



STAR ISLAND CORPORATION

ANNUAL MEETING

May 2, 2020

STAR ISLAND CORPORATION
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PLEASE NOTE:

The following reports contain a reflection of the 2019 season, and were written before the world was changed by the COVID-19 pandemic. At the May 2nd Annual Meeting, those reporting will have an opportunity to add timely updates as needed.

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PLEASE NOTE:

The following reports contain a reflection of the 2019 season, and were written before the world was changed by the COVID-19 pandemic. At the May 2nd Annual Meeting, those reporting will have an opportunity to add timely updates as needed.

PRESIDENT'S MESSAGE

(pre-COVID-19 pandemic)

Greetings fellow members of the Star Island Corporation (SIC)! 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 2019 and to give you an insight into our plans for the future. 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 for our Annual Meeting, via Zoom, on May 2nd.

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 SIC members to get engaged and we will continue to need new skill sets and new ideas from our members.

I am very happy to say that once again, we had a successful year in 2019. We continue to show strong growth in our number of bed nights 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 we came in above our final budget goals, with continued growth to our net operating surplus.

With the completion of over \$1 million in capital projects this past year, it is safe to say we accomplished some significant work. The biggest projects by far were the installation of a new **wastewater treatment/water reclamation facility** and the construction of the new **Brookfield/Rutledge Marine Lab**. We also completed a number of other projects, including Cottage D first floor renovation for conferee housing and Oceanic/Atlantic interior upgrades.

This ambitious and successful program was not without its challenges. The staff and Board have conducted an “after action review” on Brookfield/RML. The lessons learned have already played an important role in our planning for future capital projects. Our list of projects planned for 2020 includes: Brookfield/Rutledge Marine Lab (final touches); Chapel Tower painting, siding and wind vane reinstallation; compost facility upgrades; Doctor’s Cottage rebuild and expansion Phase I; Engineer’s Cottage; electrical outlet expansion; Gosport Grill upgrades; kitchen equipment; more Oceanic/Atlantic interior upgrades; boat to dock ramp; roofing repairs/upgrades; Units replacement Phase I; Underworld renovations Phase I; sludge drying system; winter wastewater treatment solution; and continued work on our new wastewater/water reclamation facility.

One of the continuing efforts for the Board has been building the tools and information base necessary for long range planning. To that end we started using a new web based program for Board interaction at and between meetings. We have begun the important work of creating a new strategic plan for SIC for 2021 and beyond. We will continue to work on Board development and governance as well as our strategic advancement/development operation. We still have many pressing needs both in terms of immediate capital projects (motel unit replacements, etc.) and investments in our own communities (Beloved Community project, staff housing, etc.). We continue to be in dialogue with both the staff and the Pel community around all phases of compensation. We continue to look at wages, housing,

transportation, and communication as issues of compensation and community strength. The Board reaffirms its commitment to the Beloved Community Project and you will hear more about this in the months ahead. As the Board pivots to a leadership process which emphasizes a more strategic focus, there will be more changes and challenges and I am confident that we have the right people in place to continue to ensure our future health and vitality.

How we finance these efforts and how we set ourselves up so that we can continue to not only increase annual giving but also legacy giving is a critical part of our future. Expect to hear more about this in the future as the Board and the staff take a deeper look into this facet of our organization.

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 that 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 their wills or through other forms of planned giving. The growth of the Permanent Trust remains an important element in securing the future of Star Island. You can talk to our Director of Development, Peter Squires, to get more information about joining.

Staying connected is important, and we encourage you to connect to the island and our community 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 ISAUU 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 – in collaboration with our multitude of communities they bring our plans to life and help us to build a stronger SIC.

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.

With Star Spirit,
Nick Dembsey
President of the Board

CHIEF EXECUTIVE OFFICER'S REPORT

(pre-COVID-19 pandemic)

What a year! I look back upon 2019 with wonder, humility, and deep gratitude, and it is my pleasure to offer a few reflections on what was a great year for the Star Island Corporation.

We accomplished a lot together in 2019, a year in which we built community, succeeded financially, set enrollment records, exceeded our fundraising goals, offered a robust discount and financial aid program, and completed (or nearly completed) a record number of major projects to help ensure the future of our Spirit's Home.

With tremendous gratitude to the many people who helped make 2019 a fantastic year for Star, I am pleased to offer a few highlights:

- We hosted over 60 fun and enriching conferences, during which Shoalers renewed spiritually, explored matters of consequence, and gained knowledge about the world as it might ideally be.
- We deepened our UU and UCC commitment in several ways, both on and off-island.
- We received excellent media coverage in many outlets, increasing our profile in the Seacoast region and beyond.
- We achieved an audited net operating gain of \$422,667 (vs. budget of \$311,010).
- We invested over \$1.5 million – an all-time high – in our island infrastructure to ensure that it will be in good shape for generations to come. Our most significant investments were the installation of a new wastewater treatment/water reclamation facility and the new Brookfield and Rutledge Marine Lab.
- We learned that even when starting projects with snow on the ground, excellent staff, amazing volunteers, dedicated contractors, and extra hours, we can't finish every project on schedule. We were able to complete our wastewater installation a week early, which was an impressive feat. Brookfield and Rutledge Marine Lab was not completed for the season, though we are pleased we could open the building for the majority of the season and are thrilled with the new facilities, which generations of Shoalers will enjoy.
- We achieved 21,268 "bed nights" (vs. budget of 20,650). This represents an increase in registrations of 5% compared to 2018, and an increase of 19% compared to 2011, when our bed night total for the season was 17,801.
- Our financial aid awards and conference scholarships helped many people attend conferences who might otherwise not have been able to come. We also offered a record amount of discounts designed to attract new people and Shoalers who have not been to a full-length conference for a while.
- \$574K was generously donated to the 2019 Annual Fund, and we also received a number of restricted donations, grants and sponsorships.
- We benefited from approximately 10,000 hours of volunteerism on Star Island. Additionally, we benefited from countless hours of conference volunteerism, Board and committee work, and other volunteer work that took place off-island.
- We welcomed 45 new members to the Star Island Legacy Society.
- We collaborated in meaningful ways with many organizations, including other UU camps and conference centers, as a founding and actively participating member of the Unitarian Universalist Alliance of Camps and Conference Centers.

- We partnered with conference leadership to co-create a special week on the island, which welcomed the Star Island Family Festival Conference during the Star Gathering 2 Family and Youth Empowerment and Spirituality Conferences. Over 100 additional people came to this enriching and enjoyable week compared to 2018.
- We hosted some great events, including the 10th annual Gosport Regatta and Starry Night.
- We made great strides with some of our major programs, including the Green Gosport Initiative, our SEA Star Educational Program, and the Beloved Community Project. On this last point, we formed a Beloved Community Project Task Force, which has been meeting regularly over the last few months. The task force has developed a draft mission statement and invitation to participate:

The Beloved Community Task Force aspires to create and uphold a more inclusive and authentically diverse community on Star Island, where all people feel honored and seen. We aspire to bring conferees, Pels, and staff into a conversation that examines how systemic oppression impacts our community and to do so with curiosity around our individual and shared experiences, as well as trust in each other's fundamental goodness.

*If you'd like to get involved, please reach out (BelovedCommunityProjectSI@gmail.com)! Tell us who you are, why you'd like to be involved, and what you might be bring to the project.
~Lucia Green-Weiskel, Steve Lee, April Rosario and Marit Wilson*

I would like to thank all of our volunteers, our amazing Board of Directors, our committees, our constituent organizations, our conference volunteers, and our wonderful senior staff and Pelicans. I would also like to thank the many people who made financial contributions to Star, enabling us to sustain and improve our operations and our infrastructure. Our volunteer and financial contributions are an integral part of what helps enrich community and ensure that Star Island is strong for the short-term and for generations to come.

Our Star Island community unites us, and it inspires us to make the world a better place. Through the efforts of many, we are living our values and inspiring ourselves to reach new heights. It is an important time to be a Corporation member, and I am deeply grateful for all that you do and will continue to do for our Spirit's Home.

With Star Spirit,



Joe Watts

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

2019 DEVELOPMENT REPORT

Judy Samuelson, Fund Development Committee Chair

Star Island had an excellent fundraising year in 2019, with \$972,107 received in philanthropic support. I am pleased to share these development results with Corporation members and to express sincere thanks to all of our generous donors and dedicated volunteers.

We exceeded our Annual Fund goal for the fifth year in a row and realized \$201,799 in restricted gifts. Restricted gifts in 2019 helped fund the rebuilding of Brookfield/Rutledge Marine Lab, the renovations of Shack and the Underworld (a.k.a. *Pelican Projects*), the Green Gosport Initiative, and a variety of other restricted purposes. In addition, we received \$60,850 in grant support, \$103,766 in contributions to the Permanent Trust (from both bequests and living donors), and \$31,235 from our fundraising events.

Peter Squires, Director of Development, capably leads our fundraising efforts, and has done a superb job of supporting the conferences in their own outreach and development efforts. He hit his stride in his second full year on staff and we are fortunate to have someone with his experience, relationship management skills and commitment! Many thanks to Peter and the rest of the SIC staff for a job well done.

Annual Fund

The Annual Fund total for 2019 was \$574,457 from 1,277 donors, exceeding our goal of \$525,000 by 9%. The Annual Fund total in 2018 was \$556,003 from 1,295 donors, and in 2017 the Annual Fund total was \$552,309 from 1,180 donors. We are pleased to see steady growth in this pivotal area, which truly makes everything we do on Star Island possible.

In 2019, 12 conferences recorded higher fundraising achievement over the prior year. Once again, 16 conferences had Annual Fund volunteers. It is our hope that eventually every conference on Star Island will make support for the Annual Fund a priority by identifying one or more Annual Fund volunteers. Many thanks to the wonderful Annual Fund volunteers who helped lead these efforts in 2019.

Not including gifts from conferences, the average Annual Fund gift in 2019 was \$427 (an increase from \$409 in 2018). In 2019, 29% of donors increased their Annual Fund support (compared to 23% in 2018). We are grateful to the many donors who have increased their Annual Fund support in recent years – it is meaningful and makes a big difference!

We are also especially thankful to the conferences who donate all or some of their auction proceeds to the Annual Fund. Donations from conferences accounted for \$33,626 of our 2019 Annual Fund total.

In 2019, 77% of Corporation Members made a monetary donation to Star Island.

Legacy Society

Members of the Legacy Society have included Star Island in their estate plans (such as bequests in their wills, or making Star the beneficiary of their retirement accounts, life insurance policies, charitable remainder trusts, charitable gift annuities, or other assets). 45 new members joined in 2019, increasing the Legacy Society to 288 living members. We were thrilled to welcome Legacy Society members to on-island toasts throughout the summer to show our appreciation for their commitment.

34% of Star Island Corporation Members are currently in the Legacy Society. We encourage all Corporation Members to help ensure Star Island's future by joining today. *To join, please contact Peter Squires.*

Grants

Star Island continues to be successful in securing grant support for capital projects and other needs identified throughout the year. In 2019, Star Island received grants from the Samuel P. Hunt Foundation, the Fuller Foundation, the Rosamond Thaxter Foundation, the Portsmouth Garden Club, the Exeter Garden Club, and the United Church of Christ Wider Church Ministries, totaling \$35,850.

In addition, we received the final \$25,000 disbursement of the \$125,000 NH Land and Community Heritage Investment Program (LCHIP) grant upon completion of our latest round of historic preservation work on the Oceanic Hotel. This was the largest of four grants awarded by LCHIP since 2010, totaling just shy of \$400,000.

Finally, we offer special thanks to the ISA-UU for generous and steadfast support.

Events & Sponsorships

Star Island once again hosted several special events in 2019 intended not only to raise additional funding for Star Island, but to support Star's commitment to increased outreach to the New Hampshire Seacoast community, as well as off-island engagement opportunities with all Shoalers. Event revenue totaled \$31,235, including ticket sales, sponsorships, auction proceeds, and other related income.

- ❖ The 10th Annual Gosport Regatta was a successful fundraiser, and a memorable experience for all who participated (including boaters, spectators, and overnight guests).
- ❖ Our annual *Starry Night* featured a silent auction and raffle, music by Seacoast singer-songwriter Seth Gooby, and a presentation titled "*The One Bird You Won't See on Star Island*" by Eric Masterson
- ❖ The first *Magic on the Mainland* Community Chapel, led by Rev. Chris Jablonski at the First Congregational Church of Kittery Point, ME, brought Shoalers together for a taste of Star Island

magic before the start of the conference season

- ❖ A community fundraising supper at Flatbread Portsmouth provided an opportunity to gather off-island while increasing Star Island's profile in Portsmouth and raising additional funds for Star

Special thanks go out to Eric Masterson, the Piscataqua Sailing Association, Dave Finkelstein & Co. (who, for the fifth year, prepared an incredible barbecue meal for guests of the Gosport Regatta), our many superstar volunteers, and to all who attended these events!

Campaign Readiness Assessment

In late 2018, SIC commissioned a Campaign Readiness Assessment (CRA) by Philanthropy Resource Group (PRG). The primary objective of the CRA, which was completed in January 2019, was to determine if SIC was ready to undertake a comprehensive fundraising campaign. The CRA provided the added benefit of reviewing many aspects of our development program and providing recommendations to augment our fundraising activities regardless of whether or not we choose to undertake a major fundraising campaign. The SIC Board, Permanent Trust, and Fund Development Committee review of the CRA indicated general support of the assessment and its recommendations. The Board also indicated support for continuing to work with PRG to implement these recommendations as a precursor to any consequent campaign preparation steps such as a Feasibility Study.

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 2019 by Director of Development Peter Squires. FDC members in 2019 included Judy Samuelson (Chair), Gary Kunz (SIC Board Liaison), Miriam Coe, Dudley Dudley, Dan Hotchkiss, Suzanne May, Caroline Stewart, and Carol Weisman.

With gratitude, we recognize Corporation Member Suzanne May for completing her six-year tenure on the Fund Development Committee in December 2019.

STAR ISLAND UNITED CHURCH OF CHRIST GREETINGS

Dear Shoalers,

While the SIUCC Board and Star Gathering conference leaders are focused on our present reality and plans for the future, I am glad for the opportunity to celebrate the successes of the 2019 season. As the new SIUCC President, I want to start by thanking Chris Palazzolo, my predecessor, whose commitment to and love of Star Island served the SIUCC and wider SIC community ably for the last 3 years.

The 2019 Star Gathering conferences each uniquely approached the overarching theme of the body. SG1 Family conference, chaired by Skyler Dean-Lee (who also was a Pel all summer) and Sam Dean-Lee, explored the theme of body positivity. That included kids ages 0 to 70+ enjoying a giant slip'n'slide down the front lawn. SG1 Youth, led by Rev. Jennifer Murray, explored accepting your body and yourself, culminating in a truly fun and inspirational flash mob during dinner to Lady Gaga's "Born this Way", choreographed by the Yutes themselves. SG Family Weekend, led by Leslie Dehey and Scott Miller, explored relaxation of the body through deep gong meditation and yoga, while infusing the conference with new activities aimed at engaging younger Shoalers and families.

A major focus of 2019 was the growth of SG2 Family conference, with a series of marketing programs, financial incentives, and a partnership with SIC and the new Family Festival conference. A dedicated team, including SG2 chairs Jenny Giering and Dave Boynton, Family Festival chairs Kris LoFrumento and Brenda Bladen, and SIC staff including Joe Watts and Justina Maji, worked tirelessly throughout the year to coordinate an integrated program around the theme of the body as a vehicle for social justice. The results were amazing, with SG2 exceeding their bed nights goal by 50% in addition to Family Festival bringing 50 new conferees to the island. We hope to convert those 50 Family Festival new Shoalers in to SG2 old Shoalers in the future!

We were also focused on continuing to make Star Gathering conferences financially accessible. In partnership with SIC, we piloted a Family Grants program for SG2 that awarded a total of \$4,000 to families. We also awarded an additional \$8,300 in financial aid requests across the Star Gathering conferences. Our mission is to break down financial barriers to enjoying Star Gathering.

Finally, thank you to Joe Watts and the entire SIC staff. Your unending dedication, support, and patience are truly valued by the SIUCC.

As we look ahead to the next Star Gathering conferences, each will explore the overarching theme of storytelling in unique ways. As we are globally living through difficult times, we will all have stories to share with our community when we meet again on our spirit's home.

Thank you,

Keri Mattaliano
President at Star Island UCC

M 617-230-9838 E keri.mattaliano@stargathering.org
W www.stargathering.org

ISLES OF SHOALS ASSOCIATION – UNITARIAN UNIVERSALIST, INC. GREETINGS

Hello Friends,

The Isles of Shoals Association (Unitarian Universalist), has been working alongside, and in support of the Star Island Corporation for over 100 years. It's hard to imagine another commitment as long and deep as this bond over the love of place, community, and shared ideals. We remain steadfast through good times and bad, as we draw strength from the gifts of the island, and the Star Community. We are grateful for the same commitment and generosity that ISA-UU and SIC members have demonstrated to enable Star Island to survive and thrive for over a century.

The ISA-UU is a membership organization whose primary goal is to raise funds for the benefit of Star Island. We do this through the operation of the Shops on Star – Gift shop, Book store and Lobby shop, as well as through membership dues. In 2019, the association was able to contribute \$30,000 directly to SIC, as well as \$10,200 in conference grants supporting great programming and other expenses, and \$1,000 towards our clergy grant program which supports ministers making their first visit to Star Island.

The Shops on Star are run primarily by volunteers. It is through their significant contribution of time and talent that we are able, each year, to create an enjoyable experience in the shops while generating substantial financial support for 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.

At the annual meeting of the ISA-UU in November, we share reports from officers and committee chairs, elect a board and officers, share refreshment and invite a guest speaker. In 2019, we hosted Kristen Simard, Environmental Services Manager for Star Island. Kristen presented an outstanding, informative overview of the new Water Reclamation Facility on Star. More information about the ISA-UU and membership is available at our website, www.shoals.org.

In the spirit of Star,

Nate Soule

Nate Soule, President, 1st Vice President- Patricia Coleman, Treasurer – Steve Whitney, Asst. Treasurer – Cory Easter, Membership Secretary – Deb Walton, Board Secretary – Cheryl Doty, Nominations Chair – Marlene Smurzynski

Directors – Mike Bray, Nick Bresinsky, Miriam Coe, Maura LaRocca, Lisa Phoenix, Tom Smurzynski, Patti Washburn, Dick LeSchack (Director Emeritus), Meg LeSchack (Director Emeritus)

MINUTES OF THE ANNUAL MEETING OF THE STAR ISLAND CORPORATION

at the First Congregational Church of Holliston
Holliston, Massachusetts

Saturday, May 4, 2019

Pursuant to notice, the Annual Meeting of the Star Island Corporation (SIC) was held at the First Congregational Church of Holliston, in Holliston, Massachusetts, on May 4, 2019, at 12:50 p.m. The meeting was attended by 160 members of the Corporation, as well as SIC staff and interested members of the Star Island community. The Corporation meeting was also viewed remotely through a Facebook App by a number of viewers.

Call to Order and Welcome: Gary Kunz, President of the Star Island Corporation, presided and called the meeting to order at 12:50 p.m. He welcomed the Corporation members to the Annual Meeting. Gary thanked the First Congregational Church of Holliston 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. Gary then asked Debbie Duval to bring some light into this meeting by leading us in an invocation. Gary noted that Debbie currently serves on the Star Island Corporation Board of Directors, she has been a Star Gathering conferee for 24 summers, the proud mom of a Pelican and is soon to be a UCC minister.

Invocation. Deborah Duval gave the Invocation, asking the Corporation to join in the spirit of prayer. She spoke the blessing of the day, giving thanks for the wind, water and the sun, and the seasons of Star. She asked that the Corporation members join in "beloved community" together.

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:

Tom Coleman	Gary Kunz, President	Suellen Peluso
Erik Cordes	Jeff Loewer, Treasurer	Nathan Soule, ISA-UU
Nick Dembsey	Celeste Magliocchetti, Pel	Mary Trudeau, Clerk
Debbie Duval	Liaison	Louise Williams
Roger Kellman	Chris Palazzolo, SIUCC	

Gary noted that Suellen Peluso was leaving the Board after nine years of service, and that this was her last meeting as a member of the Board. Gary commemorated the hard work and stewardship that Suellen brought to the Board, and her exemplary service. Gary thanked Roger Kellman for his three years of service, noting that he, too, would be leaving the Board after today's meeting.

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 2019 Committee Chairs:

Rev. Nancy Wood	Membership Committee.
Jeff Loewer, our Treasurer	Finance Committee
Debbie Duval	Personnel Committee
Jon Skillman	Permanent Trust
Annie Stewart	Nominating Committee
Judy Samuelson	Fund Development Committee
Bethany Swanson and Nick Bresinsky	Committee on Appointments
Dick Case	Strategic Facilities Committee
Bruce Parsons	Property Standards Committee
Drew Bush	Rutledge Marine Lab Committee
Adam Osgood	Island Heritage & Artifacts Committee
John Mark Blownen	Health Committee
Ken Swanson	Conference Services Committee
Kyle Belmont	Outreach & Engagement Committee

Gary thanked the members of the Permanent Trust, who keep our endowment safe and growing, which helps to ensure our future:

Nick Dembsey, Elizabeth Erikson, John Hickey, Kathy Lord and Jon Skillman.

Gary noted that 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.

Gary marked the end of his third and final term as President of the Star Island Corporation Board of Directors by noting that he was grateful and honored to have had the opportunity to serve the SIC and his fellow Board members in this capacity. He noted that he was fortunate to work with so many wonderful people and such a fantastic staff. He then commented that he was looking forward to his last year on the Board NOT being the person in charge.

Gary thanked the "amazing" volunteers who contribute their time and talents to do the work of the committees and the myriad other tasks and details that keep Star Island moving forward and becoming a better place each year. He reported that one of the best parts of his job has been working with the SIC CEO, Joe Watts, noting that they meet weekly to check in on what is happening at Star,

to plan agendas, and identify emerging issues.

Gary rhetorically asked the question, "So how did we do in the past year?" He stated that he was very happy to report that together -- the Board, Joe, our staff, our committees and "all of you" -- we have once again completed one of our most successful years ever. He thanked all for their contributions to our continuing successes.

Gary highlighted some of the things that happened this past year to give a better sense of what 2018 was like at the Star Island Corporation. Gary reported:

"I am very happy to say that we had a successful year in 2018. We continue to show a strong growth in our number of bed nights with conferences filled with happy conferees, satisfied guests and overnight visitors. I am very proud to note that we broke the 20,000 bed night level again in 2018 and we expect to do even better this year."

He noted that we received many grants, substantially exceeded our Annual Fund goal and had numerous successful and fun events. He reported that our staff continues to effectively manage the budget, and that we continue to show a healthy operating gain.

Gary reported that with the completion of over \$1 million in capital projects this past year, "it is safe to say we accomplished some significant work". A partial list of the capital projects includes:

- Replacement of our main pump station;
- Bathroom upgrades;
- Electrical outlet and wiring expansion and upgrades;
- Replacing the roof on Elliott;
- The continued weatherization of the Oceanic and Atlantic House;
- The Lobby alcove rehabilitation;
- Shack renovation;
- The demolition of Brookfield and the Marine Lab to make way for a new and larger replacement facility;
- and (perhaps most important of all) the preliminary work needed for replacing our wastewater treatment facility.

He noted that even with all of that work completed, we are now set to take on a significant amount of capital projects in the year ahead. Among the items on the capital project to do list this year are the conversion of Cottage D from office to housing and moving the business center to Gosport. He reported that we are planning to start upgrading the Underworld (which is the basement of the Oceanic and primary Pel space) to accommodate both safety and better usage considerations. In closing this reporting, Gary reminded the SIC that, additionally, there are a host of other projects which include electrical upgrades, painting, plastering and roofing which are necessary keep our buildings safe and in a good state of repair.

Gary reviewed our role as an employer of permanent staff and seasonal Pels, noting we remain in dialogue with both the staff and the Pel community around all phases of compensation. The Board continues to look at wages, housing, transportation and communication as issues of compensation and community strength.

Gary noted that the Board reaffirms its commitment to the Beloved Community project and that SIC members will have an opportunity to hear more about this at one of the Break Out sessions later in the afternoon.

Gary mentioned a new initiative launched this year, an assessment of our development capabilities. He noted that the Board commissioned a review of our fundraising efforts, both past and current, and we are in the process of discussing and discerning what the recommendations mean for Star Island now and in the future. He noted we still have many pressing needs both in terms of immediate capital projects, such as the motel unit replacement, and investments in our own communities, like the Beloved Community project. He reminded the Corporation that how we finance these efforts and how we set ourselves up so that we can continue to not only increase annual giving but also legacy giving is a critical part of our future. He warned the Corporation members to expect to hear more about this in the near future as the Board, and the staff, take a deeper look into this facet of our organization.

Gary reminded the Corporation members of the role of the trustees of the Permanent Trust to continue to provide expert guidance for our endowment. He reported that the Trust has recently been bolstered by legacy gifts from members of the Star Island Legacy Society, noting that the Legacy Society includes those of us who have remembered Star in their wills or through other forms of planned giving. Gary reminded the group that the growth of the Permanent Trust remains an important element in securing the future of Star Island.

In closing, Gary noted that:

“I want to thank you on behalf of the Board for your passion, dedication and generosity in providing us with the time, talent and treasure necessary to support the Star Island Community. I am deeply grateful for the work of my colleagues, friends and devoted corporation 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. There are many ways to serve the Star Island Community to help it grow and thrive. If you are a here today and are not yet a member, consider becoming a member. I encourage all of you to find a level of involvement that suits your life situation. I think you will find it to be deeply rewarding work. I know I have. And we cannot do it without you. Thank you and I hope to see you on Star this summer, enjoying our Spirit’s Home.”

Approval of 2018 Annual Meeting Minutes. Gary called on Mary Trudeau, Clerk of the Corporation, to ask for approval of the minutes of the 2018 Annual Meeting.

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

It was **moved, seconded and voted** to approve the minutes of the Annual Meeting of May 6, 2018, as written.

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

Marriages

Drew Bush and Sara Lewis
Emily Cressy and Grace Cho
Luke Cummiskey and Lauren Wallace
Lindsey Ellis and Megan Murphy
Johnny Kadlik and Courtney Davini

Vickie Leavitt and Todd Bergstein
Rachel Lyon and John Kleber
Madeline Sedovic and Adam Peloquin
Caleb Webster and Muriel Garner
David Weinert and Luana Pomponet

Births

Dawn Maxwell Allshouse
Foster Flynn Blair
Dorothy Elizabeth Cordes
Beatrice Clara Dilger
Nina Rose LaTorre
Andrew Li Reidel

Finn MacKay O'Donnell
Charlie Schon Pierce
Elliott Rose Salb
Parker Mae Smith
Francis Fell Witherbee-Case

Deaths

Eileen Day Brennan
Jeff Brown
Marion Cook
Ron Cox
Ann Crowley
Marj Davis
Leon Dunkley Sr.
George Easter
Betty Eberhart
Sandy English
Lorraine Fischer
Cheryl Ann Ford
Richard Fowler Jr
Pat Gorman
Arlene Johns

Sarah Koogler
Wendy Landau
Gabriel MacConaill
Joan Prince McNamara
Richard L. Miller
Deborah Misner
Judy O'Keefe
Susan Peet
Allyn W. Perkins
Nancy Searle
Kit Taylor
Ron Titus
Roger G. Trudeau
Yvonne Twomey
Sam Zagoria

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. She thanked the 2019 SIC Membership Committee: Patty Boynton, Tom Coleman, Ben Cordes, Caroline Quijada, Marlene Smurzynski, Nancy Wood.

Based on the efforts of the committee, Nancy presented a list of (12) potential new members to the Corporation. The nominations were as follows:

Michelle Baussmann
Cam Duval
Lucia Green-Weiskel
Beverly Hallman
Emily Jones

Scott Jones
Matthew King
Abigail Lourie
Tom McCarron
Rev. Christiana Wille McKnight

Seth Schrage

Norm Seggel

Nancy thanked Ken and Sara Schoman for their years of service to Star Island and the Corporation, noting that the Committee recommends them for emeritus status.

She also noted that the committee recognizes that people's priorities and commitments shift and change throughout life. Reporting that Isaac Fitzgerald no longer wishes to continue as part of the Corporation, Nancy reported that the Membership Committee recommends that he be removed from membership in the Star Island Corporation.

Based on a motion to accept all (12) 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.

Chris Palazzolo, President of the SIUCC, was represented by Kris LoFrumento, as she was unable to attend the meeting. Kris reported that the SIUCC continues to grow its conferences, noting that ten thousand dollars (\$10,000) was spent on financial aid to ensure affordability. She noted that Ecology, Faith and Social Justice were themes in the UCC conferences this summer, and that the Chairs of the various conferences are looking to broaden their appeal through a variety of techniques. She noted a Tom Chapin concert, children's theatre opportunities; a movie night and a silk collage workshop were popular new activities this past conference season. Kris noted that in 2019, The Body, is the theme across the UCC conference planning. She noted that SIC has been working to help with UCC programming and that Kittery Day has morphed into a new conference. She thanked the Board, the island staff and the Pels.

Nathan Soule, President of the ISA-UU, presented the ISA-UU report to the Corporation. Nathan began his report by asking "why do we yell?" He noted that often, we just want to be heard. He noted that it is important to speak passionately, but to do it in such a way as to not hurt others. He noted that while "compassion" is far more important than "passion", it was passion that formed the SIC.

Nathan reported that the operations of the Shops on Star helps to spread our passion. He noted that the ISA-UU was able to donate \$20,000 to the SIC last year, with an additional \$11,000 spread out to 22 individual conferences. Nathan thanked his Board of Directors, noting that their efforts are strong and important.

Financial Report. Jeff Loewer, Treasurer of the Corporation, presented the financial report of the Corporation. Noting that this year was his first year in the role of Treasurer, Jeff thanked John Bush for helping him with the transition. Offering a quick summary, Jeff reminded the SIC that finance is the work of a team. He thanked the Finance Committee for all of their hard work. Jeff highlighted some of the important numbers for the SIC. He reported that Net Income for the year was \$370,967, up from the budgeted \$318,895. Several items contributed to this increase, including: the sale of the M/V Perseverance, which had been unused and in dry storage; outstanding Annual Fund results, exceeding our goal by \$52K; and the receipt of a \$21K share of class-action lawsuit settlement. These gains offset weather-related shortfalls in bed nights (98.7% of goal) and overages in conference

operating-related expenses. Noting that capital expenditures for the year were \$1,113,221, Jeff reported that this was \$229,629 less than the budgeted \$1,342,850 including contingency. This is largely due to the re-sequencing of work on the Brookfield/Rutledge Marine Lab and the Oceanic rehabilitation work supported by LCHIP. He noted that we were also able to invest \$88K in unbudgeted projects, such as replacing the main pump station for our wastewater treatment facility and repairing the floor in Lawrence.

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 reported that despite reducing the distribution payment to the SIC from 4.5% to 4.25% (at the request of the Board of Directors) the \$182K payment was an all-time high distribution. Nick credited the health of the endowment, and the enhanced growth of the Trust. He noted that under the advisory of Wilkins money management, the Trust has averaged a 6.6% percent return for 24.5 years. He noted that this represents 40% (forty percent) of the Corporation's assets. Nick noted that investment income is increasing, and that there have been several gifts to the Trust this year as well. This year recorded \$101K in gifts to the Trust, the highest since 2011. Nick elaborated on the value of gifts to the Trust, noting that gifts allow for the building of capital within the Trust.

Report of the CEO (Joe Watts). Joe began his remarks by thanking Linda Schumacher, and the First Congregational Church of Holliston, for hosting the Annual Meeting today. He also noted that the meeting can be accessed remotely for the first time this year, and he welcomed the Facebook Live participants. He noted that he was deeply grateful for our community, and he thanked Gary Kunz for his three years of wisdom, vision and guidance in his role as President of the Board of Directors.

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. He welcomed the new SIC members to the group, and thanked them for their willingness to pursue our mission with us.

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

Kate Brady
Mike Bray
John Bynum
Jack Farrell
Lindsey Greene
Alice James
Connor Rasmussen
Jim Hanson
Justina Maji
Ally Miner

Peter Squires
Roger Trudeau
Dwayne Aljets
Kerry Nolte
Kristen Simard
Peter Sykes
Tim Dullea
Sarah Whalen
Mark Nash

He also thanked Arlyn Weeks for her volunteer work in the Star Island offices this year.

Joe reported a strong conference season with 17K bed nights recorded. He reminded the Corporation members that personal relationships bring people to the island, and encourage outreach to build our community.

Joe noted several initiatives taken this year, including an Alcohol Task Force, to ensure that Star remains a safe, inclusive place. He noted that Board and staff worked to create an alcohol policy that remains in line with our mission. He also reported on gains in the Green Gosport Initiative, noting chicken assisted composting; SeaStar educational programming; and an overnight school outing with York's ninth grade students. Joe commented that we are considered "thought leaders" with our Beloved Community Project, and have incorporated training to dismantle systemic racism in our community.

Joe ended his remarks by urging the SIC to stay informed; come to the island and bring friends; contribute to the island as you are able; and be an ambassador to further our mission and build our community.

Gary noted that the Reports would be voted on later in the meeting, and asked if there were any questions. Annie Stewart asked how we can recruit or diversify our Pel community, with a goal of eventually influencing the demographics of island conferences. Gary thanked her for her question, and noted that diversity and inclusion are priorities of the Board. He directed her to the Beloved Community Project task force, noting that we are working to raise our profile and address issues of inequity and inaccessibility.

Breakout Sessions: After a short break, Corporation members participated in one of four topics for breakout discussions: Visioning; Story Telling and Testimonials; Beloved Community Project; and a general Question and Answer session. After 45 minutes, the following reporting was brought back to the meeting:

Question and Answer Session: Arlyn Weeks summarized the discussions of this group. The progress on Brookfield was a lively topic, with concerns on the functionality of the building this summer. Island capacity was discussed, as was Fire Safety, and the Rutledge Marine Laboratory status for the upcoming season.

Visioning – including Strategic Plan and Business Modelling: Justina Maji reported on the break out session's "big picture" visioning of Star Island for the next decade. She noted that topics were varied, and included the importance of island comforts; aesthetics and the carrying capacity of the island. Climate change impacts and a desire for resilience to be incorporated into our decision making was noted by several group members.

Storytelling: Kyle Belmont reported on powerful testimonials given during the session, noting the importance of Star Island in Shoaler's lives. He commented that storytelling is one way we can promote our message to the larger community, adding color to our message.

Beloved Community: Leon Dunkley reviewed the discussions, noting that the initial Beloved Community group included ten faith leaders discussing racism and social justice, and that the breakout group was widely attended. Leon spoke of encouraging a compassionate discussion of

racism, and noted that the discussion was well received. He noted that there can be an elegance in the issue, and asked members to consider what occurs within your own body in moments of racism. He urged our community to send our messaging out into the world.

Facilities and Development Update: Jack Farrell and Peter Squires presented these reports to those present, reminding those present of the synergistic relationship between development and facilities.

Jack relayed the progress made in preparation for the upcoming transition to a new wastewater treatment facility. He noted that, eventually, the system will be a pilot program for the reuse of treated effluent. This would provide Star, potentially, with toilet waters or landscaping needs. Jack noted that this system will be used to determine the viability of this type of reuse throughout the State of New Hampshire.

Jack reported that 85 tons of building materials arrived on Star Island Tuesday to allow for the wood framing of Brookfield. Steel has been hung and is in place, and while the work is a bit behind schedule, he anticipates progress in the next few weeks. He noted that the new building is slightly larger, and provides enhanced bathroom facilities, while maintaining the character and soul of the building.

Cottage D improvements were noted by Jack, adding that additional beds within first floor living space have been created. He noted plastering in hotel rooms, and Shack improvements to the exterior and interior spaces.

Jack reminded the Corporation members of our commitment to the Rye Fire Department to rehab the Underworld areas, improving evacuation access and Pel spaces. He also noted that staff housing and additional guest rooms will be considered “down the road.”

Peter Squires reported on a very successful year for the Development Team. He noted an increase in restricted gifts supporting specific projects, and noted that the Green Gosport Initiative continues to be a strong restricted gift option. He noted that the staff continues to work on stewardship of existing donors, and working to broaden our gift base.

Peter thanked the Fund Development Committee, noting that their efforts supported his work and made his 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: Tom Coleman thanked the Corporation members for their years of service noting that it is the people who make the island such a special place. Tom noted that there is no limit to the love that is given to the island.

Volunteer Group Recognition: Peter Squires presented this award to the Annual Fund volunteers. Noting that the time, talent, and passion brought by these volunteers impacts every aspect of the island, Peter reminded the SIC members that 20% (twenty percent) of the operating budget comes from fundraising.

Bringer of Light Award: Suellen Peluso 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 **Edmund Jones** as the recipient of the 2019 Bringer of Light Award. She reported that as a long time Shoaler, Edmund had been a former Pel, an island assistant manager, and even Joe Watts' supervisor. Edmund has served on the SIC Board as Treasurer, and as the ISA-UU treasurer.

Board Members Completing Their Service: Gary Kunz noted that **Roger Kellman** and **Suellen Peluso** have completed their terms on the Board and will be leaving the Board after today's meeting.

Nick Dembsey gave the tribute to Roger Kellman, noting his focus on details! Roger's work on the Board focused on the fundamentals, with an emphasis on the need for continuous improvement. He was a supporter of building better processes, and building consensus. Roger is a long time All Star 2 Shoaler; chairing the conference in 1992 with his wife. He is an active volunteer, participating in the Strategic Facilities and Property Standards Committees.

Nick then thanked Suellen Peluso, noting that she had been a Shoaler since attending the 1978 Religious Education Conference. She was a renowned editor of the Sandpiper newspaper, and was a 2010 International Affairs conference chairperson. Suellen, with her professional expertise in development, has been invaluable advisor to the SIC Development program for the past 15 years. Suellen has provided the Board with insight to the balance of qualitative and quantitative analysis, from a funding perspective. She is, also, a quick study and very funny!

Star Island Legacy Society: Erik Cordes spoke of the importance of the Legacy Society in the island development program. Erik noted that he, and his wife Brooke, have joined the Legacy Society this year.

Report of the Nominating Committee and Action: Annie Stewart and Jordan Young, representing the Nominating Committee reported that the committee has nominated (3) members to the Board.

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

Louise Williams - 2nd three-year term

Kyle Belmont - 1st three-year term

Arlyn Weeks - 1st three-year term

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

Clerk: Mary Trudeau (incumbent) Treasurer: Jeff Loewer (incumbent)

Nominations for five-year term as an Officer of the Permanent Trust of the SIC: David Yermack (new)

Gary thanked Annie Stewart 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 with two votes against the motion and the remainder in favor.

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: Suellen Peluso presented the Board's nomination of Will Emmons to a second three-year term on 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: Annie Stewart noted that the Special Nominating Committee has recommended Nick Dembsey for the position of President of the Board and Tom Coleman as Vice President. The Board will meet immediately after the Corporation meeting to consider these recommendations and to elect the officers of the 2019 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 2018 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 16:15.

Submitted by:

A handwritten signature in blue ink that reads "Mary Trudeau".

Mary Trudeau, Clerk
Star Island Corporation

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

January 1 to December 31, 2019

The Board of Directors met on ten (10) occasions in 2019, with an additional meeting of the Executive Committee of the Board. At these meetings, 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 having been duly moved, and seconded, with opportunity for discussion.

The Clerk's Summary that follows is just that – a summary of Board activities during 2019 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 22, 2019 Meeting of the Board of Directors:

Committee on Appointments Report:

The report conveyed the following information:

1. The Committee on Appointments recommends the following appointments by the Board:

Personnel Committee

Deborah Duval for a second three-year term beginning in 2019. Debbie will also continue as Chair.

2. The CoA informs the Board of the following appointments made and approved by the CEO:

Conference Services committee:

No new appointments.
Carla Cole to take over from Ken Swanson as Chair in 2019.

Based on a motion duly made and seconded, the Board

VOTED to approve the appointments to the Personnel Committee, as recommended by the Committee on Appointments.

Debbie Duval abstained from the vote, and the remainder of the Board members voted

affirmatively.

Special Nominating Committee:

The Board is required to convene a Special Nominating Committee each year to develop nominations for the positions of Board President and Vice President. The committee is statutorily composed of the ISA-UU and UCC Board members; the Board Clerk; the Chairperson of the Nominating Committee and an additional Board member. Suellen Peluso agreed to serve as the Board representative to the Special Nominating Committee.

Based on a motion duly made and seconded, the Board

VOTED to convene a Special Nominating Committee to develop nominations for Board President and Vice President positions, and to appoint Suellen Peluso, as the additional Board representative to the Committee.

Suellen Peluso abstained from the vote, with the remaining Board members voting affirmatively.

Information Security Policy:

The SIC has developed an Information Security Policy, using a model developed at Brewster Academy, and provided to the SIC by Lisa Braiterman. Noting that the plan was already nominally in effect, the Board voted to approve the adoption of the Information Security Policy.

Based on a motion duly made and seconded, the Board

VOTED to approve the adoption of the Information Security Policy developed for the Star Island Corporation.

The Board voted unanimously to approve the adoption of the policy.

Annual Policy Review:

As part of their annual review of policies, the Board voted to approve the following policies, including: The Safe Community Policy; Policy and Procedure Addressing Discrimination and Sexual and Other Unlawful Harassment; and the Policy and Procedure Addressing Child Abuse.

Based on a motion duly made and seconded, the Board

VOTED unanimously to approve the Consolidated Annual Policies of the Star Island Corporation as presented

February 12, 2019 Meeting of the Executive Committee of the Board of Directors:

The meeting was called to discuss and approve the interest rate associated with the \$1.3 M

loan, administered by the New Hampshire Department of Environmental Services (NHDES), to finance the new Wastewater Treatment Facility (WWTF). The meeting was convened to allow for prompt submission of loan application materials.

Gary Kunz polled the members individually, and the Executive Committee

VOTED unanimously to support the financing of the new Wastewater Treatment Facility with the NHDES thirty years loan, for \$1.3M, with an interest rate of 2.704% percent.

March 2, 2019 Meeting of the Board of Directors:

Committee on Appointments Report

1. The Committee on Appointments recommends the following appointments by the Board:

Committee on Appointments

Roger Kellman for a three-year term beginning in 2019.

2. The CoA informs the Board of the following appointments made and approved by the CEO:

Conference Services committee:

Megan Grocki for a three-year term beginning immediately and expanding the Committee to seven (7) members.

Rutledge Marine Lab Committee

Addison Tyler for a three-year term beginning immediately

Based on a motion duly made and seconded, the Board

VOTED to approve the appointments to the Committee on Appointments.

Roger Kellman abstained from the vote, and the remainder of the Board members voted affirmatively.

Grant Approvals:

Staff requested that the Board approve the submission of two grant applications by the staff to benefit the island. The grants consist of up to \$25K in monies from the Samuel P. Hunt Foundation, with the funds to be used towards the Rutledge Marine Lab, and a second, grant of up to \$25K from the Madelaine Von Weber Foundation to benefit the new wastewater treatment facility/water reclamation project.

Based on a motion duly made and seconded, the Board

VOTED to approve the submission of grant applications of up to \$25K to, both, the Samuel P. Hunt and Madelaine Von Weber Foundations.

The Board voted unanimously to approve the submission of these grant applications.

Memorial Bench Policy Revision:

Joe Watts presented the Board with a revised Memorial Bench Policy, noting that the existing policy was inconsistent with the existing practices.

As there did not appear to be a consensus on the implementation of a new Policy, the Board took action only on the existing Policy. Based on a motion duly made and seconded, the Board

VOTED to rescind the existing memorial bench policy.

The vote was unanimous in favor of rescinding the existing policy.

April 9, 2019 Meeting of the Board of Directors:

The Board conducted a review of the annual Audit of the Corporation. The 2018 Audit was prepared by Berry Dunn.

Based on a motion duly made and seconded, the Board

VOTED To accept the Berry Dunn 2018 Audit of the Corporation

The vote was unanimous.

May 4, 2019 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 authorize Nick Dembsey, Jeff Loewer, and Joe Watts to conduct certain business of the Corporation. The following motion was made, seconded and approved:

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

Pursuant to the by-laws of the Star Island Corporation, the Special Nominating Committee nominates Nick Dembsey to serve as President of the Corporation and Tom Coleman 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 2019 Annual Meeting of the Corporation.

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

VOTED To elect Nick Dembsey as President and Tom Coleman 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 Nick Dembsey, President; Jeff Loewer, 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 7, 2019 Meeting of the Board of Directors:

Committee on Appointments:

The Board reviewed the April 29, 2019 report of the Committee on Appointments. The recommendations included:

1. The Committee on Appointments recommends the following appointments by the Board:

Finance Committee: Christopher Soltys to be appointed to a three-year term beginning immediately

2. The CoA informs the Board of the following appointments made and approved by the CEO:

Rutledge Marine Lab Committee: Cyndy Parr to continue her service on the committee for an additional 3-year term after 2019

Based on a motion duly made and seconded, the Board

VOTED To accept the recommendations and information submitted by the Committee on Appointments in their April 29, 2019 report.

The vote was unanimous.

June 11, 2019 Meeting of the Board of Directors:

There were no votes taken at the June 11, 2019 meeting of the Board of Directors.

July 23, 2019 Meeting of the Board of Directors:

There were no votes taken at the July 23, 2019 meeting of the Board of Directors.

August 26, 2019 Meeting of the Board of Directors:

Grant Approval:

Based on a motion duly made and seconded, the Board

VOTED to authorize staff to submit a grant application, for up to \$20K to the Citizens Private Bank and Trust, to benefit the Rutledge Marine Lab and Brookfield.

The vote was unanimously approved.

Council of Conferences Question:

Louise Williams, as the liaison to the Council of Conferences, asked the Board to assist in preparing questions for the Council. The Board formulated several inquiries, as follows:

1. Can the Council provide guidance to the Board on building, growing and managing conferences?
2. How can the SIC assist conferences in welcoming Shoalers to the island?
3. Does the Council have opinions on conference capacity?
4. Can the Council of Conferences help facilitate the financial aid process, perhaps by creating a single application for use across all conferences and the Board financial aid programs?

Based on a Motion duly made and seconded, the Board

VOTED to request that Louise Williams present the questions noted above to the Council of Conferences, on behalf of the Board of Directors.

October 9, 2019 Meeting of the Board of Directors:

Board Covenant Update:

The Board proposed new language for the Board Covenant, recognizing the growing importance of addressing social media responses. The proposed language is shown below:

We will be role models of island citizenship on social media platforms by promoting the island, informing staff of issues, and only taking part in constructive dialogue. We understand others may view our posts as representative of the Corporation.

Based on a motion duly made and seconded, the Board

VOTED unanimously to accept the proposed change in language.

Grant Approval:

Staff requested Board ratification of grant applications to both the Rosamund Thaxter Foundation and the Live Oak UU Church Endowment. The staff has applied for a grant of \$2,500 to fund a sustainability interns and staffing from the Rosamund Thaxter Foundation, and a grant of \$15K from the Live Oak UU Church Endowment to purchase a new motorized accessibility vehicle.

Based on a motion duly made and seconded, the Board

VOTED unanimously to approve the grant application to the Rosamund Thaxter Foundation for \$2,500 to support sustainability interns and staffing in 2020.

Based on a motion duly made and seconded, the Board

VOTED unanimously to support the grant application to the Live Oak UU Church Endowment for \$15,000 to purchase a motorized vehicle to improve island accessibility.

Grant Amount Threshold Increase:

Currently, the Board of Directors approves all grant applications exceeding \$10,000. Staff requested that the Board raise the current grant approval threshold beyond the \$10,000 included in the Boards current grant approval policy, to \$25,000. It was noted that some grant funders require Board approval regardless of the amount requested, and that in these cases, staff would continue to seek Board approval.

Based on a motion duly made and seconded, the Board

VOTED to raise the threshold of staff approved grant applications to \$25,000.

There was one vote in opposition, and no abstentions.

Star Loft Policy Approval

Staff presented a recommended Star Loft policy to the Board for approval. The policy establishes consistent housing assignment policy across all conferences.

VOTED to approve the submitted Star Loft Policy as amended.

The motion passed unanimously.

November 23, 2019 Meeting of the Board of Directors:

Committee on Appointments Report:

Noting that the CEO had already approved appointments to the Outreach and Engagement and the Island Heritage & Artifacts Committees, the Board voted to approve an appointment to the Fund Development Committee and a recommendation to the Nominating Committee.

Based on a motion duly made and seconded, the Board

VOTED to appoint Emily Jones to the Fund Development Committee, and

Based on a motion duly made and seconded, the Board

VOTED to include the nomination of Kris LoFrumento, to a second term on the Nominating Committee, within the slate of nominations submitted to the SIC membership at the Annual Meeting.

2020 Budget Discussion:

To better assist staff in developing a 2020 budget for the SIC, the Board voted to set room and board rates for the upcoming conference season.

Based on a motion duly made and seconded, the Board

VOTED to approve a 3.5% increase to the room and board rates for 2020.

While not a unanimous vote, the Board consensus was that the approved rate was acceptable to all Directors.

December 17, 2019 Meeting of the Board of Directors:

Committee on Appointments Report:

The Board reviewed the Committee on Appointments report, noting that the following appointments have been approved by the CEO:

Conference Services Committee

Seth Schrage, for a first three-year term, starting in 2020.

Athena Steinkraus, for a first three-year term, starting in 2020.

Ken Swanson (former chair), as an advisor, for 6-12 months, starting in 2020.

Based on the report submitted by the Committee on Appointments the Board considered the following appointments proposed by the Nominating Committee:

Finance Committee

Bill Petersen, for a first three-year term, starting in 2020.

Sarah Iselin, for a first three-year term, starting in 2020.

Personnel Committee

Lia Yanis, for a second three-year term, starting in 2020.

Marc Spisto, for a second-term extension of one year (to help stagger terms better on this committee), starting in 2020.

Fund Development Committee

Chuck Binzel, for a first three-year term, starting in 2020.

Committee on Appointments

Kristen Laverty, for a first three-year term, starting in 2020.

Based on a motion duly made and seconded, the Board

VOTED to make the appointments as recommended by the Committee on Appointments in the December 10, 2019 memorandum from the Committee.

The Board was unanimous in their approval of the recommendations.

Staff Recognition:

The Board noted that this was a challenging year for staff, and considered celebrating their accomplishments during the year. The Board briefly discussed options including monetary and non-monetary rewards. Joe noted that he has allocated funds for a small bonus for staff members, and that it could be meaningful for the Board to endorse the rewards.

Based on a motion duly made and seconded, the Board

VOTED to support the CEO's plan to provide small, financial rewards to deserving staff in commemoration of excellent service during a challenging summer.

The vote was unanimous.

TREASURER'S REPORT

We recognize the hard work and dedication of our staff that resulted in continued strong financial results for Star Island in 2019. In a year of transformational capital investment in the island's infrastructure, we had record-setting bed nights, outstanding Annual Fund contributions, and managed our capital expenditures to budget, all resulting in strong revenue and net income.

The Finance Committee meets monthly and is charged to bring to the Board the information that it needs to carry out its responsibility of overseeing financial management, including annual and long-term budgeting, review of monthly financials, financial policy review, and other similar functions. It supports and assists the CEO and Finance Department in creation of the annual budget. It considers and recommends, in co-operation with the CEO and Finance Department, financial policies, room and board rates and related matters. It also implements SIC's conflict of interest policy on financial matters and manages the annual audit through an audit subcommittee.

In 2019, we had several transitions on the Finance Committee. We would like to thank two members who have completed their terms of service: Louise Williams and Bob Giles, both who were valued contributors to the work of the committee. We welcomed Dale Pinkham Cavanaugh, CPA, as Star's new resource from Insource, who will support the island in a CFO capacity. We note with sorrow the sudden passing in November of committee member Tom Duncan, who was 81. Tom was a stalwart of the committee, his conference (All Star 2) and his church.

Highlights from 2019:

- Note that at the time of this report our annual audit is underway and the final financial statements may change as a result.
- Net Income for the year was \$422,671, up from the budgeted \$311,010. Several items contributed to this increase, including:
 - Strong Net Income from Operations and Other Island Operating Income
 - Bed nights of 21,268
 - Annual Fund revenue and contributed income both exceeded budget
- Our capital expenditures for the year were \$1,565,287. This was \$36K under the budget and was managed by the deferral of several projects in response to the higher than anticipated expenditures of the Brookfield/Rutledge Marine Lab project.
- The committee has developed a calendar that aligns with Board meetings and is used to both strategically map the work of the committee and to stay organized.
- The committee formed a Debt Working Group. This subcommittee of the Finance Committee was convened for the purpose of providing guidance to the Board to assess when, for what purpose and how much debt should be used to meet the needs of Star Island. They produced a report which was intended to be used by the Board both now and in the future to provide a framework within which decisions and choices can be made regarding the use of debt by the SIC.

- This year the Long-Range Integrated Financial Tool (LIFT) incorporated modeling capabilities to evaluate how various scenarios, including weather and recession, can impact revenues and expenditures.
- Senior staff, facilitated by the Treasurer, held an After-Action Review (AAR) of the Brookfield/Rutledge Marine Lab project, which was an opportunity reflect on the entirety of the process, including inception, planning, design, construction and communications. The review included discussion of what went well and what should be improved upon in future major capital projects.

Looking towards our 2020 Season:

- The 2020 budget aligns with our values, vision, and the goals of our Four-Year Strategic Plan (2017-2020) regarding Community, Economics, Environment and Stewardship. We have projected a realistic Bed Night goal of 21,000, an increase over 2019 budget in the Annual Fund of 5% and expect to maintain a healthy net income of \$203,000.
- After investing nearly \$3 million in our facilities over the last two years, in 2020 we have a Capital Budget of \$576,000. This significant investment will allow us to complete the Brookfield/Rutledge Marine Lab, address projects deferred in 2019, and complete designs and site plans for upcoming rebuild and renovation projects.
- In addition to its work on overseeing financial management, planning budgeting and insurance matters, the Finance Committee plans to review our reporting formats and continue to refine the processes that result in our Annual Budget, 5-year Financial Plan, and Long-range Integrated Financial Tool.

**Jeff Loewer
March 2020**

Please see the Financial Report in the Appendix of this document

TRUSTEES OF THE STAR ISLAND PERMANENT TRUST FUND

ANNUAL REPORT

Financial Highlights

The Star Island Permanent Trust Fund concluded 2019 with assets at an all-time high of \$4.63M, up 14% from 2018's value of \$4.04M. This increase was driven primarily by the strongest equity markets since 2013. Very positively, a record number of individual and estate gifts to the Trust augur well for the future.

Strong Trust growth in recent years enabled 2019's payout to reach another all-time high of \$188,739, excluding the emergency distributions needed in 2007, 2008, and 2009. The Trust's distributions are based on 4.25% of the three-year moving average of Trust assets as of September 30, a payout rate consistent with broad non-profit endowment practice. 2019's payment marked the seventh consecutive year of increase. A chart at the end of this report shows the trend of these distributions over time.

During 2019, the sources and applications of the Trust's funds were as follows:

Value of Trust on 12/31/18	\$4,044,182
Net Distributions to SIC	(\$188,739)
Fees and Expenses	(\$32,928)
Gifts and Bequests Received	\$119,290
Investment Income and Appreciation	\$684,064
Value of Trust on 12/31/19	\$4,625,868

The past decade has been exceptionally strong for U.S. equity market returns with positive growth every year except 2018. The Trust has benefited accordingly. In this context, despite global economic and political uncertainties, 2019 was surprisingly strong. Our investment manager, Wilkins Investment Counsel, earned a total return of 16.3% (15.5% after fees) on the Trust's total assets in 2019, and 25.3% on our equity investments. Overall investment gains totaled \$684k, the highest in the Trust's history.

Nevertheless, the Trust's equity returns were weak relative to the S&P500 Total Return Index of 31.5%. This shortfall can primarily be traced to a relative underperformance of and underexposure to technology and communications investments. As a result, Wilkins' equity performance has lagged the S&P500 for the last five years in aggregate.

Wilkins' long-term results over several market cycles, however, have been very strong. Since the creation of the Trust in 1998, Wilkins' equity returns have beaten the market indexes in 14 of the 22 years (five of the last 10). During this time, Wilkins has earned an investment return of 8.2% per year on all assets and 10.1% on equity investments, compared with a 7.3% annualized return for the S&P500 Total Return Index over the same period, meaning that our equity portfolio has out-performed the market by an average of 2.8% per year.

The cumulative performance statistics are similarly good back to 1994 (prior to the establishment of the Trust) 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 6.6%. The Trustees continue to be extremely pleased with Wilkins' long-term results and level of service.

As of 12/31/19, the Trust's assets were invested approximately 62% in common stocks, 33% in U.S. Treasury and high-grade corporate bonds, and 5% in cash. The equity position increased slightly from 60% in 2018, with bonds decreasing proportionately. Wilkins maintains a relatively cautious outlook.

Since its inception, the Trust has disbursed \$4.15M to the Star Island Corporation, made possible from additional gifts of \$3.48M and investment gains of \$4.56M.

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. At year-end 2019 the loan balance was \$945k (a decrease of \$41k from 2018), and with the collateral account balance of over \$1.9M, the loan is amply collateralized.

Gifts and Bequests Received

During 2019 the Trust received \$119,290 in new contributions, including \$56,614 of new capital as well as a carryover of \$62,676 from 2018 gifts that cleared in early 2019. An additional \$57,152 of gifts were received but not deposited into the Trust by year-end 2019. This pending deposit will be reduced by \$10,000 reflecting a restricted estate gift mistakenly credited to the Trust in 2018, and which will be reversed.

Leaving aside the timing of transfers of gifts into the Trust, seventy-four different individuals or estates contributed \$113,766 to the Trust in 2019, a substantial and very gratifying increase from the twenty in 2018. 64% of these contributions came from three estates, 19% from 47 living individuals, 9% from two funds, and 8% from Memorial Stone gifts from 22 individuals. The total raised in 2019 is the second highest level since 2011.

The continuing and growing 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 Star Island. The Trustees are thus very appreciative of all donations to the Trust.

Other Matters

In October, the Trustees conducted their annual review of the Star Island Permanent Trust Investment Policy and concluded that no changes were needed at this time. Mike Charland of Wilkins confirmed the Investment Policy poses no undue constraints for Wilkins.

The Trustees are looking forward to their third on-island meeting this upcoming July. The Trustees have found these meetings, which allow a close look at the island's infrastructure projects, to be very helpful and are gratified to see the ongoing progress on Star Island and the increasingly strong financial position of the Star Island Corporation.

In May, after ten years as a Trustee, John Hickey stepped down. The Trustees would like to express their gratitude for John's many years of dedicated service and contributions to the Trust, his wisdom, and good humor. The Trust welcomed David Yermack back to the Trust in his place. David had earlier served many years as a Trustee, most recently in 2011. We are delighted to have him back, which proves that "second acts" in this field are indeed possible.

Respectfully submitted,
Nick Dembsey
Elizabeth Erickson
Kathy Lord
David Yermack
Jon Skillman, Chair

March 2019

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%
2018	4,296,628	-182,418		-32,194	41,087	0	-78,920	4,044,182	-1.9%
2019	4,044,182	-188,739		-32,928	119,290	0	684,064	4,625,868	16.3%
Total	1,078,262	-4,153,210		-447,432	3,478,636	115,741	4,553,871	4,625,868	8.2%

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

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

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

⁴ Includes \$37,788 for Development Director.

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

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

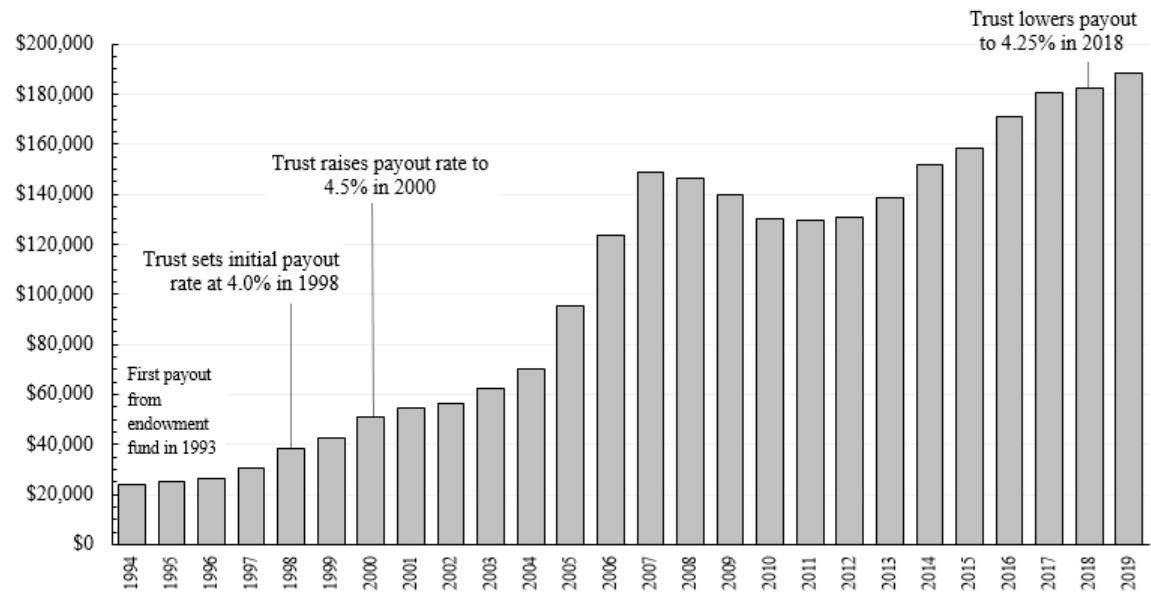
⁷ Includes \$330,000 to cover operating losses related to severe shortfalls in conference registrations.

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

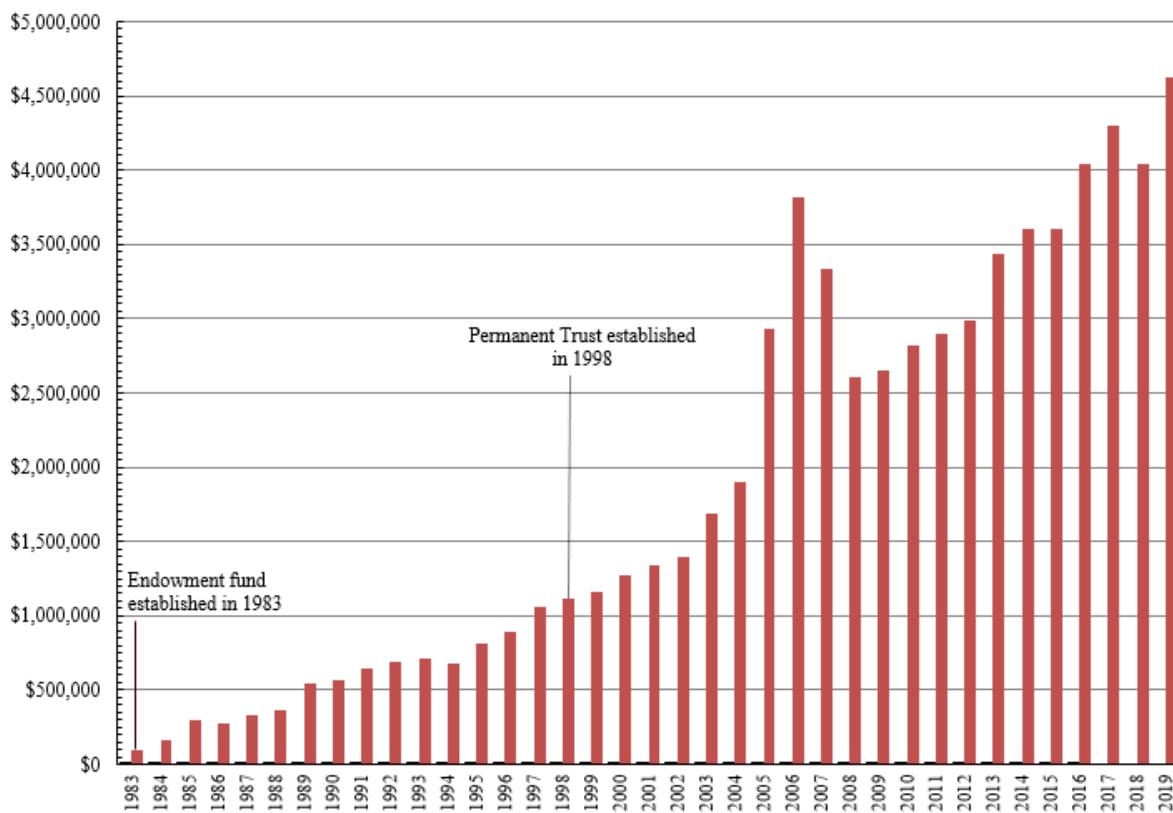
⁹ Includes \$100,726 in new principal gifts returned to SIC at its request.

Annual Distributions to Corporation To Support General Operating Expenses

Payout equals 4.25% of assets, measured on a 3-year moving average



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



MEMBERSHIP COMMITTEE REPORT

The Membership Committee met via conference calls throughout this past year. We had hoped to gather in-person for our March 2020 discernment meeting but, due to travel schedules and then concerns around COVID-19, we held deliberations over the phone. As the new chair of this group, I want to thank this committee for their collaborative spirit and willingness to give up their evenings for calls. I am especially grateful to Nancy Wood and Tom Coleman for all their support, advice and answers to all of my procedural questions. Many thanks also to Ben Cordes who continues to serve as our scribe.

With this report we bring to the gathered body the following recommendations regarding new active members, new emeritus members, and one removal from the Corporation:

The Membership Committee is delighted to present a slate of 14 candidates for membership in the Star Island Corporation. After reviewing the nomination packets, the personal statements, and the information provided by their sponsors and recommenders, the committee reached consensus that each candidate has shown a depth of commitment to the life and future of Star Island. We recommend them for membership.

We are grateful to Peter Randall for his years of service to Star Island and the Corporation and recommend him for emeritus status.

We recognize that people's priorities and commitments shift and change throughout life. Jenny Easter Nelson no longer wishes to continue as part of the Corporation. While we are sad to see her go, we recommend that she be removed from membership in the Star Island Corporation.

The committee was pleased and encouraged by the number of young Shoalers nominated this year. We agreed to work with the Committee on Appointments to ensure that these new members remain engaged with the business of the island through their young adult years. In addition, the committee would like to update the new members packet with more practical information on the different SIC committees and guidance on how to engage.

As always, we on the Membership Committee welcome your ideas, thoughts, and suggestions. Please be in touch with us via email if we are unable to meet in person.

Respectfully submitted,
Caroline Quijada
SIC Membership Committee Chair

2020 SIC Membership Committee: Patty Boynton, Tom Coleman, Ben Cordes, Candace Erickson, Caroline Quijada, Marlene Smurzynski, Nancy Wood

BIOGRAPHICAL SKETCHES OF NOMINEES TO THE CORPORATION

Anna Birch has been coming to Star Island since 2000, initially through Star Arts and then with IRAS and Star Gathering 2 as youth and art staff. Anna lived in Portsmouth where she was part of the South Church community for many years, until 2010, when she moved back to her hometown of Hollis, NH and began working as an art educator at a local community art center. She teaches classes, camps, and workshops to youth and adults and assists the art center with programming, marketing, and publicity.

At Star Island, she enjoys all things art and community, leading afternoon Front Porch Table art sessions for ages 2 to 99 and creating activities where conference participants, Pelicans, staff and day trippers can all sit at a table together making art and connecting. Anna also works with her husband Chris Volpe's fine art business and volunteers in many local conservation, community, and educational organizations. She is a writer and artist, working in poetry, paper and fiber arts, printmaking, and painting. She and her husband have a son, Max, 13, who has been coming out to Star Island since he was a baby and can't wait for the summer he can become a Pel.

Tom Check first attended LOAS 2 with his wife Nancy Witherell (a former Pel who has been a member of Star Island Corporation for several years) in 1980 and 1981 with their son Dan, who was then 1 and 2 years old; after a hiatus, Tom and Nancy then attended LOAS 1 nearly every year for the past 30 years. Dan joined them through 1997, the year they chaired LOAS 1 and he went on to college; Dan and his wife and two children have rejoined them every year since 2012.

Tom and Nancy have been active in the LOAS Chairs Conference since 1997, and in 2019 Tom was elected to the LOAS Standing Committee, comprised of six past chairs of LOAS who provide continuity and governance between conferences. Tom and Nancy are also very active in the First Unitarian Congregational Society in Brooklyn, where Tom has served as a Board Member, Board President, a member of the Search Committee for the current Senior Minister, and in other roles, and currently serves on the Committee on Ministry, the Immigrant Solidarity Committee, and as a Deacon. Tom retired in May 2019 from a long career in healthcare information technology in New York City.

Brendon Chetwynd's journey with Star Island began five years ago by attending his first Life on a Star Conference with his family. In that time, he has come to appreciate the uniqueness of Star and how it truly serves a home for so many. Building upon many years of volunteering in municipal government and community theatre, Brendon looks forward to contributing to the Corporation and ensuring Star can be our Spirit's Home for many years to come.

Liz Hanna's Star life began at YAC in the early 2000's where she volunteered as programming coordinator, team beer coordinator and as a working leader. She currently attends All Star 2 where she delights in volunteer teaching crafts like cross stitch and embroidery to both adults and children. Liz owns a bar that serves as a neighborhood adult community center; enjoys playing the ukulele and singing.

Sarah Iselin has been visiting Star Island every year since 1993 when she first attended the Life On a Star conferences with her family. She later worked as a Pelican from 2012 to 2016 on various crews including Waitrae, Front Desk, and Fire Safety. Since graduating from Simmons College in Boston, Sarah now works at an asset management firm working on implementing IT projects in the corporate finance department. She currently lives in Boston with her fiancé Dylan and enjoys traveling to new places in her free time.

Jennifer Khavari is originally from Bedford, MA. Jenn was first introduced to Star Island from the Anderson family. In classic inter-connectedness ways, they became her chosen family. She first attended

Star for LOAS 1 with Dave, Lindy, Joy and Scott in 1989 and later returned as an end of year Pel in 1993.

Her 2 children are the joys of her life. Mia (14) and Miles (13) keep her active with school sports, music and volunteering. She is a full time realtor with ERA Dawson Bradford in Bangor, Maine.

Jenn is a community minded person who thrives on building a sense of belonging wherever she goes. She is a member of the Bangor Boys and Girls Club, The Bangor Y and the Hudson Museum. She is also a member of the Bangor Rotary Club and is a regular volunteer. Her most favorite service activity is the Bangor Rotary's Veterans Day breakfast where she and her children can be found making pancakes for thousands of participants at the Veteran's Day parade. When not at Star, in her spare time, she enjoys skiing, reading and long walks on the beach.

Ellen Koenig is the part-time Director of Grantmaking for the NH Women's Foundation. In addition, she frequently consults for nonprofits on a variety of projects large and small. Ms. Koenig has been involved with the nonprofit sector for over 30 years, including serving as Co-Director at Granite State Independent Living for 12 years, designing and building philanthropy programs for the New Hampshire Charitable Foundation for 10 years, and building sustaining networks of donors, advisors and board members, and creating programs for nonprofits and board members with the NH Center for Nonprofits.

Ellen resides in Concord with her husband, daughter and beloved rescue dog. Her older sons live in Portsmouth and her daughter resides at home. Everyone in the family, except the dog, has worked on Star, either as a Pelican or volunteer at some point. Fun facts – Ellen met her husband, Steve O'Connor at a Natural History conference in 1985 and her son, Tim O'Connor, has piloted both the Perseverance and the Challenger for many years.

Sarah Ladner Gomez is an architect specializing in accessibility protocols. Sarah is also a knitter, sewer and crafter and enjoys cooking and baking. Sarah was active in the YRUU conference as a teenager and has attended LOAS 2 for the past 3 years. Sarah loves coming to Star Island and finds much rejuvenation there. She would like to use her skills in making spaces more accessible in supporting the renovating of island facilities. She wants to work to ensure that the spaces we change and add to on Star allow all users what they need.

Aliza Majewski has loved Star Island for as long as she can remember, starting with a weekly visit during the IA conference at age 3 months, on through her Pelican years, and followed by her return to IA as an adult. She loves the magic of Star, as well as the beauty; she treasures the Star Island friendships she has developed throughout her lifetime. Holding a Master of Science from UMass, Aliza works as a researcher, working towards drug development for the treatment of rare diseases. She lives in Waltham, MA with her partner, Adam, and their cat Rory. Aliza is excited to take this next step in Star Island life and join the Corporation.

Cyndy Parr has attended All Star 1 almost every year since 2004 and was co-chair of the conference in 2016. Her home congregation is the UU Congregation of Columbia in Maryland. A biologist by training, Cyndy now serves as a government data and analytics expert for the US Department of Agriculture. Her Star Island activities have included organizing a Bioblitz, an all-ages citizen science natural history inventory. After a brief flirtation with the Island Heritage and Artifacts Committee, she has been serving on the Rutledge Marine Lab committee since 2017.

Steve Parr first came to Star Island in 2004, regularly leads the conferee side of the Pel/Conferee Soccer game, and with Cyndy Parr was the co-chair of the 2016 All Star 1 conference. He has been a member of the Unitarian Universalist Congregation of Columbia (UUCC) for the last 20 years, taught most of the Religious Education classes, served on the Owen Brown Interfaith Center Board, served on the UUCC

Board of Trustees and was Vice President and President of the Congregation. Steve lives in Maryland and is a Program Area Manager in the Space Exploration Sector of the Johns Hopkins University Applied Physics Laboratory. He is deeply honored to become a member of the Star Island Corporation, and looks forward to opportunities to serve here.

Nina Peluso is a lifelong Shoaler, proudly following in the footsteps of her mother, Suellen Peluso, and grandmother, Ellen McAvoy. She has attended IA for over 20 years and served as a Pelican from 2013-2016 on the Chamber and Front Desk crews, and as Assistant Registrar & Personal Retreat Coordinator.

Nina earned her BA in Public Policy from the University of Michigan with a self-designed focus in energy systems. Since graduation, Nina has worked as a consultant and electricity systems modeler for a wide array of clients across the energy sector. Her work has been cited in the New York Times, Forbes, and PV Magazine, among others. Currently, Nina is earning an MS in Technology & Policy at MIT, where she researches energy economics and regulatory policy.

Raised in Hopkinton, NH, Nina currently lives in Boston, MA with her partner Harry. She is very much looking forward to giving back to the Star Island community.

David Phoenix has been attending All Star 2 conferences since 1969 when he first came as a child with his parents. He also served as a Pel for three summers. As an adult, he has brought his family to All Star 2 every year and has raised his children to love the island as much as he does. He has contributed countless volunteer hours in helping with open up and close up and doing carpentry and repair work throughout the summer and on weekends.

Topher Soltys started coming to Star Island with his family in 1994. After working as a Pel from 2005 to 2010, he returned to the LOAS 2 conference. He now serves on the SIC Finance Committee and looks forward to other ways he can help the island. He lives in New York City, where he works as the Budget Analyst for The Public Theater.

NOMINATING COMMITTEE REPORT

February 15, 2020

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 2020 Annual Meeting:

Nominations for three-year terms as Directors of the SIC

Tom Coleman – 2nd three-year term
Debbie Duval – 2nd three-year term
Tom Kennedy – 1st three-year term

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

Clerk: Mary Trudeau (incumbent)
Treasurer: Jeff Loewer (incumbent)

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

Edmund Jones (new)

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, Chair
Tristan Binns, Jill Brody, Nicholas Dembsey (Board Liaison), Will Emmons, Kristin Laverty, Kris LoFrumento, Rodney Lowe, Pamela Pierce

NOMINATING COMMITTEE REPORT BIOGRAPHICAL SKETCHES OF NOMINEES

Tom Coleman, Greenland & Fitzwilliam, NH

Tom Coleman has been attending All Star 1 with his family since 1993. He and his wife Tricia chaired All Star 1 in 2007 & 2008, founded and co-chaired Historic Star/New England History Conference from 2011-2016. In 2019, they founded and chaired Star Union, the newest family conference on Star Island. Of their four adult daughters, two have been Pelicans.

Tom has been an end of season Pelican and frequent main season volunteer. He served on the John Smith 400th Steering Committee, Centennial Task Force, as well as several ad hoc task forces dealing with real property, strategic planning, accessibility, and future visioning. Tom has chaired the Fund Development, Membership, SIC Financial Grants Committees, and the Committee on Appointments. He has been Board Liaison to the Health Committee and Committee on Appointments, and is currently the bylaws designated Board member to the Membership Committee. He had a long tenure on the Isles of Shoals Association, serving as Director, Vice President, and President. Tom is currently serving on the Star Island Board of Directors as Vice President.

He also has served on several non-profit boards, and was President of the Northeast Resource Recovery Association, a regional recycling company; The New Hampshire Challenge, a disabilities rights organization; and was a cofounder and long tenure chair of the Portsmouth, NH Recycling Committee. Tom's professional experience includes 40 years in managerial and director positions for private industry and the US Government, as well as an Air Force officer; retiring as Lieutenant Colonel. Off island, Tom is active in NH Seacoast organizations supporting food ministry, environmental conservation, and homeless sheltering, as well as acting as a Star Ambassador. He is active in the American Pilgrims on the Camino, a national organization that promotes pilgrimage for spiritual development. He lives in Greenland and Fitzwilliam, NH.

Deborah Duval, Framingham MA

Debbie and her husband Duncan have three adult children (Jasmine, Jessica and Cameron) and love spending time with them and their five grandchildren (Derek, Piper, Tripp, Scotia and Felix). Debbie is a Pastoral Resident at City Mission Boston's Urban Ministry Program and Fourth Presbyterian Church in South Boston.

Debbie is a Candidate for Authorized Ministry in the United Church of Christ. Her family's home church is Wellesley Village Church where she held various lay leadership roles prior to entering into full time ministry.

Debbie is an active member of SIUCC and has served as Registrar, Chair of Financial Aid and Board President. She and her family have been attending Star Gathering Conferences since 1996 and her son, Cam, has been a Pel for many seasons. She has been on the SIC Board since 2013 and is the current Chair of the Personnel Committee. When not on Star, Debbie enjoys spending time with friends, strength training, running, reading, and camping in Maine.

Edmund Jones, Boston, MA

Edmund Jones of Somerville, MA is a life-long attendee of the International Affairs Conference, and currently returns each year with his wife Maryam Khodadoust and daughter Roxana. Over the last few decades Edmund has served Star Island in several capacities. First working as a Pelican and Assistant Manager in the 1980's and 1990's, he went on to become a member of the Star Island Corporation Finance, Nominating and Development committees, the Committee on Appointments, and also served as Treasurer of the Corporation for seven years. He has been a member of the Isles of Shoals Association board, and served as its treasurer for several years as well. Professionally, Edmund has worked at the Massachusetts Institute of Technology for three decades serving in various financial and administrative roles, and he is currently the Director of Finance and Administration in Student Financial Services and Admissions at MIT. Edmund was also the 2019 recipient of the Star Island Corporation's Bringer of Light Award.

Tom Kennedy, New York, NY

Tom, Sharon and their three now grown kids have been Star Island regulars since 1982 when good fortune washed them up on the shores of our spirit's home. Tom has held most of the available roles in the LOAS conference including Conference Chair in 1991 and Provisioner from 2005 through 2015. He is a frequent volunteer in the children's programs which keeps him in touch with new generations of Shoalers. He has also served the Star Island Corporation in various roles including filling the all-important First Man position when Sharon served as SIC President from 2005 through 2008. He has also chaired the Annual Fund drives for SIC and for LOAS.

All three of their children have been Pelicans and he and Sharon are eager to see their six grandchildren in the Pel Show someday as well. During the other 51 weeks of the year, Tom is a labor union and benefit fund lawyer in New York City where he proudly represents national and regional unions including doctors, ironworkers, printers, garment workers, laborers, assembly line workers, drivers and thoroughbred and quarterhorse jockeys, among others.

Jeff Loewer, Shelburne, VT

Jeff Loewer works as Chief Information Officer for the State of Vermont Judiciary, and has over thirty-five years of technology management experience for multinational corporations, including the Colgate-Palmolive Company, Joseph E. Seagram and Sons, Inc. and Green Mountain Coffee Roasters. Jeff is an All Star 1 and End of Summer conferee who 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 during Open Up, immersed himself in conference activities, and found a place where he can revisit his long-ago passion for music. Jeff and his spouse Jill, who works as a consultant for electric utilities, have three kids: Andrew, who lives in Washington DC with his wife Kelly and their baby Sullivan and works as an actuary; Jeremy, who was a Pelican for three years and works on a documentary television series in New York; and Julia, who is a sophomore voice major at UMASS Amherst and was a Pelican last season. Jeff and Jill hold the island as their special, favorite place.

Jeff and his family moved to Vermont twenty-two years ago and are active members of the Waterbury (VT) Congregational Church, UCC. They live with their Australian Shepherd in Shelburne. Jeff was raised in the UCC in Western New York.

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, Siberian Forest cats, and dahlias for sport.

Mary is completing her fourth term as Clerk of the Corporation, and is looking forward to being appointed to a fifth, one-year term. She is currently the Board liaison to the Health and Conference Services Committees.

PERSONNEL COMMITTEE REPORT

The Personnel Committee met a few times this year via conference call with the main task of consulting with the CEO on policies and procedures. We continue to adhere to the below established agenda items for our meetings:

- Policy Review and Pelican Selection Overview
- Hiring and Orientation
- Performance Evaluation of Pels and Senior Staff
- Benefits and Compensation
- Hiring and Personnel Handbook Review

This year, the Personnel Committee continued in an active advisory role to the CEO, reviewing the following policies/handbooks and providing input:

- The Charge to the Committee
- The Safe Community Policy
- The Personnel Handbook
- Benefits for Staff

This year we looked more carefully at benefits for our staff. We did a survey of our current staff members and also consulted with our outside Human Resources firm on the trends of benefits for other non-profits.

Joe Watts and I meet the week before our meetings, to frame the agenda which includes, but is not limited to, the regular items listed above. We continue to be thankful for the commitment and enthusiasm that our committee members bring to this important work.

I would like to extend a special thank you to those members who, at the end of 2019, have completed their terms on the committee; Stephen Blakney, Michelle Kunz and Linda Leehman.

Sincerely,
Deborah Duval, Chair

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

COMMITTEE ON APPOINTMENTS REPORT

The Committee on Appointments (CoA) supports the SIC by making recommendations for almost 90 Board and Operations committee positions, with approximately a dozen additional advisor roles. In the nine or ten teleconference/video meetings we hold during the year, we discuss not only committee membership, but also ways to continually advance committee operations. The CoA currently consists of Shoalers representing a number of different conferences and interest groups:

*Bethany Davis Swanson - Co-Chair
Nick Bresinsky - retiring Co-Chair
Sarah Russell - rising Co-Chair
Janet Cann
Roger Kellman
Celeste Magliocchetti
Kristin Laverty (starting in 2020)
Tricia Coleman (retired end of 2019)
Tom Coleman, Board Liaison*

All candidates identified and endorsed by the CoA are vetted with the Board liaison and SIC 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.

We had a busy year in 2019, placing 19 new appointees and confirming 8 second term appointments or advisor continuations. In 2020 we are already beginning to seek candidates to fill at least 17 open positions for committee members terming out, as well as about a dozen potential renewal roles.

The CoA has always been mindful of diversity and qualifications for each committee. Most recently we are aware of and inspired by Star Island's Beloved Community Project, and we are seeking to be more intentional and inclusive in how we look for prospective committee appointees. We hope to help Shoalers find new ways for their talents and voices to influence life on Star Island.

Our CoA members have recently taken additional initiatives to tackle some committee operational issues that need some attention. One challenge is that some committees have a number of co-terminus membership terms, whereas we prefer to have roughly one third of the memberships up for discussion each year, to ensure some continuity while bringing in new perspectives. During the past year we have addressed this with the Personnel Committee, and in 2020 this will be an important consideration for Strategic Facilities Planning Committee. In addition, we are calling attention to the fact that many committees have not updated their charge documents in the past few years. CoA member Roger Kellman has led the initiative to create a standard charge template, and CoA liaisons will be working with each of their committees to update charge documents in 2020.

The CoA strives to be fair, deliberate, discreet, responsive, and proactive in supporting our committees and the island. We encourage all those who are interested in committee membership to approach any of our members, or contact Co-Chair Bethany Swanson (bethanyq@yahoo.com) or the SIC office if you are interested in serving.

Thank you all for this opportunity to serve.

2020 STAR ISLAND CORPORATION COMMITTEE LIST

(as of the Annual Meeting- assuming the members act favorably on nominations presented at the meeting)

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

	Conf.	First	Second	Third	Eligible Until AM
Nick Dembsey* (President)	IA	2012	2015	2018	2021
Tom Coleman* (V. President)	AS 1	2017	2020		2026
Kyle Belmont	Former staff	2019			2028
Erik Cordes	AS 2, YAC	2012	2015	2018	2021
Leon Dunkley		2018			2027
Debbie Duval*	SG 1	2017	2020		2026
Tom Kennedy	LOAS	2020			2029
Arlyn Weeks	PELRN, NHW	2019			2028
Louise Williams	AS 1	2016	2019		2025
One year terms					
Mary Trudeau*(Clerk)	AS 1	2015			2024
Jeff Loewer* (Treasurer)	AS 1	2018			2027
Nate Soule	ISA-UU President ex-officio				
Keri Mattaliano	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
David Yermack (Chair)	AS 1	2019-2024	
Nick Dembsey (liaison)	IA	2015-2017	2017-2022
Liz Erickson	AS 1, PELRN	2016-2021	
Edmund Jones	IA	2020-2025	
Kathy Lord	IA	2018-2023	
Jeff Loewer (ex-officio)	AS 1		
Joe Watts (staff liaison)			

Council of Conferences Liaison: Louise Williams

Bylaw Committees

Nominating Committee

Will Emmons (Chair)	LOAS 2
Kyle Belmont	former staff
Tristan Boyer Binns	Yoga
Jill Brody	Arts, LOAS 1
Irene Bush	LOAS 2
Tricia Coleman	AS 1
Nick Dembsey	IA
Kris LoFrumento	SG 1, PELRN
Rodney Lowe	AS 2
Suellen Peluso (advisor)	IA
Leon Dunkley (liaison)	

First Term	Second Term
Begins at Annual Meeting	Begins at Annual Meeting
April 16, 17, 18	19, 20, 21
May 20, 21, 22	
April 15, 16, 17	18, 19, 20
April 15, 16, 17	18, 19, 20
May 20, 21, 22	
May 20, 21, 22	
May 18, 19, 20	
May 17, 18, 19	20, 21, 22
May 18, 19, 20	

Membership Committee

Caroline Quijada (Chair)	AS 1
Patty Boynton	SG 2
Tom Coleman (liaison)	AS1
Ben Cordes	AS 2
Candace Erickson	AS 2
Marlene Smurzynski	AS 1
Nancy Wood	AS 1, PELRN

First Term	Second Term
Begins at Annual Meeting	Begins at Annual Meeting
18, 19, 20	
18, 19, 20	
18, 19, 20	
16, 17, 18	19, 20, 21
18, 19, 20	
18, 19, 20	
16, 17, 18	19, 20, 21

Board Committees

Finance Committee

Jeff Loewer (Chair, liaison)	AS 1
Sarah Iselin	former Pel
Bill Peterson	AS 1
Russ Peterson	NHC
Kelly Schnur	LOAS 2
Christopher Soltys	LOAS 2
Nick Dembsey (ex-officio)	IA
Joe Watts (staff liaison)	

First Term

Second Term

20, 21, 22	
20, 21, 22	
15, 16, 17	18, 19, 20
18, 19, 20	
19, 20, 21	

Audit Sub Committee:

Russ Peterson (Chair)	NHC
Jeff Loewer	AS 1
Bill Peterson	AS 1

Personnel Committee

Debbie Duval (Chair, liaison)	SG 1
David Carnes	LOAS 1
Sarah Gordon	ARTS
Kay Snowden	LOAS 1

First Term

Second Term

16, 17, 18	19, 20, 21
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20, 21, 22

20, 21, 22

20, 21, 22

Marc Spisto	AS 1	14, 15, 16	17, 18, 19, 20
Lia Yanis	former Pel, IA	17, 18, 19	20, 21, 22
Joe Watts (staff liaison)			

Fund Development Committee		First Term	Second Term
Judy Samuelson (Chair)	LOAS	16, 17, 18	19, 20, 21
Chuck Binzel	AS 2	20, 21, 22	
Miriam Coe	IA	18, 19, 20	
Daniel Hotchkiss	IA	18, 19, 20	
Emily Jones	LOAS 1	20, 21, 22	
Caroline Stewart	AS 1	15, 16, 17	18, 19, 20
Gary Kunz (liaison)	LOAS 2		
Peter Squires (staff liaison)			
Nick Dembsey (ex-officio)	IA		

Committee on Appointments		First Term	Second Term
Bethany Davis Swanson (Co-Chair)	LOAS 2	16, 17, 18	19, 20, 21
Sarah Russell (Co-Chair)	AS 2	18, 19, 20	
Janet Cann	PELRN	19, 20, 21	
Roger Kellman	AS 2	19, 20, 21	
Kristin Laverty	IA	20, 21, 22	
Celeste Magliocchetti	Pel	19, 20, 21	
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
Rebecca Armstrong	LOAS 1	20, 21, 22	
Bob Cook	ISHRA	20, 21, 22	
Jon Denham	IA	15, 16, 17	18, 19, 20
Tom Mansfield	PELRN	15, 16, 17	18, 19, 20
Mark Nash	PELRN	16, 17, 18	19, 20, 21
Bruce Parsons	PELRN	15, 16, 17	18, 19, 20
Annaliese Reutemann	former staff	15, 16, 17	18, 19, 20
Mark Adams (advisor)	PELRN	16, 17, 18	19
Drew Martin (advisor)	AS 2	16, 17, 18	19
Nick Dembsey (liaison)	IA		
Jack Farrell (staff liaison)			

Operations Committees

Rutledge Marine Lab Committee		First Term	Second Term
Meg Doty (Chair)	AS 2	15, 16, 17	18, 19, 20
Bill Gimpel	AS 1, PELRN	16, 17, 18	19, 20, 21
Cydney Mahoney	LOAS 1	16, 17, 18	19, 20, 21
Katie Martell	AS 1	18, 19, 20	
Amy Meek	YAC, PELRN	16, 17, 18	19, 20, 21
Cyndy Parr	AS 1	17, 18, 19	20, 21, 22

Addison Tyler	former Pel	19, 20, 21
Erik Cordes (liaison)	AS 2, YAC	
Ally Miner (staff liaison)		

Island Heritage and Artifacts Committee		First Term	Second Term
Adam Osgood (Chair)	AS 1	17, 18, 19	20, 21, 22
Jenna Bossert	former staff	18, 19, 20	
Tristan Boyer Binns	Yoga	18, 19, 20	
David Drucker	FOS	17, 18, 19	20, 21, 22
Robin Hadlock Seeley	FOS	19, 20, 21	
Shelley Lauer Bader	LOAS 2	17, 18, 19	20, 21, 22
Sarah Mills	former staff	18, 19, 20	
Lois Williams	AS 1	19, 20, 21	
Irene Bush (advisor)	LOAS 2	19	
Don Cann (advisor)	PELRN, ISA	19	
Arlyn Weeks (liaison)	NHW, PELRN		
Ally Miner (staff liaison)			

Health Committee		First Term	Second Term
John Mark Blowen (Chair)	FOS	17, 18, 19	20, 21, 22
Emily Cressy	former Pel	20, 21, 22	
Anne Henry	FOS	20, 21, 22	
Ruth James	FOS	20, 21, 22	
Annie Leamon	IA, Pel	20, 21, 22	
Lisa Nelson, MD	IA	18, 19, 20	
Kerry Nolte (advisor)	FOS	20	
Mark Seymour (advisor)	FOS	18, 19, 20	
Keri Mattaliano (liaison)	SG 1		
Sarah Whalen (staff liaison)			

Conference Services Committee		First Term	Second Term
Carla Cole (Chair)	LRE	18	19, 20, 21
Dave Finkelstein	AS 2	15, 16, 17	18, 19, 20
Megan Grocki	South Church	19, 20, 21	
Karen Mathiasen	IA	15, 16, 17	18, 19, 20
Chip Newman	YAC	17, 18, 19	20, 21, 22
Seth Schrage	IA	20, 21, 22	
Athena Steinkraus	former staff	20, 21, 22	
Ken Swanson (advisor)	LOAS 2	20	
Mary Trudeau (liaison)	AS 1		
Justina Maji (staff liaison)			

Outreach & Engagement Committee		First Term	Second Term
Terri Behm (Chair)	LOAS 2	17, 18, 19	20, 21, 22
Kyle Belmont	former staff	17, 18, 19	20, 21, 22
Cecelia Braun	LOAS 2	20, 21, 22	
Jim Cooper	AS 2	20, 21, 22	
Paul Jensen	LOAS 2	15, 16, 17	18, 19, 20

Christana McKnight	LRE	15, 16, 17	18, 19, 20
Phill West	AS 2	18, 19, 20	
Nate Soule (liaison)	PELRN		
Ally Miner (staff liaison)			

STRATEGIC FACILITIES PLANNING COMMITTEE REPORT

Solar Energy

The Star Island Solar Electric system has completed a fifth year of operation. The system provided about 70,572 kWh. We used 127,718 kWh of total power in 2019. The total power used was about 10,000 kWh less than last year. This was due to the new wastewater treatment system which used less than half the power of the old system.

This is the fourth year that the solar electric system provided more than 50% of Star's total power. This year solar accounted for 55.3% of the total power used. Below is a table showing the percentage of solar energy by month for the last five years.

	2019 Percent Solar	2018 Percent Solar	2017 Percent Solar	2016 Percent Solar	2015 Percent Solar	Baseline Predicted Percent Solar
Jan-Mar	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Apr	85.5%	100.0%	100.0%	100.0%	100.0%	100.0%
May	70.6%	87.4%	87.1%	77.6%	100.0%	76.3%
Jun	48.5%	51.3%	49.4%	46.7%	44.7%	48.3%
Jul	52.1%	46.9%	44.3%	46.0%	42.7%	38.6%
Aug	48.4%	38.9%	43.6%	45.6%	38.4%	35.9%
Sep	46.8%	40.3%	44.1%	42.3%	40.5%	38.2%
Oct	56.0%	73.4%	100.0%	95.8%	92.3%	100.0%
Nov-Dec	100.0%	94.2%	100.0%	100.0%	100.0%	100.0%
Totals	55.3%	51.5%	51.6%	51.8%	48.6%	47.5%

In the conference season the system provided all of the power for 11 to 12 hours on sunny days and between 8 and 9 hours per day during June through September.

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 early April or after the middle of October. We used the generator in April, May and October this year to help with heat at night for the crews working on the major projects.

Spring Working Conditions

This was a very wet, windy and cold spring. Work began March 8 for both major projects, wastewater treatment system and Brookfield. Some days had strong winds (30 – 40kts) and high waves (10 ft). It was difficult to complete both projects under these conditions so priority was given to the wastewater treatment system. We plan to avoid having two critical projects at the same time in the future.

Wastewater Treatment

The new wastewater treatment facility construction was completed in early May despite the poor Spring. Most modifications to the existing tanks were completed last Fall. Also, the major pieces of wastewater

treatment equipment were brought to the island last Fall. The Spring work consisted of the placement of the equipment and connection of plumbing and power.

The new system processes waste in much smaller batches than the old system. This gives us more flexibility to adjust the process during the beginning and end of the season.

The system didn't completely process the waste in early July when the waste load reached the full conference level. The process was adjusted and correctly processed the waste for the rest of the Summer. After the adjustments in July the system's electrical power use was only 47% of the power used in the same period last year. Since the wastewater treatment was one of the largest loads on Star the reduction is significant.

The long-term plan is to reuse the treated wastewater in the toilets and in irrigation when the new system is installed. This will allow us to stop using salt water in the toilets. A fresh water system helps the treatment process and gives us more options for using the treatment out flow.

The New Hampshire Department of Environmental Services (DES) is supportive of the concept but presently lacks specific applicable regulations or standards for the reuse of treated water. We plan to work with DES as a pilot site to develop standards.

Brookfield

The building had a slow start this spring. Since it was a completely new building it had to comply with current Rye building codes. The newest one impacted the foundation which had to be built to withstand flooding and high wave action during a storm. The design called for concrete posts tied to bedrock and heavy steel beams. As a result, the foundation was built during the Spring and delayed the construction of the rest of Brookfield. Work on the main building started in early May.

Brookfield was completed enough to be used by conferences beginning with All Star 1. Work on the siding continued through the summer and fall. The building is now weather tight and ready for the winter. The remaining work for next year is to complete the office, siding, railings and ramp.

Underworld

The Rye Fire Inspector has asked Star to upgrade the Underworld from a fire safety view. It has a collection of rooms under the lobby that don't have a clear path to the outside. Any modifications to the Underworld are likely to be complicated and time consuming. The Rye Fire Inspector has agreed that we need to better understand the issues with the structure and existing conditions before proceeding with detail designs. The project will probably be broken into several smaller focused projects over the next four to five years.

Property Standards

In 2007 Star Island instituted 'Property Standards' to promote and protect the health, safety, comfort, recreation, and general welfare of Star Island. Key aspects of the 'Standards' are: Landscape, Stewardship, Preservation and Heritage. The current Property Standard is quite large and difficult to read. It is also not widely available to staff and SIC members.

The Property Standards have been reorganized into two draft documents. The first is a smaller Property Standard. The second is a Property Guidelines document which describes what has worked successfully on Star. The objective of the reorganization is to make the property standards more understandable to SIC membership and staff and to elevate their profile so we all can take more ownership of how property

standards relate to Star Island's aesthetic. We are also working on a "quick start" guide to SIC property standards that can be part of an effort to communicate with SIC membership and staff.

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

Respectfully submitted,
Richard Case, Chair

RUTLEDGE MARINE LAB COMMITTEE REPORT

Committee Members

Margaret (Meg) Doty, Chair; Bill Gimpel, Cydney Mahoney, Katherine (Katie) Martell, Amy Meek, Cyndy Parr, Claire Ting, Arthur Eves (former Naturalist and Consultant); Addison Tyler (former Assistant Naturalist); Sean Mahoney (Naturalist); Ally Miner, Star Island Corporation (SIC) Staff Liaison; Erik Cordes, SIC Board Liaison.

Changing Committee Members

Claire Ting is ending her second term this year, and we will miss her sound and clear advice. The Committee on Appointments has not yet made a recommendation for her replacement, since they are still in the process of identifying potential members. The RML Committee has been asked to consider whether to reduce the number of committee members by one, since the number was increased a few years ago when there were several valuable candidates. Possible options will be discussed at the first scheduled meeting in January 2020 and a recommendation made to the Committee on Appointments.

2019 Season

It was an exciting season from the perspective of renovation, renewal and change, but a challenging one in terms of actual programs on Star Island. Sean Mahoney ascended to the post of Naturalist this year, assisted by the guidance of Arthur Eves, who continues to serve as a consultant. Emily Schmeider took on the role of Assistant Naturalist. Sean, Emily and Arthur are to be deeply and heartily commended for their continuing ability to run a marine lab program without a full marine lab. The new lab officially opened during All Star 1 in early July, but only one touch tank and the window tank were operational throughout the conference season. Nonetheless, staff and volunteers conducted activities throughout the summer, including crafts such as T-shirt painting with seaweed and turtle/tortoise walks with kids' groups. Sean and Emily maintained a full schedule of island walks, including birding, botany, geology, low-tide and billy-goat natural history walks for both adults and kids, including conferees and day-trippers.

RML Reconstruction and Renovation

Of course, the big event of the year was the deconstruction of the old Rutledge Marine Lab and the construction of a new facility. As noted previously, the touch tanks were reconfigured, plumbed and lit (with the help of Pete Sykes). The committee recommended that the large cement tank from the old lab be renovated and that a new large tank be purchased that will allow different viewing options. The new tank arrived during All Star 2 (and was a spectacular sight as it moved from the dock to Brookfield).

Unfortunately, the pump that was ordered to provide water for this tank was backordered until August, and then when it arrived it was found that the manufacturer had sent the wrong model, so it was not installed in 2019. This will be one of the major issues to be dealt with in Spring 2020. Other actions that need to be taken in Spring 2020 include repairs to the old cement tank, the plumbing of the in-line tanks, and the stocking of all tanks. Robert Royer, an aquarist from the Seacoast Science Center in Portsmouth, will help with the cement tank repairs and provide advice on the set-up of the new tank. His assistance with the design of the new lab and the set-up of the tanks has been extremely valuable throughout the project.

The committee shared their recommended plumbing arrangements for the new lab prior to the opening of the 2019 season. The committee recommends a multiple pump system with an insulated storage unit to maintain the low water temperatures and minimal filtration needed for marine organism health. In the 2019 committee report, it was noted that the committee "endorses the devotion of the existing saltwater pumps solely to lab usage and the addition of an insulated storage tank to the lab's exterior." Unfortunately, this was not possible to accomplish during the busy 2019 season. Arthur Eves has already considered ways to

mitigate the potential overheating of the seawater supply, and he will help Sean Mahoney implement them and monitor the results during the 2020 season. The committee will help to develop a monitoring plan in order to support any recommendations that may need to be made to address the issues over time.

Donations

Many people donated their time and expertise in the construction of the new Rutledge Marine Lab. The island carpentry staff worked tirelessly to create an attractive, functional lab. Pete Sykes did much of the interior carpentry and did specialty carpentry work for the tanks and got the tanks and lighting ready to go. Arthur Eves donated many hours to the project, providing insight and advice that only he could share. Bill Gimpel donated field microscopes to enable ongoing exploration of the environment.

Snail Jar Project

In conjunction with the Island Heritage and Artifacts Committee, the RML Committee hoped to be part of the opening of the Snail Jar, an historical artifact from the 1800s donated to Vaughn by the original owner. The jar contains snail shells from that time. The examination of these shells would contribute to the research of Dr. Robin Seeley, who is studying the evolution of snails in response to the introduction of green crabs to the area. Dr. Seeley has been working with the Isles of Shoals History and Research Association for the last 8 years. It was hoped that the jar could be opened ceremonially this summer at All Star 1, but the conservationist whose presence was required was not able to be present. The committee hopes to continue to work with the Island Heritage & Artifacts Committee to schedule an opening of the jar during the 2020 season.

Future Goals

As we move to having a new working laboratory this year, the RML Committee looks forward to expanding outreach to multiple constituents (conferences, school groups, day-trippers, and the greater Seacoast community). A systematic plan to consider the needs of these various groups will be developed this Spring. In addition, recommendations regarding both permanent and rotating educational displays will be made and volunteers solicited to help create these as needed. We hope that at least one of the rotating displays can feature ongoing work at the Shoals Marine Lab in an effort to continue our partnership with them. We also hope to support the continuation of projects that were in place in past years including citizen-science around bird sightings, ocean debris and invasive species; marine mammal safety information; and support of the Star Island birding weekends scheduled for May and September/October 2020.

Respectfully submitted on behalf of the committee,
Margaret Hawthorne Doty, Chair

ISLAND HERITAGE AND ARTIFACTS COMMITTEE REPORT



Vaughn Cottage saw another fruitful season in 2019 thanks to a team of excellent museum staff and a supportive committee. The museum handled a transition year very well, with both staff members encountering the challenges and opportunities of their positions as curator and intern strategically and successfully.

Emily "Fern" Ramnarine served as curator and executed an excellent set of exhibits in the museum, library, lobby, and Pink Parlor. She also led the usual three tours offered during the conference season and hosted children's programming throughout the summer. Fern kept a close eye on maintaining Vaughn Cottage and hosting museum hours for the public every day.



Celia's Writing Desk and Chair in Vaughn Cottage

Garrett Hastings, Vaughn Cottage intern, took on the digitization project with ease and continued to capture artifacts digitally for the Vaughn Cottage collection. Garrett also created several educational videos

to further the mission of Vaughn Cottage and expand Vaughn's online presence. The internship has proved essential for the functioning of Vaughn Cottage, as Garrett also supported our curator in her daily duties and served to cover the museum hours during her time off. Garrett took 2,797 photographs of 694 objects in the collections. The plan for the spring is to post these objects online and to stir up more interest in visiting Star Island and Vaughn Cottage.

There were many accomplishments during the summer of 2019 in Vaughn Cottage. An external drive was created to house all of Vaughn's materials, including the digitized photographs. Past Perfect was installed on the new Vaughn computer and a backup was restored. Data will now be regularly backed up to the external drive.



Star Island Through the Years

Fifteen different exhibits were included in Vaughn's programming during the summer of 2019, ranging from Celia's writing desk with pimpernel pottery to native artifacts to food on Star.

During the summer, Vaughn Cottage had 3,715 visitors.

Tours included the Isles of Shoals History Tour, the Appledore Tour, and the Ghosts and Graveyards Tour.



Appledore Tour - Celia Thaxter's Garden

There were 320 objects accessioned this season, including a new pristine piece of Celia's pottery.



New Acquisition and Donors

A new crew “bible” was created by Fern, so that future curators have more information and there may be a more extensive training process.

The next priority for Vaughn Cottage is to purchase the Past Perfect Virtual Exhibit Add-On and to explore the possibility of adding Wi-Fi to the building.

Other accomplishments made possible by the Island Heritage and Artifacts Committee include a new photo installation in the Oceanic Hotel lobby featuring three Shoaler photographers, Alexandra de Steiguer, Bruce Parsons, and Sean D. Elliot. The frames were generously donated by PSG Framing and the prints were given by each artist. The exhibit brings a unique look at Star Island and some uniformity to the artwork

displayed on Star. The committee plans to extend the exhibit by an additional landing to the fourth floor by the start of the 2020 conference season.

The committee also made progress on developing educational panels for installation at the new Brookfield building. In collaboration with Historic New England and the Sarah Orne Jewett House, we have developed several narratives about Celia Thaxter to be included in our educational programming. We expect to complete this project during the 2020 conference season, if not sooner.



SEA Star School Programming with Historic New England

Members of IHAC also met with Paul and Denise Pouliot this summer in order to collaborate on an additional visual narrative about the presence of indigenous peoples on the Isles of Shoals. Paul and Denise have offered the following statement that we can share as part of our Beloved Community Project:

Star Island is within the waters of N'dakinna, the traditional lands and waterways of the Abenaki, Pennacook and other related Wabanaki Peoples past and present; we acknowledge and honor with gratitude the land itself and the people who have stewarded it throughout the generations.

In addition to the statement, there will be educational panels made with elements of the Abenaki language so that their culture and presence may be appreciated by all those who visit Star Island.

IHAC also has plans for an exhibit in the lobby to display Smuttynose artifacts, as secured by Dr. Robin Seeley. We hope to have this exhibit ready for display as soon as possible this spring.

Finally, IHAC is planning to re-hang the artwork in the Pink Parlor to more appropriate museum standards. This project will be carried out during Open Up this spring by members of IHAC and island volunteers.

HEALTH COMMITTEE REPORT

2019 was a fairly uneventful year at the First Aid Station.

Total number of visits was up 31 to 422 from 391 in 2018 with 17 of that from conferee encounters and the volunteer/boater/day tripper category accounting for 13 of the increase. Pel visits were 1 more than the 192 in 2018.

There were 5 evacuations by Coast Guard and there were 7 islanders sent non-emergently for advanced care.

FAS income (\$1044 versus \$1255 for 2018) did not match the increased number of visits for reasons unknown at this time. It's posited that with the number of new volunteers some documentation of charges was missed.

There was no gastrointestinal illness seen on island and the inevitable viral respiratory illness among the Pels was minimal.

A case of pertussis in a child this season was reported, but after contacting the NH Department of Public Health there's no reason to believe that it was contracted on Star or that anyone was exposed.

In addition, although a diagnosis of Lyme disease exposure was made and possibly related to a tick bite on island, it's not known that the bite in question was from the type of tick that can carry the Lyme organism and it's not known that that organism even exists on Star. There will be an effort next season to determine, with the help of the entomology department at UNH, both the species of ticks we have and whether any of the ticks carry the germ.

Staffing in 2020 will stay largely the same with oversight by part-time Health Manager Kerry Nolte, APRN. Community Health Advocate Sarah Whalen, RN will move to $\frac{3}{4}$ time as she pursues her graduate nursing education and will be assisted by 2019 Pel and graduate nurse Zoe Galvin.

It's with great sadness that we note the passing in December of Pat Ford, APRN. Pat was Island Nurse for several years and responsible for the modernization in both structure and function of the FAS. Pat's dedication and diligence were unstinting in her pursuit of excellence.

Respectfully,
John Mark Blowen, APRN
Health Committee Chairperson

CONFERENCE SERVICES COMMITTEE REPORT

Members:

Carla Cole (chair)
Megan Grocki
Dave Finkelstein
Karen Mathiasen
Chip Newman
Ken Swanson
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, food service consulting 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 2019: January 24th, May 10th, and August 3rd (on island). Exec Meetings were also held on May 10th and December 10th.

During the January 24th 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. Also discussed was:

1. Island projects being started or completed in 2019
2. Pelican hiring
3. Alcohol policies
4. Brainstorming session
5. Continuation of accessibility improvements
6. Welcoming and hospitality discussion
7. Exercise stations
8. Wastewater project
9. Brookfield update
10. "Shoaler experience survey" update
11. Goal for 2019 to create surveys for young adults, children and newcomers.

During the May 10th meeting the committee focused on the following topics:

1. Boat schedules
2. Keeping young adults engaged
3. Kids survey ideas
4. Justina surveys feedback
5. Staffing
6. Timelines for projects
7. Fitness equipment update: installed in the spring
8. Developed questions for the new surveys created

During the August 3rd meeting on island we discussed many different topics. Many topics were highlighted from the surveys we had to date. Some areas of discussion were:

1. Waterfront ideas
2. Brookfield/Marine Lab update
3. Housekeeping/cleanliness: our observations as well as survey reviews
4. Staff/hiring
5. Island improvement ideas
6. Exercise/fitness station feedback
7. New flower pots
8. Food & beverage feedback from surveys and action plans to follow up
9. Snack Bar
10. Food service training
11. Star Island brand standard and “vocabulary” for all signage
12. Mobility/accessibility
13. Survey results to date

Opportunity for more pointed questions (example: how did you find the restrooms?)

Make most questions mandatory (so they don't skip questions)

Young Adult, new Shoalers and children

2019 continued to be focused on recommending improvement as it regards accessibility, and guest experience surveys. A new focus has been created for new surveys to capture feedback from smaller populations such as young adults, children and new Shoalers. Our goal will be to conduct surveys which can then be utilized to better implement training and serving those populations. Surveys will be created in 2020 to capture feedback from communities such as LGBTQ, seniors, people of color and families. Reviewing 2019 surveys and making recommendations to implement changes will continue to be a focus in 2020. Both Ken Swanson and Dean Varney will be rotating off the committee at year end.

OUTREACH AND ENGAGEMENT COMMITTEE REPORT

2019 Members:

Terri Behm (incoming Chair)
Kyle Belmont (outgoing Chair)
Leon Dunkley
Paul Jensen
Christana McKnight
Phill West
Nathan Soule (Board Liaison)

2019 Staff:

Ally Miner (Community Relations Manager)

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 2019, the committee focused its time on projects that involved a video for new Shoalers, a nascent podcast, and an analysis of monthly emails. We were delighted with the outcome of the new Shoaler video, and have heard anecdotal evidence that this video we helped move forward was helpful to many conferences and ambassadors. We encourage the continued use of this video in future seasons to help invite new Shoalers into our island community!

As the new Shoaler video took off, we turned our attention to building out a content plan for a potential podcast. We provided direction to help formulate a podcast, and checked in with Ally Miner throughout the summer as content was gathered from a number of different Star Island traditions like theme talks and presentations. We look forward to continuing on this project next year. While we always look to strengthen conferences and attract conferees, we've also brainstormed ideas to help attract qualified Pelicans and plan to continue in these efforts.

Most recently, we analyzed the monthly Star Island email newsletters that are sent to inboxes. We looked at open rates, link clicks, send times, and other data points to try and understand how staff can best utilize this piece of outreach. The committee's research showed some clear best practices. We also procured a donated Constant Contact account to try a different email campaign delivery tool. We hope to help staff to implement some of the identified best practices in the near future for a more effective monthly email strategy.

Respectfully submitted,
Terri Behm and Kyle M. Belmont

Star Island Corporation
December Balance Sheet

	Current Year Dec-19	Prior Year Dec-18	Change
<u>Assets</u>			
<u>Current Assets</u>			
Cash - Operating	841,330	1,060,606	(219,276)
Cash - Restricted / memorial	145,899	145,754	146
Accounts Receivable	-	12,732	(12,732)
Prepaid Expenses	201,903	203,573	(1,670)
Pledges Receivable, net allowance	2,563	182,478	(179,915)
Total Current Assets	<u>1,191,695</u>	<u>1,605,143</u>	<u>(413,447)</u>
<u>Property and Equipment, Net</u>	<u>5,953,098</u>	<u>4,731,743</u>	<u>1,221,355</u>
<u>Star Island Permanent Trust</u>	<u>4,663,675</u>	<u>4,106,858</u>	<u>556,817</u>
Total Assets	<u><u>11,808,469</u></u>	<u><u>10,443,744</u></u>	<u><u>1,364,725</u></u>
<u>Liabilities and Net Assets</u>			
<u>Current Liabilities</u>			
Accounts Payable	50,047	31,228	18,818
Accrued Liabilities	116,747	107,802	8,945
Total Current Liabilities	<u>166,794</u>	<u>139,030</u>	<u>27,763</u>
<u>Loans Payable</u>	<u>2,002,319</u>	<u>1,362,695</u>	<u>639,624</u>
Total Liabilities	<u><u>2,169,113</u></u>	<u><u>1,501,725</u></u>	<u><u>667,388</u></u>
<u>Net Assets</u>			
Unrestricted	4,341,184	3,943,686	(397,498)
Star Island Permanent Trust	4,663,675	4,106,858	(556,817)
Board Designated Operating Reserve	164,990	139,819	(25,172)
Temporarily Restricted	453,367	735,516	282,149
Permanently Restricted	16,140	16,140	-
Total Net Assets	<u><u>9,639,356</u></u>	<u><u>8,942,019</u></u>	<u><u>(697,337)</u></u>
Total Liabilities and Net Assets	<u><u>11,808,469</u></u>	<u><u>10,443,744</u></u>	<u><u>(1,364,725)</u></u>

Star Island Corporation
Fiscal Year 2019 Report and 2020 Budget

	Approved Budget 2020	Unaudited Actual 2019	Approved Budget 2019	Variance 2019
Island Operating Revenue:				
Room & Board				
Conferences	2,866,933	2,783,283	2,681,616	101,667
Personal Retreat Revenue	43,548	36,377	45,900	(9,524)
Discounts	(102,000)	(104,229)	(58,000)	(46,229)
Financial Aid	(30,000)	(26,663)	(32,000)	5,337
Room & Board Income	<u>2,778,481</u>	<u>2,688,768</u>	<u>2,637,516</u>	<u>51,252</u>
Parking Income	71,000	72,258	62,500	9,758
Appledore Lease Income	130,800	127,610	127,610	0
Conference Income	26,200	26,361	25,800	561
Snack Bar Revenue	95,500	98,119	79,000	19,119
Interest and Dividend Income	2,500	2,317	2,500	(183)
Net realized gain (loss) on investments	-	960	-	960
Other Island Operating Income	161,800	170,788	145,600	25,188
Island Operating Revenue:	<u>3,266,281</u>	<u>3,187,180</u>	<u>3,080,526</u>	<u>106,654</u>
Other Income & Support				
Annual Fund	555,000	573,595	525,000	48,595
Annual Permanent Trust Income	190,691	188,739	182,418	6,321
Grant Income	35,000	33,850	35,000	(1,150)
Other Current Restricted Gifts	43,000	60,049	40,000	20,049
Special Events	33,000	31,235	33,000	(1,765)
Net Assets Released from Restrictions	81,738	280,083	282,156	(2,073)
ISAUU Contribution	30,000	30,000	30,000	0
Other Income & Support	<u>968,429</u>	<u>1,197,551</u>	<u>1,127,574</u>	<u>69,977</u>
TOTAL REVENUES AND OTHER SUPPORT	<u>4,234,710</u>	<u>4,384,730</u>	<u>4,208,100</u>	<u>176,630</u>

Approved Unaudited Approved

	Budget 2020	Actual 2019	Budget 2019	Variance 2019
Operating expenses:				
Year Round Pay	529,272	585,500	581,677	3,823
Seasonal Pay	897,880	852,538	816,783	35,755
Gross pay	1,427,152	1,438,037	1,398,460	39,577
Fringe Benefits	315,183	327,918	313,897	14,021
Total Compensation & Benefits	1,742,335	1,765,955	1,712,357	53,598
Professional Services	542,563	497,481	470,083	27,398
Insurance Expense	200,645	186,961	185,517	1,444
Administrative Expense	330,759	336,366	346,575	(10,209)
Depreciation	392,862	345,488	370,000	(24,512)
Conference Operating Expense	822,848	829,809	812,558	17,251
TOTAL OPERATING EXPENSES	4,032,012	3,962,061	3,897,090	64,971
NET CHANGE IN OPERATING NET ASSETS	202,698	422,669	311,010	111,659

Star Island Corporation
Statement of Cash Flows
Fiscal Year 2019 Report and 2020 Budget

Approved Budget 2020	Unaudited Actual 2019	Approved Budget 2019
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2019 CAPITAL BUDGET

Project	Projected Actual 2019	Approved Budget 2019
Required fire safety upgrades:		
Fire Sprinkler Upgrades	9,200	15,000
Other Projects per RFD and SFC recommendation	-	10,000
	9,200	25,000
General Improvements:		
Brookfield/Rutledge Marine Lab - Phase I	688,670	400,000
Chapel Tower Painting, Siding & Wind Vane Reinstallation	-	33,000
<i>Compost Facility Upgrades</i>	-	28,100
Cottage D First Floor	45,377	35,000
Diesel Tank Farm Closure	-	10,000
Doctor's Cottage Rebuild & Expansion - Phase I	-	25,000
Electrical Outlet Expansion	-	10,000
Electrical/Wiring Upgrades	-	10,000
<i>Float Dock and Swim Area Expansion</i>	-	15,000
Gosport Grill Upgrades	-	15,000
Island Truck	-	15,000
Kitchen Equipment	12,080	25,000
Oceanic/Atlantic Interior Upgrades (Plaster & Paint)	12,320	10,000
Oceanic Rehabilitation - Phase IV	16,811	17,000
Outdoor Exercise Course	6,754	4,000
<i>Ramp - Boat to Dock</i>	1,860	12,500
Roofing Repairs/Upgrades	14,000	20,000
Shack Renovations	11,283	2,000
<i>Tennis Court Resurfacing</i>	-	30,000
Units Replacement - Phase I	-	25,000
Underworld Renovations - Phase I	4,320	30,000
Vaughn Restoration	6,500	5,000
Engineer's Cottage Repairs	16,492	-
Wastewater System Replacement	707,178	720,000
Perimeter Road Improvements	12,442	-
	1,556,087	1,496,600
Capital Contingency		80,000
Total Capital Expenses:	1,565,287	1,601,600

2020 CAPITAL BUDGET

Project	Projected Actual 2020	Approved Budget 2020
Required fire safety upgrades:		
Fire Sprinkler Upgrades	10,000	10,000
Other Projects per RFD and SFC recommendation	10,000	10,000
	<u>20,000</u>	<u>20,000</u>
General Improvements:		
<i>Accessibility Cart</i>	-	-
<i>Bathroom Upgrades</i>	-	-
Brookfield/Rutledge Marine Lab - Phase I	70,000	70,000
Chapel Tower Painting, Siding & Wind Vane Reinstalation	33,000	33,000
Compost Facility Upgrades	15,000	15,000
<i>Cottage D Weatherization</i>	-	-
Doctor's Cottage Rebuild & Expansion - Phase I	7,500	7,500
Engineer's Cottage	1,400	1,400
Electrical Outlet Expansion	10,000	10,000
<i>Electrical/Wiring Upgrades</i>	-	-
Gosport Grill Upgrades	5,000	5,000
Kitchen Equipment	25,000	25,000
Oceanic/Atlantic Interior Upgrades (Plaster & Paint) - Phase II	12,500	12,500
<i>Newton Window & Trim Replacement</i>	-	-
Outdoor Exercise Course	2,000	2,000
Ramp - Boat to Dock	12,500	12,500
Roofing Repairs/Upgrades	22,500	22,500
<i>Staff Cottage</i>	-	-
Units Replacement - Phase I	12,500	12,500
Underworld Renovations - Phase I	12,500	12,500
Sludge Drying System	35,000	35,000
Winter Wastewater Treatment Solution	80,000	80,000
Wastewater/Water Reclamation Facility - Phase II	90,000	90,000
Wastewater/Water Reclamation Pilot Project - Phase III	55,000	55,000
	<u>521,400</u>	<u>521,400</u>
Capital Contingency	<u>54,140</u>	<u>54,140</u>
Total Capital Expenses:	<u>575,540</u>	<u>575,540</u>



Star Island Corporation

Four Year Strategic Map

2017-2020

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;

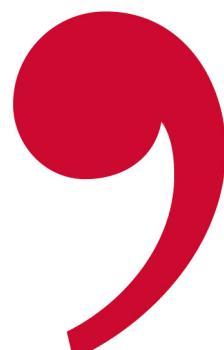
Building an interfaith movement for justice and peace in our time;

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