
MEMORANDUM

TO: COMMITTEE OF THE WHOLE
FROM: JONES HOOKS, EXECUTIVE DIRECTOR
SUBJECT: CONSIDERATION OF THE UNIVERSITY OF GEORGIA PROPOSAL FOR 2021 MASTER PLAN UPDATE
DATE: 2/10/2021

The Jekyll Island Master Plan of 2014 was scheduled for update last year after completion of the Conservation Plan Update. Unfortunately, the pandemic delayed both updates. Now that the Conservation Plan Update has been approved by the Board, the time is right to move forward with a Master Plan Update.

The Carl Vinson Institute of Government at the University of Georgia (Institute of Government) prepared the 2014 Jekyll Island Master Plan which included extensive JIA and public involvement. In the interest of utilizing knowledge and expertise from the previous study, as well as time and cost considerations, a proposal from the Institute of Government was requested to develop an update to the 2014 Master Plan, tentatively titled “2021 Jekyll Island Master Plan Update.”

In anticipation of a proposal, several conversations and meetings have been held between JIA executive team members and Institute of Government faculty. JIA management feels confident in the Institute of Government’s ability to update the Master Plan appropriately and to provide an outstanding product for the Authority.

The project will include:

- Review of 2014 Master Plan accomplishments and outstanding items/issues
- Evaluation of all studies completed by the JIA as well as other studies that address Jekyll Island
- Map/photo/cartographic reviews and updates
- Sectional updates:
 - Historic and Cultural Resources
 - Natural Resources
 - Transportation, Infrastructure and Municipal Services
 - Recreation
 - Short Term and Long Term Work Programs
- Public Input
- JIA Board presentations

In order to have a Master Plan Update available for Legislative Oversight Committee review prior to the convening of the 2022 General Assembly, the timeframe for this project would be March – September 2021

Estimated total cost for the Master Plan Update by the Institute of Government not to exceed \$65,000.



Proposal to Jekyll Island Authority

Overview

The Jekyll Island Authority (JIA) seeks assistance from the Carl Vinson Institute of Government (Institute of Government) in developing an update to its 2014 Master Plan, tentatively titled “Jekyll Island Master Plan 2021: Building on Success” (referred to as “Master Plan Update” for the purpose of this proposal). JIA has outlined an aggressive timeline for this work, seeking to have a final draft before its board by September 21, 2021 and a final print-ready document distributed to its board by December 14, 2021. This proposal is designed to be as streamlined as possible and highlight and build on the work that JIA has done since the adoption of the 2014 Master Plan.

Pursuant to its 2014 Master Plan, JIA has developed over the past six years a series of substantive plans specific to certain elements of its Master Plan that reflect significant public input and establish important goals. The process outlined below is therefore designed to capture and consolidate this information into an Update that outlines JIA’s overall strategy and goals and how they build upon accomplishments driven by the 2014 Master Plan. In addition, since 2014, aerial imagery has been developed (and continues to be developed) that is more accurate than the information utilized as part of 2014 Master Plan process. Utilizing this new data to have more accurate maps in the Update is an important goal of this project.

Described in more detail below, the proposed process consists of the following:

- **Phase 1: Project Organization and Master Plan 2014 Review** (March)
- **Phase 2: Plan and Map Review, Public Input Tool Development, Identification of Graphic and Photographic Needs.** (April/May)
- **Phase 3: Public Input** (Mid-May to Mid-June)
- **Phase 4: Map Development and Writing the Master Plan Update** (June – August)
- **Phase 5: Presentation and Comment on Final Draft by Institute of Government at the September 21 JIA Board Meeting**
- **Phase 6: Final Report Design and Layout** (October-December)

Proposal Details

JIA seeks to update its 2014 Master Plan in accordance with the requirements outlined in GA Code § 12-3-243.1, which provides that the JIA shall maintain a master plan for the management, preservation, protection, and development of Jekyll Island. To meet JIA’s needs as well as the requirements of the Georgia Code, we propose the following process:

Phase 1: Project Organization and Master Plan 2014 Review

Critical to the success of the Master Plan Update will be creating a stakeholder committee and external review committee and conducting an internal review of the 2014 Master Plan so as to identify what progress has been made and next steps. The Institute of Government will work closely with JIA staff to complete these tasks quickly. At the outset of this project, crucial activities will include assigning JIA liaisons responsible for each topic area and setting agreed upon deadlines for completion of each phase to ensure that we stay focused on the tasks included in this proposal.

Formation of Committees (March 2021)

For the purpose of review and input, in addition to JIA staff input, the JIA will designate two committees: a stakeholder committee of no more than ten (10) members who are not staff of the JIA and an external review committee comprised of no more than five (5) members. This stakeholder committee should be representative of the broader Jekyll Island community as much as possible, and the external review committee group should be external peers with topical expertise that are not associated with any special interest group. The JIA is responsible for selecting committee members.

The stakeholder committee will review and provide feedback on the development of the 2021 Master Plan Update, convening at least twice but no more than three times throughout the process. The JIA and the Institute of Government will jointly determine how to best use and/or respond to feedback received from the stakeholders. The external review committee will convene no more than two times to review and provide feedback on the development of the 2021 Master Plan Update.

Scheduling meetings of the stakeholder and external review committees will be joint decisions of the JIA and the Institute of Government. The JIA will provide contact information for members of both committees to the Institute of Government following a confirmation of participation by the JIA. Meeting notifications will be sent by the Institute of Government, and all other meeting logistics will be the responsibility of the JIA, including but not limited to meeting space, meeting tech, and any meeting refreshments (coffee, water, soft drinks). Meeting space should be large enough to accommodate participants in accordance with social distancing guidelines and also offer participation via zoom or other online meeting technology. If there are public notice requirements for any Master Plan Update related meetings, the JIA is responsible for compliance with those requirements. Tasks to be completed in this phase are:

- 1) Stakeholder and External Review committees established with invitation by JIA.
- 2) Date for first meetings of stakeholder and external committees agreed upon and calendared.
- 3) Lines of communication established between committees and Institute of Government.
- 4) Responsibility assigned to JIA staff member as meeting logistics coordinator.

Review of 2014 Master Plan (March 2021)

The JIA will conduct an internal review by designated JIA staff of the 2014 Master Plan areas of emphasis: Economic Sustainability; Historic and Cultural Resources; Natural Resources; Transportation, Infrastructure, and Municipal Services; and Recreation. The Institute of Government will provide a structure upon which to conduct the review, and JIA staff will work to complete the following tasks:

- 1) Evaluate accomplishments under the short and long-term work programs in each category of the current plan – determine what has been completed, what is still relevant, and what is not.
- 2) Review issues and trends in each category to determine their applicability moving forward;
- 3) Outline any additional actions to be taken (short and long-term), or issues/trends and/or opportunities that might impact the JIA and Jekyll Island moving forward.
- 4) Identify other plans that the JIA has developed and assign them to the appropriate Master Plan topic (for example, the Conservation Plan will be connected to and referenced in the Natural Resources category).

Phase 2: Plan Review, Public Input Tool Development, Identification of Graphic and Photographic Needs. (April -June)

Review of Current, Relevant JIA Plans

In this phase, Institute of Government faculty will conduct a thorough review of relevant and current JIA plans, as identified in Phase 1, to determine how to best connect them to the Master Plan Update. JIA staff should be available to respond to questions and review initial recommendations. The JIA has spent significant time updating and creating myriad planning documents including the FY2021 – 2025 Strategic Plan, the Jekyll Island Conservation Plan, the Golf Course Master Plan, the Jekyll Island Carrying Capacity & Infrastructure Assessment, etc. These plans (and their findings and recommendations) should be, at the very least, cross-referenced with the Master Plan. Tasks to be completed are:

- 1) Identification of plans to review that should be referenced or noted in the Master Plan Update.
- 2) Review of plans, including connection to relevant topic areas of the Master Plan Update.
- 3) Determination of how to best connect and/or reference plans to the Master Plan Update.

Public Input Tool Development

Institute of Government faculty will develop a short online public input survey tool to allow public feedback on each of the five Master Plan 2014 categories (Economic Sustainability; Historic and Cultural Resources; Natural Resources; Transportation, Infrastructure, and Municipal Services; and Recreation). Institute of Government faculty will work with the JIA to determine where public input is most valuable (issues or action items) within these categories. Using Qualtrics, the public input tool will consist of approximately twenty (20) questions that provide response via Likert scale and one (1) open question for additional comments. The tasks to be completed are:

- 1) Develop and finalize public input tool.
- 2) The JIA will develop public input distribution plan to publicize the public input process.

Graphic and Photographic Needs

Institute of Government faculty will work with JIA staff to begin to identify any specific existing photos and graphics that should be included in the Master Plan Update. The JIA has an extensive collection of photographs of the island, and those should be made available to the Institute of Government for use in the final document and any presentations made prior to document completion. Tasks to be completed are:

- 1) Identify liaison between report designer and the JIA for easy access to island photographs.
- 2) Develop draft graphics list (charts, tables, etc.).
- 3) Develop report style guide.

Phase 3: Public Input (Mid-May to Mid-June)

The Master Plan Update public input feedback survey will be publicly available for four weeks and promoted via signage on Jekyll Island (with a QR code included for on-site scanning and completion) and via link on the JIA's website. The Institute of Government will design and provide 50 printed signs (full color, card stock). JIA will determine where to post them and how to distribute signage. The JIA will send,

via email, the public input feedback survey to any groups, organizations, or others who might have interest in commenting. JIA will also utilize social media to promote survey participation or widespread public distribution.

After the four-week timeframe, the Institute of Government will close the public input feedback survey and analyze the responses. The written responses will be categorized and presented in summary format, along with the results of responses using the Likert scale. The Institute of Government will review public input findings with the JIA, and all public comments will become a part of the appendix to the updated Master Plan. While the public feedback input tool is in the field, Institute of Government faculty will continue to work on document review.

Tasks to be completed during Phase 3 are:

- 1) Institute of Government will provide public survey instrument and signage.
- 2) JIA will determine public survey communication and release plan.
- 3) Institute of Government will collect responses, review them with JIA, and organize the responses for inclusion as an appendix to the Master Plan Update.
- 4) Institute of Government to conduct one (1) Public Input Session on Jekyll Island between mid-May and end of July.

Phase 4: Mapping and Writing the Master Plan Update (June – August)

Utilizing aerial imagery generated since the 2014 Master Plan was developed is an important goal of this project. In this phase, an Institute of Government GIS Specialist will work with JIA to update maps as agreed upon with the priority being on maps indicating developed and undeveloped areas of the island. Maps will be created using the best data available and are designed to utilize the most recent aerial imagery available to improve their accuracy.

Relying upon the initial input of JIA staff, as well as the plan review, public survey, and any input received via the stakeholder and external review committees, the Institute of Government will develop a final draft Master Plan Update that highlights the progress and reflects JIA priorities.

Tasks to be completed in Phase 4 are:

- 1) Finalize updates to maps as required by statute to include the Master Plan Update.
- 2) Finalize final draft text of the Master Plan Update.
- 3) Develop presentation of the Master Plan Update for consideration by the JIA Board.

Phase 5: Presentation and Comment on Final Draft

The final draft text of the Master Plan Update will be distributed to the external review committee and presented to the stakeholder committee and JIA staff no later than September 3 for any comments/revisions in preparation for a presentation to the JIA Board on September 21.

A final draft of the text of the Master Plan Update will be provided to the JIA staff September 13 for distribution to the JIA Board. On September 21, the Institute of Government will present the final draft to the JIA Board. In addition, a date will be set for a public hearing, as required by statute, for presentation and comment on the final draft of the Master Plan Update. The public hearing must take place by October

15 to allow for a final Master Plan Update to be designed by the December deadline. Institute of Government will be present for the public hearing. Compliance with public notice requirements, including notice provided in the legal organs of Glynn and Fulton counties, will be JIA's responsibility.

Following the public hearing and the review by the external review committee, the JIA and Institute of Government will review any comments received.

Tasks to be completed during Phase 5 are:

- 1) Draft text presented to stakeholder and external review committees.
- 2) Final text presented to JIA Board – presented by Institute of Government
- 3) Final text presented by Institute of Government at a public hearing.
- 4) Integration of comments as deemed necessary and appropriate.

Phase 6: Report Design and Layout (October-December)

As soon as the final text is approved by JIA staff, Institute of Government faculty will begin designing the final document and preparing a print-ready, digital final Master Plan Update that includes any and all text, maps, pictures, and graphics that are appropriate for the JIA Master Plan and its priorities. The digital plan will be available to the JIA by December 6. The plan can be printed by the JIA, if desired, for distribution to the Board prior to their December 14 meeting. Upon final approval, the Institute of Government will provide the final Master Plan Update in a digital file to the JIA for printing.

Tasks to be completed in Phase 6 are:

- 1) Design and layout of final Master Plan Update.
- 2) Submission and Presentation by Institute of Government of the final Master Plan Update to the JIA Board for approval.
- 3) Upon approval, final digital files will be provided to JIA.

Cost

The total cost for the Master Plan Update is a fixed fee of \$56,250. One half of the contract price will be paid within 10 days of contract signing and one half upon completion of the Master Plan update project.