



STAR ISLAND CORPORATION

ANNUAL MEETING

May 6, 2017

STAR ISLAND CORPORATION
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PRESIDENT'S MESSAGE

Greetings fellow members of the Star Island Corporation. It has been an interesting and educational first year for me as President of the Board of Directors. This report is just part of the materials you receive to inform you of the state of the Corporation and our beloved island and to prepare you for our Annual Meeting. I will try to summarize what we achieved together in 2016. Please take the time to review the enclosed reports which tell you of the efforts of our hardworking Board, staff and committees. It is also my hope that you plan to join us at our Annual Meeting on May 6th.

In what I hope is becoming a habit, we had a successful year by many measures in 2016. We exceeded our Bed Night Goal with conferences filled with happy conferees, satisfied guests and visitors. We also received many grants, exceeded our Annual Fund goal and had numerous successful and fun events. Our staff continued to stay focused on expenses, resulting in another healthy operating gain for the year. We were also fortunate this year to get some significant gifts from both Shoalers and conference groups. These gifts will enable us to move forward on much needed projects and reflect the generosity of the Star Island Community, and for that I am very grateful.

This year also featured Star Island's continued celebration of its Centennial year as a Corporation. We continue to make progress on the design and funding of our next wastewater treatment plant and look forward to continuing the weatherization of the south side of Oceanic and the Atlantic House. This coming year will include significant upgrades to the Kiddie Barn and bathrooms, as well as many other smaller projects. I always get excited each year to see the improvements to the island and I hope you do too.

One of the major accomplishments this year is the refinement and acceptance of our new Strategic Plan for 2017 through 2020. It is an exciting document to guide us as we move forward for the next four years. I thank everyone who was involved in this effort. I think the resulting document is fantastic. It is noteworthy that in the six years I have been on the Board, I have witnessed the Board's ability to continue to leverage the successes of the last decade and to shift its focus from immediate concerns to more and more future planning. It says a lot about all the people who contributed to this positive trajectory -- Board members past and present; our wonderful staff; our committed and hard working committee members; the hundreds of volunteers; and, of course, you, the members of the Star Island Corporation.

Included in the packet of materials is information about our nominees for membership in the Corporation. It is a good sign of our health as an organization that we continue to grow in numbers. As we move forward with our Strategic Plan, we hope to provide more opportunities for Star Island Corporation members to get engaged and will continue to need new skill sets and new ideas from our members. One of our break-out sessions at the Annual Meeting will focus on membership, its meaning and its benefits. We look forward to hearing from you about this topic.

We continue to engage the conferences via the Council of Conferences to provide an opportunity for conferences to share best practices and to allow the SIC staff to dialogue with the conferences on changes to island policies. It is a very effective tool which promotes a better understanding among conference and individuals of how one small island can support so many diverse groups and needs.

One of the major Board decisions this year was agreeing to a proposal from our CEO, Joe Watts, to allow him to take an extended leave this summer with his family. The Board feels that this is a rare opportunity to both honor a request by a valued employee and to show how our Unitarian Universalist and United Church of Christ values can come to life within our organization. Extensive thought and planning have already taken place and an acting CEO has been hired for the time Joe is

away and is in the process of being trained. Many of you may already be familiar with David Boynton, a former Board member, acting CEO and Bringer of Light award winner.

We continue to benefit from the expert guidance of the Permanent Trust, our endowment, by our trustees. The Trust was bolstered with many gifts this year, including a legacy gift in excess of \$200,000. This is an excellent example of how the continued growth of the Trust is bolstered by the Star Island Legacy Society. The Legacy Society includes those of us who have remembered Star in their wills or through other forms of planned giving. The growth of the Permanent Trust remains an important element in securing the future of the island. You can talk to our Director of Development, Pam Smith, to get more information about joining.

The conference registration season is well under way. We have already received many conference registrations, and some conferences are already full! If you haven't registered for a conference yet, don't delay or you may find your choices limited. We also hope you continue to feel connected to the island through our many media outlets such as email, Facebook, Twitter as well as our website.

I am deeply grateful for the work of my colleagues, friends and devoted members who serve on our Board and our committees, as well as the ISA-UU and the SIUCC. It takes a multitude of communities working together to keep Star Island going. I am in awe of the passion and dedication of those who generously give their time, talent and treasure to Star Island every year. It is this Star Island Spirit that will keep us thriving for the next 100 years. I also want to thank Joe Watts and his dedicated and hardworking staff-- they bring our grand plans to life and make us look good.

I look forward to another successful year as we kick off our new Strategic Plan and I encourage all of you to get involved, or to increase your involvement. It is your ideas, your questions and your support that continue to lift Star Island to greater and greater heights. I hope to see many of you at the Annual Meeting or on island, enjoying our Spirit's Home.

With Star Spirit,
Gary Kunz
President of the Board

CHIEF EXECUTIVE OFFICER'S REPORT

As we reflect upon our first century as an organization, we can look back with pride and appreciation. As we embark on our second century, we can look ahead with confidence.

As Corporation members, we take our stewardship obligations seriously – it is our duty to take care of Star Island, and to ensure that it is here for generations to come. It is up to us to ensure that what we do on Star Island is not only enriching and fun, but also something that helps make a difference beyond the shores of Star.

It is an honor and a privilege to be Star Island stewards at this time in our history. And as the world around us seems to be increasingly divisive, it is up to us – and Star Island as a whole – to serve as a shining example of how the world might ideally be. Let us continue to live our values on Star Island, and let us continue to challenge ourselves to inspire one another to go forth and make a positive difference in our off-island communities.

I am often asked about the responsibilities and benefits of being a Corporation member, and I am happy that we will be dedicating a breakout session at this year's Annual Meeting to this very topic. And while the list of responsibilities and benefits is long and evolving, it is always true that active Corporation members enjoy the privilege of being the chief stewards and ambassadors of Star Island and, whenever possible, attend a conference, volunteer, and make a financial contribution. We are in this together, and we have made excellent progress – progress we should enjoy, reflect upon, and appreciate. And yet there is always something more we can do, and an active Corporation member asks questions like "How can I make even more of a difference?" I encourage you to keep asking this question, and to share your hopes, dreams, and concerns with one another, with the Board, and with the staff. This is how we build upon our success, how we ensure Star is here for generations to come, and how we can help make the world a better place.

In terms of appreciating where we are...we had another great year! We accomplished a lot together in 2016, a year during which we built community, increased our connections to UU and UCC churches and organizations, and broadened our profile in the Seacoast Region and beyond through excellent media coverage and many wonderful events. We enjoyed financial success, including increasing conference enrollment ("bed nights"), exceeding our Annual Fund and other fundraising goals, managing our expenses well, and offering record amounts of discounts and financial aid. Our Green Gosport Initiative continues to "shine," making a difference for Star Island and serving as a model for individuals and other communities. Our three year strategic "map" (2014-2016) has guided us to many successes, and it's important to celebrate and promote our many accomplishments.

In terms of building upon our success this year, and for many years to come...we are in a great place. Together, we crafted a wonderful strategic plan for the next four years (2017-2020), which was approved by the Board last year. The term of the plan has just begun, and we are off to a great start. Please review the enclosed plan – in fact, consider printing it out and posting it somewhere (I have a framed copy by my desk). We will be working together to reach our goals and objectives over the next four years, and every Corporation member has a role to play – how can you help us achieve our goals?

I have been thinking a lot about how grateful I am for the efforts of so many Shoalers who continue to step up in one way or another (and in many cases, in several ways). I am deeply grateful for our

hardworking Board of Directors, our committees, our constituent organizations (ISA-UU and SIUCC), our conference volunteers, and the many others who volunteer on behalf of Star Island in one way or another. I am grateful for our amazing employees, including our senior staff and Pelicans. I am grateful for the many people who donate financially to Star, enabling us to sustain and improve our operations and our infrastructure, and to enable many others to come to the island. I love how so many people come together in so many ways to make a difference for our Spirit's Home, and I am indebted to each and every one of you, for as Corporation members you are the leaders who make a difference, and inspire others to do the same.

I hope you can join us on May 6. And whether you can be there in person or in spirit, I know you will be thinking about how you can help us reach new heights this year and in the years ahead. And know that I am readily available, in person, over email, or by phone – so please be in touch.

With Star Spirit,

A handwritten signature in cursive script, appearing to read "Joe Watts".

Joe Watts

P.S. If you haven't already done so, please visit the membership page of our web site (<http://starisland.org/organization/membership/>) for information that can prepare you to deepen your engagement as a Corporation member.

2016 DEVELOPMENT REPORT

Suellen Peluso
Fund Development Committee Board Liaison

I am pleased to share the development results with Corporation members and to express sincere thanks to our generous donors and our dedicated volunteers.

Star Island had an excellent fundraising year in 2016. We exceeded our Annual Fund goal for the second year in a row, as well as realizing over \$400,000 in restricted gifts and commitments: close to \$300,000 for the Permanent Trust, \$55,000 in grants and over \$40,000 from our annual events. In addition, we continued our important restoration of the Oceanic Hotel with a grant of \$100,000 from the Land and Community Heritage Investment Program (LCHIP) awarded to Star in late 2015. Gifts and pledges for the upcoming Kiddie Barn renovation project totaled \$110,000. Gifts and pledges for the Shack renovation project (expected to begin in 2018) total \$30,000 to date.

Annual Fund 2016

The Annual Fund total for 2016 was \$499,864, exceeding the goal of \$480,000. The Annual Fund total raised for 2015 was \$471,390. In 2014, the Annual Fund raised \$440,900, and in 2013, \$410,000.

The number of Annual Fund donors increased by 3% in 2016. Donor count is up by 12% since 2014. Fourteen conferences had higher fundraising achievement (pledges and gifts) over the prior year. The average annual gift size was \$367, an increase over 2015 (\$356), and 2014 (\$340). Thank you to our highly skilled and dedicated fundraising Annual Fund volunteers who deserve our appreciation for their excellent work throughout the year, and thank you to all of our generous donors, without whom the Star experience would not be possible

Fund Development Committee

The Fund Development Committee (FDC) is staffed by Pam Smith, Director of Development. The FDC meets nine times a year to discuss development strategy. Members in 2016 were Peter Squires (Chair), Suellen Peluso (Board liaison), Charles Binzel, Suzanne May, Martin Schrage, Caroline Stewart and Carol Weisman, and this year, we welcomed Judy Samuelson. Special thanks go to Chuck Binzel who finished his term in late 2016. Thank you to our dedicated and talented FDC members.

Legacy Society

Members of the Legacy Society have made provisions for Star Island in estate plans such as charitable bequests, charitable remainder trusts, qualified retirement plans, life insurance or other assets. Fourteen new members joined the Legacy Society in 2016. The Legacy Society currently has 238 members. We invite and encourage all Corporation members to consider becoming a Legacy Society member. Please contact Pam Smith or Joe Watts if you have any questions or would like more information.

Grants Received in 2016

Star Island continues to have success in securing grants to help with capital projects and with other needs as identified throughout the year. We are pleased to report to the membership that \$55,000 in grants was received to help support projects related to the Oceanic restoration and for the Green Gosport Initiative. We are thankful for grants received from an anonymous grant funder in the amount of \$25,000, as well as funds from the Land and Community Heritage Investment Program (LCHIP), the McIninch Foundation, the New Hampshire Charitable Foundation and the Putnam Foundation. A special thank you also goes out to conferences and to ISA-UU for their generous support.

Events & Sponsorships

Star Island held many successful off-island events in 2016 reaching hundreds of people throughout New Hampshire. Event revenue exceeded \$40,000 – a 25% increase over \$30,000 in 2015, including ten new corporate event sponsors. These events support Star's commitment of increased outreach and engagement activity, part of the SIC four-year Strategic Map.

Special thanks goes out to Ann Beattie who led talks about the historic Oceanic Hotel throughout the year, and Dave Finkelstein who, for the second year, provided an incredible barbeque lunch for over 250 island guests at our annual Gosport Regatta event.

STAR ISLAND UNITED CHURCH OF CHRIST GREETINGS



Star Gathering Family & Youth Conferences

Debbie Duval, President

Greetings Star Island Community!

This past year Star Island UCC, Inc. continued to focus on offering powerful and enriching programs for our families and our youth, bringing Laity Weekend completely under the SIUCC umbrella, and in partnership with SIC, improving the marketing for our conferences. As in past years, our lens was also focused on making Star financially accessible to as many as possible through our strong financial aid program. Again, this year we were able to provide over \$10,000 in scholarships that allowed many, both old and new Shoalers, to spend time on our beloved island.

Our 2016 conferences were led by the talented and tireless teams of Chris Palazzolo and Chris Gray (SG 1 Family), Sara Garthwaite and Sara Moriarty (SG 2 Family) and Lisa Hunt for Star Gathering Weekend (formerly known as Laity.) We were blessed to welcome Jenn Murray (SG1 Youth) as our Youth Minister. We are incredibly grateful to these teams and our Registrars, Dawn Grobe (SG1) and Cora Fuss (SG2), for putting together and getting us to two amazing weeks on Star.

As mentioned above, after over a year of “dating” with Laity Weekend we are pleased to announce that the relationship is now official and that they have joined SIUCC and its Board. Laity has been a UCC based conference since its conception so this was a natural next step for all of us.

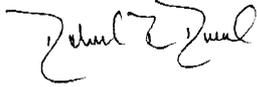
Another new relationship for our Star Gathering Conferences was made with the YES conference as Star Gathering 2 shared the island with them this past summer. With the declining enrollment of our youth, we were happy to have this wonderful option available for our young people. We shared in many intergenerational programs while on Star together and we are looking forward to many more summers with them.

We are both jazzed and grateful that SIC has offered to work more closely with our conferences on marketing in the hopes that we can be the full and vibrant conferences that we once were. We are thankful for the leadership of the staff at SIC as well as our own Jenny Giering, Janet Legro and Kris LoFrumento. This team, with the help of some generous professionals, will be filming a video this summer that we can't wait to use to engage others in coming to Star.

None of the above would be possible without the incredibly strong and dedicated Board of Directors who worked throughout 2016 to support our Registrars and Chairs, conducted the behind the scenes business of running our conferences and worked closely with the Star Island staff. Our current board members are; Bill Giles (Vice President), Bob Giles (Treasurer), Cary Cuiccio (Clerk), AJ Dickerman, Sarah Drummond, Sean Fuss, Jenny Giering, Chris Gray, Lisa Hunt, Janet Legro, Keri Mattaliano, Steve Merrill, Julia Pickett, Jane Seymour, Neil Simister, Elliott Stratton and Sam Young.

In closing, I would like to thank Joe Watts, all of the staff at SIC, the SIC Board, and the Pels who tirelessly support and take care of us, both on and off the island, all year long. It is always a privilege and a pleasure to work alongside these talented and dedicated people.

Blessings and Peace,

A handwritten signature in black ink, appearing to read "Debbie Duval". The signature is written in a cursive, flowing style with some loops and flourishes.

Debbie Duval
President, Star Island United Church of Christ, Inc.

ISLES OF SHOALS ASSOCIATION – UNITARIAN UNIVERSALIST, INC. GREETINGS

Hello Friends,

The Isles of Shoals Association (Unitarian Universalist), Inc. is the current form of the Isles of Shoals Unitarian Summer Meetings Association, founded in 1897 for the purpose of organizing the first conferences on Star Island. In 1915, members of the ISA-UU set up Star Island Corporation to purchase Appledore and Star Islands. Last year we were excited to join the SIC in continuing our Centennial Celebration, and planning our next century together.

The ISA-UU is proud of its support to the Star Island community. Our association makes substantial financial contributions directly to SIC annually to help defray operating expenses. We also directly support individual conferences through grants, give grants to clergy attending Star Island for the first time, and often fund sudden, unbudgeted needs. We fund annual enhancements and island amenities such as new rocking chairs, rowboats, sports equipment, musical instrument refurbishments and the like. In 2016, we provided materials and labor to reroof the Well House, this year we will be providing labor to raise a new Summerhouse. Please visit our website and Facebook pages for more information on volunteer opportunities.

The most visible part of our work is the running of the Shops on Star – the Gift Shop, the Bookstore, and the Lobby Store. These shops are a vital part of the fabric of island experience, as well as the generators of funds for Star Island. Last year, our total sales were very nearly \$187,000, and the profits from these sales were returned as grants, gifts, and other monetary benefits to the SIC. When you are not “on island” please visit our website for online shopping, at www.shopsonstar.org.

The ISA-UU is a repository of talent and experience at the service of Star Island. We encourage you to participate through your membership and volunteer activity. Please consider joining us for a volunteer weekend or a volunteer week working in the Shops on Star.

The ISA-UU is a membership organization. Our members pay (very nominal) dues, and elect a board and officers at an annual meeting held during the first weekend in November. More information is available at our website, www.shoals.org.

This year, 2017, has a deep and rich meaning to all of us. The ISA is the parent organization of the Star Island Corporation, so we are now straddling our third century. What began as an organization that arranged a conference for a few hundred people in 1897 has morphed into a corporation that hosts thousands of people over a four month season. We’re happy to see our child celebrate a 100th birthday!

Friends, we stand today on the shoulders of giants. We are here because our ancestors, for 120 years, have had a vision and cared to nurture it. We live among the gentle spirits of the thousands of members before us, gone from our eyes, but here in spirit. Their voices, their thoughts, their dreams are with us, and ever evident through us.

These were people of vision and tenacity. They were able to keep a candle lit in in storm of

uncertainty, of fiscal distress, during four war years that kept us off our islands, of hurricanes, failed water systems, economic declines and changing demographics. They fought hard to keep their candle lit.

And so we continue today. Now we enjoy perhaps the brightest aspect of our history. We have a professional, highly motivated and capable staff. We have a robust Star Island Corporation membership, with engaged and productive committees. We have a mindful and committed Board of Directors. We have a modest financial footing. We have a beautiful island in ever improving condition. And, most importantly, we have each other.

But still, still friends, we have our brightest and most important days ahead. We live in an increasingly divided and contentious world, one of polarization and socially acceptable hostility. To be ourselves, to have each other in this modern civil war is a blessing and a privilege we should rightly celebrate. Today, we have each other, we have our islands, because people cared before us, and as we care now. In 1896, in 1916, there were scores of places like Star, formed in an optimistic idealism that dared imagine a better world, a higher way of thinking, a different way of living. Today, in 2017, only a very few remain, and of those, Star Island is prominent.

Friends, therefore let us tend well this garden which we love. Let us wisely and carefully protect and nurture this haven of peace and understanding in this uncivil world. Let us keep our candle lit, let us shine a beacon, a chapel lantern of hope, of beauty, of truth, from our small island in the Atlantic, and may this light shine to every soul that sees it, for now, and for the next 100 years!

SHINE ON, STAR ISLAND!!!!

In the Spirit of the Shoals,
Tom Coleman

Tom Coleman, President, 1st Vice President- Nate Soule, 2nd Vice President- Patricia Coleman, Treasurer – Steve Whitney, Membership Secretary – Emily Cann, Secretary – Kyle Belmont, Nominations Chair – Hally McGehean

Directors – David Brown, Teri Brown, Emily Cann, Rebecca Emerson, Tara Kelly, Meg LeSchack, Hally McGehean, Linda Porcelli, Marlene Smurzynski, Tom Smurzynski, Patricia Washburn, Joan Cummiskey (Director Emeritus)

MINUTES OF THE ANNUAL MEETING OF THE STAR ISLAND CORPORATION

at the First Congregational Church
Holliston, Massachusetts

Saturday, April 30, 2016

Pursuant to notice, the Annual Meeting of the Star Island Corporation (SIC) was held at the First Congregational Church in Holliston, Massachusetts, on April 30, 2016, at 12:45 p.m. The meeting was attended by 159 members of the Corporation, as well as SIC staff and interested members of the Star Island community.

Call to Order and Welcome: Sharon Kennedy, President of the Star Island Corporation, presided and called the meeting to order at 12:49 p.m. She warmly welcomed the Corporation members to the Annual Meeting, noting that it was a beautiful day to be together. Sharon thanked the Holliston church for their kind hospitality in allowing the Annual Meeting to be held, for the second straight year, in this beautiful and historic church. Sharon thanked the Corporation's staff and volunteers for their thorough preparations for today's Annual Meeting and special events, and noted that Tom Kennedy would be the "parliamentarian" for the afternoon meeting.

Invocation. The Reverend Chris Holton Jablonski gave the Invocation. Reverend Jablonski and his wife, the Reverend Lauren Smith, are the co-ministers of the South Church Unitarian-Universalist, in Portsmouth, and continue to serve a ministerial function for the island. After encouraging a few moments of meditation and personal prayer, Chris ended his invocation with "Precious powerful source of all life... sweetest truth that we can muster...our rich stream of history-our moment to build on rich legacy, thanks for this day, Amen."

Introductions, Appreciations and President's Report: Noting that this would be her last Annual Meeting as President of the Board of Directors, Sharon thanked the Board for their support and friendship. Sharon introduced her fellow Board members. In addition to Sharon Kennedy, the Board is comprised of the following:

Lisa Braiterman	Josh Davis	Suellen Peluso
John Bush, Treasurer	Nick Dembsey	Sally Russell
Tom Coleman	Debbie Duval	Mary Trudeau, Clerk
Erik Cordes	Gary Kunz, Vice President	Jordan Young

Sharon thanked the various Chairs of Board and Operating Committees, noting the seemingly boundless amounts of time and talent devoted to the Corporation, and reminding the Corporation that the Board could not function without the support of their committees. The following is a list of 2015 Committee Chairs:

Gary Kunz	Membership Committee
John Bush	Finance Committee
Sally Russell	Personnel Committee
Nancy Miller and Jan Prochaska	Nominating Committee
Peter Squires Laird Kelly and	Fund Development Committee

Nick Bresinsky	Committee on Appointments
Dick Case	Strategic Facilities Committee
Roger Kellman	Property Standards Committee
Meg McVey	Rutledge Marine Lab Committee
Irene Bush	Island Heritage and Artifacts Committee
Dr. Sean McCloy	Health Committee
Mark Woolley	Conference Services Committee
Ann Beattie	Outreach and Engagement Committee

She thanked the members of the Permanent Trust, noting that their diligence and work continues to ensure the success of our investments. Our endowment continues to be managed safely, and grows under the guidance of Chair Jon Skillman and the rest of our Trustees. It continues to support our operating budget every year with an appropriate contribution. Sharon called out the ISA-UU and SIUCC organizations for their unwavering support of the island, and lastly called out the exceptional devotion and exemplary performances of the year-round staff.

In what would be her last “Presidential Address” Sharon spoke of the legacies of Brad Greeley and Russ Peterson, noting that she had gained a better view of leadership from Brad and learned to be a team player from Russ. She noted that her tenure as President of the Board of Directors coincided with Joe Watts’ appointment as CEO, and praised his leadership and increasing engagement with the Seacoast community.

Taking the opportunity to review the past year, Sharon noted that we find ourselves with not only a healthy operating gain, but full conferences with happy conferees. She noted that over 400K dollars had been invested in facilities this year, and noted that this reflected the combined impact of grants; the success of the Annual Fund, and huge amounts of volunteer effort. She reminded the Corporation that we hosted a very successful Gosport Regatta, the well attended Starry Night event and other fun events over the year. Sharon reflected on the successes of the Green Gosport Initiative, noting that we have made significant reductions in our dependence on fossil fuels. Our solar energy system has been a success, providing over 60 percent of our energy needs and generating terrific publicity for the island along the Seacoast.

Noting that the Seven to Save designation, from the New Hampshire Preservation Alliance, was a huge honor and could lead to increased financial support through grant funding, she thanked the staff for their efforts to ensure the relevance of Star Island in the community. Sharon praised Ann Beattie’s Star Island lecture circuit, noting that events continue to be well attended and that the outreach to the Seacoast community is important.

Reminding the Corporation that 2016 represents the final months of the Centennial Year for the Corporation, she noted our increasing commitment to financial and physical accessibility. Sharon noted that our needs will continue, and that we will continue to need to fund efforts to preserve and protect our “Spirit’s Home”. She urged Corporation members to consider joining the Legacy Society, noting that we need to continue to broaden our reach throughout our community. Urging members to attend a conference, she stated the importance of filling beds towards keeping the island solvent and relevant in our lives.

Sharon noted that as our current strategic plan culminates this year, the Strategic 2020 Plan is an

ongoing project, and she encouraged members to participate in shaping the future of the island. Sharon concluded her remarks with an acknowledgement of the generosity, stewardship and financial support of the membership, and a tearful thank you for the support given to her over the past nine years of service.

Approval of 2015 Annual Meeting Minutes. Sharon called on Mary Trudeau, Clerk of the Corporation, to ask for approval of the minutes of the 2015 Annual Meeting.

It was thereupon **moved, seconded and voted** to dispense with the reading of the minutes.

It was **moved, seconded and voted** to approve the minutes of the Annual Meeting of May 2, 2015, as written.

Recognition of Transitions (Births, Deaths, Marriages). On behalf of the Corporation, Erik Cordes asked that the membership take a moment to commemorate significant life events within the Shoaler community over the past year.

Marriages

Maria Getoff & John Cook
Ben Kunz & Anna Mueller
Bethany Russell Lowe & Bryan Russell

Births

Stanley Chojnacki
Lucas Andrew Dickerman
Orion James Elzee
Cassidy James Dowdall-Fowler
Aliyah Beatrice Jablonski

Amelia Angelina Maji
Grey Arlen O'Donnell
Sophia Scott
Scotia Olive Towne
Emma June Tripp
Logan Ulysses Vega

Deaths

Thea Braiterman
Charlotte "Cha" Brewer
Roy Cook
Herb Emers
Scott French
Dot Glaser
Betty Hoskins
Rev. Dr. Peter Meek

Debby Merritt
Bert Miller
Lou Mitchell
Edith Pierson
Brooks Rice
Warren Simard
Ellen Greeley Bryant Warren
Nancy "Joan" Wiggin
Peter Williams

Report of the Membership Committee and Action. Gary Kunz, as Chair of the Membership Committee, thanked his committee members for the diligence and dedication of vetting and submitting candidates for membership in the Star Island Corporation. This year, the committee consisted of: Miriam Coe, Ben Cordes, Jesse Lore, Diane Parsons, Robby Pletz and the Reverend Nancy Wood.

Gary also thanked Nancy Meyer and Brook Cordes, whose terms ended this year, for their history of service on the committee.

Noting that the committee is continuing to review the practices and procedures of the new member process, Gary reported that it is likely that the committee will be recommending changes and improvements to the processes, to the Board of Directors for their action. The two items under consideration includes a change in the date of the beginning of the terms for the Membership Committee to align with the other Bylaws Committees, with a starting and termination to coincide with the Annual Meeting date. The second item for consideration is the possibility of allowing for self-recommendation for membership to the Corporation. Gary noted that concerns or comments on either of these changes can be addressed to the Membership Committee.

Based on the efforts of the committee, Gary presented a list of (15) fifteen potential new members to the Corporation. The nominations were as follows:

Geoff Attardo	David Carnes, III	Meg Gurley
Nicholas Baudler	June Cerveny	William Knox
Terri Behm	Leon Dunklee	Allen Kone
Noah Braiterman	Karen Ellis	Karen Mairs
Stephen Caldwell	Margot Fleishman	Fiona Monllor

Based on a motion to accept all (15) of the proposed candidates for membership in the Star Island Corporation (with no “second” required) the Corporation voted unanimously to approve the motion.

Bylaws Review and Report. Gary Kunz reviewed several proposed changes to the Bylaws of the Corporation. The changes have been discussed by, both, the Ad-hoc Bylaws Review Task Force and the Board of Directors.

Under Article II – Membership, Section 1, change the following sentence:

“The members of the corporation shall be those persons duly elected an serving as members on March 15, 2002”

To:

“The members of the corporation shall be those persons duly elected and serving as members on April 30, 2016”

Under Article VI – Standing Committees, Section 2 delete the following sentence:

“In 2002, the member of the membership committee shall be appointed to staggered terms of one, two or three years.”

Delete the first word of the next sentence, and its associated comma, **“Thereafter”**, as it is no longer necessary, and capitalize the word **“Member”** as it will now be the first word in the sentence.

Under Article VI-Standing Committees, Section 4, subsection (b) delete the following sentence:

“In 2003, the six elected members of the nominating committee shall be evenly divided into staggered terms of one, two and three years.”

Delete the first word of the next sentence, and its associated comma, **“Thereafter”**, as it is no longer

necessary, and capitalize the word “**Three**” as it will now be the first word in the sentence.

Noting that the Board of Directors supported these changes for the reasons outlined above, Gary urged the Corporation to consider the changes as proposed.

Appledore Update: Sharon Kennedy took the opportunity to update the Corporation on the status of Appledore. Noting that we are in year ten of a twenty five year lease to the Shoals Marine Lab, we remain in good shape with the rental income helping to finance the conference center on Star Island, and the relationship between the Corporation and the Shoals Marine Lab is strong and collaborative. Sharon reported that the Trust for Public Lands has approached Star Island and is engaged in discussions concerning the protection of Appledore Island. The Board has established a working group to review options for the stewardship of Appledore. Sharon reminded the Corporation that they are the final authority over the future uses of Appledore.

Greetings and Reports: Affiliated Organization Presidents. Debbie Duval, President of the SIUCC reported that her Board is actively working to facilitate and improve attendance at conferences. Noting that “shared weeks” were being used to boost attendance, Debbie reported that the new partnerships are exciting. YES Conference is working with the Star Gathering 2 youth committee to form a singular conference experience. Laity Weekend is being incorporated into the Star Gathering calendar, and attendance is rising within the UCC weeks. Debbie noted that the SIUCC was able to provide 10K dollars in financial assistance, enabling additional conferees to attend this summer.

Tom Coleman was not in attendance, and in his stead, the ISA-UU was represented by Steve Whitney. Steve greeted the Corporation with a “Happy Birthday” shout out to commemorate the centennial year. Steve noted that Star Island is straddling its third century, and has hosted literally thousands of guests since 1916. The ISA-UU continues to be a successful organization, and Steve noted that through the proceeds of the Shops on Star, 50K dollars has been dispersed in both grants and unrestricted gifts. Steve noted that after a successful 2015 season, the ISA-UU will be donating 20K dollars to Star Island this spring. This exceeds the traditional spring gift of 15K dollars.

Financial Report. John Bush, Treasurer of the Corporation, presented the financial report of the Corporation. Offering a quick summary, John celebrated the 100K dollars of operating income in 2015, and noted that capital improvements during the year approached 370K dollars. John reported that grants received over the past year resulted in a 200K dollar increase in operating income. These monies will allow the SIC to propose approximately 480K dollars in capital improvements in 2016.

John mentioned that the wastewater treatment plant is at the end of its lifecycle, and that a new treatment plant will require 1M dollars in funding. Some part of the funding can be collateralized by the Permanent Trust, but the source of the remaining amount has not been determined. John noted that a portion of the financing may need to come out of the operating budget. John transitioned his comments towards a reflection of the ongoing five year financial plan, noting that work is ongoing and going well.

Questions from the Corporation included queries on the use of grant income. John reported that the grants are recognized as income, but used for capital improvements. In response to a second query, John reported that there is no line item for the Green Gosport initiative, and that expenses associated

with the solar array and other features of the program are spread out in the operating budget. Income received towards the initiative is reported under restricted assets.

Report of the Permanent Trust: As Jon Skillman was in Luxembourg, Nick Dembsey presented highlights of the report of the Permanent Trust. Noting that there were some losses in the tumultuous markets of 2015, the Trust remained steady and was able to appropriate 159K dollars to the operating budget. Nick noted that the Trust has expressed a willingness to discuss collateralization of loans for the wastewater treatment project.

In line with our affiliated organizations, the UCC and UUA, the Trust adopted a fossil fuel divestiture policy for socially responsible investing. The Trust continues to express trust in Wilkins as our financial advisors, noting that we now have a twenty year relationship with these financial advisors. In summing up his remarks, Nick reported that contributions to the Trust this year were approximately 100K dollars, and that these funds will be helpful in preserving our mission.

Report of the CEO (Joe Watts). Sharon Kennedy introduced Joe Watts to the membership, noting that Joe continues to be an “extraordinary” CEO, and reporting that she had enjoyed their partnership during her terms as President of the Board of Directors. Joe thanked Sharon for her good work, and noted that it had been an honor to serve as CEO under her tenure. Joe remarked upon Sharon’s positivity and noted that the island is better off for her efforts.

Joe began his remarks by noting that 2015 represents a great time for Star Island. He reminded the Corporation that the Centennial year is in full swing, and that the celebrations will continue throughout the summer. Joe welcomed new members to the Corporation meeting, and thanked several people for their work on the meeting. Noting that Linda and Greg Schumacher were members of the Holliston church, he thanked them for their efforts in procuring the facilities for today’s meeting.

Joe asked members of his staff to rise, and stand before the Corporation, and those in attendance included:

Kyle Belmont	Justina Maji
Kate Brady	Ally Miner
Mike Bray	Lisa Santilli
John Bynum	Pam Smith
Jack Farrell	Roger Trudeau
Chris Holton Jablonski	

While not present, Joe thanked Pat Ford, Jason Knight, Kristen Simard and Lauren Smith for their contributions, as well.

Joe noted the recent passing of Warren Simard and Edith Pierson, noting that he continues to value their presence in our island community.

Joe gave the Corporation members a brief look at Star Island through the “numbers”. Buoyed by recent grant successes, Joe noted a 25K dollar contribution to the Green Gosport Initiative from an anonymous grantor who asked the island to apply for a grant. He recounted over 10K volunteer hours donated to the island and enumerated 700K dollars in total donations to the island this year. Noting that we have

raised our profile in the UCC and UU communities, he thanked members for being good ambassadors for the island.

Joe asked the audience for questions on any of the reports given today and received several queries from the audience. In answering Meg LeSchack's question on affordability, Joe noted that the SIC made 22K dollars in scholarship funds available, in addition to those funds contributed by various conferences.

Kitsy Winthrop noted the need for planning for the impacts of global warming on Star Island, and asked how the island is preparing for global climate change. Joe reminded the Corporation that the Green Gosport Initiative is designed to be a "beacon" in the world for sustainability, and that global warming will be included in the 2020 Strategic plan being prepared this year. An additional comment from the audience noted that the EPA is working to prepare "adaptation plans" and that the island could model its efforts on these templates.

Tom Griffiths asked the fourth question about the annual costs to maintain and operate our wastewater treatment facility. Noting that the current system is 20 years old and fully depreciated, Joe described an annual operation cost of approximately 50K to 60K dollars. Noting that this number did not include indirect costs such as electricity, Joe added that further analysis would be needed to produce a more exact annualized cost.

The final question, from Brad Greeley, asked about the spending proposed for the 25K dollar grant towards the Green Gosport Initiative. Joe noted that 15K would be put towards the solar array costs and the remainder used to purchase energy efficient kitchen equipment and fund a sustainability intern.

Breakout Sessions on Strategic Planning: After a short break, Corporation members participated in one of four strategic planning topics for breakout discussions: Community; Economic; Environmental; and Stewardship. Each group was tasked with reviewing draft goals and objectives, for use in the preparation of the 2020 Strategic Plan currently being developed by the Board. After 45 minutes, the following reporting was brought back to the meeting:

Community: Mary Trudeau presented the issues discussed by the group, noting that hospitality, inclusivity, shared purpose and amenities were discussed. Comments generated in the discussion included the need to welcome and incorporate new Shoalers as soon as they reach the island. Other points included the need for affordability and the relationship between affordability and economic diversity within our community. The group noted that despite the individuality of each conference, it is important to maintain a one island mentality.

Environment: Erik Cordes summarized the group's discussions by stating that the island represents the interconnected web of existence, and that we have the opportunity to be a model community. He reported that climate change must be a component of the 2020 plan, and that ecological monitoring; high tide monitoring and quantitative measureability should be a goal. The Green Gosport Initiative, and the corresponding reduction in fossil fuel usage, was agreed to be a key component of the environmental goals.

Economic: Nick Dembsey reviewed the discussion held by his group, noting that vitality and building wealth are the cornerstones of economic security. Risk planning; Yankee thrift and the need to determine cost effectiveness were considered, noting that lowering our debt level and growing our

Permanent Trust are tactics towards financial security. Nick reminded the Corporation that we are a mission driven entity, and need to correlate our objectives and tactics to our mission.

Stewardship: Jordan Young summarized and presented the discussion of the Stewardship group. Noting that we need to strike a balance between thrift and stewardship, the group discussed ways of connecting with other island communities and increasing the commitment of our membership. Climate change and proactive planning, in conjunction with historical preservation were considered, and the group noted that balancing these agendas can be complex. Again, the one island mentality was seen to be an important feature of the stewardship component of the strategic plan.

Facilities and Development Update: Jack Farrell and Pam Smith presented these reports to the Corporation. Jack began by noting the commonality of the two reports: sustainability. Both a successful development program and a comprehensive facilities management plan are needed to ensure sustainability on the island.

Jack thanked Dick Case for his continued efforts with the operation of the solar array, noting that in 2012, the island used over 20K gallons of diesel to power the island. In 2015, the island used only 5.8K gallons to run the same level of operations. Jack noted that his goal is to bring our consumption of diesel to 2K gallons per year through the continued successes of the Green Gosport Initiative.

Noting that facilities work continues, Jack reported that the pier improvements, alone, required 92K cubic yards of concrete. The truck trestle was rebuilt, and in addition to creating a structurally sound foundation, the decking was artistically laid in a star pattern.

Pam Smith reminded the Corporation that Development funds the facilities work! The Annual Fund goal of 465K was exceeded in 2015, with a final tally of 471K dollars for the year. The island also received 90K dollars in targeted gifts, and an additional 100K towards the Permanent Trust. The LCHIP grant was a 100K dollar award which built upon our past record of managing our grants successfully.

Pam noted that outreach, through Ann Beattie's lecture circuit, the Regatta event and Starry Night continue to raise our profile throughout the Seacoast community.

Jack reviewed the improvements to the exterior of the Atlantic House. While some of the improvements were required by our agreement with the Rye Fire Department, Tom Mansfield provided an aesthetically appropriate design for the enclosed access and egress addition. Work on the Atlantic tower required pouring 7 cubic yards of concrete in windy March weather. The renovations of the 3rd and 4th floor tower bathrooms have included new and additional fixtures, rebuilt floors and completely replaced plumbing. Jack noted that the replacement of the sanitary sewer lines revealed greatly reduced diameters due to accumulations and deposits of minerals and other materials. Jack noted that the Oceanic 2nd floor bathroom will also be renovated, and that the work is anticipated for this upcoming fall close up season.

Pam reviewed the 2016 Annual Fund drives, noting that the goal is 480K dollars. This does not include an additional goal of 30K for grant monies nor does it include a goal of 115K in restricted gifts (for projects such as the Kiddie Barn; kitchen improvements; and the Green Gosport Initiative.) While discussing the Annual Fund, Pam reminded the members that this fund is used to sustain the island

through defraying salaries; subsidizing room and board for all conferees; and funding improvements to the facilities.

Jack discussed the proposed replacement of the wastewater treatment facility (WWTF). Noting that the design is close to finalized, the permitting of the project is likely to begin this year. The proposed system incorporates a technology, new to the United States, but used throughout Europe which incorporates a bioreactor membrane. The system will allow use of portions of the existing infrastructure on the island and will allow for reuse of treated effluent in toilets and for irrigation. While the system requires a new building to house the membranes, the new system requires less human input and monitoring, as well as lower fuel consumption through reduced electrical demand.

Pam Smith thanked the Fund Development Committee, noting that their efforts supported her during her first year on the island staff. In particular, she noted that Peter Squires has done a wonderful job of coordinating efforts across the conferences.

Action on Reports: Sharon Kennedy asked the members to accept the reports given this afternoon and included in the member packets distributed prior to the meeting. These included: Membership Committee; Bylaws Review Report; reports from the ISA-UU and SIUCC; Financial Report; Permanent Trust Report; CEO Report; and the Development and Facilities Reports.

Upon a motion duly made and seconded, the Corporation

VOTED To accept the reports of the Membership Committee; Bylaws Review Report; reports from the ISA-UU and SIUCC; Financial Report; Permanent Trust Report; CEO Report; and the Development and Facilities Reports.

The vote was unanimous in favor of the motion with no objections or abstentions.

Proposed Changes to the Bylaws: Gary Kunz discussed the proposed changes to the bylaws of the Corporation, noting that the changes had been reviewed and approved by the Board. The draft of the proposed changes was also included in the meeting packets sent to each Corporation member. (note: the full transcript of changes is found earlier in these minutes, in the Membership Committee report).

Upon a motion duly made and seconded, the Corporation

VOTED to approve the changes to the bylaws as recommended by the Membership Committee, approved by the Board of Directors and mailed to all Corporation members.

The vote was in the affirmative, with a single opposition and no abstentions.

Recognitions:

Corporation Members – Years of Service: Sally Russell thanked the Corporation members for their years of service. Noting that many members serve for extended periods of time, she recognized Elsa Peterson and Torvy Hurd for more than fifty years of service on the Corporation. Sally asked members to rise off their seats in response to her reading of years of service.

Volunteer Group Recognition: John Bynum presented the Volunteer Group Recognition award to the gardeners who volunteer their time and talent to beautify the island with indigenous plants. Noting

that the group is spearheaded by Diane Parsons, John described the group's efforts to plant, prune, mulch and care for the plants that characterize our landscape. John noted that the volunteers follow in the footsteps of a legacy of gardeners, including Pam Dorr, Ginny McGill and Edith Pierson.

Bringer of Light Award: Sharon Kennedy described the Bringer of Light award this year as the acknowledgement of sometimes quiet but always faithful service to the island by this year's recipients. The award celebrates our heritage of volunteerism, and is only given to those individuals who exceed the norm in their devotion and service to the island. This year's recipients, Meg and Dick LeSchack are long-time Shoalers who have been coming to the island for decades. Originally a member of the All Star Conferences, Meg met Dick in Cambridge, Massachusetts and brought him to LOAS as a new Shoaler. Dick passed the Shoaler test, and became an island regular. Both Meg and Dick are former Board members. Meg served as Clerk of the Corporation for several years, and Dick was president of ISA-UU and earned a seat on the Board of Directors through this service. Meg and Dick were chairmen of the 1980 LOAS conference, as well.

Board Members Completing Their Service: Sharon Kennedy noted that **Sally Russell** has completed her seventh year on the Board, and will be leaving the Board after today's meeting. She thanked Sally for her professionalism and her friendship. Sharon noted that a successful Board is a mosaic of skills that create a governance body for the island. She noted that Sally's strengths lie in developing process before goal setting. Her work on the Task Force on Committees gave structure to an amorphous conglomeration of volunteers and procedures. But, perhaps her most important work lay with her commitment to keeping Star Island financially accessible to a diverse community of Shoalers. Her work on the committee to determine equitable and appropriate awards has allowed many Shoalers to continue to attend conferences.

Gary Kunz took the opportunity to thank **Sharon Kennedy** for her nine years of service on the Board. Noting that she joined the Board in 2007, the year the island almost didn't open, Sharon has been an integral part of the subsequent successes of the SIC. From working to create efficient staffing of the island, to promoting an overview of the facilities, Sharon has promoted a vision of sustainability for Star Island. Sharon understood the importance of increased visibility amongst the Seacoast community, and was a force behind encouraging relationships beyond the island. Sharon provided purpose and direction to the Board through her leadership as President, exhibiting patience, humor and respect for her fellow Board members. She is a hard worker, and can stay focused and on point through any number of divergent paths a conversation or discussion may take. Sharon has poured her heart and soul into the SIC in her tenure, and is the epitome of power meets grace.

Star Island Legacy Society: Peter Squires thanked Pam Smith for a fabulous first year as the Director of Development for the island. He noted the success of the Annual Fund in 2015, and that he anticipates an even more fruitful 2016. Peter spoke of the importance of the Legacy Society in the island development program. Peter stated that there are currently 258 members of the Legacy Society (Shoalers who have left a portion of their estate to the island) and that he would like to increase that number by 50% over the next few years.

Report of the Nominating Committee and Action: Nancy Miller, representing the Nominating Committee noted that the committee has nominated (3) members to the Board. The nominations are as follows:

Roger Kellman (for a first, three year term);
Louise Williams (for a first, three year term);
Suellen Peluso (incumbent for a third, three year term).

The committee has also requested the reappointment of two members who were due to be reappointed in 2015:

Erik Cordes (for a second, three year term);
Nick Dembsey (for a second, three year term).

The committee made the following recommendations for the position of Treasurer and Clerk:

Mary Trudeau (for a second, one year term);
John Bush (for a sixth, one year term).

The committee made the following recommendations for the Permanent Trust:

Elizabeth Erickson (for a first, five year term);
Nick Dembsey (to fill a vacancy in a two year position from 2015 to 2017),

Sharon Kennedy thanked Nancy for her committee's good work, and asked for any nominations from the floor. Hearing none, Sharon asked for a motion to close nominations. Based on this motion, the Corporation

VOTED to close nominations for the Board of Directors, the Treasurer, the Clerk and the Permanent Trust positions.

The motion was passed unanimously by the Corporation with no abstentions.

Based on a motion made and seconded, the Corporation

VOTED to approve the recommendations of the Nominating Committee for the positions on the Board of Directors; the Treasurer; the Clerk and the Permanent Trust.

The vote was unanimous by the Corporation with no abstentions.

Special Nominating Committee Report: Jordan Young presented the recommendation of the Special Nominating Committee to appoint Will Emmons to the Nominating Committee. Based on a motion duly made and seconded, the Corporation

VOTED to approve the recommendation of Will Emmons to a position on the Nominating Committee.

The vote was unanimous by the Corporation with no abstentions.

Sharon Kennedy noted that the Special Nominating Committee has also recommended Gary Kunz for the position of President of the Board; and Jordan Young as Vice President. The Board will meet immediately after the Corporation meeting to consider these recommendations and to elect the officers of the 2016 Board of Directors.

Ratification of the Boards Actions and Technical Motions: Mary Trudeau noted that a Clerk's

summary of the Board's actions for 2015 had been included in the packet for Corporation members. The summary lists any and all votes and actions taken by the Board over the course of the year. Based on a motion duly made and seconded, the Corporation

VOTED to ratify and approve all acts of the Officers and Directors of the Corporation since the last Annual Meeting as disclosed in the minutes and other Corporation records.

The Clerk further moved that the Treasurer, the President of the Corporation, and the Chief Executive Officer of the Corporation be authorized to sell and endorse for sale certificates of stock and registered bonds standing in the name of the Corporation. The motion was seconded and the Corporation

VOTED to approve the authorization of the Treasurer, the President of the Corporation, and the Chief Executive Officer of the Corporation to sell and endorse for sale certificates of stock and registered bonds standing in the name of the Corporation.

The motion passed unanimously, with no abstentions recorded.

Upon a motion duly made and seconded, the Corporation

VOTED to adjourn the Annual Meeting at 16:35.

Submitted by:



Mary Trudeau, Clerk
Star Island Corporation

CLERK'S SUMMARY OF BUSINESS TRANSACTED AT MEETINGS OF THE BOARD OF DIRECTORS

January 1 to December 31, 2016

The Board of Directors generally meets monthly, and receives operational and financial updates from the Chief Executive Officer and Treasurer, along with updates about Development, Facilities and the Pel community. These reports are routinely received into the minutes, and approved by the Board of Directors. To simplify this Summary, this routine vote of acceptance is not included in the summary of votes taken by the Board. All votes reported herein were taken only after being duly moved and seconded, with opportunity for discussion.

The Clerk's Summary that follows is just that – a summary of Board activities during 2016 that does not pretend to capture everything. Brief explanations or short summaries of the Board discussions are noted when clarity requires additional explanation.

Complete copies of recent Board minutes are available online under the members' page (<http://starisland.org/members/>).

January 26, 2016 Meeting of the Board of Directors:

Membership Committee Chair Selection: It was reported to the Board that there has been no success in finding a willing chair for the Membership Committee, and that Gary Kuntz, as liaison, would be acting as Chair until a replacement can be found.

Upon a motion duly made and seconded, the Board voted unanimously

VOTED To appoint Gary Kunz as the acting chair of the Membership Committee

Gary Kunz abstained from the vote and the remainder of the votes supported the motion.

Special Nominating Committee: The Special Nominating Committee is required to convene to nominate a new Board President and Vice President. The Special Nominating Committee for this year is composed of:

Clerk (Mary Trudeau);
President of ISA-UU (Tom Coleman);
President of UCC (Debbie Duval);
Chair of Special Nominating Committee (Suellen Peluso); and
an additional member of the Board of Directors.

Upon a motion duly made and seconded, the Board

VOTED: To appoint Jordan Young to the Special Nominating Committee.

Jordan Young abstained from the vote, and the remainder of the votes were in support of the motion.

Annual Policy Review: The Board reviews the Conflict of Interest and Consolidated Policies on an annual basis. These policies include the Safe Community; Child Protection; Anti- Discrimination; and Anti-Harassment policies of the SIC.

Upon a motion duly made and seconded, the Board unanimously

VOTED to approve the Consolidated Policies and the Conflict of Interest Policies for the Corporation.

February 28, 2016 Meeting of the Board of Directors:

Committee on Appointments Update: The Committee on Appointments recommended the following appointments by the Board:

Mike Ramnarine	Advisor to Strategic Facilities Committee
Bethany Davis Swanson	Committee on Appointments
Tom Smurzynski	Committee on Appointments

Upon a motion duly made and seconded, the Board

VOTED To ratify the above noted appointments recommended by the Committee on Appointments

March 22, 2016 Meeting of the Board of Directors:

2016 Board Goals: The goals identified in the 2016 Plan include development of a 2020 Strategic Plan; continued development of an actionable wastewater treatment plan; continued review of stewardship options for Appledore; continued work on Committees and Bylaws and development of additional benchmarks for measuring “sound fiscal oversight”. Longer term goals were outlined in the memorandum, with Joe Watts noting that we currently have safe community, child protection and anti-discrimination and anti-harassment policies in place. The draft goals were presented in a memorandum included in the Board Packet.

Upon a motion duly made and seconded, the Board:

VOTED to approve the 2016 Board Goals outlined in the memorandum, with a request that the policy goals be changed to reflect the work done to date on the safe community, child protection and anti-discrimination and anti-harassment policies.

Change of Bylaws Recommendations: Gary Kunz proposed several minor language changes, noting that these modifications represented transitional language needed in the 2002 changes approved by the Corporation, and no longer needed in the bylaws. Additionally, he noted that there are two changes that he would like to have reviewed by the Membership Committee. The first change considers self nomination, and the second would change the date of the Membership Committee membership terms to the date of the Annual Meeting.

Upon a motion duly made and seconded, the Board

VOTED to support the bylaw change with respect to the date of Membership Committee appointments revised from December 15 to the date of the Annual Meeting; and to modify the language of the bylaws to remove references to “2002” staggered term descriptions. These changes are to be made as described in the draft document dated “April 30, 2016” and reviewed by the Board of Directors, withdrawing the proposed change in Article II section 2 of “ex-officiis” to “ex-officios”.

Grant Approval: The Board was asked to approval submission of an application for a grant of up to \$25K from the McIninch Foundation to support the Fund for the Oceanic.

Upon a motion duly made and seconded, the Board

VOTED to approve the application for a grant of up to \$25K to the McIninch Foundation to support the Fund for the Oceanic.

Committee on Appointments Report: The committee submitted the nomination of Will Emmons, Sr. to the Nominating Committee, to be forwarded by the Board, to the Corporation members at the Annual Meeting.

Upon a motion duly made and seconded, the Board

VOTED to propose the name of Will Emmons, Sr., as a candidate for the Nominating Committee to be voted on by the members of the Corporation at the Annual Meeting.

April 26, 2016 Meeting of the Board of Directors:

2015 Audit Presentation: The Board reviewed the Berry Dunn audit of the Corporation. The audit did not identify any material weaknesses or make any significant adjustments. While there were minor changes in some of the components within the balance sheets, the numbers remained consistent. Capital projects continue to be offset by depreciation and while there was a 4% increase in expenses this year, the primary basis for this increase were payments for the solar power system. Three comments were made to the Board, and included the security and use of a signature stamp; the improvements made this year in the “segregation of duties” within our accounting procedures; and the resolution of issues associated with account payable reconciliations.

Upon a motion duly made and seconded, the Board

VOTED to accept the Berry Dunn 2015 Audit of the Corporation.

Putnam Foundation Grant Application: The Board was asked to give permission for submission of a grant application to the Putnam Foundation, an organization that funds preservation projects among other things. The grant would be used to fund the Oceanic Fund.

Upon a motion duly made and seconded, the Board

VOTED to approve a grant application to the Putnam Foundation for \$25K of funds to support the Oceanic Fund.

April 30, 2016 Meeting of the Board of Directors:

The purpose of this meeting was to elect a President and a Vice President of the Star Island Corporation, and to, then, authorize Gary Kunz, John Bush and Joe Watts to conduct certain business of the Corporation. The following motion was made, seconded and approved:

VOTED: To accept the report of the Special (Board Officers) Nominating Committee, which reads:

Pursuant to the by-laws of the Star Island Corporation, the Special Nominating Committee nominates Gary Kunz to serve as President of the Corporation and Jordan Young to serve as Vice President of the Corporation, both for one-year terms starting at the first meeting of the Board of Directors following the 2016 Annual Meeting of the Corporation.

Upon motion duly made and seconded, it was voted with two (2) abstentions:

VOTED: To elect Gary Kunz as President and Jordan Young as Vice President of the Star Island Corporation for the coming year.

Upon motion duly made and seconded, with no further discussion necessary, it was unanimously:

VOTED: Be it resolved that Gary Kunz, President; John Bush, Treasurer; and Joseph W. Watts IV, Chief Executive Officer, are hereby authorized to sell, assign and endorse for transfer certificates representing stocks, bonds, mutual funds or other securities now registered or hereafter registered in the name of the Star Island Corporation, a non-profit religious and educational corporation, and be it further resolved that these three, duly elected and appointed, may conduct financial business on behalf of this organization, effective this date.

May 24, 2016 Meeting of the Board of Directors:

There were no actions taken at this meeting of the Board of Directors.

June 25, 2016 Meeting of the Board of Directors:

Membership Committee Liaison Report: The committee continues to work towards improved procedures and criteria for membership in the Corporation, and that work includes several proposed changes in process and criteria.

Upon a motion duly made and seconded, the Board

VOTED to approve the proposed criteria and process for membership in the Corporation, as detailed in the revisions to Article II, section 2 of the SIC Bylaws.

Gift Acceptance: The Board, having discussed the offer of a significant gift with restrictions to be made to the Star Island Corporation in the earlier Executive Session, determined that they were prepared to vote on the acceptance of the proposed gift. This vote is required by the SIC Gift Acceptance Policy. This agreement will be fulfilled with gifts of cash, marketable securities or other property acceptable and made payable to Star Island Corporation. The gift will be managed by Star Island Corporation in accordance with its policies and procedures, as permitted by law, and this agreement shall be governed by the laws of the State of New Hampshire.

Upon a motion duly made and seconded, the Board

VOTED to approve and to authorize Joe Watts, as CEO, to sign the gift acceptance documents on behalf of the SIC for a gift: in the amount of three hundred thousand dollars (\$300,000) over a one and one-half-year period to fund a construction project to preserve and enlarge buildings related to components of the educational mission of the Star Island Corporation.

The vote was unanimous, with Louise Williams abstaining from both discussing and voting.

July 26, 2016 Meeting of the Board of Directors:

Grant Approval: The Board approved the submission of an application for an “Operating Grant” from the New Hampshire Charitable Foundation. The grant is designed to help fund implementation costs associated with an organizational Strategic Plan.

Upon a motion duly made and seconded, the Board

VOTED To authorize staff to apply for an operating grant from the New Hampshire Charitable Foundation for the express purposes of implementing the Star Island Corporation Strategic Plan, with the amount of the grant not to exceed 25K to be used over a period not to exceed three years in duration.

August 28, 2016 Meeting of the Board of Directors:

2017 Board Calendar: The Board reviewed a proposed 2017 Board Calendar, noting that the July meeting is now an official meeting, and that the October meeting will no longer be held in Boston.

Upon a motion duly made and seconded, the Board

VOTED to approve the 2017 Board Calendar as presented.

Personnel Policy: The Board noted that based on the Executive Session held earlier in the meeting, there were two motions to be voted upon by the Board.

Upon a motion duly made and seconded, the Board unanimously

VOTED To adopt a policy of entertaining requests from employees for periodic leaves of absence on a case by case basis.

Upon a motion duly made and seconded, the Board unanimously

VOTED To approve a leave of absence during the summer of 2017 for Joe Watts, CEO of the Star Island Corporation. This leave is to include an additional 4 or more weeks of paid leave, subject to the Board President; the Chair of the Personnel Committee; and the HR Consultant developing an agreement and arrangement for leadership, subject to final approval of the Board.

Committee on Appointments: Based upon a recommendation from the Committee on Appointments, and upon a motion made and seconded, the Board

VOTED to appoint Jean Stefanik as Chair of the Property Standards Committee.

September 27, 2016 Meeting of the Board of Directors:

Budget Planning Guidelines: The Board reviewed the Proposed Budget Guidelines for 2017, as well as a 2017 Budget Timeline (draft of 9-7-16) noting that this document clarifies the work program for staff in developing a budget. Specifics in the guidelines include Room and Board increases designed NOT to impact families. The consensus of the Board was that this strategy was appropriate.

Upon a motion duly made and seconded, the Board unanimously

VOTED To approve the Budget Guidelines and Timeline, as amended at the September 27, 2016 meeting.

Grant Approvals: Joe Watts asked that the Board approve a grant application to the Angell Foundation for a grant of up to 50K dollars to fund attendance at the Star Gathering 1 and Youth Empowerment and Spirituality youth conferences, and to encourage staff members from other nonprofit agencies to attend conferences.

Upon a motion duly made and seconded, the Board unanimously

VOTED To approve a grant request to the Angell Foundation for up to 50K dollars to fund attendance at youth conferences and encourage staff members from other nonprofit organizations to attend conferences.

2020 Strategic Plan: The Board reviewed the final draft of the 2020 Strategic Plan. The Board discussed an objective in the Community section which stated “Develop Financial Strategies to Ensure Star is Affordable to All”. After limited discussion, the Board agreed that this objective was adequately represented in the Economic section of the Plan, and should be omitted from the Community section of the Plan.

Upon a motion duly made and seconded, the Board unanimously

VOTED To approve the 2020 Strategic Plan, with the omission of an objective concerning affordability from the Community section of the Plan.

October 25, 2016 Meeting of the Board of Directors:

Conference SORI Policy: The Board reviewed the current policy of recommending that conference leadership conduct SORI checks on any Shoalers working with children. Noting that many conferences currently follow this recommendation, the Board discussed the need to mandate this review for the remaining conferences. Stating that it is important to protect our youngest Shoalers, the Board agreed that the SORI checks should be mandatory for any conference with a children’s program.

Upon a motion duly made and seconded, the Board

VOTED to institute a policy requiring leadership of conferences or other groups to conduct SORI checks on any adults involved in formally sponsored youth, or child, care for minor children. Compliance shall be confirmed in writing by the conference or group in advance of the conference, and by April 1, 2016.

Committee on Appointments: The following nominations of the Committee on Appointments were submitted to the Board for approval:

Committee on Appointments

Patricia Coleman for a second three-year term starting in 2017

Nick Bresinsky for a second three-year term starting in 2017, serving as co-chair

Property Standards Committee

Rebecca Armstrong for a second three-year term starting in 2017

Strategic Facilities Committee

Richard Case, extending his service as chair for one year (2017)
Katy Weeks for a second three-year term starting in 2017
Dan Williams for a second three-year term starting in 2017
Drew Martin, Mark Adams, Mike Ramnarine extending service as advisors for one year (2017)

Personnel Committee

Mark Spisto for a second three-year term starting in 2017

Upon a motion duly made and seconded, the Board reviewed and

VOTED to approve the appointments nominated by the Committee on Appointments.

November 19, 2016 Meeting of the Board of Directors:

The Board reviewed the votes taken in Executive Session earlier in the day. The first vote taken was to approve the Acting CEO Agreement between Dave Boynton and the SIC for the period of time between June 25, 2017 and August 20, 2017.

Upon a motion duly made and seconded, the Board

VOTED To approve the Acting CEO Agreement between Dave Boynton and the SIC for the period of time between June 25, 2017 and August 20, 2017.

The second vote taken in Executive Session was to approve the Summary of Understanding for Joe Watts 2017 Extended Time Off Period.

Upon a motion duly made and seconded, the Board

VOTED To approve the Summary of Understanding for Joe Watts 2017 Extended Time Off Period.

2017 Budget Presentation: Room and Board Rates: The Board reviewed the Room and Board rates proposed in the A, B, and C budgets. Each of the budget options presented to the Board offered various room rate increases. The Board discussed several options, including variable rates for low filling conferences; variable room rates based on amenities; and the use of discounts to compensate for room rate increases. It was generally agreed that keeping room and board rates low for children is key to maintaining affordability for families. The Finance Committee supports a budget in which room and board rates for children should be reduced, and that adult rates only should increase.

Based on a motion duly made and seconded, the Board

VOTED to raise Room and Board rates 6% for Adult Single Rooms; 3% increase for Adult Shared Rooms; 5% rate decrease for children ages 6-11; and a 2% decrease for children ages 12-17.

2017 Staffing Issues and Expenses: The Board discussed some of the staffing issues and concerns. There was sentiment on the Board that the proposed wage increases were too low, and that the Board should consider a more significant percent increase, particularly for the seasonal staff. Concerns with wage increases included the need to balance affordability against our responsibilities to our employees. The Board discussed their role as an employer in the context of our shared values. Concerns were raised with the financial impact of a substantial pay raise.

Based on a motion duly made and seconded, and with the addition of a friendly amendment, the Board

VOTED to have staff review the impact of a \$1.00 dollar per hour raise on Pel salaries for the 2017 season, and to have the staff provide the Board with a 50 point basis, as well as a 100 point basis.

The vote passed with 6 in favor, 2 opposed and 1 abstention.

CWSRF Vote Language: The Board discussed the application for the State of NH Water Pollution Control Revolving Fund Loan and agreed that the CEO should continue to pursue this line of funding.

Based on a motion duly made and seconded, the Board

VOTED That the Board authorize the Chief Executive Officer to make arrangements for the Corporation to enter into a loan agreement with the State of New Hampshire Water Pollution Control Revolving Loan Fund to borrow an amount no greater than \$957,000 for the purposes of installing a new wastewater treatment/water reclamation facility on Star Island, such agreement to be upon such term as such officer deems necessary or advisable to effect such purposes (provided however, that prior to executing and delivering the loan agreement, the Board shall first confirm its approval of the same in writing). The Board further authorizes the Chief Executive Officer to sign the aforementioned loan agreement and related documents, as well as subsequent disbursement requests and related documents.

Committee on Appointments: The Board was presented the nominations of the Finance and Audit Committee, as well as the Fund Development Committee to the Board for approval.

Upon a motion duly made and seconded, the Board reviewed and

VOTED to approve the appointments nominated by the Committee on Appointments as noted below:

Finance and Audit Committee

Louise Williams for a second three-year term starting in 2017

Bob Giles for a second three-year term starting in 2017

Fund Development Committee

Suzanne May for a second three-year term starting in 2017

December 20, 2016 Meeting of the Board of Directors:

Committee on Appointments: The Board reviewed the December 12, 2016 memorandum from the Committee on Appointments. The memo made the following recommendations:

Personnel Committee

Michelle Kunz for a second three year term starting in 2017

Lia Yanis for a first three year term starting in 2017

Linda Leehman for a first three year term starting in 2017

Stephen Blakney for a first three year term starting in 2017

Fund Development Committee

Carol Weisman for a second three year term starting in 2017

Property Standards Committee

Bob Cook for a first three year term starting in 2017

Bruce Parsons for a first three year term starting in 2017, and serving as chair

The memorandum also noted that Nancy Wood begins service as chair of the Membership Committee in 2017.

Based on the December 12, 2016 memo from the Committee on Appointments, and upon a motion duly made and seconded, the Board

VOTED to appoint the recommended persons to the Personnel Committee, the Fund Development Committee and the Property Standards Committee.

The Committee on Appointments also recommended that the Board propose the following candidates for the Nominating Committee at the next Annual Meeting of the SIC:

Kris LoFrumento for a three year term starting in May 2017

Annie Stewart for a second three year term, serving as chair, in May 2017

Kristin Laverty for a second three year term starting in May 2017

Pam Pierce for a second three year term starting in May 2017

Based on a motion duly made and seconded, the Board

VOTED to accept the recommendations of the Committee on Appointments and to propose Kris LoFrumento; Annie Stewart; Kristin Laverty; and Pam Pierce for the Nominating Committee at the 2017 SIC Annual Meeting.

Collections Policy: The Board discussed the Collections Policy drafted to manage the collections of the SIC. The responsibility for the various SIC collections rest with the CEO and his/her designees. Typically, these designees will be the Celia Thaxter Museum (CTM) manager and/or the CTM Vaughn Curator. The policy provides guidelines for the responsibility for the collections; acquisition guidelines; donations, purchases and loans of artifacts. The guidelines also impose cataloguing procedures and procedures for tracking items through a database.

Upon a motion duly made and seconded, the Board unanimously

VOTED to accept the Collections Policy as prepared by the Island History and Artifacts Committee.

TREASURER'S REPORT

Star had a very strong year financially in 2016. This was attributable to solid operating results, a strong Annual Fund response and significant contributions for specific capital improvements. We anticipate having operating earnings of close to \$418,000 in 2016, an increase of over \$200,000 compared to the 2015 results.

2016 Operating Summary

As of the date of this report, Star's annual audit has not been fully completed. For this reason, the figures used in this report are from Star's unaudited operating results, but these figures are not expected to change as a result of the audit.

In 2016, as noted, Star had operating income of about \$418,000. This included Annual Fund contributions of almost \$498,000 and over \$713,000 of contributions and grants to be utilized for specified operating items and capital improvements. Some of the contributions for capital improvements went to actual improvements made in 2016, and the balance will be used for projects to be completed in 2017 and 2018.

The total amount of capital improvements made in 2016 (including in part those funded by the 2016 contributions) was over \$575,000. The capital improvements to be made in accordance with the wishes of the 2016 donors include a total refurbishing of the Kiddie Barn, significant improvements to Vaughn Cottage and a yet to be determined make over of Brookfield. The latter two items were generously provided for by a gift from Lois Williams.

Star had almost 20,000 bed nights in 2016, about 500 more than in the preceding year. A number of our conferences filled the island to capacity. We anticipate a gradual increase in bed nights, reaching our goal of having more than 20,000 bed nights annually.

2017 Operating Budget

We expect to have operating income of about \$285,000 in 2017. As for 2017 capital improvements, we should finish the Kiddie Barn and Vaughn Cottage projects and have final plans for the renovation of Brookfield. That renovation likely will start in 2018.

We are moving forward with our plans for a new wastewater treatment facility and hope to fund the new facility with a low cost loan from the State of New Hampshire. The new facility will be a first of its kind in NH and should be energy efficient and environmentally friendly. The work for the facility probably will begin in 2018.

Financial figures for 2016 and the 2017 budget figures can be found in the packet of materials for this Annual Meeting.

2017 and Beyond

We are working annually on updating a five-year revolving financial set of projections. These projections incorporate figures from Star's Strategic Facilities Planning Committee, it's Director of Development and related Fund Development Committee and island staff. We hope to incorporate as many wishes as possible from the Shoaler community in the plans underlying these projections. Given our current financial situation, we continue to anticipate a successful financial future for Star.

TRUSTEES OF THE STAR ISLAND PERMANENT TRUST FUND ANNUAL REPORT

TO THE STAR ISLAND CORPORATION BOARD OF DIRECTORS

Financial Highlights

The Star Island Permanent Trust Fund concluded 2016 at an all-time high value for year-end assets of \$4.04M, and an increase in value of \$441k, or 12% over 2015. These gains were driven by strong equity markets as well as the highest level of new contributions to the Fund since 2008.

The Trust contributed \$170,995 to the Star Island Corporation (SIC) during 2016, in the form of the Trust's regular annual distribution to the Corporation. The Trust pays 4.5% of its assets to the Corporation each year, the calculation based on a three-year moving average as of September 30. This year's regular disbursement from the Trust is the highest since the establishment of the Trust in 1998, excluding emergency distributions in 2007, 2008, and 2009. A chart at the end of this report shows the trend of these distributions over time.

During 2016, the sources and applications of the Trust's funds were as follows:

Value of Trust on 12/31/15	\$3,600,858
Net Distributions to SIC	(\$170,995)
Fees and Expenses	(\$28,967)
Gifts and Bequests Received	\$292,730
Investment Income and Appreciation	\$348,307
Value of Trust on 12/31/16	\$4,041,933

Our investment manager, Wilkins Investment Counsel, earned a total return of 9.7% (8.9% after fees) on the Trust's total assets in 2016, and 14.8% on our equity investments. In comparison, the S&P500 Total Return Index performance was 12.0%, so our equity results were healthily above the broad market returns.

Wilkins' performance as our investment manager continues to be outstanding. Since the creation of the Trust in 1998, Wilkins' equity returns have beaten the market indexes in 13 of the 19 years. During this time, Wilkins has earned an investment return of 8.2% per year on all assets and 9.8% on equity investments, compared with a 6.0% annualized return for the S&P500 Total Return Index over the same period, meaning that our equity portfolio has consistently out-performed the market by an average of 3.8% per year.

The cumulative performance statistics are similarly good back to 1994, when Wilkins took over the account. It is noteworthy that since inception, the account has delivered a real return (adjusted for inflation and investment fees) of 6.9%. The Trustees continue to be extremely pleased with Wilkins' results and level of service.

As of 12/31/16, the Trust's assets were invested approximately 63% in common stocks, 28% in U.S. Treasury and high-grade corporate bonds, and 9% in cash. The equity position has decreased from 66% in

2015, with bonds increasing and the cash allocation decreasing slightly. This reflects the more conservative positioning of the portfolio over the past few years.

Since the inception of the Trust, the Trust has disbursed \$3.60M dollars to the Star Island Corporation, made possible from additional gifts of \$3.26M and investment gains of \$3.54M.

A table at the end of this report presents data on the Trust's income, expenses, distributions, and investment performance for each year since the Trust was organized in 1998.

Socially Responsible Investment Policy

The Trust follows essentially the same socially responsible investment policy that was in place with the former Endowment Fund. We do not invest in the securities of companies that derive more than 10% of their sales from the weapons, tobacco, alcohol, or gambling industries. The Trustees have requested that Wilkins refrain from investing in firms that derive a substantial portion of their revenue from fossil fuels. A decision not to invest in these firms is not viewed by Wilkins as likely to significantly impact the Trust's ability to generate sound returns.

We review other investments that may raise concerns on a case-by-case basis, attempting to apply the values of the Star Island Corporation membership and our constituent UCC and UU organizations. When voting proxies, we support socially responsible business practices and progressive corporate governance.

Guarantee of Star Island Corporation Indebtedness

To help the Corporation secure more favorable terms for its outstanding commercial bank loans, the Trust in December 2005 pledged approximately \$1.4M of its assets as collateral. These assets have been held since that time in a separate collateral account by our custodian, Fidelity Investments, and they continue to be invested in stocks and bonds under the direction of our portfolio manager. The original agreement expired in December 2010, and it was then renewed for an additional five years on substantially the same terms. During 2016, the Corporation renewed the agreement again with a new bank.

As noted last year, the Trust was asked by the Corporation to agree in principle to collateralize an additional amount to support a potential loan to fund a new wastewater treatment plant. The Trustees have agreed to this request, but would vote again on any final decision should the Corporation need to take out this additional loan.

Gifts and Bequests Received

During 2016 the Trust received \$292,730 in new contributions, including \$272,085 of new capital from 28 separate gifts and bequests, as well as a carryover from 2015 gifts that cleared in early 2016, and a small reclassification of temporarily restricted gifts. An additional \$2,600 was received but not in time to be deposited into the Trust by year-end. The 2016 gifts represent the 4th highest annual total in the history of the Trust, and as noted earlier, the highest since 2008. The new gifts exceed the average annual giving of about \$175,000. This ongoing support is very gratifying to see and essential to the ongoing health of the Trust and its ability to contribute meaningfully to the operating expenses and capital improvements of the Star Island Corporation.

Other Matters

The Trustees notably held their first on-island meeting in July, accompanied by glorious weather. The

meeting included a tour of the impressive Green Gosport sustainability initiative.

During the year, the Trustees also discussed the option of lowering the annual Trust payout from 4.5% to a lower number between 3.5% and 4.0% that is more typical of non-profit endowments. At present, the payout remains unchanged.

Two new Trustees formally joined the Permanent Trust in 2016. Nick Dembsey had been serving in an interim capacity and Elizabeth Erickson, a long-time Shoaler and former Pelican, joined in May, filling the seat of Karen Mathiasen. The Trustees are very grateful for Karen's many years of service to the Trust.

Respectfully submitted,

Josh Davis
Nick Dembsey
John Hickey
Elizabeth Erickson
Jon Skillman, Chair

March 28, 2017

Star Island Permanent Trust Historical Data (\$)

	Trust value, start	Disbursed to SIC		Expenses	New principal	Interest from SIC	Investment gains	Trust value, end	Annualized Return
1998	1,078,262	-43,685	1	-5,700	0	3,985	81,065	1,113,927	12.2%
1999	1,113,927	-42,574		-10,987	46,638	5,446	51,087	1,163,537	4.4%
2000	1,163,537	-93,644	2	-11,337	46,943	5,038	161,066	1,271,603	13.7%
2001	1,271,603	-54,695		-9,148	136,394	3,116	-8,047	1,339,223	-0.2%
2002	1,339,223	-56,573		-8,852	172,190	14,869	-62,450	1,398,407	-4.7%
2003	1,398,407	-84,292	3	-10,000	77,439	23,850	281,357	1,686,761	27.4%
2004	1,686,761	-107,779	4	-10,359	67,878	22,950	235,618	1,895,069	18.2%
2005	1,895,069	-95,358		-17,032	893,185	36,487	221,896	2,934,247	9.3%
2006	2,934,247	-123,522		-24,644	696,922	0	334,649	3,817,652	10.4%
2007	3,817,652	-774,076	5	-28,495	26,150	0	288,884	3,330,115	8.0%
2008	3,330,115	-546,587	6	-21,795	393,182	0	-547,667	2,607,249	-18.6%
2009	2,607,249	-470,072	7	-20,393	3,495	0	531,194	2,651,473	20.7%
2010	2,651,473	-175,229	8	-20,765	82,688	0	279,228	2,817,395	10.4%
2011	2,817,395	-175,571	9	-21,652	180,542	0	95,077	2,895,790	3.5%
2012	2,895,790	-130,908		-22,579	9,324	0	232,886	2,984,513	8.0%
2013	2,984,513	-138,403		-24,160	15,938	0	595,663	3,433,551	20.3%
2014	3,433,551	-158,605		-26,756	21,507	0	334,987	3,604,684	10.0%
2015	3,604,684	-158,784		-27,346	99,908	0	82,396	3,600,858	1.6%
2016	3,600,858	-170,995		-28,967	292,730	0	348,307	4,041,933	8.9%
Total	1,078,262	-3,601,353		-350,967	3,263,054	115,741	3,537,195	4,041,933	8.2%

¹ Includes \$5,000 for restoration of an SIC restricted account.

² Includes \$42,660 for restoration of SIC's restricted and memorial accounts.

³ Includes \$19,233 for Development Director and \$2,539 for McGill Society.

⁴ Includes \$37,788 for Development Director.

⁵ Includes \$625,000 for lost revenue and fire safety costs arising from delayed opening in 2007 season.

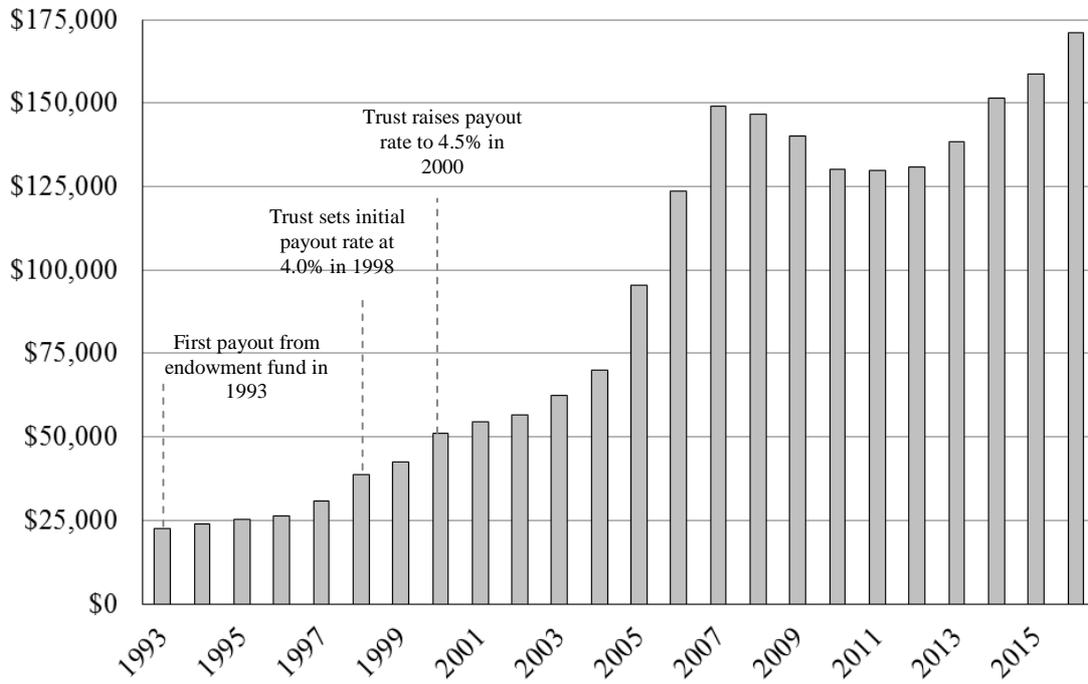
⁶ Includes \$400,000 for lost revenue and fire safety costs arising from delayed opening in 2007 season.

⁷ Includes \$330,000 to cover operating losses related to severe shortfalls in conference registrations.

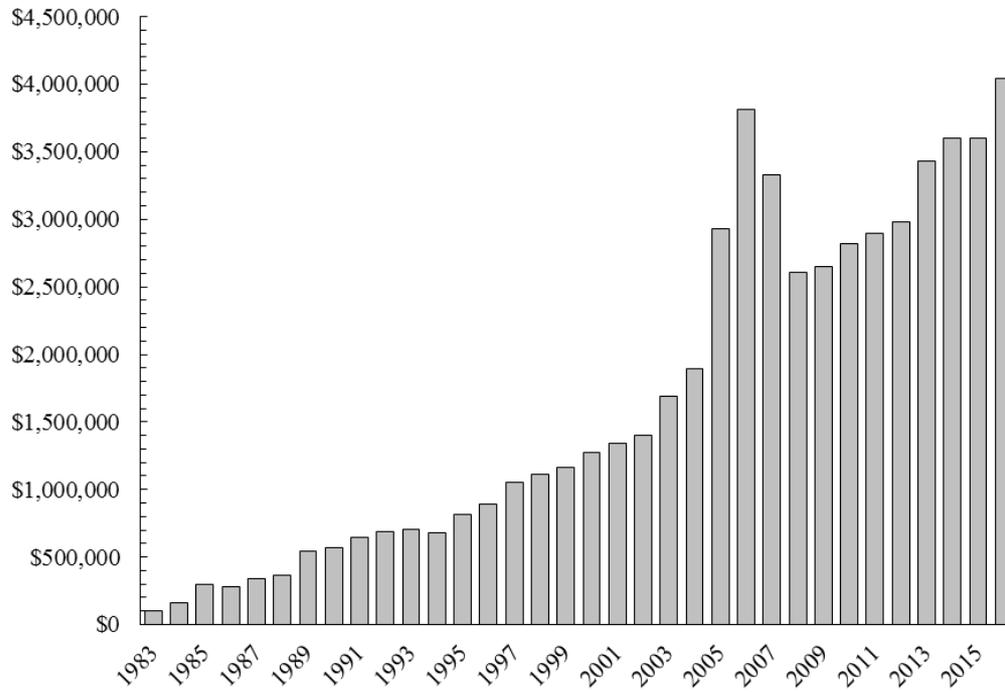
⁸ Includes \$55,000 advance against 2011 distribution.

⁹ Includes \$100,726 in new principal gifts returned to SIC at its request.

**Annual Distributions to Corporation
To Support General Operating Expenses**
Payout equals 4.5% of assets, measured on a 3-year moving
average



Endowment/Trust Assets Year-End Values, Including Loans to Corporation



MEMBERSHIP COMMITTEE REPORT

While we on the Star Island Corporation Membership Committee are grateful for the gift of technology that makes communication in our busy lives easier, there is nothing like gathering in the beautiful home of Tricia and Tom Coleman, by a crackling fire, to do the immediate business of reviewing candidates for membership, and contemplating important questions for the future. In early March we did just that and brought the warmth of Star to one another on a blustery New Hampshire morning. As the new chair of the Membership Committee with a great deal to learn, I was grateful to be physically surrounded by a committee of thoughtful, committed, engaged people who love Star Island and are willing to work hard on its behalf.

I am honored on behalf of the committee to present a slate of 18 candidates for membership in the Star Island Corporation. After reviewing the nomination packets, the personal statements, and the information provided by their sponsors and recommenders, the committee reached a consensus that each candidate has shown a depth of commitment to the life and future of Star Island. We recommend them for membership.

The Membership Committee is committed to using 2017 to review our current nomination process, consider the definition of membership and how it could more fully align with our values and the needs of our community, and strategize about how we could better reach out to all those who love Star Island to encourage greater participation in the Corporation. We welcome your thoughts about this work. Please consider contacting a Membership Committee member with your ideas on how to spread the word (and dispel any myths) about the meaning and purpose of membership in the Corporation, and how we might encourage greater diversity within our member body.

Respectfully submitted,
Rev. Nancy Wood
SIC Membership Committee Chair

2017 SIC Membership Committee: Miriam Coe, Ben Cordes, Gary Kunz, Jesse Lore, Diane Parsons, Robby Pletz, Rev. Nancy Wood

BIOGRAPHICAL SKETCHES OF NOMINEES TO THE CORPORATION

SUE BARRY includes in her Star Island connections and reflections the following: LRY, AS 2, Women's Conference, Shoals Shops, Star Island Ambassador, Gosport Regatta, SG 2, Skimmerville, Mid-Teens, AS 2 Tees and Hoodies, Morning Chapel (Pirate Week), Shoploft, Hurricane Bob, Porch Sales, Smuttynose Adventures, Music on the Porch, Staff Skits, Folk Sing-alongs in Parker, and Shoaler Hugs, Shoalers of all ages, family near and dear, and friends new and old connected by our Spirit's Home.

ANDY BRISTOL is Vice President for Research and Development at Synthetic Biologics, Inc. Andy first came to Star Island in 1998 and has been an annual Shoaler ever since. He has numerous connections within the All Star 1 conference and has enthusiastically volunteered for many jobs and events. Andy is also involved in his local community where he lives with his family (wife Caroline, daughter Bella and son Johnny) in Chevy Chase, MD. Andy is a biotechnology executive, and has developed several medicines to help sick people, primarily with diseases of the gastrointestinal tract. In his spare time, Andy enjoys traveling, sailing, and gardening.

CARLA COLE is a wellness coach with be-well coaching and lives in Rye NH with her husband, Andrew (Drew) and their two children, 11 and 5 years old. Carla and Drew own and operate Portsmouth Harbor Cruises in Portsmouth. Drew grew up going to Star Island and now they enjoy Star together as a family. The Coles have been bringing their children to the Lifespan Religious Education Conference for about 8 years, and also take regular day trips out there whenever possible as it is such a special place for their family. The memories they have created on Star Island are priceless to them and they want to support and be a part of the future of Star Island for generations to come to enjoy it as much as they do.

SALLY EASTER, daughter of Sally and George Easter, started coming to the All Star conferences in 1968. She worked as a Pelican in the mid-1970's. She was Co-Chair of All Star 1, along with Mary Trudeau Hill and Holly Hendrick Hunnicutt, in 2015. She currently serves on the All Star 1 Executive Committee. By education and training, she is a doctor and lawyer, but has been working as a lawyer again for the last few years. Her two sons, Matt and Nick Brown, both graduated from college in 2016 so she sold her house in Denver, where she had been for the last 35 years, and moved back to New Jersey to be closer to her parents, siblings and Star Island friends.

JILL LOEWER lives in Waterbury Center, VT with her husband, Jeff and daughter, Julia. Their son, Jeremy, a Pel the past two summers on Star Island, is in his senior year at Allegheny College. Their oldest son, Andrew, lives in Washington, D.C. with his wife, Kelly.

Jill has worked for the consulting firm, Utility Services in Waterbury, VT since 2009 as a Senior Compliance Analyst. She is responsible for providing North American Electric Reliability Corporation (NERC) Regulatory compliance services to an electric utility customer base across North America. Her responsibilities include audit package preparation; compliance documentation preparation; and compliance gap analysis, with a focus in the Operations and Planning (693) NERC Standards. Prior to 2009, she held project management, supervisory and engineering positions at GE Plastics and the Colgate-Palmolive Company. She has a B.S. in Chemical Engineering, with a process control concentration, from the University of Maine at Orono.

ANDREA MAXWELL is a mental health counselor for children in the Boston area and a former preschool teacher. She has been a volunteer for Star work weekends for the past five years and will spend her seventh summer on Star as part of the All Star 2 conference this summer.

ALLY MINER grew up in the Boston area and now lives on the Seacoast since joining the Star staff in 2016 as Assistant Conference Center Director and Administrative Assistant. She discovered the island as a Pelican and Star has since become a place she has a deep passion for and commitment to. Ally hopes to help communicate Star Island's mission and vision to the wider world and to educate the next generation about what we do and how we live on the island. Ally's educational background is in Public Health and Psychology and she has personal interests in yoga, art and design, and travel.

SARAH PENDERGRASS has been attending conferences at Star Island for many years, including YRUU (now YES) conference, the Arts conference, as well as the Yearly Adults Conference. When her family moved to the East Coast while growing up, she fell in love with the Seacoast, through both the natural world to explore along the coast, as well as through the incredible history of the region. Star Island and the Isle of Shoals have been important to her since her first visit years ago, a place that is a perfect example of the abundant beauty and history of the New Hampshire and Maine seacoasts, as well as a place of important friendships and spiritual development. Off-island she is an Assistant Professor of Genetic Epidemiology and Bioinformatics at Geisinger Health System, leading a lab in the Washington DC area exploring the impact of genetic variation on human health.

BARBARA STURKEN PETERSON has been coming to Star Island as a conferee since 1965 and has attended All Star 1 with her husband Bill Peterson nearly every year since the mid-1990s. Both of her daughters are also longtime Shoalers who worked as Pelicans in recent years. Off-island, she works as a magazine writer and digital editor specializing in aviation and travel. Barbara is a lifelong UU, and has been a member of several congregations, including All Souls in New York City and most recently the First Unitarian Society of Westchester, in Hastings on Hudson, NY.

Twenty six years ago **GABRIELLE PROCHASKA** got her first glimpse of the island that would quickly become her spirit's home. At 18, under tumultuous circumstances, she was separated from her family of origin and was searching for a grounding, loving, accepting place to land. It was in this space of uncertainty and longing that she made her first trip to Star Island. The raw beauty of the island was absolutely breathtaking, beginning with the rugged shoreline, up to the beautiful old New England hotel, and around to the simple stone structure of the Chapel. This unadorned loveliness was only the edifice for the real beauty of the island, the people. In no other place has she come across a more diverse collection of incredible people. Where else can you find the amazing mix of artists, musicians, scientists, deep thinkers, and caring human beings? It is this spirit and diversity of talent and passion that she hopes to help sustain and grow for her children and the children of their children. From that very first landing at the Star Island dock through the yearly trips to All Star 1, she found the home her heart and soul were longing for. Gabrielle looks forward to bringing her passion for the island to join the amazing community of accomplished and dedicated Shoalers from each of the conferences to further advance the mission of the Star Island Corporation.

Off-island Gabrielle is a full-time at-home mother to 3 teenage sons, and supportive wife to her head in the stars Astronomer husband. She has a passion for bringing science, math, and other enrichment activities to her local schools. She has been responsible for developing and implementing many academic enrichment activities at the local elementary school over the years. She currently spends her days volunteering hours at the boys' public charter high school, running the trails through the redwood forests of Santa Cruz, and watching as many of her sons' sporting events as she can fit in.

CAROLINE QUIJADA first came to Star as a day tripper in 1984. She fell in love with the island at first sight. She was a Pelican from 1988-1991 where she made lifelong friends. Since then she has been a dedicated All Star 1 conferee. Off island, Caroline works for Abt Associates where she is an international

development expert focused on improving the health and well being of people in developing countries. She loves her work and counts herself lucky to be able to travel globally. She lives in Chevy Chase, MD with her husband, Andy, and her kids, Bella (14) and Johnny (11).

PHIL QUATROCHI lives in Denver, CO with his wife, Ali Walton, and two children, Cooper and Macy. Phil grew up in Boulder, CO and met Ali after both graduated from Boston College in 1992. Phil has a JD from Boston College and practiced full time as an attorney in Denver until 2015. In 2015, he retired from practicing and has joined his brother in the family's business in the affordable housing industry.

Phil started coming to Star Island with the Walton family in 1998 and has been a regular attendee ever since. Phil helped with All Star 1 conference's transformation into a nonprofit corporation and continues to offer advice to other conferences as they consider the pros and cons of incorporating.

KELLY SCHNUR has been a devoted LOAS 2 conferee for the last 10 years. When not on Star Island, Kelly devotes most of her time to her consulting business providing Organizational Design and Executive Coaching services utilizing 25 years of Operations and HR experience from her career in real estate finance. She is the proud mother of 2 adult daughters and spends her free time with them, traveling, reading and trying to improve her amateur photography skills.

MARLENE SMURZYNSKI has been going to Star since she was a child. As many people do, she fell in love with the island and spent 4 full Summers and 2 end of seasons on Star as a conference-facing (snack bar, bellhop) and behind the scenes (truck crew, maintenance) Pelican. For a number of years as an adult Marlene came to the island for overnights, a few conferences (Pel Reunion, IA week) and day trips, before she settled into the All Star 1 conference as a yearly conferee. Off -island, Marlene works as an Epidemiologist, working to ensure the health and safety of the general population.

KATHY WEST is a mother of 2 daughters, a middle school science teacher, and a long time Shoaler. She started going to All Star 2 when she was eight years old. She didn't make it out to Star every year, and there were long gaps in her young adult life, but she has been bringing her two girls and my husband every year for 6 years now. She is also a gardener, a handywoman with woodworking tools, a hiker and a swimmer. Recently she's been taking on some leadership roles, both at work and for All Star 2 and is enjoying the work of coordinating people, making things run smoothly and moving forward into new endeavors. She is looking forward to working with the Corporation.

PHILL WEST is the father of two daughters and husband of Kathy West. Phill has attended the All Star 2 conference for the past 6 years. During the 6 years he helped to move the All Star 2 website and email to GSuite for Nonprofits as well as being an active volunteer. In the past Phill has served on the board of his local child center including 3 years as the president. Phill has also been on several other volunteer board in his hometown of Cornwall, CT including the Cornwall Foundation, Technology advisor to the local grade school and the Cornwall Volunteer Fire Department. Phill currently works for ESPN in the IT department. Phill also helps to steward the farmland that has been in his family since the mid 1700s. He like to do woodworking projects, playing with technology, and developing long lasting friendships.

ALI WALTON lives in Denver, CO with her husband, Phil Quatrochi, and two children, Cooper and Macy. Ali attended both All Star 1 and 2 as a child, first attending in the 70s. After working as a Pel for six summers, Ali returned to All Star 1 and has been in regular attendance since. Ali was the All Star 1 Registrar and member of the Executive Committee 2014-2016.

Ali holds a Doctorate from the University of Denver and worked at the university for over 15 years before starting her own business as a contract grant writer. Most weekends are filled with the kids' sports and other activities and free time is spent exercising or reading.

LIA YANIS has been visiting Star Island since 1990. She grew up attending the International Affairs conference, where she learned about Star Island, healthy oceans, and the importance of respecting your local pirates. She later had the honor of making your beds as part of the 2k10 Chamber crew, serving the Pelican community as Island Clerk in 2011, and helped out as End of Season staff in 2009 and 2016. Lia recently made the leap to year-round residency in NH, a home base which she hopes will allow her to continue spending Spring and Fall weekends volunteering and otherwise being involved in the Star Island community. During the week, Lia works in HR at Thermo Fisher Scientific in Portsmouth.

NOMINATING COMMITTEE REPORT

February 15, 2017

To the members of the Star Island Corporation:

In accordance with the by-laws, we are pleased to make the following nominations for your consideration at the 2017 Annual Meeting:

Nominations for three-year terms as Directors of the SIC:

Gary Kunz - 3rd three year term
Thomas Coleman- 1st three year term
Deborah Duval- 1st three year term

Nominations for one-year terms as Clerk and Treasurer of the SIC:

Clerk- Mary Trudeau - 3rd one year term
Treasurer- John Bush - 7th one year term

Nominations for five-year term as an Officer of the Permanent Trust of the SIC:

Nicholas Dembsey- 2nd five year term

Biographical sketches for these candidates are attached to this report.

We are always interested in receiving the names of those who are qualified and willing to serve on the SIC Board of Directors or on the Permanent Trust. Please send your recommendations along with a brief statement about the individual's Star Island and professional experiences to the co-chairs of the Nominating Committee, Nancy Miller and Jan Prochaska.

Respectfully submitted,
Star Island Corporation Nominating Committee

Nancy Miller, Co-Chair, Janice Prochaska, Co-Chair
Tristan Binns, Jill Brody, Will Emmons, Kristin Lavery, Pamela Pierce, Annie Stewart, Jordan Young
Suellen Peluso – Board Liaison

NOMINATING COMMITTEE REPORT BIOGRAPHICAL SKETCHES OF NOMINEES

Gary Kunz, Palm Beach FL

Gary is just finishing his second 3 year term on the Board and is thoroughly appreciating the opportunity to serve the Star Island community. He has been attending Life On A Star conferences with his wife Michelle for over 20 years, spending the bulk of those years at LOAS 2. Both of his sons, Ben and Rich, also attended LOAS conferences and worked for a number of years as Pelicans. He and Michelle co-chaired the LOAS 2 conference in 2002 and have served in many conference volunteer positions. He was a LOAS representative of the Council of Conferences for 5 years and served on the Cof C Board in a number of positions.

He is a top-level manager for an IT consulting company that specializes in web enabling business processes. He was a long time member of the UU congregation at the Morristown (NJ) Unitarian Fellowship, where he served as the Board President and is now a member of the Church of the Larger Fellowship. He and Michelle moved to Palm Beach Gardens, FL in 2011 as part of a company relocation. Michelle and Gary are the proud grandparents of 2 grandchildren and have had the pleasure of having three generations on Star Island together.

Thomas Coleman, Greenland NH

Tom Coleman has been attending All Star 1 with his family since 1993. He and his wife Tricia chaired All Star 1 in 2007 & 2008, and have co-chaired Historic Star/New England History from 2011-2015. Of their four adult daughters, two have been Pelicans, and Tom has been an end of season Pelican and frequent three-season island volunteer. Tom served on the John Smith 400th Steering Committee and co-chaired the Centennial Task Force. He has also chaired the Fund Development and Membership Committees, has served on the Health Committee, and is current SIC board liaison to the Committee on Appointments and the Membership Committee. Tom has been a long term Director of the Isles of Shoals Association (UUA), and is their current President.

Off-island, Tom is active in NH Seacoast and statewide organizations supporting food ministry, environmental conservation, and homeless sheltering, as well as acting as a Star Ambassador. Although retired from professional life, he manages the family timber farm. He lives in Greenland, NH, and is active in the Stratham Community Church (UCC).

Deborah Duval, Framingham MA

Debbie and her husband Duncan have three adult children (Jasmine, Jessica and Cameron) and love spending time with them and their five grandchildren (Derek, Piper, Tripp, Scotia and Felix). Debbie and her family reside in Framingham, MA where she works for a property management company that owns and operates apartment communities in both Florida and Massachusetts.

Debbie is a student at Andover Newton Theological School and is a Candidate for Authorized Ministry in the United Church of Christ. She has been committed to UCC church lay leadership for over 25 years and currently serves on several committees at her family's home church; Wellesley Village Church.

Debbie has been active in various roles for SIUCC and served on their Board and as their Registrar for many years. She has been serving as the President of SIUCC for the past three years and in turn has been serving on the SIC Board where she is Chair of the Personnel Committee and the liaison to the Conference

Services Committee. When she is not on Star, Debbie enjoys spending time with friends, cycling, running, reading, and camping in Maine with her family.

Mary Trudeau, Lexington MA

Mary Trudeau is a long time Shoaler, attending her first All Star 1 conference in 1968. She is a former Pelican, and eighty percent of her children were Pelicans, as well. Off-island, Mary is an environmental consultant specializing in wetlands protection in Massachusetts. She has extensive experience in environmental permitting; regulatory compliance; and environmental protection. She raises chickens for the occasional egg, and dahlias for sport.

Mary is completing her second term as Clerk of the Corporation, and is looking forward to being appointed to a third, one year term.

John Bush, New Castle, NH

John is an attorney and a CPA. In the last 30 years, he has worked as a tax attorney with KPMG, a large international accounting firm, The Chase Manhattan Bank (now JP Morgan Chase) and Citigroup. He is a born Unitarian and, with his wife Irene, has been a member of seven different UU congregations. John first came to Star with his mother in about 1950 and has been coming back for most years since then. He was a Pelican, and his and Irene's two sons were both Pelicans. He and Irene became Corporation members in 1987, and for several years he served on the Finance Committee. He has been on the board of several UU congregations and has been head of the Finance Committee at one of them. He is completing his 7th year as Treasurer of the Corporation.

Nicholas A. Dembsey, Worcester, MA

Nick has been attending IA since 2002. At that time, given his unique background in Fire Protection Engineering, he was asked to provide informal advice to the SIC, continuing through 2007 when he served on the Island Opened Late Committee. In 2008, Nick became a member of the Corporation. He has served on the Strategic Facilities Planning Committee from 2009 to 2014. He has served on the SIC Board since 2012. In 2009, Nick joined the IA committee and in 2011 he served as chair for IA's "Water as a Resource and a Right" conference.

In the non-Star world, Nick is Professor of Fire Protection Engineering at Worcester Polytechnic Institute, a Registered Professional Engineer, and a Fellow of the Society of Fire Protection Engineers. He works closely with the fiber reinforced polymers industry to improve the fire performance of their architectural products, and is vice-chair of the Architecture Division of the American Composites Manufacturers Association. Nick is an editorial board member of *Fire Technology*, the peer-reviewed journal of the National Fire Protection Association and he also serves on the editorial board of the peer-reviewed journal *Fire and Materials*.

PERSONNEL COMMITTEE REPORT

The Personnel Committee met quarterly this year via conference call with the main task of consulting with the CEO on policies and procedures. We established the following tentative topics for future meetings:

- Policy Review and Pelican Selection Overview (February)
- Hiring and Orientation (May)
- Performance Evaluation of Pels and Senior Staff (August)
- Benefits and Compensation (October)
- Hiring and Employee Handbook Review (December)

This year, the Personnel Committee continued in an active advisory role to the CEO. We reviewed the following policies/handbooks and gave input to the CEO:

- The Charge to the Committee
- Review of Personnel Handbook for 2016 and 2017
- Possible OT Pay Changes for 12/01/2016
- Extended Leave Policy
- Additional Staffing - Budget Impact, etc.
- Pelicans – EOS Hiring Incentives, Hiring Process, Wages

Joe and Debbie meet the week before the quarterly meetings, to frame the agenda, including the regular items listed above. We are grateful for the guidance and dedication of Sally Russell and Janet Cann who are finishing their terms on the committee at the end of 2016. We look forward to welcoming three new members in the New Year.

Sincerely,
Deborah Duval, Chair
Janet Cann
Michelle Kunz
Sally Russell
Marc Spisto

COMMITTEE ON APPOINTMENTS REPORT

The Star Island Committee on Appointments (CoA hereafter) works with committee chairs, the SIC Board of Directors, island management and the greater Star Island community to:

- encourage members of our community to serve on committees,
- make these individuals' interest in serving known, as well as any relevant talents, expertise, and/or qualifications they offer
- oversee the committee appointment process, and
- recommend appointees to the Board and CEO.

All SIC Committees fall into one of three categories: there are currently two Bylaws Committees (Nominating and Membership), six Board Committees (Finance & Audit, Personnel, Fund Development, Appointments, Strategic Facilities Planning, and Property Standards) and five Operating Committees (Rutledge Marine Lab, Island Heritage & Artifacts, Health, Conference Services and Outreach & Engagement), with about 100 currently appointed committee members.

The two bylaws committees, Nominating and Membership, require that all committee members be members of the Star Island Corporation. Any interested Shoaler can serve as a member of any of the other committees.

Service on committees is approved in three-year appointments, typically beginning on January 1st, except in the cases of replacing members who resign. Appointees are eligible for a second three-year term, provided the committee chair, and relevant staff or board supervisors recommend them. After serving out two terms, all committee members must stand down.

In 2016, the CoA recommended:

- 17 new committee appointments, and
- 18 people were approved for 2nd term appointments.

Six people in 2016 were recommended for approval to serve as advisors on two different committees, and five people were recommended for approval to chair (or co-chair) four different committees.

Also in 2016, 14 committee members completed two full terms.

The CoA continues to have as one of its objectives to bring younger Shoalers into committee service, while keeping experienced hands on as well. We add to and refine our database of Shoaler talents and interests, which has been a useful tool for us in 2016, and will continue to be so in 2017 and the years ahead. Not only is this a valuable resource for the CoA, but also any other interested party in our greater community that wishes to stimulate volunteer service to the island through committee work and otherwise.

The CoA changed at the end of 2015, as Tyne Allshouse welcomed a new addition to her family and relinquished her co-chair position to Nick Bresinsky, who along with Laird Kelly, (the continuing co-chair), provided the CoA with its leadership in 2016. Tyne still continues to serve on the committee, and her skills and expertise remain indispensable.

In 2016, the CoA welcomed two new members to its roster: Tom Smurzynski (IA) and Bethany Swanson (LOAS 2). IA and LOAS 2 were two underrepresented conferences on the committee, so in addition to Tom and Bethany's talent, energy, and hard work, they bring this element of valuable diversity to our group. They have proven themselves to be effective new additions, and as integral to our work as our veteran

members.

As in previous years, we remain grateful for the co-operation we've received in 2016 from all the committee chairs, appointment candidates, and SIC staff. Our work involves a great deal of communication back and forth, and everyone's prompt response to our queries and recommendations is appreciated.

We are always interested in receiving recommendations for committee appointments! Having a list of interested candidates (and their expertise and talent) is essential to our work. Please send your recommendations along with a brief statement about the individual's Star Island and professional experiences to us via the SIC office. (You **can** recommend yourself!)

Respectively submitted,
Laird Kelly and Nick Bresinsky
2016 Co-chairs, Committee on Appointments

2016 Committee on Appointments membership

Tyne Allshouse
Nick Bresinsky
Tricia Coleman
Laird Kelly
Tom Smurzynski
Bethany Swanson
Debbie Weiner Soule
Tom Coleman (Board liaison)
Joe Watts (staff liaison)

2017 STAR ISLAND CORPORATION COMMITTEE LIST

(as of March 2017)

Board of Directors and Executive Committee – May serve 3 three year terms Term starts at Annual Meeting

	Conf.	First	Second	Third	Eligible Until
Gary Kunz* (President)	LOAS 2	2011	2014		2020
Jordan Young* (Vice Pres.)	AS 2	2008	2011	2014	2017
Lisa Braiterman	IA	2015			2024
Erik Cordes	AS 2, YAC	2012	2015		2021
Josh Davis	LOAS 1	2008	2011	2014	2017
Nick Dembsey	IA	2012	2015		2021
Roger Kellman	AS 2	2016			2025
Suellen Peluso	IA	2010	2013	2016	2019
Louise Williams	AS 1	2016			2025
One year terms					
Mary Trudeau* (Clerk)	AS 1	2015			2024
John Bush* (Treasurer)	LOAS 2	2011			2020
Tom Coleman	ISA-UU President ex-officio				
Debbie Duval*	SIUCC President ex-officio				
Hannah Swomley	Pelican Liaison to the Board				

* = Members of Executive Committee

Permanent Trust – May serve 2 five year terms; term starts at Annual Meeting

		First Term	Second Term
Jon Skillman (Chair)	PELRN	2010-2015	2015-2020
Josh Davis (liaison)	LOAS 1	2014-2019	
Nick Dembsey	IA	2015-2017	
Liz Erickson	AS 1, PELRN	2016-2021	
John Hickey	RE	2009-2014	2014-2019
John Bush (ex-officio)	LOAS 2		
Gary Kunz (ex-officio)	LOAS 1		

Council of Conferences Liaison: Nick Dembsey

Bylaw Committees

Nominating Committee

		First Term	Second Term
		Begins at Annual Meeting	Begins at Annual Meeting
Nancy Miller (Co-Chair)	PELRN	April 11, 12, 13	14, 15, 16
Janice Prochaska (Co-Chair)	AS 1	April 12, 13, 14	15, 16, 17
Tristan Boyer Binns	Yoga	April 15, 16, 17	
Jill Brody	Arts, LOAS 1	April 15, 16, 17	
Will Emmons	LOAS 2	April 16, 17, 18	
Kristin Laverty	IA	April 14, 15, 16	17, 18, 19
Kris LoFrumento	SG 1, PELRN	May 17, 18, 19	
Pamela Pierce	AS 1	April 14, 15, 16	17, 18, 19
Annie Stewart	AS1	April 14, 15, 16	17, 18, 19
Jordan Young	AS 2	April 12, 13, 14	15, 16, 17
Suellen Peluso (liaison)	IA		

Membership Committee

		First Term	Second Term
		Begins at Annual Meeting	Begins at Annual Meeting
Nancy Wood (Chair)	AS 1, PELRN	16, 17, 18	
Miriam Coe	IA	12, 13, 14	15, 16, 17
Ben Cordes	AS 2	16, 17, 18	
Gary Kunz	LOAS 2	15, 16, 17	
Jesse Lore	YAC	15, 16, 17	
Diane Parsons	PELRN	15, 16, 17	
Robby Pletz	SG 1	15, 16, 17	
Tom Coleman (liaison)	AS1, HIST		

Board Committees

Finance Committee

		First Term	Second Term
John Bush (Chair, liaison)	LOAS 2		
Lisa Braiterman	IA	13, 14, 15	16, 17, 18
Dave Brown	ISA	12, 13, 14	15, 16, 17
Tom Duncan	AS 2	15, 16, 17	
Robert Giles	SG 1	14, 15, 16	17, 18, 19
Russ Peterson	NHC	15, 16, 17	
Louise Williams	AS 1	14, 15, 16	17, 18, 19
Gary Kunz (ex-officio)	LOAS 2		
Joe Watts (staff liaison)			

Audit Sub Committee:

Russ Peterson (Chair)	NHC
Lisa Braiterman	IA
John Bush	LOAS 2
Bob Giles	SG 1

Personnel Committee		First Term	Second Term
Debbie Duval (Chair, liaison)	SG 1	16, 17, 18	
Stephen Blakney	FOS	17, 18, 19	
Michelle Kunz	LOAS 2	14, 15, 16	17, 18, 19
Linda Leehman	former Pel	17, 18, 19	
Marc Spisto	AS 1	14, 15, 16	17, 18, 19
Lia Yanis	former Pel, IA	17, 18, 19	
Joe Watts (staff liaison)			

Fund Development Committee		First Term	Second Term
Peter Squires (Chair)	YAC	12, 13, 14	15, 16, 17
Suzanne May	AS 2	14, 15, 16	17, 18, 19
Judy Samuelson	LOAS	16, 17, 18	
Martin Schrage	IA	12, 13, 14	15, 16, 17
Caroline Stewart	AS 1	15, 16, 17	
Carol Weisman	AS 1	14, 15, 16	17, 18, 19
Suellen Peluso (liaison)	IA		
Pam Smith (staff liaison)			
Gary Kunz (ex-officio)	LOAS 2		

Committee on Appointments		First Term	Second Term
Laird Kelly (Co-Chair)	AS 2	12, 13, 14	15, 16, 17
Nick Bresinsky (Co-Chair)	PELRN	14, 15, 16	17, 18, 19
Tyne Allshouse	AS 2	13, 14, 15	16, 17, 18
Tricia Coleman	AS 1	14, 15, 16	17, 18, 19
Tom Smurzynski	IA	16, 17, 18	
Bethany Davis Swanson	AS 2	16, 17, 18	
Debbie Weiner Soule	AS 1, PELRN	13, 14, 15	16, 17, 18
Tom Coleman (liaison)	AS 1		
Joe Watts (staff liaison)			

Strategic Facilities Planning Committee		First Term	Second Term
Dick Case (Chair)	AS1, PELRN	15, 16, 17	
Jon Denham	IA	15, 16, 17	
Tom Mansfield	PELRN	15, 16, 17	
Mark Nash	PELRN	16, 17, 18	
Bruce Parsons	PELRN	15, 16, 17	
Annaliese Reutemann	former staff	15, 16, 17	
Katie Weeks	AS 2	14, 15, 16	17, 18, 19
Dan Williams	IA	14, 15, 16	17, 18, 19
Mark Adams (advisor)	PELRN	16, 17	
Drew Martin (advisor)	AS 2	16, 17	
Mike Ramnarine (advisor)	AS 2	14, 15, 16	17
Nick Dembsey (liaison)	IA		
Jack Farrell (staff liaison)			

Property Standards Committee		First Term	Second Term
Bruce Parsons (Chair)	PELRN	17, 17, 19	
Rebecca Armstrong	LOAS 1	14, 15, 16	17, 18, 19
Bob A. Cook	ISHRA	17, 18, 19	
Tara Kelly	AS 2	12, 13, 14	15, 16, 17
Brian Murphy	South Church	15, 16, 17	
Kathleen Sandberg	AS 2	15, 16, 17	
Roger Kellman (liaison)	AS 2	14, 15, 16	
Jack Farrell (staff liaison)			

Operations Committees

Rutledge Marine Lab Committee		First Term	Second Term
Drew Bush (Chair)	LOAS 2, frmr Pel	13, 14, 15	16, 17, 18
Nick Bresinsky	IA, PELRN	12, 13, 14	15, 16, 17
Meg Doty	AS 2	15, 16, 17	
Bill Gimpel	AS 1, PELRN	16, 17, 18	
Cydney Mahoney	LOAS 1	16, 17, 18	
Amy Meek	YAC, PELRN	16, 17, 18	
Cyndy Parr	AS 1	17, 18, 19	
Claire Ting	PELRN	14, 15, 16	17, 18, 19
Erik Cordes (liaison)	AS 2, YAC		
Ally Miner (staff liaison)			
Arthur Eves (Island Naturalist)			

Island Heritage and Artifacts Committee		First Term	Second Term
Don Cann (Co-Chair)	PELRN, ISA	13, 14, 15	16, 17, 18
Adam Osgood (Co-Chair)	AS 1	17, 18, 19	
Craig Allshouse	AS 2	15, 16, 17	
Kathleen Belko	Historic Star	13, 14, 15	16, 17, 18
David Drucker	FOS	17, 18, 19	
Shelley Lauer Bader	LOAS 2	17, 18, 19	
Chris Palazzolo	SG 1	15, 16, 17	
Laury Bussey (advisor)	ISHRA	15, 16, 17	
Barbara Moore (advisor)	FOS	15, 16, 17	
Lois Williams (advisor)		16, 17	
Lisa Braiterman (liaison)	IA		
Ally Miner (staff liaison)			
Sarah Mills (Curator)			

Health Committee		First Term	Second Term
John Mark Blowen (Chair)	FOS	17, 18, 19	
Estelle Best	AS 1	14, 15, 16	
Marlene Bristol, NP	FOS	16, 17, 18	
Becky Konkle	AS 2	17, 18, 19	
Kerry Nolte	FOS	17, 18, 19	
Jeanie O'Farrell	LRE	13, 14, 15	16, 17, 18
Mark Seymour, MD	FOS	12, 13, 14	15, 16, 17
Marlene Smurzynski	IA	14, 15, 16	17, 18, 19

Dana Swift, RN	FOS	14, 15, 16
Fay Homan, MD (advisor)	PELRN	16
Mary Trudeau (liaison)	AS 1	
Joe Watts (staff liaison)		

Conference Services Committee		First Term	Second Term
Ken Swanson (Chair)	LOAS 2	14, 15, 16	17, 18, 19
Dave Finkelstein	AS 2	15, 16, 17	
Dean Varney	YAC	14, 15, 16	17, 18, 19
Karen Mathiasen	IA	15, 16, 17	
Chip Newman	YAC	17, 18, 19	
Sue Peterson	NHW	16, 17, 18	
Debbie Duval (liaison)	SG		
Justina Maji (staff liaison)			

Outreach & Engagement Committee		First Term	Second Term
Kyle Belmont (Chair)	frmr staff	17, 18, 19	
Terri Behm	LOAS 2	17, 18, 19	
Rev. Leon Dunkley	YAC	17, 18, 19	
Paul Jensen	LOAS 2	15, 16, 17	
Christiana McKnight	LRE	15, 16, 17	
Tim O'Donnell	AS 2	13, 14, 15	16, 17, 18
Suellen Peluso	IA	12, 13, 14	15, 16, 17
Erik Cordes (liaison)	AS 2, YAC		
Joe Watts (staff liaison)			

Ad Hoc Groups/Committees

Financial Aid Group

Tom Coleman (Chair)	AS 1
Debbie Duval	SG 1
Ann Fisher	IA
Jordan Young	AS 2

STRATEGIC FACILITIES PLANNING COMMITTEE REPORT

Energy Conservation

Star Island has a multi-year program to reduce the energy used. Since 2012 we have removed the low efficiency steam system and installed air to water heat pumps, heat recovery from the generators and a high-efficiency dishwasher. This year we installed new EnergyStar refrigerators. The results have been a 20% reduction in electric energy and a 70% reduction in diesel fuel. The new EnergyStar refrigerators resulted in a 19% reduction of the kitchen electric energy used during July and August.

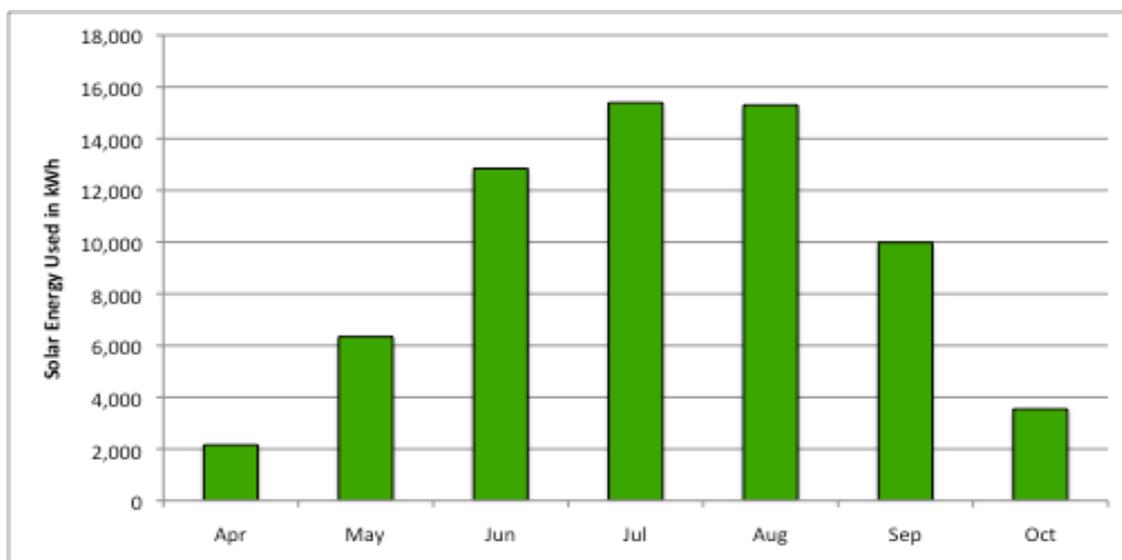
The new wastewater treatment system planned for 2018 could result in a 50% or higher reduction in the energy used by the treatment system. The wastewater treatment system is the largest summer load on Star.

The committee is planning to work with the staff to develop an updated energy plan in support of the 2017-2020 Star Island Strategic Plan.

Solar Energy

The Star Island solar electric system has completed a second year of operation. The system provided about 69,850 kWh from January through October. The system provided about 52% of the energy used in 2016.

The system performed about 8% better than 2015 when it provided 64,820 kWh. During 2016 the staff was able to shift some nighttime loads to daytime loads resulting in the increase in solar energy use. Below is a graph of the energy generated by month for April through October.



In the conference season the system provided all of the power for 11 to 12 hours on sunny days and averaged 8.7 hours each day during June through September. June and July were the best months with an average of about 10 hours each day.

The system provided all of the electricity in the off-season including some heat in the building used during the winter. The generators were not needed before late May or after early October. This greatly reduced the use of the generators when the loads are light and the generators are not efficient.

Oceanic

The Oceanic is in a multi-year program of structural repair and weatherization. The goal of the program is to fix structural issues and seal the outside to prevent water and snow from entering the walls. In 2016 the west and south sides of Atlantic were weatherized and re-sided. This work was concurrent with the addition of a new fire escape stair at the end of Atlantic.

Atlantic Fire Escape

The last major fire escape that needed to be replaced was on the end of Atlantic. A new, code compliant, fire stair was added before the beginning of the 2016 summer season. The design is an enclosed stair from the fourth floor to the porch roof and an open stair from the roof to the ground. The escape was constructed despite a late snowstorm and many spring gales.

Wastewater Treatment Upgrade

A proposed design for an upgraded wastewater treatment system is under review by the New Hampshire Department of Environmental Services (DES). The present system is the largest energy user in the summer, requires discharge permits and constant adjustment to comply with the permits. The upgraded system, as proposed, would reduce the electrical power requirements and reduce or eliminate the overboard discharge by re-using the treated water in the toilets and for irrigation. The DES is supportive of the concept but presently lack specific applicable regulations for the re-use of treated water. We may need to implement the system in stages while DES formulates and adopts new applicable rules.

Facility Systems Review

The committee completed a review of the major facility systems last summer. Included were building-related systems such as roofs, foundations, exterior and windows. Also included were island-wide systems such as electrical systems, fire safety, water system and networks.

Vaughn

There is an ongoing effort to provide a better environment for our historical artifacts in Vaughn. The initial concept to heat all of Vaughn over the winter was not practical. Instead a well-insulated room was constructed on the second floor to hold the historical artifacts. The room environment is controlled by a heat pump that provides cooling in the summer and heat in the winter.

The stairs have also been adjusted to meet current fire codes. Next spring much of Vaughn will be refurbished including replacing the windows and front door, re-finishing the interior and adding an office for the curator on the second floor.

Projects for 2017

The Kiddie Barn will be refurbished to improve it for conference children programs. Star Loft will also be updated to make it more comfortable for guests in the summer. Major cosmetic upgrades to Oceanic second floor, including the second floor bath (kiddie bath), are planned. We hope to completely rebuild the Summer House next year. The proposal is a post and beam structure that looks like the existing structure but is stronger. The project would use professionals and volunteers to build and assemble the structure.

Diesel Fuel Storage

We are looking at discontinuing the use of the large storage tanks. We have reduced the use of diesel fuel so that a large storage capacity is no longer needed. Also, the tanks are aging and present a potential fuel spill hazard. The alternative being considered is portable fuel cubes. These are smaller, double walled tanks that can be moved from a boat to the Powerhouse eliminating the long set of hoses used to fill the large tanks.

Strategic Facilities Planning Committee Members: Mark Adams, Richard Case, Nick Dembsey (SIC Board), Jon Denham, Jack Farrell (ex-officio), Tom Mansfield, Drew Martin, Mark Nash, Bruce Parsons, Mike Ramnarine, Annaliese Reutemann, Jean Stefanik, Roger Trudeau (ex-officio), Katy Weeks and Dan Williams.

Respectfully submitted,
Richard Case, Chair

PROPERTY STANDARDS COMMITTEE REPORT

The Property Standards (PS) Committee had only one call-in meeting in March although a lot of e-mail communication at other times.

Actions taken in 2016:

- 1) Reviewed and approved the Atlantic stair tower project. While it appeared that this project met all of the Property Standards for the Hotel Zone, because of its size and visibility, this project was reviewed with the full committee.
- 2) The Property Standards chair reviewed the Vaughn project and determined that the project met the standards for Zone 6 – Stone Village and could proceed without review by the full committee.

Discussion and other activities:

In order to clarify the property standards review process the Board adopted a process flow chart. The PS Chair worked closely with the Board Liaison in the development of this flow chart. The flow chart indicates that projects are initially reviewed by the Director of Facilities, the PS Chair and the Strategic Facilities Planning Committee (SFPC) Chair. If they all agree that the project conforms to the Property Standards then the project may proceed without further review. If the project does not comply it is reviewed by the full PSC who may approve a waiver from the standards. Appeals to the CEO are permitted. All steps are designed to promote collaboration.

Plans for 2017:

- Timely review of projects proposed for the island, particularly the wastewater treatment, Kiddie Barn and Marine Lab/Brookfield projects.
- Work with the Board to review the committee charge.
- Work with staff and the Board to fine tune the property standards review process.
- Complete a comprehensive review of the property standards.

Notes and Thanks:

Having been elected to serve on the Star Island Corporation Board, my role changed from chair to Board liaison. Jean Stefanik was appointed by the Board as the new chair. Thanks to Jean for taking on this role. Thanks to Bruce Parsons and Jordan Young for continuing to provide guidance to the committee.

Respectfully Submitted;
Roger Kellman, Board Liaison
On behalf of;

Jean Stefanik, Chairperson
Rebecca Armstrong
Tara Kelly
Brian Murphy
Kate Sandberg
Bruce Parsons, Advisor

RUTLEDGE MARINE LAB COMMITTEE REPORT

1. Committee Members

Drew Bush, Chair (Incoming); Nick Bresinsky, Meg Doty, Bill Gimpel, Cydney Mahoney, Amy Meek, Cyndy Parr, Claire Ting, Arthur Eves Eves (Naturalist); Ally Miner, Star Island Corporation Staff Liaison (Incoming); Erik Cordes, Star Island Corporation Board Liaison.

Former Members in 2016: Meg McVey, Previous Chair; Kyle Belmont, Previous Star Island Corporation Staff Liaison; Jean Stefanik, Previous Property Standards Committee Liaison.

2. New Committee Members

Nick Bresinsky, the committee liaison to the Appointments Committee, has facilitated the arrival of Bill Gimpel, Meg Doty, Cydney Mahoney, Amy Meek and Cindy Parr on to the committee prior to and after the 2016 season start. We are thrilled with all our new committee members. We have also confirmed Claire Ting for a second term and Ally Miner as our new staff liaison, and are excited by both of their participation on the committee. The committee has also discussed and approved a proposal put forth by Nick Bresinsky to add one spot to the committee temporarily for a qualified individual whose appointment has yet to be confirmed. I and the other committee members also most heartily thank our departing committee members Meg McVey, Kyle Belmont, and Jean Stefanik.

3. 2016 Season

3.1 Open Up 2016

A new Open-Up Naturalist opened the Lyman V. Rutledge Marine Laboratory in 2016 during the months of May and June. Jaime Garzón took his first turn at opening the laboratory with the help of Arthur Eves, who continued on as the Island Naturalist for the summer season. Jaime Garzón recreated intertidal, blue mussel, and Gulf of Maine displays in several of the laboratory's aquariums and continued citizen-science projects in marine-debris art and intertidal and terrestrial transects. Jaime Garzón has scientific expertise in tropical marine flora and fauna and particularly enjoyed learning about New England species.

His work was aided in the first week of June by Hoboken Charter High School students who made their third-annual trip to Star Island to aid in the heavy lifting required to open the laboratory, creation of the summer's first exhibits and projects being undertaken by island staff. As has been the case for the past three years, SCUBA (United Diver's) led by Louis Figueroa volunteers visited Star Island to collect marine organisms (otherwise not obtainable via snorkeling or from the intertidal areas) to stock the laboratory's tanks for the summer. This work was made possible by Jean Stefanik who aided Jaime Garzón and Arthur Eves in making arrangements with Jack Farrell to host the divers. The divers loved the experience and are eager to come back. Unusual and fun finds for the laboratory included scallops (which flee from starfish in the touch tanks), a lion's mane jellyfish, a male lumpfish, a very large lobster, multiple flounder, sea scallops, and a horse sea star.

3.2 Summer 2016

Arthur Eves continued on in his sixth year as Island Naturalist. We emphasize that the continuity that Arthur Eves, many long-term volunteers, and involved committee members have brought to the laboratory by returning is invaluable. Separately and together they provided continued and new opportunities for learning on Star Island in 2016:

- New equipment included the addition of two new video microscopes to improve the viewing of microscopic organisms on the laboratory's big-screen television, and a newly donated 50-gallon aquarium for the laboratory's outdoors exhibits.

- During All-Star 2, Erik Cordes led conference children and adults in the use of a remotely operated vehicle (ROV) off the end of the pier to explore the benthic communities in Gosport Harbor. The committee has discussed purchasing such equipment and this effort provided the first test of how such a hands-on learning experience might take place.
- Arthur Eves and Jaime Garzón kept a daily log, including an estimate of the number and types of visitors to the laboratory daily and a narrative about special events.
- As in previous summers, Arthur Eves gave expanded geology, botany, bird and low-tide walks and helped lead youth group activities on Smuttynose Island. Arthur Eves also adapted each of the walks to his audience, their level of agility and interests. These have included Billy Goat walks that are for agile youngsters and include discussions of island history such as Betty Moody's Cave.
- As in previous summers, theme-based salt-water tanks included one for "low tide," blue mussel habitat, end of pier, and tidal habitats. We have also developed a nice collection of anemones that we hopefully will be able to retrieve in the spring.
- The laboratory continued to offer youth groups and adults the chance to take part in citizen-science projects making ocean debris into art, conducting terrestrial/tidal transects, and conducting fouling plate experiments on the pier. A new addition this summer, thanks to the efforts of Meg Doty during her volunteer week in the laboratory, included the creation of new island scavenger hunt and crab catching/racing activities. Their creation was part of a larger effort undertaken by Meg Doty to improve and organize binders containing education activities the laboratory's staff and volunteers can run.
- Interesting work from this past summer included Isles of Shoals Historical and Research Association's (ISHRA) work on seaweed and printmaking and natural dying workshops during Life On A Star (LOAS) 1 and 2.
- In 2015, the laboratory's inaugural Nicholas J. Mahoney Memorial Interns continued the laboratory's work conducting a census of the Lovers Colony of Herring Gulls on Star Island's Southeast corner. This included the creation of displays on the herring gulls and their presentation of this work as a research poster on Appledore Island (where they are jointly hosted). This work was continued in 2016 by the laboratory's volunteers and staff, with the exhibit frequently displayed and utilized during educational programs for the conference youth groups.
- The laboratory continued as a member of Cornell University's eBird network. Staff and volunteers continued to use the laboratory's new computers (purchased in 2015) to record their observations of both common and uncommon bird species.
- Visitors from off-island were frequent particularly on the weekends. Most days saw at least 50 guests, many times more than 100. Check out www.RutledgeMarineLaboratory.wordpress.com for additional information on laboratory activities during 2016 and its educational outreach programs.

3.3 Close Up 2016

With the help of an extended volunteer season and phased tank closings, the laboratory was open into the second week of September. It closed on Regatta weekend. This means that the laboratory was once again open for Pelican Reunion and visitors in the first week of September.

4. Grant Recommendations and Proposals

4.1 Discussion of Grant Given to Improve Facilities of Lyman V. Rutledge Marine Laboratory and Brookfield

The committee has undertaken discussion of how best to maintain and upgrade the laboratory's facilities in light of the recent grant awarded to Vaughn Cottage and Brookfield. These discussions have focused on three areas of concern that could become increasingly relevant depending on how grant funds are expended

to alter Brookfield/the laboratory. They include: 1. An increased flow of human traffic through the laboratory; 2. The need for additional volunteer/paid staff at the laboratory (particularly if its season is expanded into earlier spring/late fall to accommodate visiting school groups); and, 3. Development of educational programs in support of the laboratory's mission.

While the committee's recommendations are still under discussion, we expect to present them to Star Island Corporation staff later this year. The committee has adopted a view of the laboratory, proposed by Arthur Eves, as consisting of functional/modular educational spaces. Consequently, recommendations for grant monies include how best to improve the functioning of the laboratory's tanks, lighting, electrical and storage/work spaces. The committee also plans to make recommendations on facilities upgrades that would aid in concurrent work to improve the laboratory's science education programs. In its first discussion, the committee revisited its approved charge and mission statements to ensure all recommendations follow these documents.

The committee also plans to discuss additional grant opportunities that might be possible to extend this effort and further improve the laboratory's facilities and educational programs.

4.2 Facility Maintenance and Upgrades

The laboratory continues to be in need of maintenance that allows for better drainage (and reduction in overflows) of its tanks, lighting that helps promote healthy seaweed/ecosystems and is located closer to the tank, and care of both its cement/wooden floors. While donated cabinets were installed in the front/dry portion of the laboratory in 2015 that greatly enhanced the functionality of these spaces, the rear countertop/cabinet space of the laboratory continues to be of poor quality and inhibit the careful storage of materials. Drew Bush continued to find donations of new tanks (including a new 50-gallon outdoor tank) in New Hampshire and helped deliver such finds to the laboratory in August. Finally, the Star Island Corporation staff continues to examine structural renovations needed to the laboratory and to Brookfield overall.

Proposed upgrades to the laboratory focus on specific needs including the enhancement of the 1,000 gallon cement tank, a new deep-vertical tank, additional bookshelf space, improvements to the touch-tanks, electrical outlets outdoors that meet fire code, improvement to the laboratory's Wi-Fi access, and the ability to provide continuous nutrient-rich (not filtered) salt-water. Other larger ideas center on the need for the laboratory to have a space where those engaged in citizen-science work can utilize sensitive scientific instruments (and not have them disturbed by youth groups) and improvement to facilities for astronomy education/observation.

4.3 Lyman V. Rutledge Marine Laboratory Equipment Needs in 2016

One equipment need for 2016 is an electronic oxygen concentration meter so that the laboratory can monitor oxygen levels in the tanks and prevent die-offs from depleted O₂ levels in future. As usual, additional "rough and tumble" older microscopes and dissecting scopes would be welcomed and added to the laboratory for general use (and abuse). A particular need exists for a quality dissecting microscopes to be used in citizen-science work. Continuing needs exist for donations of fishing and snorkeling gear (that has proved popular with staff and conferees and, thus, often undergoes hard use during the summer season). Finally, additional field guides for seashore animals and invertebrates (particularly) and fish of the North Atlantic would be of great value. The committee has also discussed the purchase of digital weather station for the laboratory's roof.

4.4 Lyman V. Rutledge Marine Laboratory Staffing Needs in 2016

Adequate staffing of the laboratory proved problematic in 2016 largely due to the cancellation of some

volunteers just prior to their arrival on island and the preference of the past year's Nicholas J. Mahoney Memorial Interns to work primarily on Appledore Island in the Shoals Marine Laboratory. Despite these limitations, the laboratory continues to function through the leadership of Arthur Eves and the dedication of a great many volunteers. The reservation of a room by the Star Island Corporation staff for such volunteers continues to make this arrangement possible.

The committee continues to explore ways in which to support Arthur Eves with volunteer or paid staff. Star Island Corporation Chief Executive Officer Joe Watts has discussed discontinuing the sharing of interns with the Shoals Marine Laboratory because of a concern that Shoals needs its interns more present and focused on their research on Appledore Island. The committee plans to discuss funding a full-time intern on Star Island for summer 2017 using the laboratory's restricted monies.

5. Laboratory Projects

5.1 Citizen Science

Students from the Hoboken Charter High School (see Open Up) and guests/volunteers throughout the summer worked on several citizen science projects, including: 1. Mapping nests/eggs of herring gulls in the Lover's Colony at Star Island; 2. Studying the Star Island ecosystems using transects; 3. Collecting material for the various tank displays; 4. Continuing the laboratory's "fouling plate" experiment. The Hoboken students also brought their class turtles to the island and left them to live in the laboratory's outdoor freshwater tank. They continued to be big hit with children all summer.

Any Corporation member with ideas for more systematic citizen science projects at Star Island are welcomed to provide their suggestions to the laboratory via Ally Miner of the Star Island Corporation staff. Possible ideas noted to date include documenting the spread of invasive species in both the marine and terrestrial environments, mounting and following a weather station on Star Island, linking those data with other monitoring activities, and considering inviting other citizen science groups to visit the island during the shoulder seasons.

5.2 Star Island Birding Weekends

Star Island birding weekends, held in May and September, continue to be a successful addition to the island's conference offerings. These conferences have included bird walks every morning with sightings of many feathered migrators. Although fewer than 30 species of birds breed on Star Island, almost 250 species have been recorded, mostly during spring and fall migrations, when they use the island as a staging post to rest and refuel.

5.3 Marine Laboratory Website

A need exists for a volunteer to continue to update and publish stories on the laboratory's summer work on the Lyman V. Rutledge Marine Laboratory's website that has a following of more than 150 people. Along the right-hand edge of the webpage, one can find links to the website's subjects (e.g. birds, botany, invertebrates, laboratory events, historic descriptions); videos (e.g. ocean currents from space); recent posts (e.g. crab love); and archives (by month). Check out the daily logbook for additional cool videos and pictures. The laboratory blog can be reached directly (see above), from the www.StarIsland.org web site, or via various search engines. It has provided a wonderful introduction to the laboratory, welcoming visitors to investigate both the laboratory and Star Island. A valuable feature of this website is the archives, which you can check out on the right hand side of the screen. We have as yet not added copies of logbooks, or other materials, but that still is on the committee's agenda. One can sign up to follow the blog online. Find the website here: www.RutledgeMarineLaboratory.wordpress.com

5.4 Other Continuing Projects

With the momentum of expanded opportunities and outreach gained by the continuing efforts of Arthur Eves and the many volunteers at the laboratory, we have implemented the following projects to better understand the importance of the laboratory to the island:

- In 2014, we established a visitors' log at the laboratory's entrance which visitors can sign, indicate their home town, and provide their e-mail address to sign up for the laboratory blog. Here they also can learn about volunteer opportunities and write about their experience at the laboratory (a special book for kids to write in). Arthur Eves has reported that it is not unusual for 30 to 40 people to be visiting the laboratory at one time from the daily tour boats.
- Since 2014, we have also kept a record of how many visitors enter the laboratory each day, with some busy weekend days boasting more than 200 unique guests.

Both of these efforts figure to be important in the committee's planned work to apply for additional grants to support development of the laboratory's educational programs.

6. Development of Educational Programs

The committee has identified a need to continue to develop the educational programs available at the laboratory for youth groups and to provide support for volunteers/staff in implementing such programs. This work began during the 2016 season with an effort by Meg Doty (see Summer 2016) to organize and place all of the laboratory's educational resources into one central location. However, members of the committee believe such work must be continued and new materials, curricula and implementation plans must be developed and combined with existing efforts by some of our summer volunteers.

Particular ideas by committee members have included the use of common hands-on educational resources such as Rachel Carson's *Sense of Wonder* and the book *Talking Their Way Into Science*. One model for how to organize activities modularly would include setting up individual work (or function) spaces that explicitly allow visitors to undertake a given project and receive some type of award (stickers/stamps) for doing specific science activities. Other ideas from laboratory volunteers have included the creation of a binder of activities that enable the teaching of how to conduct water tests, radioactivity tests, inkblots and more. As help is needed from committee members/volunteers with specific science educational experience, this topic will be the focus of an upcoming Rutledge Marine Laboratory committee call.

7. Name Change for the Lyman V. Rutledge Marine Laboratory

While no changes are imminent, the committee received and discussed a request made by the executive director of the Shoals Marine Laboratory to alter the name of the Lyman V. Rutledge Marine Laboratory in a manner that better reflects its mission and nature. In particular, the committee discussed altering the name to the Lyman V. Rutledge Science Education Center to avoid confusion with the Shoals Marine Laboratory. Consultation with the Rutledge family indicated such a change would be welcomed. However, no action has been taken on this discussion as multiple committee members were opposed to such a change. The committee awaits further direction from Star Island Corporation staff on this matter.

8. Rutledge Marine Laboratory Outreach for Star Island

The committee believes that the Lyman V. Rutledge Marine Laboratory and its programs can provide a significant attraction for new visitors and "Shoalers" who come to Star Island. We are extremely lucky now to have continuing staff at the laboratory, Arthur Eves, as well as continuing long-term volunteers from within the Star Island Corporation Board and committee membership (e.g. Erik Cordes and Claire Ting),

from conferences (e.g. Nick Bresinsky and Amy Meek), and from local partners (e.g. the Blue Ocean Society, Rozalia Project, and Shoals Marine Laboratory).

We note that the grant given to the Star Island Corporation to improve the laboratory's facilities has provided an important opportunity to carefully improve and maintain the facility in a manner consistent with the laboratory's mission and educational programming goals. While we recognize the Star Island community has provided a large number of suggestions for the use of this grant, we hope the committee can help to provide specific, well-considered recommendations that aid in solving known laboratory problems and needs.

We continue to be grateful to the Star Island Corporation for agreeing to share funding of an internship with the Appledore Shoals Marine Laboratory and for setting a room aside for the laboratory volunteers. We look forward to additional "win-win" collaborations between the Star Island Corporation and other science groups and institutions. These will allow the laboratory to reach more people with information about Star Island, the Isles of Shoals, and the Gulf of Maine ecosystem.

Respectfully submitted on behalf of the committee,
Drew Bush, Chair

ISLAND HERITAGE AND ARTIFACTS COMMITTEE REPORT

The charge to the Island Heritage and Artifacts Committee is:

1. Advise the Board through Chief Executive Officer or designee about the Thaxter Museum/Vaughn Cottage and the collections housed there and elsewhere on and off island
2. Work with staff to publicize the collection and Shoals history through guides, tours, etc.
3. Assist Director of Development in identifying sources of funding and writing grant proposals
4. Work with staff to research, write guides to the island, gather oral histories, collect artifacts, lead tours, etc. as appropriate
5. The committee may work with the CEO on initiatives such as educational programming
6. Maintain contact with other entities having similar interests
7. Accomplish the short-, mid- and longer-term goals with respect to gaining intellectual control of the collections, improving storage conditions and making environmental improvements recommended in the Conservation Assessment Report of 2014

The 2016 committee consists of Irene Bush, Chair; Craig Allshouse, Kathleen Belko, Lisa Braiterman, Board Liaison; Don Cann, Chair Emeritus; Tara Kelly, Chris Palazzolo, Sandra Rux. Rosemarie Smurzynski, Chair Emerita, stays involved. We were enriched by our two advisors- Barbara Moore, Objects Conservator, and Lois Williams, Shoaler, historian and benefactor. Ally Miner, Museum Manager/Staff Liaison; Sarah Mills, Curator; interns, Jenna Bossert and Sam Pike staffed the Celia Thaxter Museum (CTM) and Vaughn Library.

The committee met in spring and in November in the Star Island office and on island in August, joined by incoming members Adam Osgood and Dave Drucker. Shelley Lauer Bader has also been appointed to the committee. We say goodbye, with gratitude to Tara Kelly and Sandra Rux. Irene Bush will remain active as advisor.

ACCOMPLISHMENTS

Our holdings have never been in better shape. The Institute for Museum and Library Services (IMLS) Museums for America grant of \$25,000 provided funds for IHAC volunteer, Craig Allshouse and his crew to build a climate controlled room (CCR) in the Vaughn attic. Two interns, Sam and Jenna, trained at Rochester Institute of Technology's Museum Studies Program, were able to rectify deficiencies pointed out in the 2014 assessment report to gain intellectual and physical control of the collection. They were able to clean, label and organize our artifacts both in the CCR and in the open attic area and insure that entries for artifacts were in our museum program, PastPerfect.

We were able to mitigate damage to artifacts from excessive light by installing a double set of shades in museum windows, one for when the CTM is open and both for when it was closed. Our attempt to mitigate mold was less successful as the Stego moisture barrier that was installed under the museum is compromised by the drainage problems that still exists. Water is collecting on top of the barrier. This will hopefully be rectified during 2017 Open Up.

Curator, Sarah Mills, created many interesting exhibitions in the Thaxter Museum and in the Lobby museum case. She also increased our on-line presence on Facebook and Instagram and created a draft of a video about Vaughn that she hopes to continue working on next summer. She is also working on an instructional video for future curators.

There were 2,287 visitors to the museum, nearly double that of the previous year. Sarah continued the website presence for the museum on the Star Island website and its accompanying blog about exhibits and

interesting Shoals history. Sarah also created Instagram and Facebook accounts for Vaughn Cottage in order to inform and entertain people over social media, where she posted one photo a week on average, accumulated 408 followers on the Instagram account and accumulated 97 likes for the Vaughn Cottage Museum and Library page.

Sarah used the workstation in a corner of the museum because the attic was still not accessible although it will be in 2017. The interns worked in the library and were, themselves, “an exhibit” through which many visitors learned about their work and the CTM.

With a generous grant from Lois Williams, renovations were begun in the fall to make the staircase code compliant and provide a proper second egress and, thus, allow work to be done in the attic.

An Additional Grant Was Renegotiated: Added to our success in obtaining a result of the Conservation Assessment Program grant carried out in 2014, and the IMLS Museums for America grant of \$25,000 for 2016, we had also received a National Endowment for the Humanities Preservation Assistance Grant (PAG) which funded some of the same items in the IMLS grant. Ally Miner was able to renegotiate this \$6,000 grant to continue our preservation activities. It will allow the hire of an intern to complete re-housing, documenting and furthering the preservation of our collection; the services of consultant, Barbara Moore, to do training on-island about preservation; purchase of equipment and materials to accomplish this goal, including a foot candle meter, textile cleaning screen and vacuum attachment; protection for the Celia Thaxter writing desk and chair and archival materials for proper storage of paper artifacts.

The Vaughn Cottage brochure and the bookmark listing books in our library were put to good use during the summer. Lois Williams began the development of display that will tell the history of the Fishing Era at the Shoals.

Film Restoration: All of our films have been restored thanks to the 2014 Historic New England grant.

Lobby Memorial Book: The book is being kept up by Irene Bush and Kate Brady.

Star Island Corporation’s Centennial: The IH & A Committee was represented on the Centennial Task Force. Sarah Mills wrote an entry for the time capsule as the historian to contextualize Star’s current place in history.

Starry Night: Celia Thaxter artifacts were displayed at the event held at Discover Portsmouth. This was one of our first appearances on the mainland, off-season.

FUTURE PLANS

We continue to work on our ambitious short, mid- and long-term goals that were spelled out in the reports from our CAP grant. The National Endowment for the Humanities PAG grant allows us to continue our preservation work with an additional focus on textiles. New co-chairs, Don Cann and Adam Osgood will steer the committee in 2017. The restricted Vaughn Fund will allow purchase of a camera, which will permit us to take pictures of our artifacts and create an on-line catalogue of our holdings, hosted by PastPerfect.

CONCLUSION

The IH& A Committee had an extremely productive year. The Thaxter Museum had excellent exhibits all summer. We have grant and restricted monies going forward to continue preservation and other work. We wish to thank our advisor, Barbara Moore, Conservator, who gave invaluable help in obtaining the

grants that allowed these accomplishments. We also want to thank Lois Williams for her profound interest in Shoals history and her generosity to Vaughn Cottage and Star Island Corporation.

Respectfully submitted,
Irene Bush, Chair

HEALTH COMMITTEE REPORT

The First Aid Station (FAS) had a total of 438 visits in 2016, an 1% increase in visits compared to 2015. Conferee visits increased to 185 in 2016, compared to 174 in 2015, 185 in 2013, 360 visits in 2012, and 180 visits in 2011. Pel visits were down significantly at 182 in 2016, compared to 232 in 2015, 237 in 2014, 221 in 2013, 305 in 2012 and 377 in 2011. There were 13 emergency evacuations in 2016, higher than the 5 in 2015 and 2014, compared to 2013 with 11 evacuations.

A breakdown of Pel/staff visits showed the majority of visits (shown as 2016/2015) as usual from Waitrae (44/51), and Kitchen (25/20). Housekeeping (16/33), "Crews of 1" (6/27), Bellhops (2/12), and Rounder (9/13) had significantly less visits. The remaining crew visits were fairly stable: Star Island staff/family (8/7), Conference Services (6/10), Maintenance (4/6), Snack (9/12), Front Desk (18/13), Truck (10/4), Night Crew (2/6), Baker (1/1), Dock (5/4), and Dish (7/3). All Interns (14) and Carpenter/Painter (4) were tracked in 2016 for the first time. The Health Committee Chair does not have access to the total number of Pel/staff on each crew, so a visit per capita statistic is not available.

There were 16 (21 in 2015) medically-related incident reports filed at the First Aid Station of which 13 were Pel/Staff injuries with all being work-related. There were 2 conferee injuries and 1 contractor injury reported.

There were 13 medical evacuations in 2016. No air transport evacuation drills were held in 2016. There were 0 admissions to the Infirmary in 2016.

The 2016 season's model for health care services was similar to the model for 2015. Volunteers rotated week-to-week, providing medical care to the staff and conferees. These volunteers provided 24/7 coverage, attended three hours of clinics daily, took care of patients in the infirmary section of the First Aid Station, and performed secondary housekeeping in the First Aid Station. A part-time Star Island staff nurse maintained inventory, stocking and purchasing of supplies, arranged necessary repairs of the First Aid Station building, organized the May Open-Up and September Close-Up of the First Aid Station and oriented new volunteers.

The First Aid Station had a full complement of medical volunteers for the 2016 season and experienced several unexpected events this summer. There were a few difficulties in providing the necessary medical care for Pels/staff, conferees, volunteers, day trippers, guests and Appledore visitors. There was a moderate outbreak of Group A Strep tonsillitis throughout the summer with approximately 20 Pels/staff treated. There was a work-related fingertip amputation injury that required evacuation and a full OSHA report. Switching from using the Portsmouth Fireboat to the USCG/Rye Fire Dept for emergency evacuations posed some challenges, and we will refine our protocols further for 2017. There were no epidemics in the second year of a public health policy (Norovirus Outbreak Prevention Response Plan/OPRP) that was implemented to prevent Norovirus outbreaks similar to 2012 and 2014. No documentation of any OPRP events occurred.

The Autumn meeting of the Health Committee was delayed until a new committee chair was named. John Mark Blown has been named the new chair and will schedule a phone meeting sometime in the near future.

Submitted by Sean McCloy, M.D.
Chair of Health Committee
Statistics provided by Pat Ford, APRN

CONFERENCE SERVICES COMMITTEE REPORT

Members

Ken Swanson (Chair)

David Finkelstein

Karen Mathiasen

Chip Newman

Sue Peterson

Dean Varney

Mark Woolley

Debbie Duval (Board Liaison)

Justina Maji (Staff Liaison)

John Bynum (ex-officio)

The Conference Services Committee was officially formed in June 2009. The members of this group bring experience from the fields of event planning, culinary services, restaurant management, hotel management and audio/visual services. The committee's major goals are to advise the staff of Star Island on professional conference services matters as well as brainstorm and assist in executing new ideas that will improve the experiences of guests on the island and/or have a positive effect on the financial status of Star Island.

The members of the CSC participated in two in-person meetings in 2016; one held on island. The on-island meeting was held the same weekend of the Board Retreat- which gave our committee the great opportunity to network and connect with the Board. During the latter part of the year we invited one new member, Chip Newman, to join the committee. He will begin attending in 2017.

One major accomplishment of the committee in 2016 was the start of new discussions on mobility and accessibility to all Shoaler's on the island. From both member's personal experience as well as comments given to members while on island, it was determined that this topic needs an ongoing evaluation. Our discussions culminated in the creation of a survey dealing specifically with this topic and will be distributed in early 2017.

The committee is also planning to distribute a survey targeted to families with school age children to identify better ways in which they can be served, especially through facilities. This will also be sent out in early 2017.

Accommodating food allergies, Snack Bar offerings and satellite food locations continued to be major topics of conversations at our meetings. The committee was thrilled to experience The Gosport Grill at several of our individual conferences.

A focus of the committee is to get all members engaged. In 2016, the committee welcomed a new chair. We want the committee to continue to have 5-8 members in attendance at meetings.

In 2017, our focus will be to incorporate our survey findings into actionable plans, especially new projects like the Vaughn and Brookfield Project and the Kiddie Barn Project. Another primary focus will be to incorporate the new Strategic Goals of Star Island to:

- Create a diverse and inclusive spiritual community modeled on our best selves on our best day.
- Live our values through hospitality within our community to each other and in our inclusive and generous reception of all guests and visitors.

- Develop centers of excellence in our hospitality and amenities to improve the island experience for conferees, visitors and employees.
- Enhance and expand opportunities for island amenities and activities each year.
- Improve and maintain safe and structurally sound facilities, which meet the accessibility, lighting, comfort and regulatory needs of all our island constituencies.

OUTREACH AND ENGAGEMENT COMMITTEE REPORT

2016 Members

Ann Beattie (Chair)
Irene Bush
Erik Cordes (Board Liaison)
Paul Jensen
Christana McKnight
Tim O'Donnell
Suellen Peluso
Charles Stauffacher

2016 Staff

Justina Maji (Conference Center Director)
Lisa Santilli (Communications & Development Coordinator)
Pam Smith (Director of Development)
Joe Watts (Chief Executive Officer)

The Outreach and Engagement Committee (OEC) is an operations committee that advises the CEO and relevant staff regarding marketing, outreach and engagement plans designed to enhance the Star Island Corporation's ability to reach financial goals.

In 2016 the committee reviewed and offered input for brochures promoting Star Island. The presentation format of rates was analyzed for simplicity and clarity. Conference discounts were examined and evaluated. Reports on bed nights and registrations were discussed throughout the year as were potential methods of increasing registrations for under-subscribed conferences.

Other outreach and engagement efforts directed by Pam Smith, Director of Development, were discussed. These included the Centennial celebration of the founding of the Star Island Corporation and the purchase of Star Island, which deepened engagement within the Star Island community. Other efforts involved a series of well-attended programs about Star Island offered throughout the region early in the year and potential designations of Star Island with historical registries.

At the end of 2016, three committee members reached the end of their terms of service: Ann Beattie (Chair), Irene Bush and Charles Stauffacher. The committee was pleased to be joined by new members Kyle Belmont (Chair), Terri Behm and Leon Dunkley.