the Jekyll Island Club. Visitors explored Tiffany's creative and glassmaking processes through a look at his studio and created a stained glass-inspired craft to take home.

## Curatorial/Research

- **Golf Course Archaeology Project** – In December, staff received a draft report from Terracon detailing recent archaeological investigations of the Jekyll Island golf courses. Following a period of review and comment with the JIA, the report was submitted to the State Historic Preservation Office (SHPO) at the Historic Preservation Division (HPD) for further review at the state level.
- **Moss Cottage Exhibits** – Gathered exhibit research materials in advance of a spring semester course for Auburn University interior design students. The students will have the opportunity to work with curatorial staff and to help reimagine an historic house museum. As part of this experiential learning seminar, students will develop and present concept proposals for updating the existing exhibit furnishing plan at Moss Cottage.
- **Fabulous Jekyll Island Exhibit** – Developed content and coordinated with the marketing department to create a rotating lobby exhibit to be installed at Mosaic, Jekyll Island Museum in celebration of the 75<sup>th</sup> Anniversary of the state purchase of Jekyll Island. Also provided content for a handout celebrating this momentous event.
- **Mosaic Gallery Exhibits** – Requested a price estimate to replace damaged flip books in the Mosaic Gallery with a more durable and permanent solution.
- **Collections** – During the month of December, 420 objects were added or updated in Past Perfect, primarily consisting of slides, rare books, blueprints, newsletters, publications, documentary records, and furnishings. Responded to 4 research requests and 2 photo requests. Met with a researcher looking for historic postcards for possible future publication.



## **Archives and Records**

- **Records Software** - Continued with Records software development and digital records migration.
- **Collections** - Processed Legal Department files and reduced backlog. Sent out a deed of gift for a donation of state era postcards and banners. Met with 1 researcher about historic signage on Jekyll Island. Implemented more Pest Management in collection spaces.

## **Preservation**

- **Power Plant** – Investigated issue with historic brickwork at the Georgia Sea Turtle Center and developed plan to address deteriorating masonry.
- **Clubhouse Wood Pavers** – Applied multiple coats of penetrating tongue oil to protect the newly restored wood block pathway connecting the Club courtyard and the croquet lawn.
- **Volunteers** – Prepped projects, materials, and supplies for multiple rehabilitation projects in Hollybourne and throughout the historic district for the upcoming volunteer season.
- **Security Update** – Rekeyed the entire historic district to improve security for all of the historic properties.
- **Villa Ospo** – Replaced both sump pumps in the basement of Villa Ospo to divert groundwater infiltration.

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## MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** MICHELLE KAYLOR, GSTC DIRECTOR  
**SUBJECT:** GEORGIA SEA TURTLE CENTER UPDATE – DECEMBER 2021  
**DATE:** 1/11/2022

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

<u>December 2020</u>	<u>December 2021</u>
4,023	6,452

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

### **Revenue Categories\***

- December concessions \$74,121.26 was \$15,904.85 more than budgeted
- December admissions \$56,033.65 was \$14,887.45 more than budgeted
- Adoptions 123 | \$6,145 | Donations (General) 50 | \$3,825
- Memberships 20 | \$2,210.10
- Public Programs | \$4,805
- Virtual Fieldtrips | \$165
- Daily Programs | 125

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

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

- 53.5K Facebook Followers
  - Impressions: 131K
  - Number of Posts: 10
  - The “Dressed to Impress” post of Mary Kevin in her holiday sweater on Dec. 26th, 2021. It reached 17,940 people and received 1,127 engagements.
- 24.7K Instagram Followers
  - Impressions: 59K
  - Number of Posts: 7 posts 4 stories
  - The “Outfit of the Day” post of Minkus in her holiday sweater and hat on Dec. 26th. It reached 11,722 people and received 1,412 engagements.

### **Events**

- The GSTC participated in the Holly Jolly Light Parade with festively decorated UTVs on Dec. 4<sup>th</sup>
- Turtles at Twilight ended December 29<sup>th</sup> as we closed out the Holly Jolly Season. Program revenue totaled \$2730.00 selling 72% of available tickets.

### **Education**

- The Kemp’s Ridley Sea Turtles were launched as a species-level adoption on December 21
- Plans solidified for January closure to clean, update electric, and update presentation area in exhibit areas
- In addition to daily programs, the Education team led 14 tours educating 296 participants

### **Research**

- Preliminary data analysis regarding growth of captive-raised diamondback terrapin hatchlings has begun. We are investigating the effects of clutch and environment on growth of terrapin hatchlings raised at the Georgia Sea Turtle Center and Zoo Atlanta. This investigation comprises of collaborations between institutions and departments within the JIA.
- Box turtle movement has slowed down during the recent cold weather.

- Summary data from our 2021 sea turtle tagging project on Jekyll's beaches has been transferred to researchers at the University of Florida's Archie Carr Center for Sea Turtle Research who maintain records from throughout the region.

### **Rehabilitation**

	Sea Turtle	Other Patients
New Patients	1	13
Current Patients	15	13
Released Patients	0	0
Transferred Patients	0	1
Total Since 2007	994	2233

- Recent publication by several GSTC staff (Norton, Overmeyer, Stowell, Kaylor) in collaboration with the Georgia Aquarium and University of TN College of Veterinary Medicine. The article is entitled Multi-dose Pharmacokinetics of Meloxicam in Kemp's ridley (*Lepidochelys kempii*) and Green (*Chelonia mydas*) Sea Turtles after Subcutaneous Administration. We were invited to submit to a special sea turtle issue to the journal "Animals".
- Dr. Norton presented and hosted a hands-on lab at the Sea Turtle Workshop in Marathon, FL
- Dr. Norton presented virtually to vet student groups at Tufts University and University of Illinois

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

- Our December 17<sup>th</sup> cleanup event was productive at the Jekyll Island Fishing Pier & Driftwood Beach. Eight volunteers, two AmeriCorps members, and one staff member collected over 1,500 pieces of debris/trash in a little over an hour.
- Recruitment for our spring cohort of AmeriCorps members began in December. We received 75 applications and will be bringing on 10 new AmeriCorps members to serve March 2022-August 2022.

	Service Hours		
	Monthly Total	YTD Date Total (See YTD period definitions)	Cumulative Total
AmeriCorps Service Hours**	2,151.75	9,029	435,222.17
Volunteer Hours*	297.75	2,033.42	77,949.01
Marine Debris Hours*	85	480.75	11,202.33
MDI & Volunteer Program			
MDI Clean Ups	1	2	74
MDI Items Collected	1,512	1,996	370,562
New Volunteers Oriented	0	4	244
Volunteer Shadow Shifts	0	0	242
Volunteer Advancements	0	0	265

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

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## MEMORANDUM

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**TO:** COMMITTEE OF THE WHOLE  
**FROM:** DION DAVIS, E.D.  
**SUBJECT:** JEKYLL ISLAND FOUNDATION UPDATE  
**DATE:** 1/7/2022

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### **Finance (FC)/Executive Committee (EC) Meeting**

The next FC/EC meeting of FY22 is scheduled for Thursday, January 13, 2022. An agenda has not been set.

### **Board of Director's Meeting**

The 3Q/annual board meeting is scheduled for Friday, January 28, 2022. An agenda has not been set.

### **Board Updates**

- FY22 Executive Committee:
  - Wendell Dallas – Chair
  - Russell Jacobs, III – Immediate Past Chair
  - Hollis Linginfelter – Vice Chair
  - Gary Wadsten – Secretary
  - Tom Lines – Treasurer
- New Board members
  - Sean Hennessy – Delta Airlines, Pilot/Sr. Instructor (Atlanta/Jekyll Island, GA)
  - Lee Jarboe – JE Dunn Construction, VP Business Development-Education (Alpharetta, GA)
  - Christie Kinsey – Northwestern Mutual, Financial Advisor (Jekyll Island, GA)
  - John Gross – Havertys Furniture, Eastern Regional Manager-retired (Jekyll Island, GA)

### **2021 Yearend Appeal**

- Start – November 1, 2021
- End – January 14, 2022
- Total to date – \$129.9k, 171 donors (1/6/22)

	2021	2020	2019
GSTC Ops	\$10,759	\$2,280	\$7,177
Hist Resources Ops	\$37,650	\$8,263	\$125
Conservation Ops	\$31,000	\$9,000	-
Memberships	\$36,700	\$41,585	\$21,405
Other	\$13,719	\$6,351	\$5,567
<b>Total</b>	<b>\$129,828</b>	<b>\$67,478</b>	<b>\$34,274</b>
Donors	171	161	135

- Firsts
  - Highest single month overall donations (December 2021) – \$156k
  - Highest yearend appeal – \$130k
- Stats
  - Yearend appeals 2002-2010 - \$139k
  - Yearned appeals 2011-present - \$381k (\$130k from 2021)



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

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