



STAR ISLAND CORPORATION

ANNUAL MEETING

May 5, 2018

STAR ISLAND CORPORATION
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PRESIDENT'S MESSAGE

Greetings fellow members of the Star Island Corporation,

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 2017 and give you an insight into our plans for the year ahead. 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 5th.

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, 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. We will have a variety of interesting breakout sessions to give you an opportunity to be heard on some of the important issues facing our communities. We look forward to hearing from you at these sessions.

I am very happy to say that we had a successful year in 2017. We continue to show strong growth in our number of bednights with conferences filled with happy conferees, satisfied guests and overnight visitors. We also received many grants, exceeded our Annual Fund goal and had numerous successful and fun events. Our staff continued to effectively manage the budget, and while we came in slightly under our final budget goals, we continue to show a healthy operating gain. And we learned that Star Island can operate for a summer while allowing a key member of our staff, our CEO, to take a well-earned family vacation.

With the completion of significant work on Vaughn Cottage and the Kiddie Barn, and the continued weatherization of the Oceanic and Atlantic House, we are now set to take on a record amount of capital projects in the year ahead. We are in the final stages of plan approvals and permitting for our new wastewater treatment/water reclamation plant. If all goes well, the new facility will be online for the 2019 conference season. We are continuing with the weatherization of the back of the Oceanic assisted by a significant grant from LCHIP. We plan on doing Phase 1 of the Brookfield/Marine Lab project which aligns with our strategic educational goals. The Shack is scheduled for a major renovation, which will provide our Pel community with better rooming and recreational spaces. There are a lot of additional smaller projects, from improving the availability of electricity in conferee guest rooms to adding additional shoreside facilities to better manage getting things and people on and off the island. I always get excited each year to see the improvements to the island and I hope you do too.

One of the major efforts for the Board this year was a thorough review of Pelican compensation. A committee of Board members, committee members, staff and Pelicans reviewed all facets of Star Island's compensation program. The group looked at wages, housing, transportation and communication. It resulted in concrete actions, and also continues on through ongoing dialogue among the different constituencies.

The Board has also undertaken a self-evaluation of the way we operate by implementing a new meeting schedule, reducing the number of overall meetings while increasing our effectiveness as your leadership group. As the Board pivots to a leadership process which emphasizes a more strategic focus, there will be more changes and I am confident that we have the right people to meet the challenges ahead.

A new initiative that we are launching this year is our Beloved Community Project. We at Star have long been committed to equality, justice and welcome. Earlier this year, one of our conferees shared

her experience of Star Island as a person of color. A UU Religious Educator, she shared this reflection as part of the UUA's Promise and Practice campaign. In her reflection, she related the many ways in which for her Star Island was anything but a welcoming place. The first time I read her reflection, I reacted with anger, disbelief, denial and frustration. As I turned the words over again and again in my head, and as I re-read her reflection, I sought to understand what it might be like to experience Star Island as she experienced it. It was clear that her truth needed to be held up and used as crucial feedback for us as a community to engage in a self-examination to find a way to make this a positive growth experience. To this end, the Reverends Chris Jablonski and Leon Dunkley have been engaged by the Star Island Corporation to help explore these issues. Chris and Leon will be hosting a gathering this summer, seeking to reflect on how our communities can thrive, how the welcome so many experience at Star can be experienced by all. We have also invited facilitators from the Center for Ethical Living and Social Justice Renewal to work with our Pelicans and staff in June. I hope you will support this effort so that Star Island can truly live into being a Beloved Community for everyone.

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 conferences and individuals of how one small island can support so many diverse groups and needs.

The trustees of the Permanent Trust continue to provide expert guidance for our endowment. The Trust has recently been bolstered by legacy gifts from members of the Star Island Legacy Society. The Legacy Society includes those of us who have remembered Star in our 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 new Director of Development, Peter Squires, 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 including email, Facebook, Twitter and 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 the Board look good.

I look forward to another successful year as we have a lot of work ahead of us and the staff and resources to get a lot of good things done. 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 I look back at another successful year, and think ahead to the future, I am grateful for the many Shoalers – old and new – who are stewarding our Spirit's Home. This stewardship comes in many forms, including welcoming new folks to Star, volunteering, attending one or more conferences, donating funds, helping to envision our future and empowering us to strive to be a model for how the world might ideally be.

As members of the Star Island Corporation, we are honored to be the chief stewards of such a precious place. The experiences we enjoy on Star Island, and our impact beyond its shores, are things we do not take for granted. We engage in this labor of love to make a difference now, and also to ensure that Star Island will inspire future generations.

I hope you can join us at our Annual Meeting on May 5 to hear about many of the wonderful things going on in the Star Island universe. Here are a few items worth holding up now:

- Inspired by our values, we are working hard to create a diverse and inclusive spiritual community on Star Island. We strive to be a welcoming community for everyone, and we are pleased to have launched the “Beloved Community Project” (see Gary’s report for more on this exciting initiative).
- Part of being a welcoming place for all is ensuring that we are safe. We are pleased to be working with a wide range of Shoalers and non-Shoalers alike to take a close look at our alcohol policies and enforcement of these policies, with a goal of ensuring that our values are reflected in a culture of responsible and legal consumption of alcohol on Star Island. We are excited to offer conferences the opportunity to schedule a weekly town hall style meeting this summer to discuss these important issues, and we are planning to host a series of conversations with our Pelicans as well.
- Speaking of our beloved Pels, we are committed to conducting our operations as an employer consistent with our highest values. For over a year, we have been focusing on the issue of Pel “compensation” (broadly defined, to include factors beyond wages, such as housing and food), and we have made a great deal of progress. Our work has led to improved communications and understanding between Pels and management, which has several benefits.
- For the last few years, we have been working with the New Hampshire Department of Environmental Services (NHDES) with an ultimate goal of installing a new, innovative and energy efficient wastewater treatment/water reclamation facility on Star Island. Our proactive and collaborative work with the NHDES includes the creation of regulations for the State of New Hampshire for the recirculation of treated effluent, converting a waste product into a resource to be used for toilet flushing, irrigation and potentially other uses. We are the first non-municipality in New Hampshire to have received a Clean Water State Revolving Fund loan for a wastewater treatment facility project, which will result in a fixed, low interest loan for a term of at least 20 years. We are on track to begin construction this fall and complete the project so that it is online for the 2019 season. Our wastewater treatment/water reclamation facility will serve as a model for other communities – it is one component of our award winning Green Gosport Initiative, which is helping to make the world a better, greener place.
- Another example of exploring matters of consequence and serving as a model for how the world might ideally be is our SEA Star Program, an experiential learning program focusing on visual arts and literature, sustainability and marine science and the history of the Isles of

Shoals. Our SEA Star Program brings teachers and schoolchildren out to Star Island each spring and fall, for a day field trip or an overnight stay, during which time they learn something new and, ideally, are inspired to go forth and make the world a better place.

We do these things and more in the spirit of community, at a time when the world around us seems to be increasingly divided. Perhaps the most important thing we can do in our work as stewards of Star Island is to create an environment on Star where everyone is striving to be their best selves. If we engage in civil discourse, and are kind and welcoming to everyone, then perhaps we can inspire our off island communities to be more civil, kind and welcoming.

We had a great year in 2017, and we are on track for success this year and for the foreseeable future. This is in large part due to your efforts, as members of the Star Island Corporation. Corporation members are Star Island's chief stewards and, whenever possible, attend a conference, volunteer, and make a financial contribution. Corporation members strive to figure out how they can make an even greater difference, and they serve as active ambassadors, talking about Star Island whenever and wherever they can.

Thank you for your service as members of the Star Island Corporation. I am deeply grateful for all that you do. I am happy to be on this journey together, as we take good care of Star Island now and for the future. And I am proud that our work together is helping to make the world a better place.

With Star Spirit,

A handwritten signature in cursive script that reads "Joe".

Joe Watts

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

2017 DEVELOPMENT REPORT

Suellen Peluso

Fund Development Committee Board Liaison

Star Island had an excellent fundraising year in 2017, with over \$955,000 received in philanthropic support. I am pleased to share these development results with Corporation members and to express sincere thanks to all of you -- our generous donors -- and dedicated volunteers.

We exceeded our Annual Fund goal for the third year in a row and realized over \$291,000 in restricted gifts and commitments. In addition, nearly \$20,000 was received in grants support; over \$57,000 in contributions to the Permanent Trust, and over \$36,000 from our annual events. Restricted gifts in 2017 helped us complete renovations to the Kiddie Barn and the Summer House, improve Chapel access, look ahead to the upcoming renovation of the Shack, bolster ongoing restricted funds like the Green Gosport Initiative and the Fund for the Oceanic, and more. In addition, we were awarded a \$125,000 grant from the Land and Community Heritage Investment Program (LCHIP) in late 2017 for the continued restoration of the historic Oceanic Hotel.

Annual Fund 2017

The Annual Fund total received for 2017 was \$552,309, exceeding the goal of \$490,000 by nearly 13%. The Annual Fund total in 2016 was \$499,864, and in 2015 the Annual Fund raised \$469,445. We are pleased to see steady growth in this pivotal area.

In 2017, 12 conferences recorded higher fundraising achievement over the prior year. It was also our best year on record in terms of pledge fulfillment – nearly 100% of gifts were realized. One concern is that the total number of Annual Fund donors, 1,226, decreased by 11% from the 2016 total of 1,361. This represents the fewest Annual Fund donors we have had since 2014. However, the total number of donors, when including restricted gifts, was 1,344.

As well, the average Annual Fund gift in 2017 was \$450, a significant increase over 2016 (\$367), and 2015 (\$356). This can be largely attributed to the addition of a new major donor, as well as the incredible generosity of the All Star 1 Conference, whose auction proceeds benefitting the Annual Fund doubled in 2017, resulting in All Star 1 surpassing the \$100,000 fundraising mark – an awesome milestone. Please note that even without these large gifts, the average gift size still increased significantly this year (\$417).

Thank you to our talented and dedicated Annual Fund volunteers, who deserve our appreciation for their excellent fundraising work on-island and throughout the year.

Fund Development Committee

The Star Island Fund Development Committee (FDC) meets throughout the year to discuss elements of our fundraising program and strategies. The FDC was staffed in 2017 by Directors of Development Pam Smith (through mid-September) and Peter Squires (mid-September–present). Members in 2017 included Peter Squires (Chair), Suellen Peluso (Board liaison), Suzanne May, Judy Samuelson, Martin Schrage, Caroline Stewart, and Carol Weisman. Special thanks go to Martin Schrage, who finished his term at the end of 2017, and to Judy Samuelson who has agreed to take on the role of Chair in 2018!

Legacy Society

Members of the Legacy Society have made provisions for Star Island in estate plans such as bequests, charitable remainder trusts, qualified retirement plans, life insurance policies, charitable gift annuities, or other assets. Five new members joined in 2017, increasing the Legacy Society to 243 living members. *We invite and encourage all Corporation members to consider becoming a Legacy Society member. Please contact Peter Squires or Joe Watts if you have any questions or would like more information.*

Grants Received in 2017

Star Island continues to be successful in securing grant support for capital projects and other needs identified throughout the year. The primary achievement of 2017 was the award of \$125,000 from LCHIP, with funds to be received in 2018. This grant is the third (and largest grant) from LCHIP since 2013 for the continued restoration of the historic Oceanic Hotel. In addition, we received grants in 2017 from the Samuel P. Hunt Foundation, the Fuller Foundation, the Madelaine Von Weber Trust, and the Portsmouth Garden Club totaling nearly \$20,000. An additional \$2,000 grant from the Rosamond Thaxter Foundation was awarded at the end of 2017 to be distributed in 2018. Finally, a special thank you goes out to conferences and to ISA-UU for generous grant support.

Events & Sponsorships

Star Island hosted 10 events in 2017, attended by over 600 guests. Event revenue exceeded \$36,000 in 2017, including ticket sales, sponsorships, auction proceeds, and other income.

Although the Gosport Regatta faced weather-related challenges, operationally, the event was the most successful yet. We look forward – with fingers crossed – to clear skies in 2018. We also hosted a performance by *Bread & Puppet Theater*, attended by guests of Natural History Week, Star Arts, staff, and mainland day visitors. Together, these events brought over 230 guests to Star Island.

In addition, Star Island held many successful off-island events in 2017, reaching over 370 people in the Seacoast area. These events included our annual Starry Night, which featured authors Maryellen Burke and Peter Randall discussing their book, *Gosport Remembered: The Last Village At The Isles of Shoals*, on the 20th anniversary of its publishing; a talk by resident historian Ann Beattie titled “Secrets, Scalawags & Spirits at the Isles of Shoals”; an Earth Day beach clean-up; “Celebrating our Stars” donor and volunteer appreciation event; Poetry in the Gardens with Kate Leigh; the *New Hampshire Society of Photographic Artists* exhibit entitled, “20 Years of Star Island Photography” at the Discover Portsmouth Center; and community networking events at Tributary Brewing Company and Robert’s Maine Grill (Kittery, ME). Events like these support Star’s commitment to increased outreach and engagement activity, an element of the SIC Strategic Plan.

Special thanks go out once again to Ann Beattie, Kate Leigh, Peter Randall, Maryellen Burke, Dave Finkelstein (who, for the third year, prepared an incredible barbeque lunch for guests of the Gosport Regatta), and to all who attended these Star events!

STAR ISLAND UNITED CHURCH OF CHRIST GREETINGS



Star Gathering Family & Youth Conferences

Chris Palazzolo, President

Greetings Shoalers,

In 2017 Star Gathering worked hard with Star Island Corporation to grow our conference. We launched public Instagram and Facebook accounts.

We were able to make Star Island financially accessible to many new and past Shoalers alike, by providing over \$10,000 in financial aid. By donating to our financial aid funds, we help our friends return to our spirits' home. It benefits them and it benefits us as well, as it's these friends, old and new, that create the community we return to again and again. Our donations help grow the conference by creating the opportunity for new conferees to experience this place we all hold so dear.

In 2017, Star Gathering 1 was led by Chris and Susan Gray, who will be returning this year. Star Gathering 2 was led by Sarah Moriarty and Sara Garthwaite, who will co-chair with Heather Bell, in 2018; Star Gathering Weekend was led by Elliott Stratton and Lisa Hunt. Jen Murray returned as our SG1 Youth Minister, and will join us again this year.

We are grateful to these dynamic teams and to our registrars Dawn Grobe and Cora Fuss.

For 2018, we have united our four conferences under the common theme - Ecology, Faith and Social Justice. We've secured ministers and speakers who are leaders in their fields.

Star Island Corp and SG2 will work together to host Kittery Day during SG2, when local families will be invited for an overnight to engage in conference activities. There will be an incentive for them to return for a full week next year.

We are thankful for the help and leadership of Star Island Corporation staff and their work with our marketing task force of Kris LoFrumento, Jenny Giering and Janet Legro. Thank you all for your vision and dedication.

I want to thank our dedicated Board of Directors. Special thanks to our Bill Giles who served the board as our tireless Vice President, and to outgoing members, Bob Giles who was our financial wizard and Treasurer, Shawn Fuss, Lisa Hunt and Sarah Drummond.

Our current board members include Keri Mattaliano, our new Vice President, Lucy Tanski, our new Treasurer, Marion Allen, assistant treasurer, Tina Miller, Secretary, and AJ Dickerman, Janet Legro, Jane Seymour, Dane D'Archangelo, Terry Perrelli, Don Smith, Neil Simister, Sam Young, Lindsay Wright, and Elliot Stratton.

In closing I would like to thank Joe Watts whose leadership is unparalleled, the staff and the SIC Board who work hard all year long to care for and sustain our beloved island, and the Pels who take such fine care of all of us. It's an honor and a privilege to work alongside these wonderful people.

Thank you.

Chris Palazzolo

President, Star Island United Church of Christ, Inc
Star Gathering Family and Youth Conferences

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 2017, we provided materials and labor to help raise a new Summer House. Upcoming in 2018 we will be providing funding to help enhance the lobby alcove with a new propane fireplace and comfortable seating for social gatherings.

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 nearly \$170,000, and the profits from these sales were returned as grants, gifts, and other monetary benefits to the SIC and associated conferences. When you are not “on island” please visit our newly renovated website for online shopping, www.starisland.store

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.

In 2018 the ISA will be celebrating the 50th anniversary of our gift shop, opened in 1968 by Edith Doolittle and Ruth Koe down in the OLR. We couldn't be more pleased with what it has grown into over the years.

Over the next 50 years, we look forward to continuing to support the island and conferences that we all know and love.

We will come back,
Nathan Soule

Nathan Soule - President, Patricia Coleman- 1st Vice President, David Brown- 2nd Vice President,
Steve Whitney- Treasurer, Kyle Belmont- Secretary, Marlene Smurzynski- Nominations Chair

Directors – Rebecca Armstrong, Teri Brown, Emily Cann, Miriam Coe, Tara Kelly, Dick LeSchack,
Meg LeSchack, Linda Porcelli, Tom Smurzynski, Patti Washburn, Joan Cumiskey (Director
Emeritus)

MINUTES OF THE ANNUAL MEETING OF THE STAR ISLAND CORPORATION

at the First Church of Dedham Unitarian Universalist
Dedham, Massachusetts

Saturday, May 6, 2017

Pursuant to notice, the Annual Meeting of the Star Island Corporation (SIC) was held at the First Church of Dedham at 670 High Street, Dedham, Massachusetts, on May 6, 2017, at 12:45 p.m. The meeting was attended by 149 members of the Corporation, as well as SIC staff and interested members of the Star Island community.

Call to Order and Welcome: Gary Kunz, President of the Star Island Corporation, presided and called the meeting to order at 12:55 p.m. He welcomed the Corporation members to the Annual Meeting. Gary thanked the First Church of Dedham for their kind hospitality in allowing the Annual Meeting to be held in this beautiful and historic church. Gary thanked the Corporation's staff and volunteers for their thorough preparations for today's Annual Meeting and special events.

Invocation. The Reverend Nancy Wood gave the Invocation, after repeating Gary's comments that it is good to be together. Nancy invited, in the spirit of prayer, a meditation of openness for the members of the Corporation. She then spoke to the Corporation. These are her words:

Holy and Loving One, you we hear in the soft shuffle of our feet as we wind our way up to the Chapel at night and in the cacophony of the dining room as we break bread together. You we see in the faces of new Shoalers and old. You, made known to us in the raucous, joyful moments of the grand march on the front lawn and in the quiet of rocking on the front porch in the early morning hours.

Open our ears and our eyes, our minds and our hearts, to notice your spirit in this place and time. Give us courage, wisdom, insight, and a sense of humor as we do the business before us. Guide us in our speaking and our listening this day. Remind us of those who came before us whose work makes our relationship with the island possible, and lead us in this present moment to work for all the beauty which is yet to unfold.

Amen

Introductions, Appreciations and President's Report: Gary thanked the Board for their support and friendship, and took a few moments to recognize some of the time and talent given to the SIC. Gary introduced his fellow Board members. In addition to Gary Kunz, the Board is composed of the following:

Lisa Braiterman
John Bush, Treasurer
Tom Coleman
Erik Cordes
Josh Davis

Nick Dembsey
Debbie Duval
Gary Kunz, President
Suellen Peluso
Hannah Swomley, Pel Rep

Mary Trudeau, Clerk
Louise Williams
Jordan Young, Vice Pres.

Gary noted that Jordan Young was leaving the Board after nine years of service, and that this was his last meeting. Gary commemorated the hard work and stewardship that Jordan brought to the Board,

and his exemplary service.

Gary took the opportunity to thank the various chairs of Board and Operating Committees, noting the enormous amounts of time and talent devoted to the Corporation by a wide variety of Shoalers. Gary observed that the Board could not function without the support of these committees. The following is a list of 2017 Committee Chairs:

Nancy Wood	Membership Committee
John Bush	Finance Committee
Russ Peterson	Audit Subcommittee
Debbie Duval	Personnel Committee
Nancy Miller and Jan Prochaska	Nominating Committee
Peter Squires	Fund Development Committee
Laird Kelly and Nick Bresinsky	Committee on Appointments
Dick Case	Strategic Facilities Committee
Bruce Parsons	Property Standards Committee
Drew Bush	Rutledge Marine Lab Committee
Dan Cann and Adam Osgood	Island Heritage and Artifacts Committee
John Mark Blowen	Health Committee
Ken Swanson	Conference Services Committee
Kyle Belmont	Outreach and Engagement Committee

Gary thanked the members of the Permanent Trust, noting that their diligence and work continues to ensure the security and 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: John Hickey, Josh Davis, Nick Dembsey and Elizabeth Erickson. The trust continues to support our operating budget every year, with a calculated distribution, in effect contributing towards every Shoaler's stay on the island.

Gary thanked the Council of Conferences board and the delegates from the various conferences, noting that the contributions of the group aid the development of a "one island" mindset. Gary urged members to attend the Council of Conference meetings, and to spread ideas and information across all conferences.

Gary called out the ISA-UU and SIUCC organizations for their unwavering support of the island, and noted his appreciation of the exceptional devotion and exemplary performances of the year-round staff, noting that Joe Watts would be introducing staff later in the meeting. Lastly, Gary took the opportunity to thank the hundreds of volunteers for the thousands of hours of time, talent and treasure contributed to the island.

Taking the opportunity to review the past year, his first as President of the Board of Directors, Gary noted that he is fortunate to follow in the path of the stellar leadership of Sharon Kennedy, Russ Peterson and Irene Bush. We are all fortunate that Star Island is in a good place. He noted that he is fortunate to work with dedicated and professional committees and boards, and that he feels fortunate

to work with Joe Watts, our CEO. Gary stated that he believes the past year is one of our most successful years ever, and that he is confident it is the beginning of a long term trend for Star Island.

Gary enumerated highlights from 2016, noting the completion of the 2020 Strategic Vision Plan. The plan creates our vision for the future, based on our values and traditions. Gary reminded the membership that ten years have passed since the year of the late opening and that the subsequent recovery and stabilization of the island is remarkable. Noting that we are building on our financial successes, Gary stated that our bednight goal was exceeded and several conferences were at capacity this summer. Additionally, Gary noted the success of the Annual Fund, reminding the Corporation that we exceeded our fundraising goal for the year.

Gary remarked that exceptionally generous gifts have allowed us to improve and preserve cherished spaces on the island. A substantial gift from Lois Williams has allowed us to further our educational mission; and the efforts of the LOAS conferences (and an LRE donor) have funded the restoration of our beloved Kiddie Barn.

Gary took the opportunity to discuss the future of the island, leading with a report on the status of the new Wastewater Treatment Plant. Gary reported that both the finance and design of the system are being finalized, and that options continue to be evaluated by staff.

Gary also reported on a recent review of the Property Standards, noting that this document regulates how we manage physical spaces on Star. He noted that the review process was productive. And finally, Gary reported that there were changes made to employee compensation that benefited our Pelican community. Noting that an additional one dollar per hour raise resulted in a 14% increase in pay for returning Pels, Gary noted that the Board has established a task force to evaluate employee compensation. Gary noted that the task force will be consulting with both the Personnel Committee and the Finance Committee to evaluate our current compensation practices.

In conclusion, Gary thanked the Corporation members for their continuing gifts of time, talent and treasure, encouraging all members to stay involved in the Corporation. Gary ended his remarks with a call to the membership, "See you on Star!"

Approval of 2016 Annual Meeting Minutes. Gary called on Mary Trudeau, Clerk of the Corporation, to ask for approval of the minutes of the 2016 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 April 30, 2016, 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

Noah Blakney and Leslie Kingsley
Emily Cann and Tyler Dumais
Mathew Kennedy and Alicia Wong

Megan Kelly and Christopher Gorman
Sarah O'Connor and Chris Collins
Peter Squires and Anne Marple

Nancy Wood and David Lein

Births

Ada Laurel Benson
Parker McLean Benson
Thomas Harris
Carys Bailey Howe
Wren Acadia Kunz
Miller James May
Cain Bryant McIntosh
Langley Orbit Muller-Barry
Jean-Luc Thomas Ortiz

Matthew Nicholas Ronco
William Kelly Sykes-Clark
Mitchell Desmond Tracy
Felix Richard Towne
Ezra Wahlgren
Tyler Adams Case
Roland Bodhi Greeley
Mathew Dale Gorman

Deaths

Matthew John Bandecchi
Jane Blount
Ross Fenster
Donald Dembsey
Robert Fischer
Heidi Peterson Foster
Tom Fulda
Constance Harmon

Dave Haykin
Alexandra Hill
Dinny Joffe
Elsa Peterson
Pam Raiford
Phoebe Soule
Jordan Young

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

Based on the efforts of the committee, Nancy presented a list of (18) eighteen potential new members to the Corporation. The nominations were as follows:

Sue Barry
Andy Bristol
Carla Cole
Sally Easter
Jill Loewer
Andrea Maxwell

Ally Miner
Sarah Pendergrass
Barbara Sturken Peterson
Gabrielle Prochaska
Caroline Quijada
Phil Quatrochi

Kelly Schnur
Marlene Smurzynski
Ali Walton
Kathy West
Phill West
Lia Yanis

Based on a motion to accept all (18) of the proposed candidates for membership in the Star Island Corporation (with no “second” required), it was **unanimously voted to approve** the motion. Gary welcomed the new members to the Annual Meeting and congratulated them on their new status in the organization.

Greetings and Reports: Affiliated Organization Presidents.

Debbie Duval, President of the SIUCC, was represented by Bill Giles, as she was unable to attend the meeting. Bill submitted a letter to the Clerk of the Corporation, stating that Debbie Duval has stepped down from her position as President of the SIUCC, and will be replaced by Chris Palazzolo.

Bill brought greetings to the meeting from the SIUCC. Reporting that “shared weeks” were being used to boost attendance, Bill reported that the new partnerships are exciting. Laity Weekend was incorporated into the Star Gathering calendar, and the sharing of the island worked well for both. Likewise, the YES conference was working with the UCC Star Gathering 2 youth conference, and the synergy between the groups was good. In other good news, Bill reported that the SIUCC was able to provide 10K dollars in financial assistance for four UCC conferences, enabling additional conferees to attend this summer.

Tom Coleman, President of the ISA-UU, presented the ISA-UU report to the Corporation. Tom regaled the membership with greetings from the ISA-UU, noting that the spirit of the community is alive and well! Tom prefaced his remarks by noting that the sole function of the ISA-UU is to support the endeavors of the Star Island Corporation. He stated that the profits from the three stores (the Gift Shop; the Bookshop; and the Lobby Store) run by the group, as well as web sales of Star themed gifts, allowed for a 60K dollar contribution to the island this year. Tom noted that all profits from the operations of the ISA-UU are returned to the island as grants, gifts or other monetary benefits to the SIC. Enhancements and amenities have included rocking chairs; rowboats; sports equipment; musical instruments, refurbishments and the like.

Tom also described the mission of the organization in terms of the grants awarded to clergy, special projects and various conferences. Noting that the group also provides volunteer work hours for island projects, Tom described the contributions resulting in a new roof for the well house from a recent weekend work force event. This was a project funded by the ISA-UU in 2016.

Tom noted that the ISA-UU is an active group, made up of many Shoalers. Tom thanked his Board, consisting of Nathan Soule; Patricia Coleman; Emily Cann; Hally McGehean; Kyle Belmont; David Brown; Teri Brown; Linda Porcelli; Tom Smurzynski; Patricia Washburn; Joan Cummiskey; Miriam Coe; Dick and Meg LeSchack, Marlene Smurzynski, Steve and Edie Whitney. He also called out Shops on Star volunteers: David Brown, Teri Brown; Tricia Coleman; Hally McGehean; Melanie Elliot and Kristin Laverty. Tom reported that he is stepping down as President of the ISA-UU, and will be replaced by his Vice President, Nathan Soule.

As he left the podium, Tom Coleman handed Joe Watts a check representing the spring donation from the ISA-UU to the SIC.

Financial Report. John Bush, Treasurer of the Corporation, presented the financial report of the Corporation. Offering a quick summary, John celebrated that we generated more than 100K dollars of operating income in 2016 compared to budget, and noted that capital improvements during the year approached 580K dollars. John reminded the Corporation that in the past ten years, since the delayed opening in 2007, the financial position of the island has become increasingly secure. John noted that fundraising in 2008-2009, which resulted in 500K dollars in low interest loans from the Shoaler community, in conjunction with a significant gift from the Permanent Trust, has led the Corporation towards prosperity. Capital improvements abound, bed-nights are approaching 20K, and the island is in a good place financially.

Questions from the audience to John included a request for an explanation of the difference between “restricted funds” and “restricted use” monies. A subsequent question asked whether, as Treasurer,

John would prefer restricted or unrestricted gifts. John’s response was a resounding vote of support for unrestricted monies!

Report of the Permanent Trust: Nick Dembsey, standing in for Chairman Jon Skillman, presented highlights of the report of the Permanent Trust. Noting that this was a positive year, Nick commented on the Trust’s continuing satisfaction with Wilkins Investment. Wilkins’ approach to investment is designed to maintain value in the trust, and the approach has proved beneficial. The Trust continues to express trust in Wilkins as our financial advisors, noting that we now have a twenty plus year relationship with these financial advisors.

Nick noted that investment income is increasing, and that there have been several gifts to the Trust this year as well. Nick elaborated on the value of gifts to the Trust, noting that gifts allow for the building of capital within the Trust. While cautious about future returns, Nick noted that the Trust has been participating in discussions concerning the percentage of returns to be distributed to the SIC. Nick stated that the current level of distribution is 4.5% of the value of the Trust, based on an average value over three years, and at this point in the conversation, the consensus appears to be to maintain a similar distribution model.

Report of the CEO (Joe Watts). Joe noted that it is exciting to find ourselves in such a good place in 2017. He remarked that he was grateful for his position as CEO, and that he took pleasure in the community “all rowing in the same direction”.

Joe noted that literally thousands of people work to advance the efforts of the Corporation. He thanked the presidents of the affiliated organizations; the Board of Directors; the members of the Corporation, and the many, many volunteers who contribute so much to the island. Joe also offered a grateful message to the First Church of Dedham for allowing the use of their facilities for this meeting.

Joe asked members of his staff, both year-round and seasonal, to rise, and those in attendance included:

Kate Brady	Pam Smith
Mike Bray	Roger Trudeau
John Bynum	Dwayne Aljets
Jack Farrell	Kerry Nolte
Chris Holton Jablonski	Kristen Simard
Lauren Smith	Tim Dullea
Justina Maji	Sarah Whalen
Ally Miner	Mark Nash
Lisa Santilli	

While not present, Joe thanked Pat Ford for a decade of service to the First Aid Station on the island. He also thanked Arlyn Weeks for her volunteer work in the Star Island office this year.

Joe gave the Corporation members a brief look at Star Island through the “numbers.” Joe reported that the island hosted sixty (60) conferences this past summer. He recounted over 10K volunteer hours donated to the island. The SIC received 60K dollars in grants in 2016, and Joe tallied 800K dollars in total donations, including the Annual Fund, this year.

Marketing and outreach explored new forums this year, and bednights continue to expand. The Green

Gosport Initiative continues to set the standard for sustainability along the Seacoast community, and the island reduced its fossil fuel consumption by 80% this past year. Joe called out Dick Case for his continued stewardship of the solar array, and noted that he has become a local expert due to his experience with Star's array. The plans for a new wastewater treatment plant continue to progress, and Star hopes to lead the environmental community with this water reclamation project.

Noting that we have raised our profile in the UCC and UU communities, he thanked members for being good ambassadors for the island. Joe reminded those present that MEMBERSHIP MATTERS. He noted that volunteer contributions keep the island standing, and that 75% of new Shoalers hear of the island through word of mouth, or other grass roots communication.

In closing, Joe remarked that he thinks of Star Island as a model of what can be. He noted that civility is in short supply in some parts of the world, and that he appreciates the ability of Shoalers to find consensus or disagree respectfully. He challenged all Shoalers to think of Star Island as a model for how the world might really be.

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 the presence of ministerial staff on the island, Joe noted that Lauren Smith and Chris Holton Jablonski have been engaged as island ministers, providing a resource for both conferences and the staff.

Bill Knox asked the Treasurer about the cyclical nature of conference center finances. John Bush responded that our revolving line of credit helps us borrow less over the course of a year.

A question concerned Joe Watts' scheduled time off during the eight weeks between June 26 and August 20, 2017. Joe reported that Dave Boynton has agreed to be acting CEO during Joe's leave, and will work with Joe in the coming months to ensure continuity across the season.

Breakout Sessions: After a short break, Corporation members participated in one of four topics for breakout discussions: Marketing and Outreach; Membership; Property Standards; and a general Question and Answer session. After 45 minutes, the following reporting was brought back to the meeting:

Question and Answer Session: Louise Williams reported that questions included concerns with finance; bednights and the popularity of family conferences. She noted a conversation devoted to food and sustainability, posing the question whether meat is an issue of sustainability. Discussion also included conversations about multi conference weeks and competing interests for space; the religious identity of conferences; and the need to reduce waste and find a balance with technology on the island.

Marketing and Outreach: Lisa Santilli reported on discussions which included the value of events and ambassadors in spreading our message. Ambassadors were seen as a valuable tool, and suggestions for improving their usefulness included using them to advertise financial aid and discounts. Suggestions for Shoaler retention included pairing new Shoalers with old Shoalers; changing dining room arrangements; and early outreach during a new Shoaler's first conference. Techniques included facilitating the boat boarding and arrival process. Improving accessibility was noted as an important tool. Additionally, enhancing the reunion messaging during Pel Reunion has the potential to open the roster of this conference. Off island community was discussed, and a

suggestion made to encourage off island events, particularly within communities at a distance from the Seacoast.

Membership: The discussions of this breakout session focused on the value of membership to both the Corporation and the Shoaler community. It was generally agreed that Corporation membership is a source of “Time, Talent and Treasure” for Star Island. It was noted the membership in the Corporation is a celebration of a Shoaler’s commitment to the island. Suggestions from the group to enhance the engagement of the membership included development of a “dashboard” to convey information to SIC members; improved communication for volunteer opportunities benefitting the island; and enhanced opportunities for cross-reference skill sharing. The group also discussed the benefits of allowing self-nomination to the Corporation, noting that increased membership is beneficial to the health of the Corporation.

Property Standards: Nick Dembsey reviewed the discussion held by his group, noting that Property Standards establishes how we look at the island, as well as setting the guidelines for how it may evolve. He noted that the guidelines are designed to maintain an aspect of history while accepting technological advances. Nick noted that the standards include both the developed and undeveloped areas on the island, and value both views and sight lines. He noted that the Property Standards Committee is interaction based, and dynamic.

Facilities and Development Update: Jack Farrell and Pam Smith presented these reports to those present. Jack began his remarks with a recap of the 2016 improvements and the visioning work being done for 2017. Jack reminded those present of the synergistic relationship between development and facilities, noting that in our case, we are providing stewardship for an icon!

Jack reported that work was done to restore the Atlantic House this year, and included 12 cubic yards of concrete being poured in a snow storm. The tower bathrooms on the third and fourth floors were brought up to code and renovated. Work continued on Vaughn Cottage to protect the collections and allow for safe use of the second floor areas. Kitchen appliances were updated, reducing power needs. Jack noted a new dishwasher and increased refrigeration capability.

The solar array continues to allow us to reduce our consumption of fossil fuels. This year, the island used 4300 gallons of diesel, down from 20K gallons. This year, approximately 52% of the island’s power was generated by the solar arrays. Jack also expressed hope that our composting efforts will continue to reduce our footprint on the planet.

Pam Smith reported on a very successful year for the development team. She noted that the 2017 work program will reflect the successful community effort to raise 489K dollars in the Annual Fund last year. This effort included 1361 individual donors, with an average gift size of \$367, an increase from last year’s average donation of \$353. Pam reported that monthly giving is increasingly popular, and is an easy way to make a regular donation to the Annual Fund. Pam noted that event revenue increased to 40K, and she is confident that this can be increased. She noted that restricted giving exceeded the goals set by the Development Office and that grant applications brought in 52K dollars.

Gifts towards the rehabilitation of the Kiddie Barn totaled upwards of 115K dollars. Fundraising opportunities for similar projects, e.g., the Shack or Underworld renovations, will be the focus of other targeted fundraising.

Pam noted that she is currently working on a new LCHIP grant for submission in June. She noted that while the exact amount of the request has not been determined, the monies will be used to complete the restoration and winterizing of the hotel.

Pam Smith reminded those present that development funds the facilities work! With that introduction, Jack Farrell reported on the 2017 work program. Upgrades to the second floor hotel are planned, including new carpet in the halls and renovation of the common bathroom on the Oceanic Hallway. Jack noted that “attractive but durable” finishes will be used, and he expects to make the facility handicap accessible, as well. Also on the second floor of the hotel, improvements to plaster and new painting will occur, refreshing the appearance of these living areas.

As a result of directed giving, work will be done to renovate the Kiddie Barn this spring, and should be completed in time for the conference season. This is an extensive project that is long overdue on a well loved facility. The structure will be stabilized and winterized. The building will have new windows and new bathrooms. Showers will be installed to allow this building to house contractors in the off season. A shed dormer will be installed to enlarge the Star Loft bathroom.

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. Jack noted that the proposed repurposing of treated wastewater had implications beyond the island, and will help us remain a leader in sustainability.

Pam Smith thanked the Fund Development Committee, noting that their efforts supported her work and made her successes possible.

Action on Reports: Gary Kunz 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.

Recognitions:

Corporation Members – Years of Service: Josh Davis thanked the Corporation members for their years of service noting that it is the people who make the island such a special place. Josh asked members to rise off their seats in response to his reading of years of service.

Volunteer Group Recognition: John Bynum presented the Volunteer Group Recognition award to

the Centennial Committee. Noting that the group is spearheaded by a creative and energetic committee composed of Tom Coleman, Irene Bush, Debbie Duval, Ann Beattie, Kyle Belmont, Brenda Watts, and Chris Palazzolo, he praised their year long efforts to celebrate the Centennial of the Corporation.

Bringer of Light Award: Louise Williams described the Bringer of Light award this year as the acknowledgement of extraordinary achievements by an individual on behalf of Star Island. Noting that he was a compelling choice, Louise announced Brad Greeley as the recipient of the 2017 Bringer of Light Award. She reported that as a long time Shoaler, Brad had attended conferences prior to WWII, and was, in fact, christened in the Star Island Chapel.

Brad's most defining contribution to the island was his leadership on the Board of Directors, beginning in 2007. Louise reminded those present of the role thrust upon Brad as he assumed the role of Board President in 2007. She described a period of shaken confidence and financial losses to our island, caused by the failure of the island to open in June of 2007. Brad provided a steady rudder as the staff and Board of SIC worked to restore the conference season. She noted that Brad had the courage to examine what we did wrong and that the findings of the Island Opened Late Committee have influenced decisions by the Board over the successive decade. She ended her tribute by noting that Brad "brought light at a dark time."

Brad accepted the award with obvious surprise, and noted that Louise's compliments "were ok as long as you don't inhale it!"

Board Members Completing Their Service: Gary Kunz noted that **Jordan Young** and **Josh Davis** have completed their terms on the Board and will be leaving the Board after today's meeting.

Nick Dembsey gave the tribute to Jordan Young, noting his immensely valuable service to the island, with particular emphasis on his work with the Island Opened Late Committee. As committee chair, Jordan showed an uncanny skill in assimilating information, earning the nickname "Master of Assimilation." The final report was a masterful, sometimes painfully honest, and thorough review of the culture and decisions that brought the island to a standstill in 2007.

Jordan was also a valuable member of the Nominating Committee, working consistently to diversify and represent our community through our assignments to boards and committees. In a related task force, Jordan provided insightful and thorough analysis of the existing committee structures throughout island governance. His recommendations were thoughtful and accurate. Jordan generously used his professional expertise to provide IT advice to the island.

One of Jordan's most valued skills was his ability to research and reflect on anything. His natural curiosity made him an eager and willing participant in any task assigned to him. Jordan was unconditional in his love and acceptance of our community members, and his legacy is that his generosity and dedication knew no bounds.

Gary Kunz spoke about Josh Davis, noting that Josh provided both a spiritual and technical skill set to the Board. A long time conferee, Josh was a member of the Board for nine years. As a practicing attorney, he has been a valued legal advisor to the Board, and worked artfully to negotiate the current lease of Appledore to the Shoals Marine Lab. He has also been a valued trustee for the Permanent Trust.

Josh was always available to clarify or weigh in on Star Island issues, despite a busy off island career. His

spirituality gave his work depth. Josh was always thoughtful and considered. He brought a quiet gravitas to meetings, and never spoke without thinking. His thoughtful comments and thorough work on the Board was often understated, but never undervalued.

One of Josh's defining characteristics is his kindness and civility. Gary noted that Josh was a loyal friend on the Board, and someone you could count on to "have your back." He thanked Josh for his service, and his friendship.

Star Island Legacy Society: Peter Squires thanked Pam Smith for another successful year as the Director of Development for the island. He noted the success of the Annual Fund in 2016, and that he anticipates an even more fruitful 2017. Peter spoke of the importance of the Legacy Society in the island development program. Peter stated that there are currently 264 members of the Legacy Society (Shoalers who have arranged to leave a portion of their estates 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 and Jordan Young, representing the Nominating Committee reported that the committee has nominated (3) members to the Board. The nominations are as follows:

Tom Coleman (for a first, three year term);
Debbie Duval (for a first, three year term);
Gary Kunz (incumbent for a third, three year term).

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

Mary Trudeau (for a third, one year term);
John Bush (for a seventh, one year term).

The committee made the following recommendations for the Permanent Trust:

Nick Dembsey (for a second, five year term)

Gary thanked Nancy and Jordan for the committee's good work, and asked for any nominations from the floor. Hearing none, Gary asked for a motion to close nominations. Based on this motion, it was

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

The motion was passed unanimously with no abstentions.

Based on a motion made and seconded, it was

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 with no abstentions.

Nominations to the Nominating Committee: Jordan Young presented the Board's nomination of Kris LoFrumento, Kristin Laverty, Pam Pierce, and Annie Stewart to the Nominating Committee. Based on a motion made without need for a second, it was

VOTED to approve the nominations of the Board for positions on the Nominating Committee.

The vote was unanimous with no abstentions.

Special Nominating Committee Report: Jordan Young noted that the Special Nominating Committee has recommended Gary Kunz for the position of President of the Board and Nick Dembsey as Vice President. The Board will meet immediately after the Corporation meeting to consider these recommendations and to elect the officers of the 2017 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 2016 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, it was

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 it was

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 16:55.

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, 2017

The Board of Directors met on ten (10) occasions in 2017. The Board routinely 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 2017 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 24, 2017 Meeting of the Board of Directors:

Special Nominating Committee:

A Special Nominating Committee is convened each year to review the President and Vice Presidents and to make recommendations for those roles in the following year. The committee is made up of the Chair of the Nominating Committee; the Clerk; the ISA-UU and SIUCC representatives; and an additional Board member. The following represents the members of the 2017 Special Nominating Committee:

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

Roger Kellman volunteered to fill the Board member position, and upon a motion duly made and seconded, the Board

VOTED to appoint Roger Kellman to the at large position of the Special Nominating Committee.

Roger abstained from voting, the remainder of the votes were in support of the motion.

Approval of 2017 Operating Budget:

The Board of Directors is responsible for the approval of the operating budget of the SIC.

Upon a motion duly made and seconded, the Board

VOTED to approve the 2017 budget presented to the Board.

The vote was unanimous for approval of the 2017 Budget.

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 26, 2017 Meeting of the Board of Directors:

The Board of Directors established a task force to review and evaluate the current compensation offered to seasonal Pelicans.

The following motion was duly made and seconded:

“Moved, that the President select (a) a member of the Board, (b) a member of the Personnel Committee and (c) a member of the Finance Committee to serve on a task force, together with (x) a member of senior staff selected by the Chief Executive Officer, (y) a current and/or former seasonal Pelican selected by the Chief Executive Officer and (z) a compensated professional human resources consultant selected by the Chief Executive Officer, to gather information and make a written report to the Board of such information on or before August 26, 2017 with respect to the following:

1. A comparison of current compensation of seasonal Pelicans to (a) the prior ten years and (b) the compensation of similarly situated employees of other organizations and employers, making note of the differences between, and similarities of, such employees and such other organizations and seasonal Pelicans and Star Island Corporation;
2. A comparison of current compensation of seasonal Pelicans to other employment opportunities generally available to (a) the demographic of persons applying to be seasonal Pelicans and (b) persons of same age group as current seasonal Pelicans, having the skills necessary to perform the duties of seasonal Pelicans;
3. A review of existing academic and professional literature regarding “intangible” benefits in the employment decision making of employers and employees in organizations generally similar to Star Island Corporation, noting the differences between and similarities of, such organizations and Star Island Corporation;
4. A spectrum of points of view regarding compensation decisions and organizational missions and values similar to those of Star Island Corporation;
5. And such other information as the President and/or the Chief Executive Officer may, from time to time, request.”

Based on the motion duly made and seconded, the Board

VOTED unanimously to approve the motion creating a Task Force to review compensation offered to seasonal employees.

Operating Budget Approval:

The Board was presented with an amended 2017 Operating Budget, and upon a motion duly made and seconded, the Board

VOTED to approve the amended 2017 Budget.

Grant Approvals:

The Board of Directors approves the submission, by staff, of all grant applications exceeding 10K dollars in requested funding. The Board was presented with the following sources of grants to review and approve:

A grant application for 25K to the Samuel P. Hunt Foundation. This grant is being requested to support the wastewater treatment facility (WWTF).

A 100K dollar request to be made to the UU Shelter Rock Church to support Climate Change via the new wastewater treatment facility (WWTF).

Upon a motion duly made and seconded, the Board

VOTED unanimously to approve submission of the grant applications to the Samuel P. Hunt Foundation, as well as the UU Shelter Rock Grant program.

March 28, 2017 Meeting of the Board of Directors:

Approval of 2016 Audit of Corporation:

The Board of Directors reviews and approves the annual Audit of the Corporation, as drafted by Berry Dunn, an independent accounting firm engaged by the Corporation.

Upon a motion duly made and seconded, the Board

VOTED to accept the Berry Dunn 2016 Audit of the Corporation.

April 25, 2017 Meeting of the Board of Directors:

Grant Approvals:

Staff asked the Board to approve submission of an application to the LCHIP program, requesting a 150K dollar matching grant to be used on winterizing and protecting the Atlantic wing of the Hotel. The grant requires the SIC to commit to matching funds. The match monies can include volunteer and staff labor, as well as direct expenses. The grant monies will allow for the completion of the improvements to the exterior of the Atlantic wing of the

Hotel.

Based on a motion duly made and seconded, the Board

VOTED to approve submission of an LCHIP grant proposal for a 150K dollar matching grant for repairs and winterization of the exterior of the Hotel.

Board Goals:

The Board of Directors regularly reviews and sets goals for itself.

Based on a motion duly made and seconded, the Board

VOTED to accept the Board Goals as presented at the April 25, 2017 meeting, and to append a copy of the goals to the Minutes of the meeting.

May 6, 2017 Meeting of the Board of Directors:

The sole 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 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 Nick Dembsey 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 2017 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 Nick Dembsey 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 23, 2017 Meeting of the Board of Directors:

Modification to Employee Pension Plan

The Board approved a request from staff to allow individual employees to contribute their portion of their pension contributions to a Roth IRA account. This would allow contributions on an after-tax basis.

Upon a motion duly made and seconded, the Board

VOTED to allow individual employees the option of contributing their portion of the pension contributions to a Roth IRA.

Wastewater Treatment Facility Financing Vote:

The Board desired to finance the new WWTF through a low interest loan offered by the Clean Water State Revolving Fund (CWSRF) administered by the NH Department of Environmental Services (DES). As that the loan must be approved by the NH Governor and Executive Council, the Board noted that the goal was to come to mutual agreement on the loan documents by June 7, enabling the SIC to put the loan on the Governor and Council's June 21 meeting agenda. As the SIC Board is not scheduled to meet prior to that date, the Board empowered SIC's Executive Committee to review and approve the final agreement between the SIC and the DES for obtaining the CWSRF loan.

Based on a motion duly made and seconded, the Board

VOTED to empower the SIC Executive Committee to review and approve the final agreement concerning the CRSWF loan, administered through the NHDES.

June 17, 2017 Meeting of the Board of Directors:

Corporation Membership Criteria Approval:

The Board reviewed the current Relevant Criteria for Corporation Membership document. It was noted that Corporation members are those who have agreed to contributions of time, talent, treasure and regular conference attendance.

Upon a motion duly made and seconded, the Board

VOTED to approve the continuation of the use of the Relevant Criteria for Corporation membership in recruiting members of the Corporation.

August 28, 2017 Meeting of the Board of Directors:

Adjustment to the Permanent Trust Distribution

Noting that we are in a greatly improved financial condition, the Board considered a reduction in the distribution of funds by the Trust to the operations of the SIC.

Upon a motion, and duly seconded, the Board

VOTED to lower the distribution of the Permanent Trust by up to 25 basis points.

October 11, 2017 Meeting of the Board of Directors:

Committee on Appointments Liaison Report and Vote:

Tom Coleman reported that the Committee on Appointments recommends the following appointments by the Board:

Finance & Audit

Tom Duncan for a second three-year term starting in 2018.

Russ Peterson for a second three-year term starting in 2018.

Committee on Appointments

Tyne Allshouse appointed co-chair of the Committee on Appointments for a one-year period beginning January 2018.

Upon a motion duly made and seconded, the Board

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

November 18, 2017 Meeting of the Board of Directors:

2018 Budget Presentation:

Staff presented several draft budget scenarios for the Board to review. John Bush, Treasurer, reported that the Finance Committee had reviewed the budget alternatives presented by the staff, and had focused on the varying line items within each of the budget scenarios. The Finance Committee endorsed "Budget Version A" with respect to room and board rates; seasonal salaries; professional services; and operating expenses.

Based on a motion duly made and seconded, the Board

VOTED unanimously to approve the "Version A" room and board rate schedule for the 2018 Conference season.

Extended Vacation Period (EVP) Recommendation

The Personnel Committee recommended an Extended Vacation Period (EVP) Policy that was fully supported by the CEO.

Based upon a motion duly made and seconded, the Board

VOTED unanimously to accept the recommendations of the Personnel Committee and approve the Extended Vacation Period Policy, as written.

Committee on Appointments Report

The Committee on Appointments recommended that the following individuals be appointed to the Membership Committee:

Patty Boynton for a first three-year term starting in 2018.
Marlene Smurzynski for a first three-year term starting in 2018.
Caroline Quijada for a first three-year term starting in 2018.

Based on a motion duly made and seconded, the Board

VOTED to approve the recommendations of the Committee on Appointments to the Membership Committee.

TREASURER'S REPORT

Star had a strong year financially in 2017. This was attributable to solid operating results, one of the best Annual Fund responses in history and the use of previously restricted contributions to make capital improvements. Star will be reporting operating earnings of about \$220,000 in 2017.

2017 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 preliminarily reviewed audited figures. That said, these figures are not expected to change materially.

In 2017, as noted, Star had operating income of about \$220,000. This included Annual Fund contributions of close to \$555,000, exceeding the budgeted amount by over \$50,000. Also contributing to operating income was the expenditure of approximately \$250,000 of previously committed funds to make capital improvements.

The total amount of capital improvements made in 2017 (including in part those funded by the 2016 contributions) was slightly over \$425,000. The capital improvements made in 2017 included the completion of the work on the Kiddie Barn and near completion of the improvements to Vaughn Cottage together with miscellaneous other items. Planning for work on Brookfield also went forward. We continue to be grateful to Lois Williams for her generous gift for work on Vaughn and Brookfield.

Star had about 20,250 bednights in 2017, a record for recent years. A number of our conferences filled the island to capacity. We anticipate additional small additions to the bednight totals in future years.

2018 Operating Budget

We expect to have operating income of close to \$320,000 in 2018. As for 2018 capital improvements, we should finish the Vaughn Cottage work, finish Phase IV of the Oceanic rehabilitation, rehabilitate the Shack, start work on Brookfield and, most importantly, start work of the wastewater system replacement. The last two projects are scheduled to be completed in the Spring of 2019.

The total capital improvements for 2019 will be in excess of \$1,260,000. This will be a record for Star and a strong indication of its continuing financial health.

Financial figures for 2017 and the 2018 budget figures can be found in the packet of materials for this Annual Meeting.

2017 and Beyond

As we have done in recent years, 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, its Director of Development and related Fund Development

Committee and island staff. The Board is also working on long-range planning. 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

Financial Highlights

The Star Island Permanent Trust Fund concluded 2017 at another all-time high value for year-end assets of \$4.27M, and an increase in value of \$255k, or 6% over 2016. These gains were driven by the strongest equity markets in four years as well as a modest level of new contributions to the Fund.

The Trust contributed \$180,700 to the Star Island Corporation (SIC) during 2017, in the form of the Trust's regular annual distribution to the Corporation. Since 2000, the Trust has paid 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 its establishment 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 2017, the sources and applications of the Trust's funds were as follows:

Value of Trust on 12/31/16	\$4,041,933
Net Distributions to SIC	(\$180,700)
Fees and Expenses	(\$31,343)
Gifts and Bequests Received	\$55,205
Investment Income and Appreciation	\$411,533
Value of Trust on 12/31/17	\$4,296,628

Our investment manager, Wilkins Investment Counsel, earned a total return of 10.3% (9.6% after fees) on the Trust's total assets in 2017, and 16.0% on our equity investments. In comparison, the S&P500 Total Return Index performance was 21.8%, so our equity results lagged the broad market returns, primarily due to Wilkins' traditionally more conservative, value-oriented investment style.

Wilkins' performance as our investment manager has been outstanding over time. Since the creation of the Trust in 1998, Wilkins' equity returns have beaten the market indexes in 13 of the 20 years. During this time, Wilkins has earned an investment return of 8.3% per year on all assets and 10.1% on equity investments, compared with a 6.8% 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 3.3% 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 12/31/17, the Trust's assets were invested approximately 65% in common stocks, 31% in U.S. Treasury and high-grade corporate bonds, and 4% in cash. The equity position has increased from 63% in 2016, with bonds also increasing and the cash allocation decreasing slightly.

Since its inception, the Trust has disbursed \$3.78M to the Star Island Corporation, made possible from additional gifts of \$3.32M and investment gains of \$3.95M.

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

Since the inception of the former Endowment Fund, the Trust has consistently followed a socially responsible investment policy. The Trustees work with our investment advisors to provide that the Trust investments meet the ethical, moral, and social expectations of the United Church of Christ and the [Unitarian Universalist Association](#).

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. 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.

Gifts and Bequests Received

During 2017 the Trust received \$55,205 in new contributions, including \$52,605 of new capital from 15 separate gifts and bequests, as well as a carryover of \$2,600 from 2016 gifts that cleared in early 2017. An additional \$2,580 was received but not in time to be deposited into the Trust by year-end. The 2017 gifts, though very welcome, represent a significant decline from the prior year in terms of numbers of bequests and overall value, and fall below the average annual giving of about \$170,000. The continuing support of new contributions is 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

Over the past two years, the Trustees have discussed the option of lowering the annual Trust payout from 4.5% to a lower number that is more typical of non-profit endowments. This past October, supported by external philanthropic market data, and in consultation with and with the support of the Star Island Corporation Board and Treasurer, the Trustees voted to lower the payment to 4.25%. With the healthy growth in the Trust's value in recent years, this reduction should not have a significant impact on the expected 2018 contribution relative to that in 2017, and importantly will help preserve the Trust's potential for further growth and longevity.

During the year the Trust's Conflict of Interest Policy was modified slightly to bring it into conformity with the SIC policy.

The Trustees conducted their periodic review of the Star Island Permanent Trust Investment Policy and also amended it to reflect both the change in the investment payout percentage noted above, and an expansion of the language describing the Trust's socially responsible investing approach.

The Trustees are very gratified to see the ongoing progress on Star Island and the increasingly strong financial position of the Star Island Corporation.

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

March 12, 2018

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%
2017	4,041,933	-180,700		-31,343	55,205	0	411,533	4,296,628	10.3%
Total	1,078,262	-3,782,053		-382,310	3,318,259	115,741	3,948,728	4,296,628	8.3%

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.

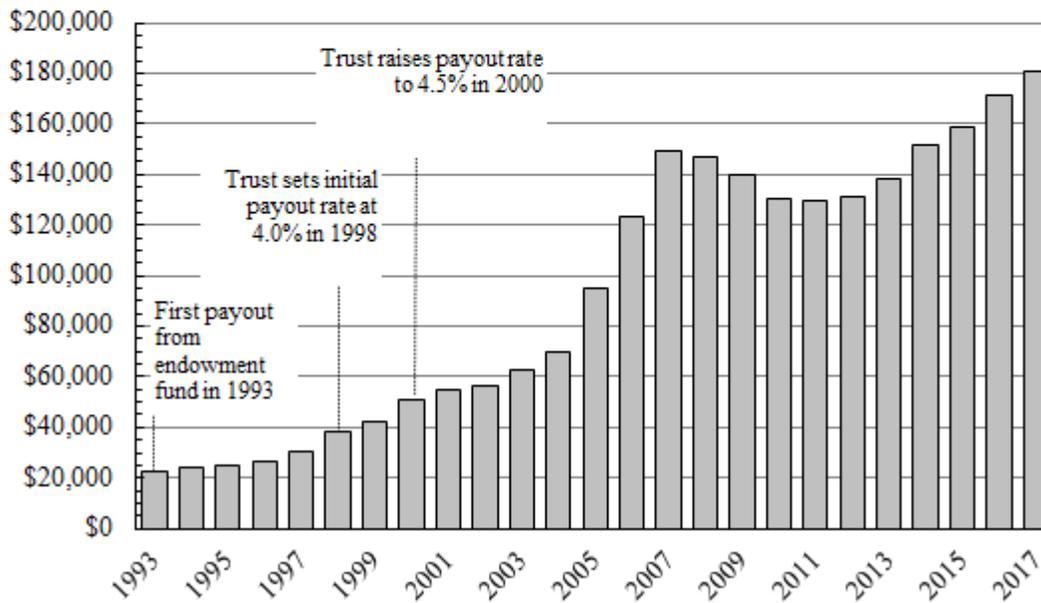
⁷ Includes \$330,000 to cover operating losses related to severe shortfalls in conference registrations.

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

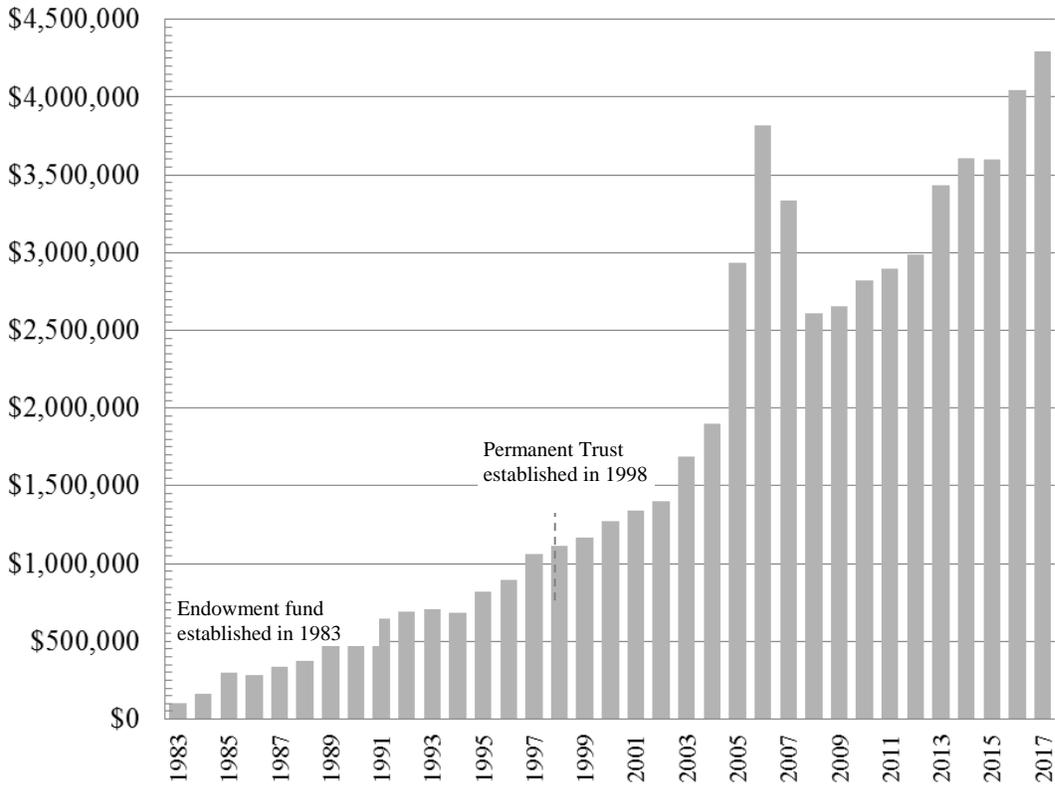
⁹ Includes \$100,726 in new principal gifts returned to SIC at its request.

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

On Behalf of the Membership Committee, we send our greetings to the gathered membership of the Star Island Corporation. The committee has been busy this year, and we are pleased to report our actions and progress. We have met three times since the last Annual Meeting, and our members have been diligent in coordinated but personal outreach to prospective members. Our highlights include:

- Two planning meetings to discuss the state of the Corporation's membership, our prospects, and future directions. Areas of interest continue to be diversity of members, recruiting younger members, and widening corporate membership to include underrepresented conferences.
- A deliberate outreach this summer netted 76 Shoalers who expressed an interest in membership. Each Shoaler received an individual invitation from a member of the Membership Committee, and several were followed up by an application.
- The Committee met on 24 February 2018, and adjudicated and recommended 15 applicant packages for membership. In addition, two former members asked for reinstatement, which was approved. There was also one resignation and one request for Emeritus status.
- After a two year review of individual experience and corporate feedback, the Membership Committee is rewriting the membership application and instructions to simplify the process.
- This same review prompted a suggested Bylaws change, which will be presented at the 2018 Annual Meeting.
- This was a year of change for the committee. We said goodbye to Miriam Coe, Gary Kunz, Jesse Lore, Diane Parsons, and Robby Pletz. We welcomed Patty Boynton, Tom Coleman, Candace Erickson, Caroline Quijada, and Marlene Smurzynski.
- We are looking forward to conducting a New Members session before the Annual Meeting.

As the chair of the Star Island Corporation Membership Committee, I am honored on behalf of the committee to present a slate of 16 candidates for membership in the Star Island Corporation (one nominee has asked to postpone membership until the future.) 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 2018 to rewrite 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

2018 SIC Membership Committee: Patty Boynton, Tom Coleman, Ben Cordes, Caroline Quijada, Marlene Smurzynski, Rev. Nancy Wood

BIOGRAPHICAL SKETCHES OF NOMINEES TO THE CORPORATION

BEAT BARBLAN fell in love with Star Island when he first participated in a LOAS 2 conference with his wife Tanya and his daughter Susanna close to 20 years ago. Since that summer, when he spent most of his time playing music on the front porch and watching the lobster boats from the rocks, he has had the fortune of being the first host of the Starlight Café, a conference co-chair with Tanya, a volunteer for anything from fundraising to greeting new Shoalers and, in more recent years, a proud grandfather introducing his grandkids to his spirit's home. When not at Star, he works in publishing, travels the world, volunteers as a member of Rotary and, most importantly, enjoys being a grandfather ("Nonno") to his four fabulous grandkids.

LORI BENSON has been coming to Star since 1988. She was registrar of the SG 2 Youth & Family conferences (formerly UCC 2) for six years and is currently in her third year as the Chair of Midweek 1 Retreat. Lori is married to long time Shoaler, Reverend Tim Benson and together they have volunteered for many work weekends with the Boynton Paint Crew. Their son, Jordan visited Star the first time at 3 mos., worked as a Pel for 4 seasons and has continued to volunteer during his summer breaks from law school. Lori is a native Vermonter but now lives in the seaside community of Onset, MA where she serves on the Community Events Committee and the Board of the Wareham Land Trust. She also volunteers for various environmental organizations in her area. In her job as Administrative Assistant for the Director of the Office of Teaching and Learning at Bridgewater State University, she is responsible for various tasks associated with the planning and implementing of faculty development programs.

CECE BRAUN first came to Star Island as a one time thing - her children were under 6 so their room and board was free and she figured 'why not'? Cece assumed they'd come once and then try other UU family camps. HA! The minute she stepped off the boat in 2004, she (and her children) fell deeply in love with Star Island and the wonderful community there. She has been the Head Polar Bear since 2005 and the families' annual visit to Star during LOAS 2 is one of the most anticipated weeks of the year. Off island, Cece is deeply involved in her UU Church, First Parish Church of Stow and Action, and also volunteers as a troop leader and Service Unit Membership Coordinator for the Girl Scouts in her town. Cece works full time for Staples as a Product Manager, and keeps sane with her hobbies of knitting, quilting and swimming. She lives in Stow, MA with her husband Aaron and her kids Cameron (9) and Maggie (8).

BERNADETTE CLEMENS holds a B.A. from Barnard College of Columbia University and M.A. from Case Western Reserve University. She began her higher education career in finance and administration, managing university-wide projects in audit, compliance, fraud investigation, conflict of interest & risk management; and as liaison to the audit committee of the CWRU Board of Trustees. Subsequently, Bernadette became Director of President's Programs managing president's & provost's development globally, and then Director of Strategic Development for CWRU during the planning of a \$1.5 billion campaign. During the course of the campaign, she became Director of National Development and accompanied the university president on most national development initiatives with the public and private sector on behalf of every school at the university as well as presidential priorities. Bernadette was delighted to return to campus in 2015 as Executive Director of Development at The Weatherhead School of Management. With a background in the arts and humanities, she was also the founding Executive Artistic Director of Mamaí Theatre Company, a professional classical theatre mission-based in providing equal opportunity for women in the industry, where she oversaw 5 seasons and produced at Playhouse Square, the largest performing arts complex in the country outside of New York. Bernadette trained at Columbia University and the British American Drama Academy (BADA) and has numerous credits as an actor and director Off-Broadway and regionally. She has published a textbook and scholarly article in her Masters' field of English Literature. A talented campaign strategist, Bernadette has served in numerous development positions for some of

Cleveland's largest non-profit institutions and has served on multiple boards of trustees and directors in Northeast Ohio. With additional film and commercial credits, she is a proud union member of AEA and SAG-AFTRA.

DUDLEY DUDLEY first came to Star Island on Lester Raynes' lobster boat. She was a young mother accompanied by Rosamond Thaxter, granddaughter of Celia! Dudley fell in love with Gosport Harbor and Star and has returned every year since 1960. *Wild Hunter*, her sloop won the Gosport Regatta two years ago in the classic cruising class. A launch named the Tom Dudley was given to Star Island by friends of Dudley's husband at his death. Dudley was a member of ISHRA for several years. In the 1970's Aristotle Onassis proposed constructing a huge super-port to service his Very Large Crude Carriers (VLCCs) at the Shoals and the world's largest oil refinery in Dudley's hometown of Durham, NH. Dudley was a member of the NH legislature at the time and it was her legislation that defeated the Onassis proposal. Dudley has cruised the coast of Maine for more than 50 years and has found no place lovelier than Star and no place more worthy of protection.

REBECCA EMERSON- Star has always been in Rebecca's life. She first visited as a 3yo Day Tripper aboard the Viking Queen. One rainy day spent in the Lobby, her mother picked up a conference brochure. That led to joining South Church in Portsmouth, attending conferences and of course, being a Pel. Now, living on a little farmette in Kittery with her husband and son, she works at the local Agway where the Star Island chickens come from.

ALISON GREEN is a lifelong UU originally from outside Boston, now living in Providence, RI. After hearing about Star from friends and fellow UUs throughout her teens and early twenties, she finally made it there in 2005 and it has been her spirit's home ever since. She attends Life on a Star 2 every August, and has also enjoyed Star Women, International Affairs week, Yoga Retreat, and volunteering on Star. In her professional life, Alison is part of the design team with Berroco Yarn. She also loves music and credits LOAS 2 with helping her find her voice.

IRENE MEHNERT values learning and growing with each new experience. Irene has worked as the woman's basketball coach at Indiana University. She has an EdD degree in counseling psychology and has served as Director of the University of Maine Teachers Corps, Fellowship Farm in Philadelphia, Pennsylvania Human Rights Commission, Program Development for Wilson Learning Group, active in Main Line Unitarian Church.

Married to William Mehnert for 58 years, has 5 children and 12 grandchildren.

ATHENA STEINKRAUS works for her county's 4-H office and is helping run her family's apple orchard just outside Ithaca, New York. She worked as a Pelican from 2004-2008 and as senior staff from 2009-2013. Since leaving employment of Star Island she has come back every year and volunteered for at least a week helping out wherever need. Athena is excited to be a Star Island Corporation member because it provides an excellent opportunity to continue to contribute to the success of a place that has means so much to her and so many others. She wants to see Star Island continue to flourish throughout the future.

HOPE THURLOW is a product of the IRAS conference, where her parents met in 1966 and brought her to Star nearly every year from 1971 until she became a Pelican in 1988. A Waitrae, Bellhop, Hostess and EOS Pel Hall Waitrae - those summers provided her with not only precious memories but enduring friendships. It was those friendships that pulled her to All Star 1 in 2011, which she continues to enjoy with her family.

On the mainland, Hope lives in Rose Valley, PA outside of Philadelphia with her husband, David (a retail food entrepreneur and restaurateur) and their kids, Sophie (17) and Ronan (14). She works as both a massage therapist and REALTOR®, serves on her borough's planning commission, the school district's sustainability committee and fits in yoga, restaurant "research", movies, and travel whenever she can.

SUSAN TRELEAVEN grew up in Ohio, visiting New England every summer, eventually moving to New Hampshire in 1969. Her mother, Barbara Bartley attended IRAS conferences beginning in the early '60s and was briefly married to Ed Rutledge. Susan began going to STAR as an LRYer and chaired a conference in 1970. Star Island has always been a special place for Susan and her family, visiting the island as often as possible while her children were young. As a Director of Religious Ed, Susan attended the RE conference a few times and began attending the IRAS Conference as part of the youth staff in the '90s. Volunteering during Open Up and at the Shops has been very important as well. Susan holds a BS from UNH in Child and Family Studies, has taught pre-school, kindergarten and ran an infant center. She also holds a Real Estate Brokers license in both New Hampshire and Maine and represents both buyers and sellers in real estate transactions on the seacoast and beyond. Susan lives in Dover with her husband, Stephen Blakney. They have 2 grown sons, 2 magnificent daughters in law, assorted pets and a new granddaughter, Emma Grace.

TANYA VAN ORDER first experienced Star Island as a young teen in 1976 attending an LRY conference. A quarter of a century later she joined the migration of Morristown (NJ) Unitarian Fellowship families to the island to attend the Life on a Star 2 conference with her husband, Beat Barblan and their daughter, Susanna. After several years of ducking and weaving, in 2012, Tanya and Beat co-chaired LOAS 2 and were rewarded with a week of perfect weather. For Tanya, Star Island has become a treasured refuge, a space of joy and solace, each year uniquely magical as deep connections over the decades mature. In the 51 weeks not on island, Tanya works as the Deputy Director of a local housing authority and is active in congregational life and stewardship efforts at the Morristown Unitarian Fellowship.

JOE WATTS, III- Dragged by his family, Joe attended his first conference (LOAS 2) on Star in the mid-80's. He was so impressed that he returned to serve as Chief Polar Bear (nearing a conference participation record) and leader of the Grand March! His 2 sons eventually became Pels.

He continued to explore Star by attending IA, (where he taught bridge basics) NEH, (performing with the "not-ready for prime time players"), NHW and IRAS, and was always a faithful social hour attendee.

In recent springs, he's volunteered on Star on maintenance, carpentry and paint crews. Volunteering off island has resulted in a supply of custom made frames for the motel units and decorative one-of-a-kind applewood bowls (from the 50 year old tree removed from in front of Cottage A), which were auctioned off at Starry Night.

In addition to being an on-going contributor to the Annual Fund, he's an enthusiastic Star Island Ambassador, bringing several folks to the island for the first time.

Interest in conservation prompted him to serve on his town conservation commission, and as trustee on a local charitable foundation, funding conservation projects. He'd love to chat with you about the sustainability efforts the island has put into place.

JOANNA WU grew up in New Jersey and now resides in New York City with her husband Fan, their son Grayson (1.5), and another son or daughter due this summer. She began attending LOAS 2 at age 11 and continued through college and has resumed attending as an adult. She is thrilled to share her love of Star Island with her growing family- Grayson attended for the first time last year just after turning 1 year old.

JoAnna's background is in Early Childhood Education and she previously worked as Educational Director of a preschool, and now consults with those looking to open their own schools.

NOMINATING COMMITTEE REPORT

February 15, 2018

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 2018 Annual Meeting:

Nominations for three-year terms as Directors of the SIC

Erik Cordes - 3rd three-year term
Nick Dembsey - 3rd three-year term
Leon Dunkley - 1st three-year term

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

Clerk: Mary Trudeau (incumbent)
Treasurer: Jeff Loewer

Nominations for 5 year term as an Officer of the Permanent Trust of the SIC

Kathy Lord -1st 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 chair of the Nominating Committee, Annie Stewart.

Respectfully submitted,
Star Island Corporation Nominating Committee

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

NOMINATING COMMITTEE REPORT BIOGRAPHICAL SKETCHES OF NOMINEES

Erik Cordes – Gladwyne, PA

Erik Cordes has been a member of the Board since 2012 and has served on the Rutledge Marine Lab and Outreach and Engagement committees. His history with Star Island dates back to 1980 when he attended All Star 2 as a child with his grandmother, Betty Blanchard. They returned to All Star 2 the next year with his parents Ron and Cathy Cordes and his brother Ben Cordes. During his college years, Erik was a Pelican and then began to come back as a conferee at the Young Adults Conference where he met his wife, Brooke Cordes. When Henry and later Maude Cordes joined the family, they all returned to All Star 2 and have been back every year since. This year they anticipate another new Shoaler arriving to join the family. When not on the island, Erik is a marine biologist and a Professor in the Biology Department at Temple University

Nick Dembsey – Shrewsbury, 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. 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*.

Leon Dunkley – Woodstock, VT

The Rev. Dr. Leon Dunkley is a lifelong Unitarian Universalist. The church of his childhood was the First Unitarian Universalist Church of Monmouth County in Lincroft, New Jersey. There, he learned about compassion, peace and possibility. He received his undergraduate degree at Tufts University and his Ph.D. from the University of Pittsburgh. He has studied music from all around the world.

Music has a spiritual dimension that reveals the fullness of our humanity. The experience of this fullness enriches the soul. This richness called Leon away from academia and into Unitarian Universalist ministry. The Call came through to him in song. He wrote the words below...

Reaching to the past, we find ourselves less distantly,
trying to remember our tale
Asking of tomorrow just the simple gift of peace,
oceans over ourselves
And, here, to give oneself upon an altar high,
trying to remember our tale
To see and hear within the stillness, to touch and taste the sky,

trying to remember our tale as if the golden light was in our hands,
As if Silence had whispered my name...
Beholden and here I am
Silent and singing...

Leon attended seminary at the Starr King School for the Ministry in Berkeley, California. He served Unity Church—Unitarian in St. Paul, Minnesota from 2008 to 2012. He served the Unitarian Universalist Church of Silver Spring from 2012 to 2017. He now ministers to the congregation at North Universalist Chapel Society in Woodstock, VT.

Jeff Loewer, Waterbury Center, VT

Jeff Loewer is an All Star 1 and End of Summer conferee that came to the island after first hearing about it more than 30 years ago from a former Pelican. Since then, Jeff has sought out the island as a meaningful family vacation, enjoyed the camaraderie while volunteering at open up, immersed himself in conference activities, and found a place where he can revisit his long-ago passion for music. His son, Jeremy, was a Pelican for the last three seasons and his spouse, Jill, and daughter, Julia, all hold the island as their special, favorite place.

Raised in the UCC in Western New York, Jeff and his family are active members of the Waterbury (VT) Congregational Church, UCC. He works as Chief Information Officer for the State of Vermont Judiciary, and has over thirty years of technology management experience for multinational corporations, including the Colgate-Palmolive Company, Joseph E. Seagram and Sons, Inc. and Green Mountain Coffee Roasters. Having moved to Vermont twenty years ago, Jeff, his family and their Australian Shepherd live in Waterbury Center.

Kathy Lord- Newburyport, MA

Kathy Lord has been attending the IA conference since 1988, missing only two seasons over the years. Kathy has served on the IA Conference Committee for three years, ran IA's Silent Auction for a number of years, served on the IA Annual Fund Committee, and currently serves as the Chair of the IA Scholarship Committee; a post which she has held for three years now. She has been a Corporation member for several years and is also a member of the Fred McGill Society. Her daughter Katharine F. Lord, was a Pel for two summers, her son, Christopher worked as an end of season Pel, and all three of her children have brought their own children to Star. For 14 years Kathy was Director of Alumni Relations, Cambridge in America. Currently she is a co-trustee for the H. Patterson Hale Jr. Foundation and sits on the board of the Sawyer Hill Burial Ground, Newburyport, MA.

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 third term as Clerk of the Corporation, and is looking forward to being appointed to a fourth, one year term.

PERSONNEL COMMITTEE REPORT

The Personnel Committee met four times this year via conference call with the main task of consulting with the CEO on policies and procedures. We attempted to follow the below established schedule for our 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 Personnel 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
- The Personnel Handbook
- Extended Leave Policy
- Pension Plan

The committee had a major focus on Pelican compensation and retention. We spent a large majority of our time reviewing and acting on the report provided by the Pelican Compensation Task Force Committee.

Joe Watts and I met the week before the meetings, to frame the agenda, including the regular items listed above. We are grateful for the commitment and enthusiasm that our committee members bring to this important work.

Sincerely,
Deborah Duval, Chair

Committee Members: Stephen Blakney, Michelle Kunz, Linda Leehman, Marc Spisto, Lia Yanis and Joe Watts, Staff Liaison

COMMITTEE ON APPOINTMENTS REPORT

The Committee on Appointments (CoA) makes recommendations for 95 Board and Operations committee appointments, with an additional dozen advisor appointments. The CoA generally meets ten times throughout the year by teleconference, and consists of seven veteran Shoalers:

Laird Kelly – Chair, outgoing
Tyne Allshouse- rising Co Chair
Nick Bresinsky- Co Chair
Tricia Coleman
Bethany Davis Swanson
Tom Smurzynski
Deb Weiner-Soule

The candidates identified and endorsed by the CoA are vetted with the SIC Board President or CEO, as appropriate, and the respective committee chair. When approved, appointments are made for three years. After one three year period, committee members are considered for a renewal of an additional three years after determining individual willingness, endorsement by the committee chair, and the SIC Board president and CEO as applicable.

During 2017, we placed 17 new appointments and 21 second term appointments or advisor continuations. In 2018 we are vetting 28 current committee members completing first terms. Several of these will not be recommended for continuation. We also have 15 members whose second term expires, and we are identifying new candidates.

The CoA has always been mindful of diversity and qualification for each committee. Previously we have been watchful of gender and age balances, and currently see that 55% of our committee members are female, a percentage that we believe represents a virtual balance. We are currently focused on racial equities in committee makeup. CoA has identified qualified candidates of color, and is actively pursuing increasing the diversity of our committees. We currently have one African American serving on the Outreach and Engagement Committee, and an impending appointment of a Hispanic female on Membership Committee.

The CoA is a hard working committee that has taken pains to be fair, deliberate, discreet, responsive, and proactive. We recognize that there is a synergy between getting the right Corporation members (Membership), placing them in effective positions (Committee on Appointments), and staffing the Board (Nominating). We in CoA are proud of the work we do to help the island run efficiently and to improve our community. We look forward to a productive 2018. Thank you for this opportunity to serve.

Tom Coleman, Board Liaison

2018 STAR ISLAND CORPORATION COMMITTEE LIST

(as of March 2018)

Board of Directors and Executive Committee – May serve 3 three year terms

Term starts at Annual Meeting

	Conf.	First	Second	Third	Eligible Until AM
Gary Kunz* (President)	LOAS 2	2011	2014	2017	2020
Nick Dembsey* (V. President)	IA	2012	2015		2021
Lisa Braiterman	IA	2015			2024
Tom Coleman	AS 1	2017			2026
Erik Cordes	AS 2, YAC	2012	2015		2021
Debbie Duval*	SG 1	2017			2026
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
Nate Soule	ISA-UU President ex-officio				
Chris Palazzolo	SIUCC President ex-officio				
Celeste Magliocchetti	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	LOAS 1	2014-2018	
Nick Dembsey (liaison)	IA	2015-2017	2017-2022
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		
Joe Watts (staff liaison)			

Bylaw Committees

Nominating Committee

		First Term	Second Term
		Begins at Annual Meeting	Begins at Annual Meeting
Janice Prochaska (Co-Chair)	AS 1	April 12, 13, 14	15, 16, 17
Annie Stewart (Co-Chair)	AS1	April 14, 15, 16	17, 18, 19
Tristan Boyer Binns	Yoga	April 15, 16, 17	18, 19, 20
Jill Brody	Arts, LOAS 1	April 15, 16, 17	18, 19, 20
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
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	
Patty Boynton	SG 2	18, 19, 20	
Ben Cordes	AS 2	16, 17, 18	
Candace Erickson	AS 2	18, 19, 20	
Gary Kunz	LOAS 2	15, 16, 17	18, 19, 20
Caroline Quijada	AS 1	18, 19, 20	
Marlene Smurzynski	AS 1	18, 19, 20	
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
Tom Duncan	AS 2	15, 16, 17	18, 19, 20
Robert Giles	SG 1	14, 15, 16	17, 18, 19
Russ Peterson	NHC	15, 16, 17	18, 19, 20
Kelly Schnur	LOAS 2	18, 19, 20	
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	SG 1	16, 17, 18	
(Chair, liaison)			
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
Judy Samuelson (Chair)	LOAS	16, 17, 18	
Suzanne May	AS 2	14, 15, 16	17, 18, 19
Caroline Stewart	AS 1	15, 16, 17	18, 19, 20
Carol Weisman	AS 1	14, 15, 16	17, 18, 19
Suellen Peluso (liaison)	IA		
Peter Squires (staff liaison)			
Gary Kunz (ex-officio)	LOAS 2		
Committee on Appointments		First Term	Second Term
Nick Bresinsky (Co-Chair)	PELRN	14, 15, 16	17, 18, 19
Tyne Allshouse (Co-Chair)	AS 2	13, 14, 15	16, 17, 18
Tricia Coleman	AS 1	14, 15, 16	17, 18, 19
Sally Russell	AS 2	18, 19, 20	
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	18, 19, 20
Jon Denham	IA	15, 16, 17	18, 19, 20
Tom Mansfield	PELRN	15, 16, 17	18, 19, 20
Mark Nash	PELRN	16, 17, 18	
Bruce Parsons	PELRN	15, 16, 17	18, 19, 20
Annaliese Reutemann	former staff	15, 16, 17	18, 19, 20
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, 18	
Drew Martin (advisor)	AS 2	16, 17, 18	
Mike Ramnarine (advisor)	AS 2	14, 15, 16	17, 18
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	
Brian Murphy	South Church	15, 16, 17	18, 19, 20
Kathleen Sandberg	AS 2	15, 16, 17	18, 19, 20
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
Meg Doty	AS 2	15, 16, 17	18, 19, 20
Bill Gimpel	AS 1, PELRN	16, 17, 18	
Cydney Mahoney	LOAS 1	16, 17, 18	
Katie Martell	AS 1	18, 19, 20	
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
Adam Osgood (Chair)	AS 1	17, 18, 19	
Kathleen Belko	Historic Star	13, 14, 15	16, 17, 18
Jenna Bossert	former Pel	18, 19, 20	
Tristan Boyer Binns	Yoga	18, 19, 20	
Don Cann	PELRN, ISA	13, 14, 15	16, 17, 18
David Drucker	FOS	17, 18, 19	
Shelley Lauer Bader	LOAS 2	17, 18, 19	
Sarah Mills	former Pel	18, 19, 20	
Lois Williams (advisor)		16, 17, 18	
Lisa Braiterman (liaison)	IA		
Ally Miner (staff liaison)			
Health Committee		First Term	Second Term
John Mark Blowen (Chair)	FOS	17, 18, 19	
Marlene Bristol, NP	FOS	16, 17, 18	
Becky Konkle	AS 2	17, 18, 19	
Lisa Nelson, MD	IA	18, 19, 20	
Kerry Nolte	FOS	17, 18, 19	
Jeanie O'Farrell	LRE	13, 14, 15	16, 17, 18
Marlene Smurzynski	IA	14, 15, 16	17, 18, 19
Mark Seymour (advisor)	FOS	18	
Mary Trudeau (liaison)	AS 1		
Sarah Whalen (staff liaison)			
Conference Services Committee		First Term	Second Term
Ken Swanson (Chair)	LOAS 2	14, 15, 16	17, 18, 19
Carla Cole	LRE	18	
Dave Finkelstein	AS 2	15, 16, 17	18, 19, 20
Karen Mathiasen	IA	15, 16, 17	18, 19, 20
Chip Newman	YAC	17, 18, 19	
Dean Varney	YAC	14, 15, 16	17, 18, 19
Mary Trudeau (liaison)			

Justina Maji (staff liaison)

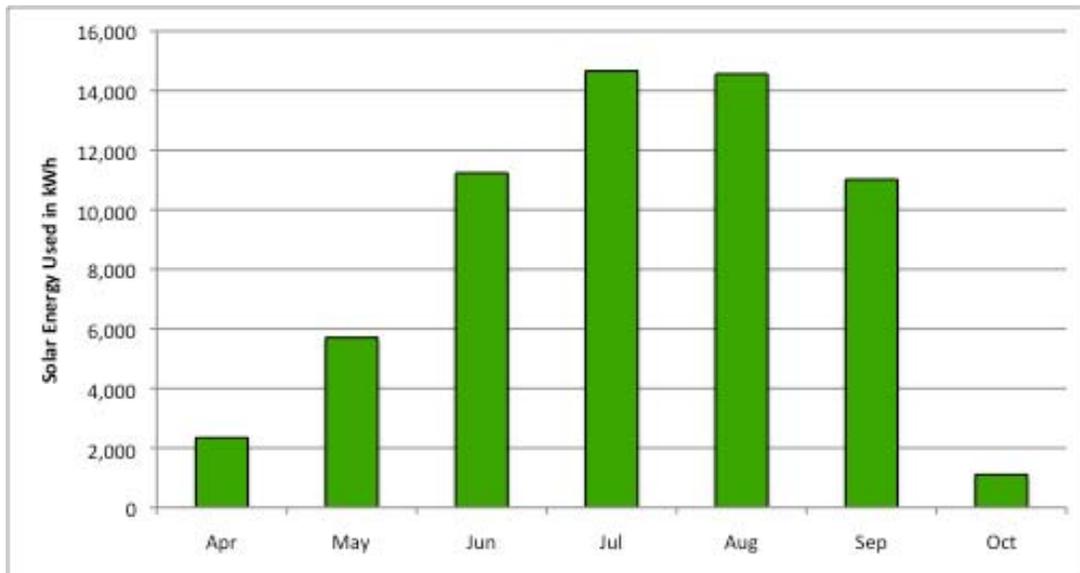
Outreach & Engagement Committee		First Term	Second Term
Kyle Belmont (Chair)	frmr staff	17, 18, 19	
Terri Behm	LOAS 2	17, 18, 19	
Rev. Leon Dunkley	YAC	17, 18, 19	
Paul Jensen	LOAS 2	15, 16, 17	18, 19, 20
Christana McKnight	LRE	15, 16, 17	18, 19, 20
Tim O'Donnell	AS 2	13, 14, 15	16, 17, 18
Nate Soule (liaison)	PELRN		
Lisa Santilli (staff liaison)			

STRATEGIC FACILITIES PLANNING COMMITTEE REPORT

Solar Energy

The Star Island Solar Electric System has completed a third year of operation. The system provided about 64,877kWh from January through October. We used about 130,000kWh of total power in 2017, which is 5% less than we used last year.

This is the second year that the Solar Electric System provided more than 50% of Star's total power. This year solar accounted for 51% of the total power used. 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. The primary effort next spring will be to weatherize and reside the tower and area between Atlantic and Oceanic. On December 4, 2017 the New Hampshire Land and Community Heritage Investment Program (LCHIP) awarded Star Island \$125,000 for this work on the Oceanic.

Wastewater Treatment Upgrade

After a review of our proposed wastewater treatment system design the New Hampshire Department of Environmental Services (DES) has recommended that we consider more alternatives. The reason is that

NH has had problems with a similar system installed on Mount Washington. We are working with an engineering firm in Portsmouth that has experience with wastewater treatment. Two alternatives being considered are a simple sand filter and a system using Biologically Active Filter (BAF) high biomass technology.

The present system is the largest energy user in the summer, requires discharge permits and constant adjustment to comply with the permits. The goals of the upgraded system are to 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.

Summer House

The Summer House was completely rebuilt last spring. The new Summer House is a post and beam structure that looks like the former structure but is stronger. The project used professionals and volunteers to build and assemble the structure. Below is a picture of the frame being trimmed and painted in Brookfield prior to assembly.



Kiddie Barn

The Kiddie Barn has been refurbished to improve it for conference children programs. Star Loft was also completely updated to make it more comfortable for guests in the summer. The old stair to Star Loft has been replaced with a new code compliant stair.

Vaughn

There is an ongoing effort to provide a better environment for our historical artifacts in Vaughn. This year much of Vaughn was refurbished including replacing the windows and front door, re-finishing the interior and adding an office for the curator on the second floor.

Electrical Safety

Last summer Star began installing arc fault circuit interrupters (AFCI) in the first floor of the hotel. These breakers are believed to significantly reduce the chance of fire from electrical circuits. We plan to continue to install more of these breakers in sleeping and gathering areas over the next few years.

Brookfield

The committee and staff are working on design concepts for a renovation of the Brookfield and Rutledge Marine Lab building. There are various ideas being discussed including a new deck, adding a possible bleacher sitting area, openings in the glass facing the harbor for a greater inside/outside flow and better ventilation in both wings, adding new handicap restrooms, a new handicap ramp, a renovated and expanded Marine Lab and a visitor area. Construction is expected to start in the fall of 2018.

Underworld

The Rye Fire Chief has asked Star to look at the Underworld from a fire safety viewpoint. It has a collection of rooms under the lobby that don't have a clear path to the outside. While these rooms are primarily Pelican areas they could be difficult to navigate in smoke.

PROPERTY STANDARDS COMMITTEE REPORT

The Property Standards Committee met in February.

Actions taken in 2017 include:

- 1) Review and approval of the renovations proposed for the Kiddie Barn and Star Loft building.
- 2) Review and approval of the replacement of the Summer House.

Discussions:

1) The committee took on the project of a comprehensive analyzing and revising of the written standards for each of the 15 Zones on Star Island. This practice was last accomplished in 2011. The committee looked at each of the standards to see if it was still viable and also looked to see if any specific standards should be added. This process is now being finalized. Two members of the Board have taken on the responsibility of analyzing the committee's purpose, introduction and duties & responsibilities.

Your Property Standards Committee has now completed its ninth year. Stepping off the committee this year will be Tara Kelly. We are very thankful for Tara's historical preservation expertise.

I am very thankful for the great, thorough, thoughtful and respectful way this group has worked and I am confident will continue to work going forward.

Respectfully Submitted,

Bruce Parsons, Chairperson
Rebecca Armstrong
Bob Cook
Roger Kellman, Board liaison
Tara Kelly
Brian Murphy
Kathleen Sandberg
Jack Farrell, Staff liaison

RUTLEDGE MARINE LAB COMMITTEE REPORT

1. Committee Members

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

2. New Committee Members

Nick Bresinsky, the committee liaison to the Committee on Appointments, has facilitated the arrival of Katie Martell on to the committee prior to and after the 2018 season start. We are thrilled with all our committee members. We also plan to confirm Bill Gimpel, Amy Meek and Cydney Mahoney for a second term. The committee has also discussed Nick Bresinsky's departure from being a committee member and Drew Bush's subsequent one in December 2018. I and the other committee members also most heartily thank all our departing committee members.

3. 2017 Season

3.1. Open Up 2017

The assistant naturalist, Addison Tyler, joined our continuing naturalist, Arthur Eves, in opening the Lyman V. Rutledge Marine Laboratory in 2017 during the months of May and June. Together, they 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. They also overcame several early season plumbing problems with pipes having frozen over the winter to ensure the lab opened on time. Their work catching critters was aided (as it has been in the past) by SCUBA (United Diver's) led by Louis Figueroa's volunteers who visited Star Island during open up. Specific projects included Addison and Arthur: 1) refinishing benches for children to stand on to look in the touch tanks; 2) building a number of new stands for the tanks inside (and re-positioned tanks in the wet portion of the lab) and outside; and, 3) repainting the large 1000 gallon tank outside and sealing internal leaks (as has become semi-annual) with a latex seal coat and epoxy.

A now familiar addition to the early summer months were the school groups who now visit the island in late May and early June, making stops at the Vaughn Cottage museum, the lab and elsewhere. Ally Miner has been instrumental in her role getting this comprehensive island-wide education program, Sea Star, off-the-ground and the committee looks forward to continuing to support this exciting initiative. The marine lab served as the setting for visiting students to use plankton nets at the dock, examine Gulf of Maine currents, and investigate the plankton they had caught using microscopes. In total, seven schools took part from places in New Hampshire such as North Hampton, Grantham, Rochester and Plymouth. For next summer, the program will continue to be formalized further and expanded through marketing and outreach—with visits from the schools becoming annual and groups staying overnight as well. The Rutledge Marine Lab and its plumbing system would need to be up-and-running more quickly to facilitate this expanding program.

3.2. Summer 2017

Arthur Eves continued on in his seventh year as Island Naturalist. We emphasize that the continuity that Arthur, 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 2017:

- Addison Tyler and Ally Miner reported that the addition of an Assistant Naturalist (Addison) really helped improve service in the lab along with volunteer efforts. Ally reported that SIC would like to keep that position staffed to go along with Arthur's deep experience and knowledge.

- The aforementioned Sea Star educational program pioneered by Ally Miner continued to serve guests all summer with more materials/handouts in the works for the lab's activities that are SIC branded and flow with the island's entire program. These would be used for in-class presentations to teachers and students and also be distributed during presentations Ally and SIC staff will be making this year. Highlighted activities in the handouts will include "Peering Into Plankton," where students draw what each type looks like under the microscope; or reading through the booklet to learn about Star Island in an activity to map and then navigate North, South, East, and West on the island.
- New equipment in 2017 included continued equipment additions to improve the viewing of microscopic organisms on the laboratory's big-screen television, as well as additional aquarium oxygenators to ensure the animals in the lab stayed healthy.
- Arthur and Addison 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 and Addison gave expanded geology, botany, bird and low-tide walks and helped lead youth group activities on Smuttynose Island. Arthur 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.
- 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.
- 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 2017 and its educational outreach programs. The lab is currently seeking a volunteer to keep this site up-to-date.

3.3. Close Up 2017

With the help of an extended volunteer season and phased tank closings, the laboratory was open into the second week of September. Arthur Eves handled the bulk of the work involved in getting the laboratory ready for the winter.

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 continued to provide oversight, recommendations and advice to SIC staff as plans for the renovation of Brookfield and the Lyman V. Rutledge Marine Laboratory have progressed. The committee provided detailed recommendations to SIC staff following numerous meetings in 2017 prior to the start of the summer 2017 season. We also plan an upcoming meeting this February to review proposed draft plans and to continue in this role. In particular, committee members commented favorably on the idea of having a full wall mural of the Gulf of Maine between Brookfield and the lab and have sought to include an experienced aquarist, Robert Royer (from the Seacoast Science Center in Rye, NH), in upcoming committee meetings and recommendations made. The committee also plans to discuss additional grant opportunities that might be possible to extend this effort and further improve the educational program being led by Ally Miner.

One request the committee would like to make is for consideration of a saltwater pump that can be devoted solely to the marine lab to be included in renovation plans. Arthur Eves, who has ultimately been responsible for getting plumbing working in the lab during open up, has recommended that the lab remain on the island grid. The new pump would be a backup when needed (particularly in the early season when school groups are arriving and staff may still be getting some island systems up and running). One other possible piece of equipment under discussion for the 2017 season includes the RainWise® PWS Direct to Weather Underground station that could be installed on the lab and provide records for visitors to compare against the National Oceanic and Atmospheric Administration (NOAA) station located on Appledore Island.

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, and care of both its cement/wooden floors in a manner that makes them safer for children. The committee anticipates these issues will be resolved with the renovation or re-design of Brookfield and the Lyman V. Rutledge Marine Lab.

4.3. Lyman V. Rutledge Marine Laboratory Equipment Needs in 2018

One equipment need for 2018 is “rough and tumble” older microscopes and dissecting scopes. In particular, those that are easily used by school-age children would be welcomed and added to the laboratory for general use (and abuse). The lab is currently pursuing opportunities for donation of this equipment from other educational institutions. 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.

4.4. Lyman V. Rutledge Marine Laboratory Staffing Needs in 2018

Adequate staffing of the laboratory proved a key to success in 2017 with Addison Tyler playing the role of Assistant Naturalist, Arthur Eves leading the ship, and many volunteers pitching in to make the summer terrific. The committee thanks all of you for your hard work.

5. Laboratory Projects

5.1. Citizen Science

Any Corporation member with ideas for more systematic citizen science projects at Star Island is welcomed to provide their suggestions to the laboratory via Ally Miner of the SIC 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 migrants. 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 Mammal Education

Addison recommended that all future naturalists be given marine mammal safety training, and that an effort be made to educate island visitors on this important topic. The committee has recommended that

information (such as do not touch marine mammals found on the island) be included in island orientation programming.

5.4. Other Continuing Projects

With the momentum of expanded opportunities and outreach gained by the continuing efforts of Arthur 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 2018, the committee plans to revisit its mission and charter in light of the renovations taking place, the start of new educational programming, and possibilities opened by the current grant funding and future opportunities. This will be the topic of a meeting to be held in April.

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

While no changes are imminent and the committee has not discussed this issue since our last report, the changes to the Lyman V. Rutledge Marine Laboratory in 2018 and its educational programming may provide opportunity to re-open this discussion. The committee awaits further direction from SIC staff on this matter.

7. 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 note that the grant given to the SIC to improve the laboratory’s facilities and educational programming 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. We look forward to continuing to support this effort in an oversight role.

We continue to be grateful to the SIC for funding the position of Assistant Naturalist. We believe that this important move helps the lab to accommodate the increasing number of visitors it will see in future years. In particular, this change helps the lab to address early season staffing issues with the island’s new educational programming and an expected change to operations resulting from upcoming renovations to the lab and possible changes to its mission.

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

ISLAND HERITAGE AND ARTIFACTS COMMITTEE REPORT



2017 Thaxter Room Exhibits

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 2017 committee consists of Don Cann, co-chair, Adam Osgood, co-chair, Craig Allshouse, Kathleen Belko, David Drucker, Shelley Lauer Bader, Chris Palazzolo, and Lisa Braiterman, Board Liaison. We were enriched by our three advisors - Irene Bush, Barbara Moore and Lois Williams. Ally Miner, Museum Manager/Staff Liaison; Sarah Mills, Curator; and Intern Jenna Bossert staffed the Celia Thaxter Museum and Vaughn Library.

At the conclusion of this year, Craig Allshouse will be leaving the committee, Sarah Mills, Jenna Bossert and Tristan Binns will be joining, and Adam Osgood will become sole chair, while Don will remain on the committee. We thank Craig for building the Climate Control Room on the second floor and Don for his guidance in co-chairing with Adam this past year. The committee met in spring, in September and again in December.

ACCOMPLISHMENTS

It has been a productive year for the Celia Thaxter Museum, with increased visitation despite a delayed opening. Renovations to Vaughn Cottage were completed over the summer, with greatly improved storage

and display space that will be a great benefit for collection care and the visitor experience. The Fishing Village and the Isles of Shoals panels by Lois Williams (All Star 1) and graphic artist Heather Rush (International Affairs) were installed in Brookfield and have been well received; opening opportunities for education about island history. We have successfully purchased and launched our new digital capture portable studio, which will allow for publication quality imaging and documentation of the museum collections. We had a successful pilot program for schoolchildren with multiple New Hampshire schools attending during the season.



Vaughn Cottage Renovations

FUTURE PLANS

In the coming months we will be developing a traveling version of the Fishing Village panels for display at local institutions to increase awareness of our islands' history. We have set a goal of digitizing the museum collection this season using the new digital capture studio, and we have posted an internship listing specific to this goal. Ultimately, we intend to have the entire museum collection available online. We will be partnering with Nate Hamilton, Isles of Shoals Research Association (ISHRA) President, on an exhibition at Star Island displaying Shoals archeological artifacts.



Digital Capture Equipment for Summer 2018 Project

CONCLUSION

Thanks to the tremendous efforts by the island curator, interns, staff and management, the state of the museum and its holdings are in the best shape since its opening, with a very bright future ahead in preservation, education and community outreach.

Respectfully submitted,
Adam Osgood, co-chair

HEALTH COMMITTEE REPORT

Overall the 2017 First Aid Station season was very good.

There were significantly fewer First Aid Station visits this year – 359 compared with 438 in 2016. Pel utilization at 184 (182 in 2016) exceeded conferee use at 149 down from 185 in 2016.

Among the Pel visits, Waitrae again represented the largest number although down from 2016. Chamber visits nearly doubled at 30 while kitchen staff declined by more than 50% to 12.

Other staff visit numbers varied little from 2016. There were no intern visits in 2017 while there were 14 in what was a new category in 2016.

Environmental Services, which did not appear in the 2016 breakdown, had 13 visits.

15 incident reports were filed of which 9 were Pel work related. 3 were Pel non-work injuries including a knee sprain and then 2 head injuries.

10 evacuations were effected down from 15 in 2016. 6 were accomplished by island boats, 2 by Uncle Oscar and 2 by Coast Guard.

A new model for FAS administration was put forth this year. Kerry Nolte, APRN in her first year succeeded Pat Ford, APRN in the part-time position of Health Manager. Sarah Whalen, RN has taken on a new full-time role as Community Health Advocate. Oversight and continuity were well maintained as shown in the provider survey done this year. In the survey completed by almost two thirds of the volunteer medical and nursing staff, 80% of respondents were extremely satisfied with their experience with many positive comments.

The committee has implemented 2 policy changes. The first is the discontinuation of stocking controlled substances due to access and liability issues. The second is to discontinue lab services. Modern ability to do on site screening for illness related problems and the unavoidable logistical problems associated with our off-shore status have rendered this unnecessary.

The committee continues to scrutinize FAS function to improve health related service to conferees and staff.

Respectfully,

John Mark Blowen, APRN Chairperson, Star Island Health Committee

CONFERENCE SERVICES COMMITTEE REPORT

Members:

Ken Swanson (Chair)
Carla Cole
Dave Finkelstein
Karen Mathiasen
Chip Newman
Dean Varney
Mary Trudeau (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 committee met three times during 2017 in person; January 10th, April 6th, and August 5th (on island). During the January 10th meeting we spent a good portion of the meeting reviewing the committee's current charge. The general assessment was that both expectations of members and our tasks were being fulfilled. One area that was felt that could be improved was the feedback from the Registrars and Chairs about setting up and running their conferences would be valuable. Perhaps the conference survey could be combined with the island survey. Also suggested was to expand the descriptions of the tasks, especially as it goes beyond the scope of food & beverage and hotel.

During 2017, the committee mostly focused its discussions around two surveys we distributed early in the year. The first survey focused on accessibility while visiting Star Island, while the other one covered questions concerning the family experience. Both surveys produced a wealth of data that provided ideas for both procedural changes as well as structural changes. Many of the ideas that the accessibility and family amenities surveys produced were acted on during the 2017 season. Some of these included:

1. 2nd Floor Oceanic "Baby Bathroom" renovation. Wheelchair accessible from the hallway and into the stalls.
2. Potty seats and potty chairs available in the baby bathroom.
3. New carpets in hallways of Oceanic.
4. Pull down bars in all accessible bathrooms installed.
5. Kiddie Barn completely renovated and updated – bathroom wheelchair accessible.
6. Extensions added to several wood walkways.
7. Chapel pathway improvements begun – quite a bit of discussion was given to the need for conferees to be able to attend chapel. This will be an ongoing challenge simply because of the chapel location but we feel a best solution will be found.
8. Elliott now has audio feed from Chapel service.
9. Child and adult bed rails available on request.
10. Children's size chairs and foot stools for nursing moms available on request.
11. Walking sticks available in Lobby.
12. Chairs with arms available in dining area.

13. Signage about available amenities for accessibility and families added.

While the information gained from these surveys, member experiences, and guest post conference surveys were acted upon immediately, much of the data was compiled for changes that might be implemented in future years. Some of these ideas for we are reviewing include:

1. Child Safety
2. Wheelchair accessibility in the Brookfield project.
3. Improved sound attenuation in dining room.
4. Exercise stations around the island.
5. Kayak racks to protect kayaks and make shoreline look better.
6. Propane fireplace insert in the Lobby.
7. Improved meeting room signage such as frames that meeting names can be inserted into.
8. Improved lighting in some areas.
9. Printed scavenger hunt readily available at front desk. Perhaps a challenge that also allows for education of the island.
10. Exterior painting
11. Exterior road improvements
12. Review of strategic goals of Star Island.
13. Addition of an enclosed deck off the dining hall (behind Elliott.)
14. Addition of a stargazing deck
15. Playground improvements

As normal, our discussions also covered the following topics, both from personal experiences as well as from survey data:

1. Menus
2. Quality of food
3. Quality of service
4. Communication between conference leaders and staff
5. Quality of accommodations
6. Guest amenities
7. Facilities
8. Green practices
9. Alcohol use on the island

The committee had several changes in membership this year. Mark Woolley rotated off the committee this year and the entire committee thanks him for his years of volunteering and his wonderful insight into the hospitality field. Also leaving was our Board Liaison Debbie Duval who will certainly be missed. To fill Mark's place we welcomed Carla Cole, someone who comes to us with both a vast amount of hospitality experience as well as wellness and yoga expertise. Mary Trudeau is our new Board Liaison and we welcome her knowledge and experience into the committee.

OUTREACH AND ENGAGEMENT COMMITTEE REPORT

2017 Members

Kyle Belmont (Chair)

Nathan Soule (Board Liaison)

Terri Behm

Leon Dunkley

Paul Jensen

Christana McKnight

Tim O'Donnell

2017 Staff

Lisa Santilli (Assistant Director of Communications & Development)

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

In 2017, the committee altered the format of regular meetings to provide more in-depth focus on topics. Each meeting is dedicated to one topic that we discuss at length, and conclude with actionable tasks for Star Island staff or committee members to complete. We strive to be a committee that shepherds meaningful progress in communicating Star Island's experience. Before this past summer season we discussed off-island events, the ambassador program, retaining Shoalers, and engaging new Shoalers. This fall we have met to talk about communicating pricing, the family experience, and youth conferences.

In every meeting we look at what Star Island has done in the past regarding a particular topic, then pull that data apart through discussion to develop new or strengthened plans. We use our knowledge as Shoalers with various backgrounds to inform our discussions.

We look forward to building upon this work in 2018 to support the continued growth of bednights.

Respectfully submitted,
Kyle M. Belmont

2017 CAPITAL BUDGET

Project	Projected Actual 2017	Approved Budget 2017
	2017	2017
Required fire safety / EPA upgrades:		
Other Projects per RFD and SFC recommendation	15,561	10,000
Diesel Tanks &/or Piping Upgrades	16,788	20,000
	32,349	30,000
General Improvements:		
Atlantic - weatherization	12,422	6,000
Atlantic Porches & Railings	-	3,000
Drinking Water Storage & Filtration	-	4,000
Summer House Reconstruction	43,746	15,000
New loader	10,000	10,000
Vaughn Restoration, 2nd floor access, windows, doors, etc.	48,215	70,000
Kiddie Barn/Starloft Rehabilitation	190,143	161,000
Wastewater System Replacement	30,436	50,000
Bathroom Upgrades	14,557	30,000
Chapel Path Improvement	22,870	11,000
New Carpeting in Hotel	18,043	10,000
Gangway Repair & Replacement	10,157	-
	400,589	370,000
Capital Contingency	-	60,000
Total Capital Expenses:	432,938	460,000

2018 Capital Budget

Project	<u>Projected Actual 2018</u>	<u>Approved Budget 2018</u>
Required fire safety upgrdes:		
Fire Sprinkler Upgrades	10,000	10,000
Other Projects per RFD and SFC recommendation	13,500	13,500
	<u>23,500</u>	<u>23,500</u>
 General Improvements:		
Brookfield/Rutledge Marine Lab - Phase I	125,000	125,000
Electrical Outlet Expansion	10,000	10,000
Electrical/Wiring Upgrades	15,000	15,000
Elliott Roof Replacement	20,000	20,000
Gosport Weatherization - Phase I	10,000	10,000
Kitchen Equipment	20,000	20,000
Lobby Alcove Rehabilitation	10,000	10,000
Oceanic Rehabilitation - Phase IV	274,850	274,850
Roofing Repairs/Upgrades	12,500	12,500
Shack Renovations	185,000	185,000
Oceanic/Atlantic Interior Upgrades (Plaster & Paint)	10,000	10,000
Access Ramp Upgrades	10,000	10,000
Shoreside Facilities	25,000	25,000
Vaughn Restoration - Fire Alarm/Supression & Flooring	15,000	15,000
Kiddie Barn/Starloft Rehabilitation	5,000	5,000
Wastewater System Replacement	425,000	425,000
Wastewater - Grease Trap	52,000	52,000
Bathroom Upgrades	15,000	15,000
Perimeter Road Improvements	-	-
	<u>1,239,350</u>	<u>1,239,350</u>
 Capital Contingency	 80,000	 80,000
 Total Capital Expenses:	 1,342,850	 1,342,850

Star Island Corporation
Fiscal Year 2017 Report and 2018 Budget

	Approved Budget 2018	Unaudited Actual 2017	Approved Budget 2017	Variance 2017
Island Operating Revenue:				
Room & Board-Gross				
Conferences	2,534,200	2,428,990	2,442,546	(13,556)
Personal Retreat Revenue	74,549	52,418	46,400	6,018
Discounts	(68,200)	(67,436)	(66,000)	(1,436)
Financial Aid	(28,800)	(28,153)	(28,000)	(153)
S/T Room & Board-Net	<u>2,511,749</u>	<u>2,385,819</u>	<u>2,394,946</u>	<u>(9,127)</u>
Parking Income	62,000	57,421	62,000	(4,579)
Appledore Lease Income	124,498	121,461	121,461	-
Conference Income	19,700	24,533	23,105	1,428
Snack Bar Revenue	74,000	75,731	73,000	2,731
Interest and Dividend Income	1,250	2,556	1,000	1,556
Net realized gain (loss) on investments	-	8,303	-	8,303
Other Island Operating Income	136,400	122,120	137,860	(15,740)
Island Operating Revenue:	<u>2,929,597</u>	<u>2,797,944</u>	<u>2,813,372</u>	<u>(15,428)</u>
Other Income & Support				
Annual Fund	505,000	554,896	490,000	64,896
Annual Permanent Trust Income	180,000	180,700	175,000	5,700
Grant Income	32,500	156,775	42,500	114,275
Other Current Restricted Gifts	40,000	68,595	40,000	28,595
Special Events	40,000	26,185	43,000	(16,815)
Net Assets Released from Restrictions	299,266	19,571	215,515	(195,944)
ISAUU Contribution	30,000	32,500	30,000	2,500
Other Income & Support	<u>1,126,766</u>	<u>1,039,222</u>	<u>1,036,015</u>	<u>3,207</u>
TOTAL REVENUES AND OTHER SUPPORT	<u>4,056,363</u>	<u>3,837,166</u>	<u>3,849,387</u>	<u>(12,221)</u>

	Approved Budget 2018	Unaudited Actual 2017	Approved Budget 2017	Variance 2017
Operating expenses:				
Year Round Pay	529,888	506,466	513,320	(6,854)
Seasonal Pay	794,222	753,521	738,315	15,206
Gross pay	<u>1,324,110</u>	<u>1,259,987</u>	<u>1,251,635</u>	<u>8,352</u>
Fringe Benefits	284,371	241,421	261,264	(19,843)
Total Compensation & Benefits	<u>1,608,481</u>	<u>1,501,408</u>	<u>1,512,899</u>	<u>(11,491)</u>
Professional Services	540,026	518,139	516,609	1,530
Insurance Expense	175,051	177,693	189,220	(11,527)
Administrative Expense	304,342	281,055	293,578	(12,523)
Depreciation	350,030	351,209	334,223	16,986
Advertising/Marketing	8,910	2,587	11,500	(8,913)
Conference Operating Expense	750,628	774,907	707,417	67,490
TOTAL OPERATING EXPENSES	<u>3,737,468</u>	<u>3,606,998</u>	<u>3,565,446</u>	<u>41,552</u>
NET CHANGE IN OPERATING NET ASSETS	<u>318,895</u>	<u>230,168</u>	<u>283,941</u>	<u>(53,773)</u>

Star Island Corporation
Statement of Cash Flows
Fiscal Year 2016 Report and 2017 Budget

	Approved Budget 2018	Unaudited Actual 2017	Approved Budget 2017
Analysis of Changes in Cash:			
Net change in Operating Net Assets	318,895	230,168	283,941
Add Back Depreciation	350,030	351,209	334,223
Net change in assets & liabilities	-	112,729	-
Temporary restricted activity	159,277	(52,468)	-
Permanently restricted activity	-	-	-
Board Designated Operating Reserves	(25,000)	25,000	(25,000)
Change in Capital Loan Program	425,000	-	-
Capital in Progress	-	-	-
Purchases of plant and equipment	(1,342,850)	(425,446)	(460,000)
Net change in Line of Credit	-	-	-
Additional debt	-	-	-
Debt repayments	(49,000)	(36,688)	(36,536)
Total cash:			
Change during the period	(163,648)	204,504	96,628
Opening balance	<u>983,437</u>	<u>778,933</u>	<u>257,851</u>
Closing balance	<u>819,789</u>	<u>983,437</u>	<u>354,479</u>



Community

Our Community Goal springs from the hospitality we extend on Star Island, welcoming and nurturing new relationships, preserving existing relationships, and expanding our impact on the lives of our community members.

- 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.
- Conduct our operations as an employer, and citizen of the Seacoast Region and beyond, consistent with our highest values and goals.
- Mentor and support our community in learning about Star Island, including our culture, values, history, ecology and green initiatives, and share what we have learned in the Seacoast Region and beyond.

Economic

Our Economic Goal focuses on moving us from economic stability to sustained economic vitality, and includes identifying and obtaining the financial resources to ensure our long-term success, while being mindful of cost effectiveness.

- Develop and implement a long-term plan for sustained financial vitality that addresses improvement and preservation of our buildings and infrastructure.
- Develop and implement a process that ensures our long-term financial planning secures the goals and objectives set forth in our strategic plan.
- Being mindful of affordability, increase guest acquisition and retention rates, with a particular focus on families and younger people.
- Enhance and expand opportunities for Island amenities and activities each year.

Environment

Our Environmental Goal encompasses the protection and preservation of the natural and built environments of Star and Appledore Islands, developing and modeling sustainability to accommodate the needs of the present and to ensure future opportunities.

- Develop and implement a comprehensive adaptation plan, including how we will address the effects of climate change on Star and Appledore Islands.
- Increase education and awareness of the unique natural and historic ecosystem that the Isles of Shoals and particularly Star Island represent, and through this awareness, inspire people to effect positive change in the Seacoast Region and beyond.
- Develop and implement a comprehensive and measurable energy plan which models sustainability and environmental best management practices, and reduces dependence on fossil fuels.
- Improve and maintain safe and structurally sound facilities, which meet the accessibility, lighting, comfort and regulatory needs of all of our island constituencies.

Stewardship

Our Stewardship Goal encompasses the many ways we ensure that Star Island, its values and its spiritual and educational opportunities are present for us, for our children, and succeeding generations to enjoy.

- Encourage all who come to Star to protect and cherish the natural and built environment, helping to preserve it for others and for the future.
- Design comprehensive fundraising plans that are representative of our strategic goals and objectives.
- Value individual conference identities and constituent groups within the philosophy of a single Star identity.
- Celebrate our history and successes by recognizing Shoals milestones and those who sustain Star Island through gifts of time, talent and treasure.
- Develop engagement opportunities that keep the spirit of Star alive throughout the year, for both Shoalers and potential Shoalers.

Our Mission:

To own and maintain Star Island and such other property as the Corporation may hold or acquire, as a center for religious, educational, and kindred purposes consistent with the principles of the Unitarian Universalist Association and the United Church of Christ.

Our Vision:

To create on Star Island an environment that frees all who come to renew spiritually, explore matters of consequence, and gain knowledge about the world as it might ideally be.



Star Island

Our mission is to own and maintain Star Island and such other property as the Corporation may hold or acquire, as a center for religious, educational, and kindred purposes consistent with the principles of the Unitarian Universalist Association and the United Church of Christ:

The inherent worth and dignity of every person;
Justice, equity and compassion in human relations;
Acceptance of one another and encouragement to spiritual growth in our congregations;
A free and responsible search for truth and meaning;
The right of conscience and the use of the democratic process within our congregations and in society at large;
The goal of world community with peace, liberty and justice for all;
Respect for the interdependent web of all existence of which we are a part.

Extravagant hospitality to neighbors and strangers from all walks of life;
Building an interfaith movement for justice and peace in our time;
Practicing compassion and nonviolence in service with others;
Gathering around a welcome table to break bread, practice generosity and grace, and share the deep gladness of faith;
Learning and risking the ways of Jesus, forgiving, loving, daring, sharing, praising God in all things;
Cherishing the many mysteries of earth and sky, flesh and spirit, faith and doubt, courage and vulnerability.



We live by these values and principles as part of a larger liberal religious tradition