



STAR ISLAND CORPORATION

ANNUAL MEETING

April 30, 2022

STAR ISLAND CORPORATION

Morton-Benedict House, 30 Middle Street
Portsmouth, New Hampshire 03801

Office: 603-430-6272 · Island: 603-601-0832

www.starisland.org

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PRESIDENT'S MESSAGE

"Behold, I am doing a new thing; now it springs forth, do you not perceive it?"

(Isaiah 43:19)

Greetings and peace to you Star Island Corporation (SIC) members! These past two years have been full of *new* ways of doing things as our world has struggled to learn how to continue to be in a time of pandemic. The 2021 summer season was full of *new* and creative ideas to ensure that many of us could come together, once again, to enjoy our beloved Star Island. The reports in the enclosed packet will highlight many of those *new* things as well as help to prepare you for our upcoming Annual Meeting on April 30th. I encourage you to take some time to review all of the reports. They will give you a window into all that our hardworking and dedicated Board, staff, and committees have accomplished in 2021 and some of the *new* things in the works for 2022.

One of the highlights of our Annual Meetings is to welcome *new* people into the membership of the Corporation. This year we have 15 nominees. It is a wonderful thing to see our membership growing! There are so many opportunities for our members, both old and *new*, to be engaged with the island. We are always looking for *new* ideas and *new* skills and talents. One of the ways that we do that is through our Committee on Appointments (CoA). They do a great job of matching one's skill sets and passions to that of our committees. If there is a committee that you have interest in serving on, please reach out to our Chair of CoA, Roger Kellman at namllek@aol.com.

I am happy to report that SIC is faring well financially. Through an outstanding Annual Fund performance, sound budgeting practices, and creative *new* ways of participating in emergency COVID-19 funding, we are positioned well for the uncertainty we continue to face due to the pandemic. We have much to be grateful for and many to thank for this outstanding financial management. We are particularly grateful to all of you who contributed to the 2021 Annual Fund!

The Permanent Trust continues to experience excellent guidance from its trustees. The endowment continues to grow, and we are grateful for the annual distribution that it provides to our island. The trust continues to be strengthened by *new* legacy gifts from members of the Star Island Legacy Society. Those in the society have pledged to remember Star in their wills or through other forms of planned giving. I would invite you to reach out to our Director of Development, Peter Squires (psquires@starisland.org) to learn more about joining.

2021 saw many ways of making our island and its buildings look fresh and *new*. Cottage D got *new* windows and some *new* trim and siding. A *new* deck on Marshman enabled us to enjoy a *new* way of viewing the Pel Show. There was continued work on our Wastewater Treatment Facility and sprinkler and electrical systems.

The list of projects for 2022 is extensive and includes: continued work on our fire safety and Wastewater Treatment systems, *new* windows, roofing and siding for the EMB, improvements to the cottage boardwalks, and a *new* food truck/trailer will be purchased to improve the operation of the Gosport Grill.

The SIC Board and staff continue to use the Strategic Resolution (<https://starisland.org/wp-content/uploads/2020/12/Strategic-Resolution-2020.pdf>) as a guide in all of our work and look forward to developing a *new* Strategic Plan in the year ahead. Similar to 2020, our emphasis has been on the Beloved Community Project (BCP) and managing our organization effectively throughout the pandemic. Our Crisis Response Team (CRT) continued its work from 2020, meeting regularly until

the season's opening to ensure that despite the continued pandemic, our conferences would enjoy the safest and most meaningful experience we could offer. We are deeply grateful to all of the conference leaders for their dedication and hard work, which was an essential component to our successful 2021 season. The BCP Task Force separated its work into four different tracks: developing a *new* staff position, implementing our BCP guidebook for conference leaders (<https://starisland.org/beloved-community-project/>), creating a *new* Star Island song, and evaluating our financial grants processes through an equity lens. A fruit of this labor is the announcement of our *new* Island Minister/BCP Manager, the Reverend Christana Wille McKnight who will be joining our staff later this month.

I am deeply indebted and grateful to my amazing fellow Board members and to all of those devoted members who serve on our committees, the Council of Conferences, Conference Leaders, the SIUCC, and the ISA(UU). I marvel at the thoughtfulness, dedication, knowledge, and passion that each and every person gives to ensure that our Spirit's home continues to be a shining beacon of light, not just for us but for those *new* Shoalers who will follow.

I want to thank my predecessor, Tom Coleman, who while Board President generously invited me in, as the then Vice President, to work closely with him on our planning of Board meetings and the like. This opportunity helped to ease the learning curve when I took over as President upon his resignation. I am grateful for Tom's service and his continued deep love of Star.

I would be remiss not to name two people and one group that have made my role easier and who tirelessly give so much of themselves. The first is Jeff Loewer, our Treasurer and Acting Vice President. Jeff stepped into the role of Acting Vice President in October and supported, guided, and buoyed my work and that of the Board. I am indebted to him for saying yes to this role and for gifting us with his time, wisdom, and fervor for all things Star. Jeff has truly gone above and beyond on behalf of our Spirit's Home, and I will always remain deeply grateful for his efforts. I would also like to thank our CEO, Joe Watts, and the wealth of experience, knowledge, and enthusiasm he brings to his role each and every day. It is a pleasure to partner with him in this work. And last but not least, our amazing Staff. Having a close-up lens to their work has increased the level of awe and admiration I have for all of them. We are indeed blessed!

In closing, I would encourage all of you to continue to give of yourselves in any way that feels right to you. One way to do that is to invite someone *new* to join you on island for a day or a week this summer. Invite someone to experience the magic of Star and its vision; to *renew* spiritually, explore matters of consequence, and gain knowledge about the world as it might ideally be.

Blessings,
Reverend Debbie Duval
SIC Board President

CHIEF EXECUTIVE OFFICER'S REPORT

We look back with pride and gratitude, and we look ahead with confidence and hope.

Remember 2019?! In many ways, it seems so far away. We accomplished so much, having record enrollments at over 60 conferences, installing a new wastewater treatment/water reclamation facility and building Brookfield/RML on top of many other capital improvements – the list goes on. It was an amazing, and full, season.

And then everything changed. We did not open the island in 2020. This was the right choice, and an act of love for our entire Star Island family. Shoalers rallied to meet the challenge, contributing their time, talent, and treasure for the betterment of our Spirit's Home. Volunteers offered significant assistance in a range of areas, from finance to public health to virtual programming (and so much more!), and unrestricted donations to the Annual Fund exceeded \$1 million! We received significant financial assistance from the federal government, the State of New Hampshire, and several grant funders. And despite the heartbreak of not being able to return to our beloved island, it was clear that Star Island would survive the closure and be positioned well for 2021.

Last year, Shoalers rallied yet again. Many returned to Star Island after a prolonged absence, and others did not return, but helped in other ways. Together, we set out on a journey to plan something different – to preserve the core Star Island experience while at the same time maximizing the health and safety of our community. Programs and dining were moved outside whenever possible. Symptoms were reported, and testing occurred. Our overnight guest vaccination rate amongst those who were eligible was 99.3%. And in the end, together, we were able to do something very special.

Ed Rutledge, our longest serving Corporation member (and Bringer of Light Award recipient, and so much more), recently offered some reflections:

It seems to me that the Spirit of Star Island is not only alive and well, but robust and resilient.

I believe the successful operation of the conference center last summer in an Age of Covid without a single known case of community spread during the conference season is, to say the least, outstanding. Our beloved community rallied. Rules were followed. Vaccination, masks and social distancing were regarded as necessary health precautions and not politicized. The result: Success!

This is what could be happening in the rest of America, and isn't. The contrast is so stark. I think of how the Green Gosport Initiative came to be a model for others to follow, and wonder if our experience with Covid could not play a similar role.

I see "Star Island" without the "Corporation" as becoming a single focal point for our beloved community. The limiting compartments of individual conferences, staff and affiliated organizations are being transcended in the pursuit of our common goals, based on mutual respect and unity of purpose.

Thank you, Ed, for your words of wisdom! Together, we ensured that we could open last year, and with fantastic results. Together, we are living our vision, modeling how the world might ideally be.

And together, we are working on seeing beyond our individual compartments, as we pursue our common goals for the present and our long and promising future.

As we look ahead to our 2022 season, we do so with confidence and hope. We understand that there is still uncertainty, and the need to remain flexible and adaptable, depending on what unfolds. We strive to preserve the core Star Island experience, to welcome new people and traditions (all Shoalers and all of our traditions were once new), and to embrace our Community of Care. We look forward to our “new normals” – some of which are already here and others of which are in process or yet to be writ.

I am deeply grateful to so many people for so many reasons – we are truly blessed, as an organization, to have so many people who care and give so much – all of you, our committee members, those who volunteer on (and off) island, the Council of Conferences, donors, grant funders, our intrepid conference leaders, Trustees of the Permanent Trust, SIUCC members, ISA(UU) members – the list goes on. I would like to thank Debbie Duval, our Board President, for her amazing leadership, patience, vision, and skill, and our entire Board of Directors, who have worked hard on our behalf and in the best interest of our Spirit’s Home. And I would like to hold up Jeff Loewer in particular, whose extraordinary service on behalf of our Spirit’s Home deserves special recognition. In addition to capably leading us through the most challenging financial situation Star Island has faced since World War II, serving as a reliable, steadfast, and insightful leader of our Crisis Response Team, and answering the call to serve as our Acting Vice President – among many other things – Jeff has been a source of inspiration, wisdom, and support to me personally, especially over the last two years. Thank you, Jeff!

Corporation members – you play an important role in the stewardship of Star Island. This Annual Meeting packet includes a lot of information, and I encourage you to read through the reports contained within, as well as our Strategic Resolution ([Strategic-Resolution-2020.pdf \(starisland.org\)](#)). And let’s all ask ourselves what actions we can take to advance our goals.

With Star Spirit,



Joe Watts

BELOVED COMMUNITY TASK FORCE REPORT

The Beloved Community Task Force, in its current iteration, has been meeting and working since the spring of 2021. At our outset, we chose four tracks to focus on and self-selected into those tracks. The tracks include developing a staff position, implementing the conference leadership guidebook, creating a new grand march song, and evaluating the financial grants process with an equity lens. By dividing into separate tracks, we were able to work on projects we were passionate about, and that fit within our capacities. We are excited to share the following updates.

Staff Position

This track developed a job description that was then shared with CEO Joe Watts, and Star Island's human resources consultants. After their input, the opportunity was posted in January 2022 and shared in Unitarian Universalist and United Church of Christ spaces. After an initial screening through our HR consultants, Insource, two rounds of interviews will take place with the hopes of hiring a candidate before the summer 2022 season.

This position, titled Island Minister/Beloved Community Project Manager will develop, refine, and execute BCP strategy and collaborate with employees and stakeholders to help shape Star Island as a place that welcomes all, in line with the principles of the Unitarian Universalist Association and the United Church of Christ.

Guidebook Implementation

The [Beloved Community Guidebook for Conference Leaders](#) was launched prior to the summer of 2021. After gathering input from conference leaders following this past conference season, we are elevating particular aspects of the guidebook so that conference leaders have an easier entry point into the document. We believe this will help foster implementation of the guidebook's many features. We chose to elevate two particular aspects of the guidebook to help prepare for future growth across Star Island: intentional welcoming and island programming.

For intentional welcoming, we've pointed conference leaders in the direction of creating a culture at their conferences where people new to the island might feel even more at ease with the island and the conference. We see this as a foundational step in which intentional welcoming will become ingrained in our community.

Further, we also chose to highlight on-island programming in which the new Island Minister/Beloved Community Project Manager will collaborate with conferences to hold conversations, similar to those held on-island in 2021, that focus on equity, justice, and community.

Grand March Song

We assembled a team of Shoaler musicians who are collaborating on a new song. We shared some initial guidelines with this team, including that we wanted this song to be from the community and represent the community. The musicians identified that the song should be catchy and easy to learn, which will be important to inviting new folks into singing the song. There was a public input period in 2021 through an online survey that had a question about what makes Star Island your spirit's home. This input has been used in the creative process to develop the song. We hope to launch this song before the summer conference season begins.

Financial Grants

We worked in collaboration with Mike Bray and members of the Financial Grants Group to implement several changes to the way financial grants are communicated and applied for by the time registration opened on January 15, 2022. Our main objective was to move financial grants into more obvious spaces during the online conference registration process. This included placing a link at the top of the registration page, and in registration confirmation. We also adjusted questions to the financial grants application to include, among other items, optional demographic information to better understand who we are or are not reaching with our current grants.

Future Work

The task force looks forward to evaluating the results of the above tracks going forward. We are also beginning to collaborate with the Isles of Shoals Association, UU on a project related to clergy grants. Our part of this collaboration involves support in the area of increasing the reach of the ISA(UU)'s communication materials for this program. We also look forward to further refining the conference leadership guidebook and understanding how it has or has not been used during the 2022 conference season.

Respectfully submitted,
April Rosario, Chair
Kyle Belmont
Rev. Debbie Duval
Lucia Green-Weiskel
Lindsey Greene
Steve Lee
Justina Maji

STAR ISLAND UNITED CHURCH OF CHRIST GREETINGS

Dear Shoalers,

In my final report to the Star Island Corporation membership in my last year as president of the Star Island United Church of Christ, I first want to take a moment to thank Joe Watts and the entire SIC staff for your support during a challenging but wildly successful season. I would also like to show my appreciation to my colleagues on the SIC Board of Directors, headed by our President, Debbie Duval, and Acting Vice President, Jeff Loewer. It took the amazing commitment and talent of the SIC staff and SIC Board of Directors to find a path to a COVID-free in-person Star Island summer in 2021. It has been an honor to serve alongside you for the last 3 years.

I would like to welcome our new SIUCC board members, Cary Cuiccio, Andrew Main, Crista Woolley, Emily D'arcangelo (Secretary), and Kat Miller (Treasurer). I would also like to thank Neil Simister, the SIUCC board Vice President, as this is his last year on the board as well. I depart the board in November knowing the future of SIUCC is in excellent hands.

While our cross-conference theme was officially storytelling, our unofficial theme was “do more with less”. And our conference leaders more than rose to the challenge! It was especially gratifying to see conference leadership across all Star Island conferences sharing ideas in monthly meetings, a big departure from previous years where they met only once annually. Reduced conference sizes meant smaller budgets and required finding more volunteers and contributions from a smaller pool of people. Regularly changing COVID protocols required conference leadership to utilize outdoor spaces and educate volunteers and conferees in new and innovative ways. The success of the conferences was entirely due to how conference leadership and the hardcore conferees who attended last summer demonstrated their love of Star Island by being flexible, generous, and forgiving.

While there were many fun and joyful moments, a few new successes to highlight from the 2021 conference season:

- SG2 filled in record time, coming off a successful collaboration with Family Festival in 2019 despite the unexpected year off
- SG2 re-instituted a Senior Teens program to great success
- SG Family Weekend partnered with Pel Reunion to offer children's programming for the first time, attracting families with young children to the Labor Day weekend conference
- SG1 piloted using QR codes to communicate announcements during meal times
- SG1 chapel and morning program were streamed for our community off island with 50-100 views each! We even had people on island streaming programs from outside.
- SG1 and 2 held stone layings and socials to memorialize departed SIUCC friends

The SIUCC Financial Aid Committee recognized the unprecedented financial hardship the pandemic placed on our community. In response, all financial grant requests for 2021 were accepted for the amounts requested, instead of strictly following policies. Financial grants offered in 2020 before the shutdown were also honored. Despite reduced numbers, the conferees on island were very generous, helping to raise as much as we have historically in years with higher conference attendance rates.

SIUCC is excited and ready to help as many conferees attend Star Gathering conferences this summer as possible!

As we look ahead to the 2022 Star Gathering conferences this summer, each will explore the overarching theme of *nourishment* from the diverse perspectives of our SIUCC community. Star Gathering 1 Family Conference will get our hands dirty as we learn to create extraordinary baked treats while exploring the power of food to nourish body, spirit, and friendship with master baker and theologian, Mary Dean. Star Gathering 2 Family Conference will focus on nourishing a community, focusing on seeing and identifying privilege in ourselves and those around us, led by Rev. John C. Dorhauer, author, theologian, and 9th General Minister and President of the United Church of Christ. And our Labor Day weekend conference, Star Gathering Family Weekend will be inspired to make healthier choices for a balanced lifestyle with registered dietician and nutritionist, Jen Messer.

On behalf of the SIUCC Board of Directors, we look forward to a fun and healthy reunion on Star Island this summer!

Thank you,
Keri Mattaliano
President, Star Island UCC

ISLES OF SHOALS ASSOCIATION – UNITARIAN UNIVERSALIST, INC. GREETINGS

Dear SIC Corporation members, ISA(UU) members, and friends of Star,

The Isles of Shoals Association (Unitarian Universalist) continues to thrive as a membership organization dedicated to the enhancement of conferences and the conferee experience on Star Island. The board of directors, Shops on Star Committee, and dedicated volunteers work to raise funds for the direct benefit of Star Island as well as program grants for conferences and clergy grants which we extend to new Shoalers engaged in ministry. The ISA(UU) was originally established as the Summer Meetings Association (SMA) in 1896 and has continuously supported the physical place and emotional space of Star Island for 126 years. Imagine that! So much good has come out of the joyful work that our members and volunteers have generously offered for the benefit of all. Thank you for your support and friendship throughout the years.

The ISA(UU) is able to raise funds through membership dues and the operation of the Shops on Star - Gift Shop, Book Store and Lobby Shop. While the capacity of the 2021 conferences, and number of day guests were reduced, we had a successful season and were able to provide \$11,420 in support of conference programming and a direct gift of \$20,000 to the Star Island Corporation. We are optimistic about the 2022 season and look forward to your return. Please visit us in the shops where you can pick up a gift for a friend or family member and show your support for Star Island. The Shops on Star could not operate without committed volunteers. We encourage you to participate through your membership and volunteer activity. Please consider joining us and/or volunteering to work in the Shops on Star.

We are grateful to our favorite island historian, Ann Beattie, who was guest speaker at the annual meeting of the ISA(UU) in November. We enjoyed an informative and entertaining history of the Oceanic hotel presented in Ann's inimitable style.

This year, we mourn the passing of Richard LeSchack (Director Emeritus). Dick served as president and membership secretary during his long tenure on the ISA(UU) board of directors. He, along with his beloved wife, Meg have always been an example to us all, quietly and effectively moving toward our common goals with exquisite care for the shared vision and the hearts of those with whom they labored.

For more information about the ISA(UU) visit our website at www.shoals.org.

We hope that you will be well, be encouraged, be hopeful, and do good, together. See you on the island!

In the spirit of Star,
Patricia Coleman

Patricia Coleman, President, 1st Vice President- Ali Walton, 2nd Vice President - Miriam Coe, 3rd Vice President - Tom Smurzynski, Treasurer – Cory Easter, Membership Secretary – Deb Walton, Board Secretary – Cheryl Doty

Directors – Mike Bray, Nick Bresinsky, Sarah Phipps Gordon, Lisa Jennings, Maura LaRocca, Nate Soule, Eric Visner, Patti Washburn, Meg LeSchack (Director Emeritus)

MINUTES OF THE ANNUAL MEETING OF THE STAR ISLAND CORPORATION

Meeting held via Zoom Meeting Technology

Saturday, May 1, 2021

Pursuant to notice, the Annual Meeting of the Star Island Corporation (SIC) was held remotely on May 1, 2021, at 1:00 p.m. The meeting was attended by more than 250 members of the Corporation, as well as SIC staff and interested members of the Star Island community. The meeting was held remotely in response to the COVID-19 pandemic, and social distancing requirements of the Commonwealth of Massachusetts in place in May of 2021.

Call to Order and Welcome: Nick Dembsey, President of the Star Island Corporation, presided and called the virtual meeting to order at 1:00 p.m. He welcomed the Corporation members to the Annual Meeting and thanked those in attendance for taking the time to support Star Island. Nick also thanked the Corporation's staff and volunteers for their thorough preparations for the 2021 Annual Meeting. Nick then asked the Reverend Debbie Duval to bring the community together by leading us in an invocation.

Invocation. Reverend Duval gave the Invocation, noting that we were gathered in the spirit of beloved community, and asked the community join in the spirit of prayer.

Introductions, Appreciations and President's Report:

Nick offered a brief summation of 2020 from the President's viewpoint. He reported that though the pandemic did not allow the island to open for conferences this past summer, the Corporation remained active. Support for the island, through the Annual Fund, grants, and capital projects continued, enabling capital projects; retention of staff; and island security throughout the closure. He noted that the generosity of Shoalers continues to exceed expectations, despite the pandemic closing of the island. Nick thanked staff for continuing to persevere during difficult circumstances and noted that the spirit of the community remained strong.

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

Marriages

Miranda Chinman and Emily D'Addario
Andrea Greeley and Ty Wivell
Adam Hunnicutt and Aliza Majewski

Amy Lipton and Alex Henrie
Jared Lipton and Audrey Merriam
Nicholas Wells and Rachel Kramer

Births

Knolls Charlie Allen-Hall
Dylan Todd Blakney
Eleanor Louise Bush
Eben Willet Witherbee Case
Miranda June Dahab

Kieran James Jowaisas
Remy Hui An Wang Kennedy
Leo Sedovic-Peloquin
Finnley June Salb

Deaths

Hazel J. Anderson
 Mary Ann Armstrong
 Anna Bender
 Jim Bradley
 Ellen Brandenburg
 David Burnham
 Judge Hilton (Spike) Dier
 Karen Ellis
 Dan H. Fenn, Jr.
 Tony Flaherty
 Christine Gallagher

Jack Grebe
 William Roy Hamilton, Jr.
 Torvy Hurd
 Edith Kates
 Dorothy Keller
 Tom Kinraide
 Evie May
 Ellen McAvoy
 Diane McCorry
 Marilyn Meardon
 Peter Mercer
 George Misner

Anne (Nancy) Palmer
 Moses Michael Pellegrino
 Robert Pollack
 Joe Quigley
 Emma Lou Sailors Louis
 Jackie Smith Miller
 Betty Reed Spencer
 John Spencer
 Dana Swift
 Bill Thorpe
 Scott Ward

greetings and Reports: Affiliated Organization Presidents**ISA(UU)**

Patricia Coleman, the President of the ISA(UU), noted the Isles of Shoals Association (Unitarian Universalist), a member organization, remains steadfast in efforts to support Star Island, the place and community which means so much to all of us. She noted that through your support and active participation, the ISA(UU) helps to extend a gracious welcome to all who visit this place set apart from the sometimes-challenging world in which we live. Patricia noted that the ISA(UU) remains grateful for support of the ISA(UU) through membership, shopping on-island and online, as well as the support we know you demonstrate to Star Island directly.

The ISA(UU) is a membership organization whose goal is to raise funds for the benefit of Star Island. This is primarily through the operation of the Shops on Star – Gift shop, Book store and Lobby shop, as well as through membership dues. In 2020, the association was still able to contribute \$20,000 directly to SIC, despite not having been able to open the shops. Conference grants supporting great programming and other expenses, and the clergy grant program which supports ministers making their first visit to Star Island are included again in the ISA(UU) budget in 2021.

Patricia closed her remarks by thanking the Corporation members for their continued support.

SIUCC

Keri Mattaliano, President of the SIUCC reported that despite the island closure, the SIUCC conducted virtual conference activities throughout the summer. Some of these included: Candlelit Adult and Children’s Chapel Services; Pub Trivia; Virtual Hospitality Hours; Banquet Nights; and Porch Time; “Star Buddy” Pen Pals; Polar Bear Dip challenge; Annual 5k Run/Walk; and Youth Conference Movie Nights.

Keri reported that the SIUCC got a taste of what to expect from our 2021 speakers for SG1 Family and SG Family Weekend with virtual workshops from master storytellers Andre Keitt and Valerie Tutson. SIUCC also partnered with SIC to offer a virtual conversation with Reverend Traci Blackmon, a powerful social justice leader in the UCC community, on why “Story Matters” as we seek

to understand and dismantle how racism is built into our society.

Keri also noted the high level of contributions to the Annual Fund from the Star Gathering community.

Financial Report.

Jeff Loewer, Treasurer of the Corporation, stated that, in 2020, the staff, Board, and dedicated volunteers of the Star Island Corporation all worked tirelessly and creatively to ensure the long-term financial health and sustainability of the island we love during this extraordinary worldwide crisis. In a year with NO bed nights -- one of our traditional key performance metrics -- we ended the year in a strong position that allows us to confidently face the uncertainty that 2021 brings. Careful financial management, emergency funding from federal and state programs designed to combat the economic disruption of the pandemic, and unprecedented outpouring of generous support from our Shoaler community all combined to allow us to continue to maintain our permanent workforce, maintain the island, avoid extraordinary borrowing, and invest appropriately to ensure continued support of conferences and our community virtually throughout the pandemic.

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.

Jeff gave a brief overview of highlights from the past year, noting that at the time of this report our annual audit is underway and the final financial statements may change as a result. He reported that Net Income for the year was \$345,250, up considerably from the revised budget of a loss of (\$762,878). Several items contributed to this increase, including the extraordinary Annual Fund performance of \$1,050,379; a Nonprofit Emergency Relief Fund (NERF) grant from the State of New Hampshire of \$547,101; a Paycheck Protection Program (PPP) loan, which was forgiven, from the U.S. Small Business Administration (SBA) of \$299,898. Jeff also reported that our capital expenditures for the year were \$416,467. This included continued investments in the wastewater treatment/wastewater reclamation facility, Brookfield/Rutledge Marine Laboratory, and completion of the chapel steeple project. In closing Jeff thanked the Finance Committee for their dedication and work for the Corporation.

Report of the Permanent Trust:

Chairman of the Permanent Trust, David Yermack, gave a brief accounting of another successful year for the Trust. Noting that the fund continues to be professionally managed, by long standing financial advisors (Wilkins Financial Services) he reported that the Trust continues to grow and has weathered a difficult year successfully. The Star Island Permanent Trust Fund concluded 2020 with assets at an all-time high of \$4.87 million, up 5.2% from 2019's value of \$4.63 million. Crucially, our advisors kept the endowment invested in the markets after the large March 2020 decline, and we enjoyed large gains in the bull market that began in April and continued for the rest of the year. The Trust also benefitted

from nearly \$130,000 in newly received bequests, memorial gifts, and direct donations. Strong Trust growth in recent years enabled 2020's payout to reach another all-time high of \$195,901, 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. 2020's payment marked the seventh consecutive year of increase.

David also reported that, in May, after 20 years as a Trustee over four separate terms, nine of them as Chair, Jon Skillman stepped down. The Trustees would like to express their gratitude for Jon's many years of accomplished service during a period in which the Trust enjoyed great success. Edmund Jones, former Treasurer of the Star Island Corp., was elected at the Corporation's Annual Meeting to succeed Jon as a new Trustee.

Report of the CEO.

Joe Watts, Chief Executive Office, began his remarks by thanking everyone for joining this virtual meeting. He thanked Board President Nick Dembsey and the Board of Directors for all they have done for Star Island over the last year. He noted that under the Board's collective leadership, the Corporation had succeeded in managing a unique set of circumstances.

Joe offered his thanks to all 2020 employees, including year-round and seasonal staff. He also offered a special thanks to all current staff, many of whom were in attendance, and to all Corporation members, noting that what we all do is encouraged, appreciated, and essential.

Joe encouraged everyone to read the written reports thoroughly, since there is important information contained in the reporting, and not nearly enough time in the meeting to discuss everything that happened in the last year. He noted that capital projects had been ongoing this past summer, including maintenance on buildings and landscaping improvements. He reminded the Corporation that upcoming work continues to focus on building a water reuse system, in conjunction with the State of New Hampshire.

He reported that virtual conference programming was offered by several conferences, maintaining important connections between Shoalers, despite the inability to gather physically on the island. Joe ended his report by noting that our Star Island community remains strong, and that hopefully we will be able to gather together soon.

Actions of the Meeting:

Electronic Voting

Nick Dembsey noted that the Commonwealth of Massachusetts has sanctioned online voting during public meetings for the duration of the pandemic. Nick briefly reviewed the technology for voting, and instructed Corporation members on, both voting and reporting problems with voting. Tim Dullea, Star Island's IT Manager, explained the process of online voting, walked everyone through a test vote, and presided over the subsequent electronic voting.

Report of the Membership Committee and Action:

Caroline Quijada, Chair of the Membership Committee, noted that the group met via conference calls throughout this past year. Caroline stated that the strength of Star Island depends on the work of our membership and committees, and she acknowledged her fellow 2020 committee members: Patty Boynton, Tom Coleman, Ben Cordes, Cam Duval, Candace Erickson, and Marlene Smurzynski.

Caroline reported that the Membership Committee is delighted to present a slate of 19 candidates for membership in the Star Island Corporation. Caroline asked for the SIC to consider the proposed slate of nominees:

Alison Barrows Ronn
Katherine Foster
Kristen Greger
Kemp Harris
Anna Henschel
Stephanie Hubbard
Kelsey O’Keefe
Susan O’Loughlin
Emily Phipps
Jocelyn Pierce

Matt Ronn
April Rosario
Kristin Simard
Neil Simister
Marita Sturken
Hannah Swomley
Bill Tibbs
Eric Zuend-Misner
Lisa Zuend-Misner.

It was thereupon **moved, seconded and voted**

To approve the (19) new candidates for membership in the Star Island Corporation.

Approval of 2020 Annual Meeting Minutes. Clerk Mary Trudeau requested that the membership to dispense with the reading of the minutes, and to vote to approve the Minutes of the 2020 Annual Meeting.

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

It was **moved, seconded and voted** to approve the minutes of the Annual Meeting of May 2, 2020, as written.

Report of the Nominating Committee and Action: Will Emmons, representing the Nominating Committee, reported that the committee has nominated (4) members to the Board.

Nominations for terms as Directors of the SIC:

Elizabeth Erickson – for a 1st one-year term (completing Arlyn Weeks’ 1st term)
Topher Soltys – for a 1st three-year term
Lucia Green-Weiskel – for a 1st three-year term
Leon Dunkley – for a 2nd three-year term

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

Clerk: Arlyn Weeks and Treasurer: Jeff Loewer (incumbent)

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

Elizabeth Erickson (incumbent)

Nick thanked Will for the committee's good work and asked for any nominations from the floor. Hearing none, Nick asked for a motion to close nominations.

Based on this motion, it was moved seconded and voted

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

The motion was passed.

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 passed.

Nominations for Election to the Nominating Committee and Actions:

In accordance with the bylaws, the Star Island Corporation members directly elect members to the Nominating Committee. Arlyn Weeks reported on the nominations to the Nominating Committee, noting that recommendations include:

Jane Clay for a first, three-year term
Gary Kunz for a first, three-year term
Nick Dembsey for a second, three-year term
Rodney Lowe for a second, three-year term
Kris LoFrumento, serving as Co-Chair.

As there were no nominations from the floor, a motion was made and with no second needed, it was voted

to close nominations for the Nominating Committee.

The vote passed.

Based on a motion made and with no second needed, it was voted

to elect Jane Clay; Gary Kunz; Nick Dembsey; Rodney Lowe; and have Kris LoFrumento serve as Co-Chair of the Nominating Committee.

Special Nominating Committee Report:

Arlyn Weeks reported on the work of the Special Nominating Committee. She noted that the Special Nominating Committee is created under the bylaws, consists of the Chair of the Nominating Committee (who also serves as Chair of the Special Nominating Committee), the Presidents of ISA(UU) and

SIUCC, the Clerk of the Corporation, and one other Board member. Arlyn Weeks represented the Board on the Special Nominating Committee.

Arlyn noted that the committee had met and is recommending the election of Tom Coleman to a first, one-year term as President of the Board of Directors, and the election of Debbie Duval for a first one-year term as Vice President of the Board of Directors. The Board of Directors will be voting on this matter at their next meeting, to be held directly after the close of the Annual Meeting.

Action on Reports: Mary Trudeau asked the members to accept the reports given this afternoon and included in the member packets distributed prior to the meeting. These included: President's Report, the reports from the affiliated organizations [ISA(UU) and SIUCC]; the Financial Report; the Report of the Permanent Trust; the Report of the CEO, and the Report of the Membership Committee.

Upon a motion duly made and seconded, the Corporation voted

to accept the reports of the President, the affiliated organizations [ISA(UU) and SIUCC]; the Financial Report; of the Permanent Trust; the CEO, and the Membership Committee.

Ratification of Board Actions and Technical Motions:

Mary Trudeau, asked the Corporation membership 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.

Based on a motion made and seconded, it was voted

to approve the motion 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.

Authorization to sell and endorse stock and bonds standing in the name of the Corporation:

Mary Trudeau moved that the Treasurer, the President of the Corporation, and the Chief Executive Officer of the Corporation be 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 Corporation. The motion was seconded, and it was voted

To authorize the Treasurer, President, and CEO to conduct the aforementioned transactions on behalf of the Corporation.

The motion passed unanimously, with no abstentions recorded.

Recognitions:

Bringer of Light Award:

Mary Trudeau, representing the Board of Directors, announced that the Bringer of Light Award recipients this year are Bob and Bobby Jorgensen. Married for 67 years, Bob and Bobby have been coming to the Isles of Shoals for over fifty years. Bob and Bobby, while never Pelicans themselves, are

parents and grandparents of Pelicans. Beginning their journey as conferees, Bob and Bobby were All Star 1 conference chairpersons in the late 1970's, subsequently transitioning to staff as Island Manager and Executive Secretary of the Corporation (respectively).

As Island Manager, Bob was noted for his calm navigation of the turbulent 1970's. Bob, as manager, encouraged equal rights for male and female Pels, and it was under his tenure that parietals were vanquished, and Pelicans allowed far greater freedom than in earlier summers. Bob was the first Island Manager to allow beards on staff! Bob was a mentor to many, who credit his work ethic and willingness to consider and reconsider as formative. He was staunch in his convictions and was firm in support of things being "the right thing to do."

As Executive Secretary to the Corporation, Bobby managed the Boston office and was a year-round presence for the island. Bobby sustained relationships with vendors; kept Shoalers updated on news and events; and staffed Board meetings. Perhaps Bobby's finest hour, on behalf of the Corporation, was when she took on the IRS who challenged the Corporation's interpretation of a tax code. With patience, perseverance; and her impeccable record keeping, Bobby challenged the IRS and won!

Board Members Completing Their Service:

The 2021 Annual Meeting marks the completion of service on the Corporation to Nick Dembsey; Erik Cordes; and Mary Trudeau. Gary Kunz, and Nathan Soule, who completed their terms in 2020, were also thanked for their service.

Star Island and Star Island Corporation – 2021 and Beyond

Nick Dembsey, as outgoing Board President, gave a brief overview of the upcoming summer months, as well as implications for Star Island Corporation, going forward.

Committee Involvement:

Celeste Magliocchetti and Bethany Swanson spoke to the Corporation, urging members to become, or remain, involved in the support of the island. Noting that valuable work is done by volunteer committees, they urged members to participate in the good work of the various committees. The island runs on the energy of the Corporation, depending on the time, talent, and treasure of its membership.

Introduction and Message from the Board:

Nick Dembsey noted that an Operational and Financial Update would be forthcoming, and he presented Joe Watts, CEO, and Jeff Loewer, Treasurer of the Corporation.

Operational Update:

Joe Watts summarized the recommendations and responses of the various staff and committees to the ongoing COVID-19 pandemic. Noting that changes to planning are evolving as information is received, Joe noted that he anticipates a successful, limited opening with reduced numbers of conferees this summer. Noting that various testing and health protocols would be set, and amended as needed, he expressed confidence that a modified conference season could be safely held on the island this summer. Joe reviewed some of the planning details, including changes to food service; staffing; housing; and

sanitation that are being developed, noting, again that changes are expected to almost every facet of the seasonal planning. He noted that Star Gathering 2 and LOAS 1 and 2 were already full.

Financial Update:

Jeff Loewer reviewed the assumptions for a limited opening, as well as additional costs due to COVID, with respect to the financial implications for the island. Noting that the staff has continued to apply for, and receive, available loans and subsidies, he outlined the changes to financial models for the operation of the conference center. The initial provisional budget for 2021 anticipated a loss of \$670,000, but with a forgivable PPP loans and an application for an employee retention tax credit, the current 2021 budget is balanced. He emphasized that financial aid for room and board expense is available to conferees.

Questions and Answers:

Nick and Joe entertained questions from the attendees of the Annual Meeting. Questions generally concerned protocols and expectations for the upcoming conference season. Joe assured the membership that safety of both conferees and staff was the foremost priority, and that protocols would be evolving throughout the pre-season, as relevant information is obtained.

Closing:

The Reverend Dr. Leon Dunkley presented a closing to end the 2021 Annual Meeting. Noting that we are each a lifeline to each other, Leon ended the meeting with a rendition of Gosport Harbor, noting that the “the Shoals are calling.”

Upon a motion duly made and seconded, the Corporation voted
to adjourn the Annual Meeting at 4:00 pm.

Submitted by:



Mary Trudeau, Clerk
Star Island Corporation

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

January 1 to December 31, 2021

The Board of Directors met on eleven (11) occasions in 2021. At these meetings, the Board routinely received operational and financial updates from the Chief Executive Officer and the Treasurer, along with updates about Development and the Pelican community. These reports are routinely received into the minutes and approved by the Board of Directors. These routine votes of acceptance are not included in this summary. All votes reported herein were taken only after having been moved and seconded, with opportunity for discussion.

The summary that follows does not capture everything that took place during these Board meetings. Brief explanations or short summaries of Board discussions are included when necessary for purposes of clarity. Complete copies of recent Board minutes are available online under the members' page of the Star Island website (<http://starisland.org/members/>).

January 19, 2021 Meeting of the Board of Directors

Second Draw PPP Loan Application

The Board ratified a vote authorizing the Chief Executive Officer to apply for a Paycheck Protection Program (PPP) Second Draw loan in the amount of up to \$868,526.22.

Committee on Appointments

The Board voted to approve the following appointments suggested by the Committee on Appointments:

- Russ Peterson to serve as an advisor to the Finance Committee
- Barbara Peterson for a 3-year term on the Fund Development Committee
- Nick Bresinsky for a 3-year term on the Personnel Committee
- Celeste Magliocchetti as co-chair with Bethany Swanson

The Committee on Appointments informed the Board of the following appointments made and approved by the CEO:

- Amy Henrie and Liz Hanna for 3-year terms on the Conference Services Committee

The Committee on Appointments recommended that the Board propose the following candidates for the Nominating Committee at the next Annual Meeting: Jane Clay and Gary Kunz.

Safe Community Policy

The Board voted to approve the revised Safe Community Policy.

2021 Provisional Budget

In accordance with the recommendations of the Finance Committee and the finance subgroup of the Crisis Response Team, the Board voted to approve the proposed provisional budget for 2021.

February 27, 2021 Meeting of the Board of Directors

Committee on Appointments

The Board voted to approve the following appointments suggested by the Committee on Appointments:
Kelly Schnur to a second 3-year term on the Finance Committee
Rev. Dan Hotchkiss to advisor to the Fund Development Committee

The Board voted to present the following candidates for the Nominating Committee at the next Annual Meeting, at the recommendation of the Committee on Appointments:
Rodney Lowe and Nick Dembsey for second 3-year terms

The Committee on Appointments informed the Board of the following appointments made and approved by the CEO:

Arthur Eves to a first 3-year term on the Rutledge Marine Lab Committee and to serve as Chair
Iyabo Obasanjo, Deb Sampson, and Marlene Smurzynski as advisors to the Health Committee
Ken Swanson to continue as advisor to the Conference Services Committee
Phill West to a second 3-year term on the Outreach and Engagement Committee

Resident Agent

The Board voted to appoint the law firm of McLane Middleton as Star Island Corporation's resident agent in the Commonwealth of Massachusetts effective May 1, 2021.

Special Nominating Committee

Nick Dembsey and Arlyn Weeks reported that the Special Nominating Committee has recommended that the Board vote to approve Tom Coleman as President of the SIC and Debbie Duval as Vice President at the next meeting of the Board following the Annual Meeting.

Nominating Committee

Tricia Coleman reported that the Nominating Committee will present Elizabeth Erickson, Topher Soltys, and Lucia Green-Weiskel for election to the Board at the next Annual Meeting.

March 24, 2021 Meeting of the Board of Directors

Committee on Appointments

The Board voted to approve the following appointments as recommended by the Committee on Appointments:

Annie Whitford and Kristen Greger to first 3-year terms on the Fund Development Committee

The Board voted to propose Kris LoFrumento as co-chair of the Nominating Committee at the next Annual Meeting, as recommended by the Committee on Appointments.

The Committee on Appointments informed the Board of the following appointments made and approved by the CEO:

Gillian Curran for a first 3-year term on the Rutledge Marine Lab Committee
Megan Grocki as co-chair of the Conference Services Committee

Annual Meeting

It was noted that the Annual Meeting would again take place virtually this year.

April 6, 2021 Meeting of the Board of Directors

2021 Conference Season

After extended discussion, the Board voted to endorse and support the Yellow Light Scenario, as currently outlined at www.starisland.org and supported by the FY 2021 provisional budget to commence the 2021 conference season on Star Island, with the understanding that we will continue to assess the situation, and to support the staff on a regular basis both now and throughout the season.

May 1, 2021 Meeting of the Board of Directors

Special Nominating Committee

The Board voted, with two abstentions, to elect Tom Coleman as President of the Corporation and Debbie Duval as Vice President of the Corporation, as recommended by the Special Nominating Committee.

May 4, 2021 Meeting of the Board of Directors

2020 Audit

Following a presentation by Russ Peterson, chair of the Audit Subcommittee of the Finance Committee, and Ryan Gough from Berry Dunn, our auditors, the Board voted to accept Berry Dunn's 2020 audit of the Star Island Corporation.

Second CWSRF Loan

The Board voted to authorize the Chief Executive Officer to make arrangements for the Corporation to enter into a loan agreement with the State of New Hampshire Clean Water Revolving Fund to borrow an amount no greater than \$500,000 for purposes of making improvements to the wastewater treatment/water reclamation facility on Star Island, such agreement to be upon such terms as such officer deems necessary or advisable to effect such purposes [provided, however, that prior to executing and delivering the loan agreement, the Board shall first confirm its approval of the same in writing]. The Board further authorizes the Chief Executive Officer to sign the aforementioned loan agreement and related documents, as well as subsequent disbursement requests and related documents.

2020 Final Budget Approval

Following extended discussion, the Board voted to approve the amended 2021 budget as presented.

June 9, 2021 Meeting of the Board of Directors

No votes other than acceptance of reports of the CEO, Treasurer, and Pelican Liaison were taken at this meeting.

August 30, 2021 Meeting of the Board of Directors

Pecuniary Benefit Transaction

After discussion, in her absence, and pursuant to notice given by e-mail on July 9, 2021, the disinterested members of the Board voted to approve a stipend of \$2,250 to Lucia Green-Weiskel for her extraordinary

work in support of the Star Island Corporation's Beloved Community Project, both before and after she joined the Board.

Actions Stemming from the Board Retreat

The Board voted, with Debbie Duval abstaining, to ratify the election of Debbie Duval as President of the Corporation.

The Board voted to endorse the proposed Eighth Principle of the Unitarian Universalist Association, which we believe is consistent with the Board's Strategic Resolution that is currently in effect.

October 5, 2021 Meeting of the Board of Directors

Committee on Appointments

The Board voted to approve the following appointments as recommended by the Committee on Appointments:

- Crista Woolley for a 3-year term on the Membership Committee
- Dick Case as advisor to the Strategic Facilities Planning Committee
- Janet Cann and Roger Kellman to second 3-year terms on the Committee on Appointments, with Roger Kellman to serve as Chair

Election of Acting Vice President

After discussion, and upon nomination by the President, the Board voted to elect Jeff Loewer as Acting Vice President of the Corporation.

Board of Directors Vacancy

After discussion with the co-chair of the Nominating Committee, the president proposed April Rosario to fill the vacancy on the Board created by the resignation of Tom Coleman. After discussion, the Board voted to elect April Rosario to fill the vacancy on the Board until the next Annual Meeting, in accordance with Article III, Section 5 of the By-Laws.

November 17, 2021 Meeting of the Board of Directors

Committee on Appointments

In accordance with the recommendations of the Committee on Appointments, the Board voted to approve the following appointments:

- Nina Peluso to a 3-year term on the Committee on Appointments
- Topher Soltys to a second 3-year term on the Finance Committee
- Chuck Binzel as Chair of the Fund Development Committee

EIDL Approval

Following a 12-0 vote by e-mail to apply for an Economic Impact Disaster Loan from the Small Business Administration in the amount of \$281,100, for a term of 30 years at an interest rate of 2.75%, and after discussion, the Board voted to ratify the e-mail vote to apply for the EIDL loan.

Special Nominating Committee

The Board voted to elect Liz Erickson as the designated Board member of the Special Nominating Committee for 2022.

2022 Budget Presentation

After a presentation by Jeff Loewer and Joe Watts about the draft budget for 2022, and after discussion, the Board voted, 12-1, to increase room and board rates by 3% for the 2022 conference season. It was the consensus of the Board that the resulting rates could be rounded off.

December 14, 2021 Meeting of the Board of Directors

Committee on Appointments

Upon the recommendation of the Committee on Appointments, the Board voted to approve the one-year appointments of Dick Case, Tom Mansfield, and Bruce Parsons as advisors to the Strategic Facilities Planning Committee.

TREASURER'S REPORT

After having no conferees in 2020, the Star Island Corporation made a commitment to get Shoalers back together on their beloved island in 2021. With the worldwide pandemic continuing, however, 2021 was far from a normal season. Getting people back meant limiting our bed-night capacity, developing and investing in health check protocols and processes, monitoring status and adapting our operating procedures on a weekly basis, and adopting a budget with a negative net operating income.

Through the tireless work and creativity of the staff, Board, and dedicated volunteers of the Star Island Corporation 2021 turned out to be a successful season and great return to the island, with positive reviews and financial results that position us well for 2022. Continued careful financial management, further emergency funding from Federal and State programs designed to combat the economic disruption of the pandemic, and, most importantly, the outpouring of generous support from our Shoaler community all combined to allow us to operate in a safe and successful manner.

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 cooperation 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.

Highlights from 2021:

- 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 \$634,070, up considerably from the budget of \$44,643. Several items contributed to this increase, including:
 - Continued extraordinary Annual Fund performance of \$795,500
 - Emergency COVID-19 funding, including a Paycheck Protection Program (PPP) loan, which was forgiven, from the U.S. Small Business Administration (SBA) of \$868,526; and an Employee Retention Tax Credit (ERC) representing \$103,010 in income.
- Our capital expenditures for the year were \$301,293. This consisted of continued investments in the wastewater treatment/wastewater reclamation facility, including the Sludge Drying System and an upgrade of the PLC control system; weatherization of Cottage D; and improvements to the island's internet capabilities.
- Total cash at the end of December 2021 was \$1.4M, which is \$289K higher than the end of the prior year.

Looking towards our 2022 Season:

- For 2022, the Board approved a budget that supports our strategic goals and initiatives; provides adequate Net Income & ending cash to comfortably get us to the 2023 operating season; exceeds our required debt service coverage ratio; and has staffing to meet our anticipated operating needs.
- This budget includes a capacity of 19,140 bed nights, or 90% of 2019; significant increases for discounts and financial aid; a room and board increase of 3%; cost of living adjustments to staff salaries; and a new full-time, year-round Island Minister/Beloved Community Project Manager.

- The 2022 capital projects budget of \$512,000 reflects our continued commitment to fire safety and Wastewater Treatment Facility work and also includes the completion of cottage boardwalks; siding and trim replacement for the Chapel and Newton Centre; EMB weatherization including windows, roofing, and siding; and the purchase of a food truck/trailer to enhance the operation of the Gosport Grill.

Jeff Loewer, SIC Treasurer
March 2022

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 2021 with assets at an all-time high of \$5.58 million, up 14.6% from 2020's value of \$4.87 million. The Trust earned strong investment returns and benefited from more than \$267,000 in newly received bequests, memorial gifts, and direct donations.

Strong Trust growth in recent years enabled 2021's payout to reach another all-time high of \$210,201, 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. 2021's payment marked the eighth consecutive year of increase. A chart at the end of this report shows the trend of these distributions over time.

During 2021, the sources and applications of the Trust's funds were as follows:

Value of Trust on 12/31/20	\$4,867,423
Net Distributions to SIC	(\$210,201)
Fees and Expenses	(\$40,160)
Gifts and Bequests Received	\$267,569
Investment Income and Appreciation	\$696,335
Value of Trust on 12/31/21	\$5,580,966

Our investment manager, Wilkins Investment Counsel, earned a total return of 14.1% (13.1% after fees) on the Trust's total assets in 2021, and 21.3% on our equity investments. The Trust's equity returns lagged the S&P500 Total Return Index of 28.7%. Among the reasons for this underperformance was our decision several years ago to exclude fossil fuel stocks from our portfolio; the energy sector was the top-performing industry in the stock market in 2021 with a return of 53.4% led by major petroleum producers.

Wilkins' long-term results over several market cycles have been very strong. Since the creation of the Trust in 1998, Wilkins has earned an investment return of 8.4% per year on all assets and 10.6% on equity investments, compared with an 8.5% 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 2.1% 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. *We believe our investment performance ranks around the 95th percentile for non-profit endowments over the long term.*

As of 12/31/21, the Trust's assets were invested approximately 70.2% in common stocks, 23.4% in U.S. Treasury and high-grade corporate bonds, and 6.4% in cash. The equity position increased from 63.9% in 2020, with bonds decreasing proportionately.

Since its inception, the Trust has disbursed \$4.56 million to the Star Island Corporation, made possible by additional gifts of \$3.88 million and investment gains of \$5.59 million.

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 ensure that our 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 also 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 over the long term, although it clearly did impact us in 2021. 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 has subsequently been renewed three times on similar terms, most recently in 2019.

Gifts and Bequests Received

During 2021 the Trust received \$267,569 in new contributions, including \$221,939 of new capital as well as a carryover of \$45,630 from 2020 gifts that cleared in early 2021. An additional \$28,010 of gifts were received but not deposited into the Trust by year-end 2021. Fifty-nine different individuals or estates contributed to the Trust in 2021. 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.

Respectfully submitted,

Nick Dembsey
Elizabeth Erickson
Edmund Jones
Kathy Lord
David Yermack, Chair

March 2022

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%
2020	4,625,868	-195,901		-34,598	129,957	0	342,096	4,867,423	7.5%
2021	4,867,423	-210,201		-40,160	267,569	0	696,335	5,580,966	14.1%
Total	1,078,262	-4,559,311		-522,190	3,876,162	115,741	5,592,302	5,580,966	8.4%

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.

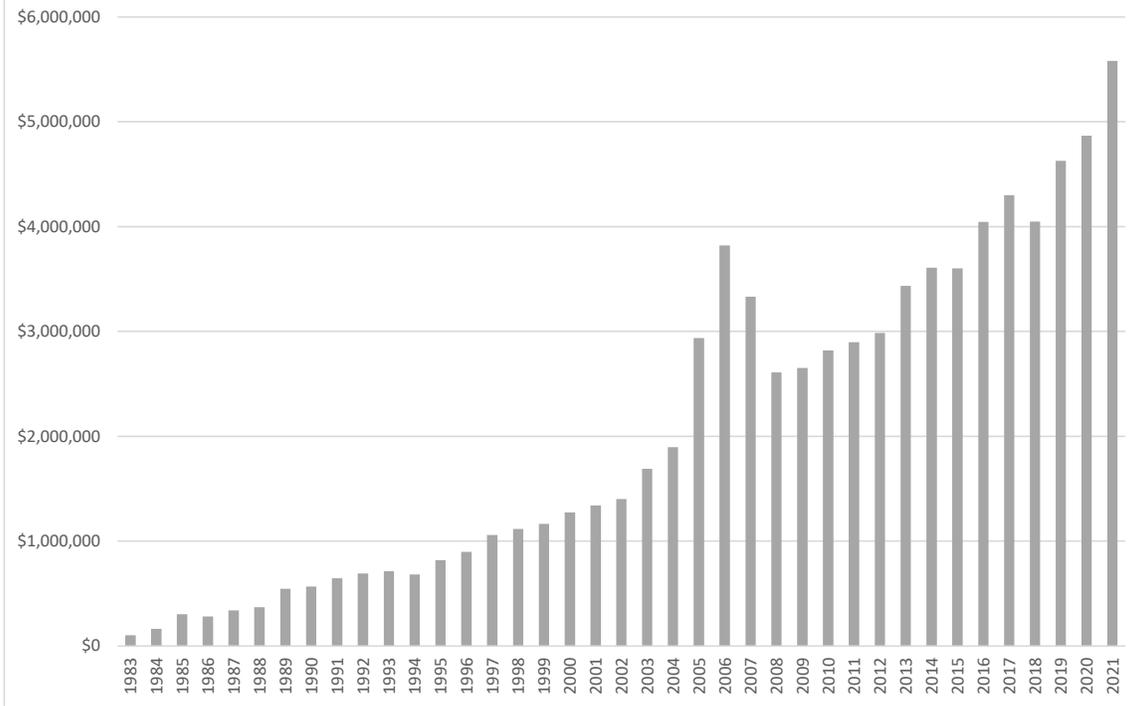
⁶ Includes \$400,000 for lost revenue and fire safety costs arising from delayed opening in 2007 season.

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

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

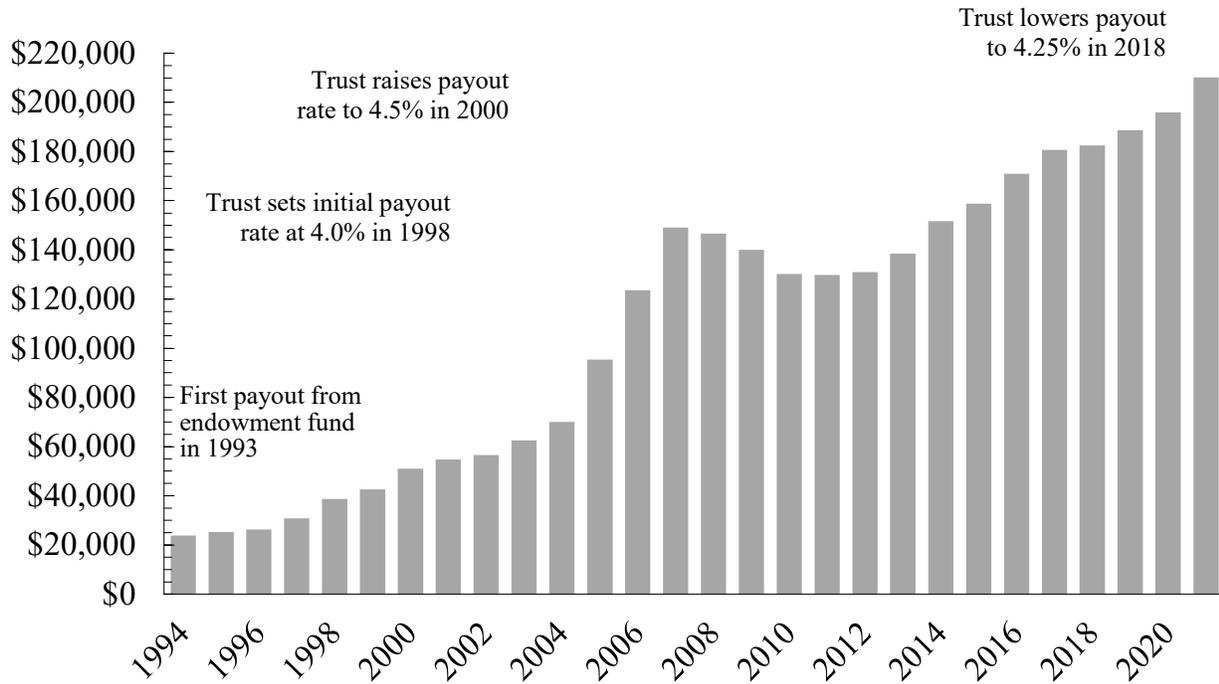
⁹ Includes \$100,726 in new principal gifts returned to SIC at its request.

Value of Star Island endowment (1983-1998) and Permanent Trust Fund (1998-2021)



Annual Distributions to Corporation To Support General Operating Expenses

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



NOMINATING COMMITTEE REPORT

February 15, 2022

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 2022 Annual Meeting:

Nomination for three-year terms as Directors of the Star Island Corporation

- Caroline Quijada – 1st three-year term
- Elizabeth Erickson – 2nd three-year term
- Kyle Belmont – 2nd three-year term

Nomination for one-year term as Director of the Star Island Corporation

- April Rosario – Completing vacated term

Nomination for one-year terms as Clerk and Treasurer of the Star Island Corporation

- Arlyn Weeks, Clerk (incumbent)
- Joni Abbadessa, Treasurer

Nomination for five-year term as an Officer of the Permanent Trust of the Star Island Corporation

- Bill Peterson, 1st five-year term

Biographical sketches for these candidates are attached to this report.

We are always interested in receiving the names of those who are qualified and willing to serve on the SIC Board of Directors or on the Permanent Trust. Please send your recommendations along with a brief statement about the individual's Star Island and professional experiences to the chair of the Nominating Committee for 2022, Kris LoFrumento.

Respectfully submitted,
Star Island Corporation Nominating Committee

Will Emmons, Co-Chair, Kris LoFrumento, Co-Chair
Kyle Belmont, Kate Brady (Staff Liaison), Irene Bush, Jane Clay, Tricia Coleman (Board Liaison), Nicholas Dembsey, Gary Kunz, Rodney Lowe

Caroline Quijada

Caroline Quijada's first experience with Star Island was as a Pelican (88-91) where she met many of her closest friends. She and her husband Andy have attended All Star 1 regularly for the past 20+ years. They have a daughter, Bella, and a son, Johnny, who have been coming out to All Star since they were infants. Caroline has served on the All Star 1 Financial Aid Committee and is currently chairing the Star Island Corporation's Membership Committee. Off island, Caroline works for a management consulting firm with a focus on international development. Caroline resides in Maryland with her family, is an avid traveler, and enjoys spending time with friends and family.

Elizabeth Erickson

A long-time Shoaler, Liz Erickson has attended All Star conferences, Religious Education Week, International Affairs, and Pel Reunion. In the 70s and 80s, Liz worked as a Pelican in a variety of capacities and was especially fond of working on the chamber crew and at the front desk. Liz grew up in the Cedar Lane Unitarian Universalist Church in Bethesda, Maryland, did her undergraduate work at the University of Virginia, and completed a Master's of Divinity from Andover Newton Theological School. Presently, Liz works as Senior Director of Philanthropy at the University of Maine Foundation and serves as Treasurer for St. Andrew & St. John's Episcopal Church in Southwest Harbor, Maine. She and her husband, Eric, have two grown children, and live in Bass Harbor, Maine.

Kyle Belmont

Kyle Belmont was born and raised in Portsmouth, NH, and learned about Star Island through South Church. During his first summer on Star in 2006, Kyle worked in the dishroom. Over consecutive summers he also took care of the island staff's children, supervised the front desk, and joined the management team as Program & Outreach Coordinator. Kyle's last season on staff was 2015, the same year he became a Corporation member. He then went to work in higher education administration with a focus on communications and marketing. Kyle is completing his first 3-year term on the Board and also serves on Star's Beloved Community Task Force, the Nominating Committee, and the Outreach & Engagement Committee. Kyle currently attends Boston University School of Theology with plans on entering UU ministry. His favorite place on Star Island is the bakery.

April Rosario

April Rosario serves as the Director of Religious Education at First Parish Church in Taunton, MA. She, her husband, and their two children, Mariya and Liam, began coming to Star in 2018. In 2019 she helped co-found the Building Bridges Conference and serves as its registrar. April has also served as the chair to the Star Island Beloved Community Task Force since 2020.

Arlyn Weeks

Arlyn Weeks, a retired lawyer, has loved Star since she first arrived in 1968, as a Pelican. She has attended all but three Pelican Reunions, serving as Chair and Annual Fund Representative along the way. She has attended several Natural History Week conferences. She is a life member of the ISA(UU), served on its board of directors for many years, and served as its president from 2002 to 2005. She was a volunteer cook for Memorial Day work weekends for more than 25 years, cooked for several Pelican Pier Parties, and put up shingles on the Units and the first Wastewater Treatment Plant building. A member of the Nominating Committee in two separate stints, she served as its chair for three years. Until this year, she maintained the

historical list of Pelicans that was initiated by Lenny Reed. She lives in Scarborough, ME, with her partner (and 2018 All Star 2 volunteer doctor), Forrest Foreman. She is completing her first year as Clerk of the Corporation after serving for two years as a member of the Board of Directors.

Joni Abbadessa

Joni Abbadessa has been attending Star, originally both All Star 1 and All Star 2, and currently All Star 2, since 1969. She served as a Pelican, as Chair of AS 2 in 2010, as President of the AS 2 Corporation for 8 years, and as a member of the SIC Finance Committee. Over the years she has volunteered extensively within the Star community, both in her conference and on island. She was involved in the conference Children's Program for many years, both as a teacher and as Children's Coordinator, and more recently her on island volunteering included four weeks of open up and end of season work in 2021. Joni has experienced Star from the perspective of a conferee, a member of staff, an island volunteer, and as part of conference governance. Star has been an important part of her life since she was a child and first set foot on the island. In addition, her children were raised attending Star, and both served as Pelicans for multiple years and are members of SIC. She is a lifetime member of ISA(UU). Professionally, Joni is a CPA, with a BS in Accounting. Her career has included working in public accounting, corporations, and non-profit businesses.

Bill Peterson

Bill Peterson has been a Star Island Corporation member for 17 years. From 2008 -14, he served on the SIC Finance Committee, and re-joined the Finance Committee starting in 2020 (just in time for COVID-19). He has also served on the Audit Sub-Committee. Bill first started coming to Star Island 27 years ago. His wife Barbara, (*nee* Sturken), first came to Star as a child in the mid-1960s, steadily attended through the mid -70s, and "came back" with her family (Bill+ 2) in the mid- 90s. Both his adult daughters, Leigh and Moira, are former Pelicans. By profession Bill is a lawyer, *cum laude* graduate of Georgetown Law. He has spent most of his legal career concentrating on financial services regulation and litigation, especially representing and advising intermediaries like banks, broker-dealers and investment advisers. Bill's professional experience includes serving as a federal prosecutor, in-house counsel at Morgan Stanley, as co-head of the Regulatory Compliance Group for Citi's institutional securities business, and as the registered Chief Compliance Officer and general counsel of an independent investment bank. For the last 8+ years, Bill has been a partner in a New York City law firm, specializing in regulatory advice for financial intermediaries like broker-dealers and investment advisers.

MEMBERSHIP COMMITTEE REPORT

The Membership Committee continued business virtually again this year. We conducted much of our communication via email and then we held one call where we reviewed applications for nominations to the Star Island Corporation (SIC). I want to share my sincere thanks to the committee members for being generous with the time needed to conduct the work of the committee. We welcomed Crista Woolley as a new member of the committee this year and also welcomed Lucia Green-Weiskel as our Board liaison and Kate Brady as our SIC staff liaison.

As of the close of 2021, the membership of the SIC continued to be strong. SIC had 446 total members- 19 Emeritus members and 427 active members. The average age was 64 years old. The membership represented 23 different conferences, the SIC staff, and volunteers not associated with a particular conference. The current bylaws allow 500 people to be active members of the SIC.

With this report we bring to the gathered body of the SIC the following recommendations regarding new members, deaths, lapsed members, and requests for resignation from the Corporation:

- The Membership Committee is delighted to present a slate of 15 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.
- In addition, there were 2 passings this past year, 5 lapsed memberships, and 1 request for resignation.

The committee was pleased to see a strong interest in membership from across conferences, ex-Pels and staff. We are committed to expanding the diversity of our membership base.

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

Respectfully submitted,
Caroline Quijada
SIC Membership Committee Chair

2021 SIC Membership Committee: Patty Boynton, Kate Brady, Cam Duval, Candace Erickson, Lucia Green-Weiskel, Caroline Quijada, Marlene Smurzynski, and Crista Woolley

BIOGRAPHICAL SKETCHES OF NOMINEES TO THE CORPORATION

Jeff Emmons is a lifelong Shoaler. He came to Star for the first time when he was one and has never left. Raised and currently living in Pennsylvania makes the trip up to the island that much more valued. Jeff works for a utility company, and he is involved in a number of local community boards. In his free time, he enjoys doing woodworking and building furniture.

Martha (McGovern) Estrada fell in love with Star Island during her first conference (ISHRA) in 2004. She has been a dedicated leader within the Star Women community since 2006. Her favorite building is the Atlantic House, she's a fan of the oatmeal bar, and cherishes the natural island beauty. She lives in Hollis, NH, with her husband where they "raise" Eastern Bluebirds and Tree Swallows. As a SIC member, Martha is excited to utilize a variety of skills she has acquired within her life experience including her three decades as an IBMer.

Jessica Hessel is known for her high energy, and passionate nature in both her personal and professional lives. During these last two decades, at most points the needs of her three children took center stage, including finding time to get her family to Star Island (LOAS 2) for the first time in 2008 and every open year since – even when she could not attend herself due to work conflicts. As a nurse-anesthesiologist for the last 5 years, Jessica completed her doctoral studies in supporting health-care provider wellness, before the height of the pandemic brought this need into stark relief. As a mother, educator, and concerned citizen, with children approaching college age (and therefore needing less of her time), Jessica is ready to give of her time and energy to support the organizations that stand for equality and social justice in our changing society.

Elizabeth Hutchinson is an Associate Professor of Art History at Barnard College. She and her son have been coming to LOAS2 since 2009. She has held various volunteer positions including on the annual fund committee and as a conference chair in 2019. She looks forward to bringing her skills as a scholar, writer, and editor to any SIC projects devoted to the history of the Shoals.

June House has been attending LOAS conferences for over 30 years with her husband David, and their son Seth has been both conferee and Pelican, most recently in 2021 as Kitchen Supervisor. Now retired after a public sector career in planning and grant project management, June spends much of her time in her studio, where she works in a variety of textile media. She volunteers weekly as stitcher and grant-writer/manager for "The Plymouth Tapestry," an epic (120 feet long!) embroidery project underway in Plymouth, MA. June will tell you that the Art Barn is not only her favorite place on Star Island, it is her favorite place in the universe. She hopes to work with others to ensure the Art Barn continues to receive the careful repairs it needs while preserving its inherent spirit, ambiance, and the patina acquired from many years of creativity within its walls.

Aziz Z. Huq is a scholar of U.S. and comparative constitutional law at the University of Chicago. He works on topics ranging from democratic backsliding to regulating AI. His award-winning work is published in several books and in leading law reviews, social science, and political science journals. He has also written for the *Washington Post*, the *New York Times*, *Dissent*, *The Nation*, and many other non-specialist publications. In 2015, he received the Graduating Students Award for Teaching Excellence. He has an active pro bono practice and is on the board of the American Constitution Society, the New Press, and the ACLU of Illinois.

Johanna Jackson is very excited to be joining the Corporation as a member. She has worked on Star Island for most of the last 15 years, primarily in the food service department. Johanna currently lives in the New

England Seacoast area with many of the Pelicans that she worked with on Star Island and continues to work in the hospitality industry in a cafe in the Foreside of Kittery.

Margaret Ladner, a lifelong Unitarian Universalist, first visited Star Island as a teenager attending YRUU conferences in the 1990s. Her first career in international human rights and development took her around the world to the UK, Afghanistan, Sri Lanka, and Southern India. Parenthood and settling down in Chicago, IL led her to shift gears to midwifery; she now values the opportunity to provide care to underserved communities at Chicago's Erie Family Health Centers. In 2017, Margaret, her husband Aziz Huq, and their sons Kian and Corin started attending LOAS 2 and immediately knew this magical place was just what their family needed for renewal and connections. Margaret hopes to be able to contribute to sustain this incredible community.

Maura LaRocca resides with her husband in Newmarket, NH. She enjoys reading historical fiction, loves watercolor painting, quilting, and travel. Maura serves on the ISA(UU) Board and is Volunteer Coordinator for the Shops on Star Committee.

Jodi (Prochaska) Martini has been attending Star Island with her family since the age of 1 and now brings her teenage children (Lila & Drew) to the island. Home is in the redwoods in Mill Valley, CA with her husband Mark. Jodi is a clinical psychologist and professor at Stanford University where she treats and conducts research on nicotine addiction and directs a master's degree program in community health and prevention research.

Molly Mansfield is a lifelong Shoaler. She grew up going to volunteer work weekends and the Pelican Reunion Conference with her family. Molly became a Pelican in 2005 and worked on Star Island for nine summers in mostly conference services roles. She helped to create and implement the Personal Retreats Program. Now Molly is an educator, scientist, and artist living in San Francisco with her dog Milo. She is studying to be a certified wine educator for fun, and she is planning her next career adventure on the East Coast to be closer to her family and the island.

Iyabo Obasanjo teaches Public Health courses at the College of William and Mary in Williamsburg, VA. She has a PhD in Epidemiology from Cornell University and a Master's from University of California, Davis. She earned a Doctor of Veterinary degree from University of Ibadan, Nigeria in 1988. She has worked in Clinical Research as a Project Manager and in Public Health in Nigeria. She has over 25 publications and studies how to improve health outcomes for vulnerable populations.

Jackie Trimble Shapiro first learned about Star Island from the Director of Religious Education at her UU Congregation. She suggested that Jackie's two sons under five would love it. Since then, they have been coming most of the 30 years and consider Star their Spirit's home. They have all developed relationships with wonderful people and had wonderful experiences on Star. Jackie is excited to become a member of Star Island Corporation.

Abby Soule is a Health Education Coordinator for Health Start Brooklyn with New York City's Department of Health, where she creates workshops and links clients to educational resources to help reduce rates of infant and maternal mortality in NYC. In addition to her full-time work, she freelances as a Full Spectrum Doula (pregnancy, labor, and postpartum) and manages the social media accounts for an independent sexuality educator in Brooklyn, New York. She is an experienced educator, particularly in the field of sexual and reproductive health, and has dedicated her career to reducing disparities in health outcomes and normalizing conversations of sexual health and wellness. She earned her BA in Sociology and Social Policy from Tulane University and currently resides in Brooklyn, NY. Abby is a lifelong Shoaler, attending All Star 1 since she was under a year old. She spent 4 summers as a Pelican, and in the years since,

has volunteered for both the island and the All Star 1 Children's Staff. In her free time, she spends her days trying new restaurants in the city, baking, learning to play the banjo, and spending time with her many friends.

Theresa St. John-Siegel has served as a co-chair of the Star Yoga Retreat since 2014. She is inspired by the mission of Star Island and by the direct engagement of the island staff, volunteers, and conferees in the caring and maintaining of the island and community. She looks forward to being part of the community of individuals that care for Star.

PERSONNEL COMMITTEE REPORT

The Personnel Committee met three times in 2021 via Zoom 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
- Employee Vaccination Policy

2021 came with many challenges for our staff and Pels. I would venture to say that the challenges were outweighed by the joys of being able to return to our beloved island. An enormous amount of work and planning was done to ensure that our conferees and staff had a meaningful and as safe as possible experience. The Personnel Committee is deeply grateful for all the extra time, effort, and thought that went into the way our Board and Staff have dealt with these challenges and changes.

I continue to be thankful for the commitment and enthusiasm that our committee members bring to this important work and am honored to serve with such a dedicated group of people.

Sincerely,
Deborah Duval, Chair

Committee Members: Nick Bresinsky, David Carnes, Sarah Phipps Gordon, Kay Snowden, Marc Spisto, Lia Yanis, and Joe Watts, Staff Liaison

FUND DEVELOPMENT COMMITTEE REPORT

Chuck Binzel, Fund Development Committee Chair

Star Island had an excellent fundraising year in 2021, with **\$1,136,862** received in total philanthropic support. I am pleased to share these development results with Corporation members and to express sincere thanks to all our generous donors and dedicated volunteers.

We exceeded our Annual Fund goal for the seventh year in a row and realized \$28,033 in restricted gifts for a variety of purposes including (but not limited to) COVID-related expenses, a new accessibility vehicle, Pelican Enrichment, and the Green Gosport Initiative. In addition, we received \$35,700 in grant support, \$27,793 from our fundraising events, and an incredible **\$249,950** in contributions to the Permanent Trust (from bequests, living donors, and memorial purchases).

Peter Squires, Director of Development, capably leads our fundraising efforts. Many thanks to Peter and the rest of the SIC staff for a job well done.

Annual Fund, Restricted Gifts, Permanent Trust

The Annual Fund total for 2021 was **\$795,800** from 1,228 donors, exceeding our goal of \$590,000 by **35%**. The 2020 total was \$1,050,379 from 1,511 donors, and in 2019 the Annual Fund total was \$574,788 from 1,277 donors. We are truly amazed by these results, which helped carry Star Island through another financially challenging year as we welcomed a much smaller number of conference guests and continued to adapt to and recover from the impacts of the COVID-19 pandemic.

In 2021, 16 conferences recorded higher fundraising achievement than in 2019 (our most recent “normal” summer on Star Island). 15 conferences had Annual Fund volunteers – many thanks to these wonderful volunteers who helped lead our efforts to get Star back on its feet in 2021.

Not including gifts from conferences, the average Annual Fund gift in 2021 was \$637 (a **49% increase** from \$427 in 2019). 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 at a critical time for Star!

We also thank the conferences who donated all or part of their auction proceeds to the Annual Fund. Donations from conferences accounted for \$18,137 of our 2021 Annual Fund total.

In 2021, 76% of Corporation Members made a monetary donation to Star Island. **I encourage all members to support Star Island Corporation through charitable giving to the extent you are able.**

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). 2 new members joined in 2021, bringing the Legacy Society to 278 living members.

31% 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 2021, Star Island received grants from the Samuel P. Hunt Foundation, the Fuller Foundation, the Rosamond Thaxter Foundation, the Portsmouth Garden Club, and the Bank of New Hampshire Charitable Foundation, totaling \$37,500.

We offer special thanks to the ISA(UU) for generous and steadfast support.

Events & Sponsorships

Star Island's fundraising events continued to take a different shape in 2021 than they did before the pandemic, but still enjoyed very successful results.

Despite a second consecutive year without holding the Gosport Regatta, several past Regatta sponsors continued their support for Star Island, contributing a total of \$4,000 in 2021.

Starry Night, our fall fundraiser, featured an outstanding virtual theme talk by Star Gathering 2 conferee Erik Singer. Erik is in great demand in Hollywood as an accent expert and dialect coach, and his YouTube videos analyzing accents and dialects have been viewed over 60 million times. Starry Night 2021 generated \$20,353 in online auction proceeds, along with \$2,500 in sponsorship support.

Special thanks are due to Erik Singer, our steadfast and generous event sponsors, all of our auction donors (and bidders!), and everyone who attended Starry Night via Zoom.

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 2021 by Director of Development Peter Squires. FDC members in 2021 included Judy Samuelson (Chair), Tom Kennedy (SIC Board Liaison), Chuck Binzel, Miriam Coe, Kristen Greger, Emily Jones, Barbara Peterson, and Annie Whitford.

With gratitude, I would like to recognize outgoing Chair Judy Samuelson, who served in that role through the end of 2021 when she completed her six-year term on the Fund Development Committee. Thank you for your leadership, Judy!

COMMITTEE ON APPOINTMENTS REPORT

The Committee on Appointments (CoA) supports the SIC by making recommendations for over 80 Board and Operations committee positions, with approximately a dozen additional advisor roles. Our group convenes with committee chairs, staff and board liaisons, and island leadership to determine requirements for committee membership as well as ways to continually advance committee operations.

As 2022 begins, the CoA currently consists of seven Shoalers representing a number of different conferences and interest groups:

Roger Kellman, Chair (starting Jan 2022)
Lucia Green-Weiskel, Member and SIC Board Liaison
Kate Brady, Staff Liaison
Janet Cann
Kristin Laverty
Scott Stewart
Nina Peluso (starting Jan 2022)
Bethany Davis Swanson – departing as Co-Chair end 2021
Celeste Magliocchetti – departing as Co-Chair end 2021

All members of the CoA would be very willing to speak to SIC members and other active Shoalers about their interest in serving on a committee. We are especially interested in exploring ways for committee membership to represent the entire Shoaler community and the community at large.

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

During 2021 we recommended 12 individuals for new committee appointments, and 12 more for continued service on committees. In addition, we supported 7 new committee Chair and Co-chair role transitions, and 6 Advisor appointments. 2022 will be another busy year, with a number of new openings on committees to be filled.

In addition to these appointments, we reviewed our own Committee on Appointments Charge to better incorporate our intentions of supporting and reflecting the island's Beloved Community work in our own activities. Among other changes, the following goal for our committee members was added to our charge: "Ability to seek and honor diverse perspectives, as well as to be mindful of eliminating potential barriers to inclusion and to create "safe" or "brave" spaces for new voices to emerge as part of the on-going effort to broaden the Star Island community to reflect diverse voices and perspectives. This effort is not intended to be a symbolic gesture, but as a deep and long-term commitment to authentically cultivate a broader set of voices within the Star Island leadership." Lucia Green-Weiskel was instrumental in helping to make these changes, for which we are very grateful.

We also revised our appointment and approval steps so that all involved parties have a clear understanding of expectations throughout the process. We recognize that committee work is often a stepping stone to other leadership positions on the Board, and as such we strive to make committee membership meaningful, and the appointment process thorough. The updated selection process for new committee members has been documented in two flowcharts: "SIC Committee Member Appointment Process" and "SIC Committee

Chair Appointment Process.” A third flowchart for Advisors is planned in 2022. Many thanks to Celeste Magliocchetti for her work in creating these documents.

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 our new chair Roger Kellman (namllek@aol.com) or the SIC office (office@starisland.org) if you are interested in serving.

On a personal note, as Celeste and I step down as co-chairs we extend a heartfelt thanks to our dedicated committee members. It has been an unusual couple of years, and your commitment to keeping this part of SIC activities ticking along has been much appreciated. Our calls have been a welcome change from the usual Zoom experience (at least mine!), and your spirit and intentionality in doing our work is a real gift to the island.

Thank you all for this opportunity to serve.

Respectfully submitted,
Bethany Davis Swanson, departing Co-chair
December 2021

2022 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
Debbie Duval* (President)	SG 1	2017	2020		2026
Tom Kennedy*(Vice Pres.)	LOAS 1	2020			2029
Kyle Belmont	Former staff	2019	2022		2028
Leon Dunkley	multiple conf.	2018	2021		2027
Liz Erickson	multiple conf.	2021	2022		2028
Lucia Green-Weiskel	IA	2021			2030
Caroline Quijada	AS 1	2022			2031
April Rosario	BB	2021			2029
Topher Soltys	LOAS 2	2021			2030

One-year terms

Arlyn Weeks* (Clerk)	PELRN, NHW	2019			2028
Joni Abbadessa* (Treasurer)	AS 2	2022			2031

Tricia Coleman	ISA(UU) President ex-officio
Keri Mattaliano	SIUCC President ex-officio
Sabine Michaud	Pelican Liaison to the Board

* = Members of Executive Committee

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

	Conf.	First Term	Second Term	Eligible until AM
David Yermack (Chair)	AS 1	2019-2024		2029
Liz Erickson (liaison)	multiple conf.	2016-2021	2021-2026	2026
Edmund Jones	IA	2020-2025		2030
Kathy Lord	IA	2018-2023		2028
Bill Peterson	AS 1	2022-2027		2032
Joni Abbadessa (ex-officio)	AS 2			
Debbie Duval (ex-officio)				
Joe Watts (staff liaison)				

Bylaw Committees

Nominating Committee- May serve 2 three-year terms; term starts at Annual Meeting

	Conf.	First Term	Second Term	Eligible until AM
Kris LoFrumento (Chair)	SG 1, PELRN	17, 18, 19	20, 21, 22	2023
Kyle Belmont	former staff	20, 21, 22		2026
Irene Bush	LOAS 2	20, 21, 22		2026
Jane Clay	FDC	21, 22, 23		2027
Tricia Coleman (liaison)	AS 1	20, 21, 22		2026
Nick Dembsey	IA	18, 19, 20	21, 22, 23	2024
Julie Jowaisas	AS 2	22, 23, 24		2028
Gary Kunz	LOAS 2	21, 22, 23		2027
Rodney Lowe	AS 2	18, 19, 20	21, 22, 23	2024
Kate Brady (staff liaison)				

Membership Committee- May serve 2 three-year terms; term starts at Annual Meeting

	Conf.	First Term	Second Term	Eligible until AM
Caroline Quijada (Chair)	AS 1	18, 19, 20	21, 22, 23	2024
Patty Boynton	SG 2	18, 19, 20	21, 22, 23	2024
Cam Duval	SG 1	21, 22, 23		2027
Candace Erickson	AS 2	18, 19, 20	21, 22, 23	2024
Lucia Green-Weiskel (liaison)	IA	21, 22, 23		2027
Marlene Smurzynski	AS 1	18, 19, 20	21, 22, 23	2024
Crista Woolley	SG 1	22, 23, 24		2028
Kate Brady (staff liaison)				

Board Committees

Finance Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Joni Abbadessa (Chair, liaison)	AS 2			2031
Sarah Iselin	former Pel	20, 21, 22		2025
Bill Peterson	AS 1	20, 21, 22		2025
Kelly Schnur	LOAS 2	18, 19, 20	21, 22, 23	2023
Topher Soltys	LOAS 2	19, 20, 21	22, 23, 24	2024
Russ Peterson (advisor)	NHW	21, 22		
Debbie Duval (ex-officio)	SG 1			
Joe Watts (staff liaison)				

Audit Sub Committee:

Russ Peterson (Chair)	NHW
Joni Abbadessa	AS 2
Bill Peterson	AS 1

Personnel Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Debbie Duval (Chair, liaison)	SG 1			2026
Nick Bresinsky	Pel	21, 22, 23		2026
David Carnes	LOAS 1	20, 21, 22		2025
Sarah Gordon	ARTS	20, 21, 22		2025
Kay Snowden	LOAS 1	20, 21, 22		2025
Lia Yanis	former Pel, IA	17, 18, 19	20, 21, 22	2022
Joe Watts (staff liaison)				

Fund Development Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Chuck Binzel (Chair)	AS 2	20, 21, 22		2025
Miriam Coe	IA	18, 19, 20	21, 22, 23	2023
Kristen Greger	former Pel	21, 22, 23		2026
Emily Jones	LOAS 1	20, 21, 22		2025
Barbara Peterson	AS 1	21, 22, 23		2026
Annie Whitford	former Pel	21, 22, 23		2026
Tom Kennedy (liaison)	LOAS 1			
Peter Squires (staff liaison)				
Debbie Duval (ex-officio)	SG 1			

Committee on Appointments- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Roger Kellman (Chair)	AS 2	19, 20, 21	22, 23, 24	2024
Janet Cann	PELRN	19, 20, 21	22, 23, 24	2024
Lucia Green-Weiskel (liaison)	IA	21, 22, 23		2026
Kristin Laverty	IA	20, 21, 22		2025
Nina Peluso	IA	22, 23, 24		2027
Scott Stewart	AS 1	21, 22, 23		2026
Kate Brady (staff liaison)				

Strategic Facilities Planning Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Nick Dembsey (Chair)	IA	21, 22, 23		2026
Mark Adams	PELRN	21, 22, 23		2026
Rebecca Armstrong	LOAS 1	20, 21, 22		2025
Bob Cook	ISHRA	20, 21, 22		2025
Jeff Emmons	LOAS	22, 23, 24		2027
Karilyn Heisen	SG 1	21, 22, 23		2026
Sarah Ladner Gomez	LOAS 2	21, 22, 23		2026
Jill Loewer	AS 1	21, 22, 23		2026
David Phoenix	AS 2	21, 22, 23		2026
Dick Case (advisor)	AS 1, PELRN	21, 22		
Tom Mansfield (advisor)	PELRN	21, 22		

Bruce Parsons (advisor) PELRN 21, 22
 TBD- (liaison)
 Jack Farrell (staff liaison)

Operations Committees

Rutledge Marine Lab Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Cyndy Parr (Chair)	AS 1	17, 18, 19	20, 21, 22	2022
Gillian Curran	IA	21, 22, 23		2026
Arthur Eves	LOAS 2	21, 22, 23		2026
Gabrielle Prochaska	AS 1	22, 23, 24		2027
Emily Schmieder	former Pel	22, 23, 24		2027
Heidi Weiskel	IA	21, 22, 23		2026
Christine Wilson	FOS	22, 23, 24		
Topher Soltys (liaison)	LOAS 2			
Ally Miner (staff liaison)				

Island Heritage and Artifacts Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Adam Osgood (Co-Chair)	AS 1	17, 18, 19	20, 21, 22	2022
Jenna Bossert (Co-Chair)	former staff	18, 19, 20	21, 22, 23	2023
Tristan Boyer Binns	Yoga	18, 19, 20	21, 22, 23	2023
David Drucker	FOS	17, 18, 19	20, 21, 22	2022
Robin Hadlock Seeley	FOS	19, 20, 21	22, 23, 24	2024
Shelley Lauer Bader	LOAS 2	17, 18, 19	20, 21, 22	2022
Sarah Mills	former staff	18, 19, 20	21, 22, 23	2023
Chloe Schoppmeyer	FOS	22, 23, 24		
Lois Williams	AS 1	19, 20, 21	22, 23, 24	2024
Irene Bush (advisor)	LOAS 2	19, 20, 21	22	
Arlyn Weeks (liaison)	NHW, PELRN			
Ally Miner (staff liaison)				

Health Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Deb Sampson (Chair)	FOS	21, 22, 23, 24		2027
John Mark Blowen	FOS	17, 18, 19	20, 21, 22	2022
Emily Cressy	former Pel	20, 21, 22		2025
Ruth James	FOS	20, 21, 22		2025
Annie Leamon	IA, Pel	20, 21, 22		2025
Lisa Nelson, MD	IA	18, 19, 20	21, 22, 23	2023
Iyabo Obasanjo	IA	22, 23, 24		2027
Kerry Nolte (advisor)	FOS	20, 21, 22		
Marlene Smurzynski (advisor)	IA	20, 21, 22		
Keri Mattaliano (liaison)	SG 1			
Anne Henry (staff liaison)				

Conference Services Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Megan Grocki (Chair)	South Church	19, 20, 21	22, 23, 24	2024
Carla Cole	LRE	18, 19, 20, 21	22, 23, 24	2024
Liz Hanna	AS 2	21, 22, 23		2026
Amy Henrie	former Pel	21, 22, 23		2026
Chip Newman	YAC	17, 18, 19	20, 21, 22	2022
Seth Schrage	IA	20, 21, 22		2025
Athena Steinkraus	former staff	20, 21, 22		2025
Karen Mathiasen (advisor)	IA	20, 21, 22		
Ken Swanson (advisor)	LOAS 2	20, 21, 22		
Liz Erickson (liaison)	multiple confs			
Justina Maji (staff liaison)				

Outreach & Engagement Committee- May serve 2 three-year terms; term starts January 1

	Conf.	First Term	Second Term	Eligible until 12/31
Terri Behm (Chair)	LOAS 2	17, 18, 19	20, 21, 22	2022
Kyle Belmont (liaison)	former staff	17, 18, 19	20, 21, 22	2022
Cecelia Braun	LOAS 2	20, 21, 22		2025
Jim Cooper	AS 2	20, 21, 22		2025
April Rosario	BB	22, 23, 24		2027
Ali Walton	AS 1	21, 22, 23		2026
Phill West	AS 2	18, 19, 20	21, 22, 23	2023
Ally Miner (staff liaison)				

STRATEGIC FACILITIES PLANNING COMMITTEE REPORT

2021 Projects

Cottage D: Replaced windows, some trim and siding; repaired significant areas of rot in the frame, sheathing and sills; replaced interior window trim; exterior repainted.

Newton: Replaced windows and trim.

Marshman: Built exterior deck to allow Pel Show to be held outside.

Exercise Stations: Repaired and re-located per Rye Historic District Commission requirements.

Waste Treatment Facility: Added tankage and process improvements per Underwood Engineers to reduce odors and provide more complete treatment; continued work on re-use project with NH Department of Environmental Services; completed sludge drying beds.

Sprinkler Upgrades: Replaced valves and piping per contractor recommendations.

Propane System: Completed work on deficiencies identified by propane supplier (venting, chimney and flue, make-up air, bonding, piping, etc.).

Brookfield: Completed hospitality center in closets.

Rutledge Marine Lab: Installed salt-water piping and controls for specimen tanks.

Atlantic Second Floor: Completed plaster repair and re-painting in guest rooms.

Electrical: Considerable miscellaneous additions and upgrades island-wide.

Underworld: Continued planning discussions for upgrades.

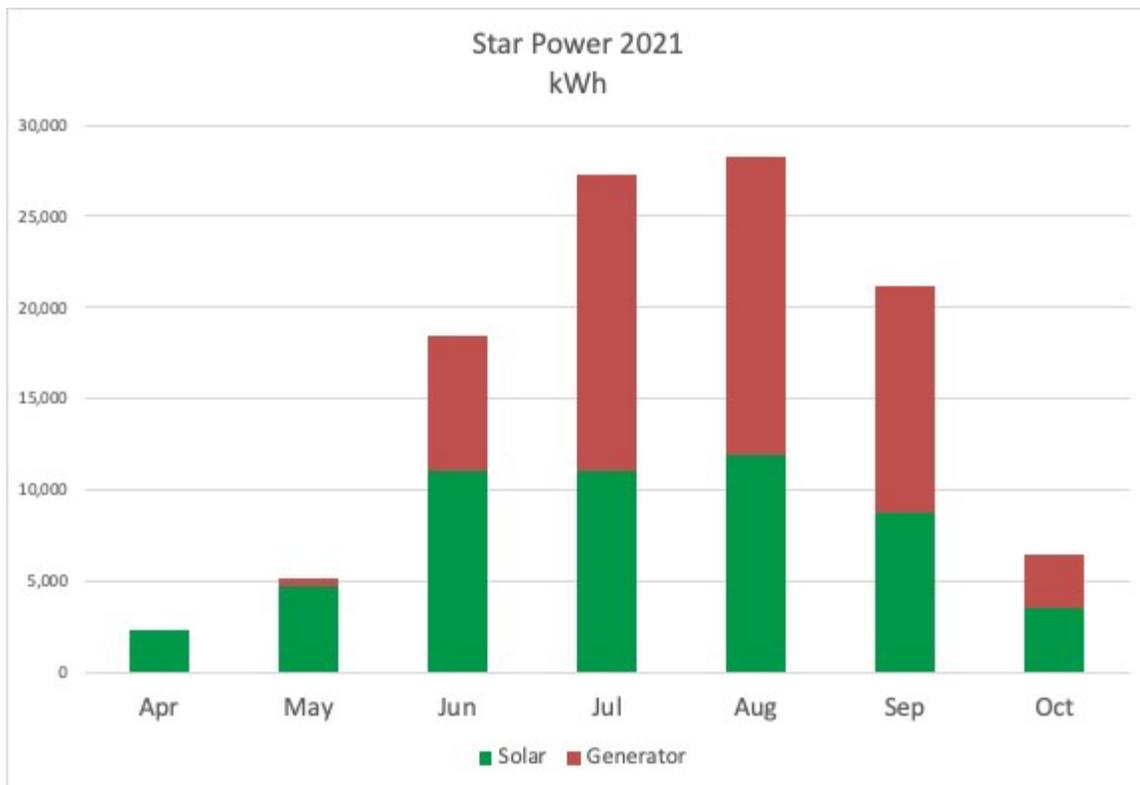
Removed approximately 150 cubic yards of trash, debris and old junk.



Solar Energy

The Star Island Solar Electric system has completed a seventh year of operation. The system provided about 62,950 kWh. We used 118,748 kWh of total power in 2021. The total power used was about 9,000 kWh less than 2019. Last year the island was closed so the power used was only 25,512 kWh.

This is the sixth year that the Solar Electric System provided more than 50% of Star's total power. This year solar accounted for 53.0% of the total power used. Below is a graph of the energy generated by month for April through October.



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



Star Island Solar Power 2019 and 2021

The charts below show the total and solar power for 2019 and 2021. The data from 2020 is not included because the island was closed. We used about 7% less total power. The summer was more overcast than previous years and we produced about 11% less solar power. The system continues to exceed the predicted percent performance.

	2019 Total Power	2021 Total Power	2019 Solar Power	2021 Solar Power	2019 Percent
	kWh	kWh	kWh	kWh	Percent
Jan-Mar	4,759	6,408	4,759	6,408	100.0%
Apr	4,484	2,344	3,834	2,344	85.5%
May	8,074	5,143	5,700	4,754	70.6%
Jun	21,994	18,495	10,660	11,084	48.5%
Jul	29,488	27,312	15,350	11,046	52.1%
Aug	30,320	28,253	14,667	11,954	48.4%
Sep	19,718	21,223	9,219	8,775	46.8%
Oct	5,683	6,466	3,185	3,585	56.0%

Committee Members:

Mark Adams, Rebecca Armstrong, Bob Cook, Nick Dembsey (Chair), Karilyn Heisen, Sarah Ladner Gomez, Jill Loewer, Mark Nash, David Phoenix

Advisors: Dick Case, Tom Mansfield, Bruce Parsons

Staff: Dwayne Aljets, Jack Farrell (Staff Liaison), Kristen Simard

Board Liaison: Louise Williams

CoA Liaison: Roger Kellman

Respectfully submitted,
Nick Dembsey, Chair

RUTLEDGE MARINE LAB COMMITTEE REPORT

Committee Members

Arthur Eves, Chair; Bill Gimpel, Cydney Mahoney, Amy Meek, Cyndy Parr, Gillian Curran, Heidi Weiskel, Katherine (Katie) Martell (advisor); Aravis Albert (Island Naturalist); Ally Miner, Star Island Corporation (SIC) Staff Liaison; Topher Soltys, SIC Board Liaison; Roger Kellman, Liaison from the Committee on Appointments

Changing Committee Members

Bill Gimpel, Cydney Mahoney, and Amy Meek are finishing terms on the committee. Katie is remaining as an advisor. Cyndy Parr is taking over leadership. Arthur Eves will continue as a committee member, along with Gillian and Heidi.

Three candidates for committee membership have been put forward: two beginning 2022 and one beginning in 2023. They have been approached and are awaiting approval.

2021 Season

The lab looked beautiful this year with some new additions like soft coral that brought coverage from WMUR's NH Chronicle. There was consistently good feedback about Aravis and the marine lab from different conferences.

The lab was short-staffed this year with only one naturalist and very few volunteers. The committee considered many ways to assist the island naturalist, but COVID safety was paramount. Ultimately, hours and expectations were cut accordingly. Youth and adult programs were covered but the unofficial duties of the marine lab as island visitor center and default child entertainment center were not met. These unstructured activities are often some of the most magical. The lack of qualified, self-directed volunteers or a peer to share ideas and tasks with make it a less fulfilling job. Good, qualified volunteers bring fresh ideas and energy into the lab.

Given the constraints (and the fact that we were open at all) it was an excellent year. Aravis got good reports all around and appears to have really enjoyed it. She is now working at Seacoast Science Center but plans to return next year.

Plumbing Concerns

Although much work was done on plumbing the tanks and ensuring adequate water flow for temperature and oxygenation, there continued to be problems with adequate water supply and the plumbing of tanks was never completed. In the initial planning sessions, I estimated that the lab would need a minimum flow-through rate of 4,500 gallons/hour during the day, less at night.

It is essential that temperatures be kept as low as possible since the oxygen-carrying capacity of water diminishes as temperature rises. We kept oxygen levels up with bubblers and used buckets of ice to keep temperatures cooler on hot days when water flow was down. This did reduce die-offs but vulnerable species (sea stars, urchins, soft coral) died off quickly or were released. Low stocking levels also kept the mortality rate down. It is an ethical priority that we maintain the best environment we can for these creatures we get to interact with over the summer.

Next year we recommend keeping records on the temperature at the intake and coming into the tanks. We will insulate tanks where possible. If temperatures continue to be too high, even with adequate throughput, there are options.

1. One possibility that has been discussed is putting in a direct line from the saltwater pump to Brookfield rather than running it to the hotel and back.
2. Another recurring suggestion is a separate pump with an intake in deeper water.
3. Another is to install a chiller.

Each option has substantial benefits as well as financial or logistical challenges. We recommend that they all be seriously evaluated, as warming ocean water is going to be a recurring issue with climate change.

Tank plumbing that was not completed last year could be finished in the spring with dedicated volunteers. Last spring some of the work that was done by the contractors had to be redone by a volunteer, Michael McCallum. He was only able to spend an afternoon on it but did make it possible to fill the tanks. Also, all the glass tanks need to be redrilled for additional outflow. The larger inflows put in overwhelmed the outflows. This also can be done in the spring before the tanks are filled. Arthur Eves drilled the existing holes and can add the new ones, along with bulkhead fittings.

Future Goals for Island

Complete plumbing as a priority: first by ensuring the salt pump is adequate for needs and that there is a viable backup plan; second by finishing the plumbing of tanks. We suggest using previous volunteers.

Future Goals for Committee in Collaboration with Naturalist

Update the RML management handbook (the “Bible”) with several components: first, systems management; second, people management; third, a handbook of island flora and fauna above and below the tideline that could be self-published and sold in the bookstore. Emily Schneider has agreed to head this project up.

Strengthen collaborations with Shoals Marine Lab and Seacoast Science Center. Aravis Albert is currently working with Seacoast Science Center. Committee member Heidi Weiskel will be teaching at Appledore this year. Some exhibit space could showcase Appledore research.

Build relationships with Seacoast schools (recruiting science teachers as volunteers and hosting field trips). Ally Miner was developing contacts and programming prior to COVID. It would be good to coordinate this with the committee and perhaps develop a plan for using science teachers as weeklong volunteers in the summer.

Respectfully submitted on behalf of the committee,
Arthur Eves, Outgoing Chair

ISLAND HERITAGE AND ARTIFACTS COMMITTEE REPORT

While the 2021 season on Star Island was unusual due to the ongoing pandemic, Garrett Hastings, the Vaughn Cottage Curator, accomplished many tasks and goals put forward by the Island Heritage and Artifacts Committee in last year's committee report. Garrett especially excelled in providing programming/outreach activities for adults and children, creating exhibitions, and adding items into the collection.

There were many accomplishments during the 2021 season. In Vaughn Cottage, multiple exhibits were created and displayed including ones on Celia Thaxter, Appledore Menus and Cookbooks, and Island Souvenirs. There was even a tavern exhibit in the lobby. Garrett also fixed the LED lights in the exhibition cases and reorganized library books and themes and expansion of holdings.

Programs and outreach was an area where Garrett particularly excelled. Weekly tours included the existing History tour and existing Ghost and Graveyards tour, which were each given twelve times. Garrett created several new tours, including a tour of Smuttynose Island, given four times, a Pirate Tour and Scavenger Hunt, given twelve times, and a Dungeons and Dragons style role-playing adventure game, and history activity for young adults of high school age called "Beak of Destiny", given five times. Garrett also gave the ISHRA conference a tour of the museum showing related collections. In addition to these tours, Garrett held five Pelican Show "Show and Tell" skits, displaying different artifacts and telling stories about them.

Moving forward into the 2022 season, we hope to install a Smuttynose archaeology exhibit by Dr. Nate Hamilton from the University of Southern Maine, which was originally planned for 2020 and 2021, but pushed back due to the ongoing pandemic. We also hope to work more on digitizing museum objects and collections and learning PastPerfect Online so that the museum can maintain a year-round presence and constituents can interact with the collections more easily (not just seasonally).

The committee recommends that, in addition to the museum's Curator, one or two skilled collections assistants/paid interns should be hired in following seasons to better address the museum's needs. Currently, the Curator is responsible for programming and outreach (tours, Pel shows, social media), creating exhibitions, performing collections management tasks, digitizing content, hosting museum and library hours, and uploading content into PastPerfect. We believe these tasks exceed the hours of one individual and would like to see a more permanent solution to have at least two individuals (the Curator and an intern) hired each season to better address the museum's needs. Ideally, this collection's assistant position could be made a paid seasonal Pelican position each season that is advertised to current/future Pelicans with a penchant for island history as well as targeted advertisement towards interested individuals from museum studies, history, and related college programs.

HEALTH COMMITTEE REPORT

2021 reminds me of an old Weavers song, "Wasn't That a Time"- but then 2020 also reminded me of a similar song.

This past season bore the fruit of the intense work done by the Health Committee in preparing for a safe season in the midst of this pandemic. A set of recommendations distilled from many evening meetings of a highly qualified group of people was the result.

Staffing changes- Two, ¾ to full-time staff RNs and one non-medical assistant worked on island in 2021.

Special purchases- Cepheid NAA PCR testing unit and supplies for COVID testing using this unit. Partial list includes COVID rapid tests, PTE, cleaning solution, hand sanitizer, sunscreen, bug spray, and comfort station stands.

FAS physical changes for 2021 only- established FAS annex in Cottage D with a dedicated exam room for symptomatic guests and staff. Two isolation/quarantine rooms, and an office.

From FAS logbook- 254 total visits (147 staff, 107 conferees) from June 5, 2021 through September 16, 2021.

Two Coast Guard evacuations

Three evacuations via the Utopia

COVID-related- no known transmission of COVID on Star Island (!)

Two staff tested positive in the pre-season via PCR surveillance testing. Subsequent staff positive tests during the season were considered "not a case" due to negative follow-up PCR testing to confirm.

Approximately twenty rapid antigen tests were conducted for symptomatic people.

170 PCT COVID tests were conducted on Star Island using the Cepheid unit.

The only positive test results were from running QC-positive control solutions tests.

Respectfully,

John Mark Blowen, APRN, Chair

Emily Cressy, LICSW

Annie Henry, RN

Ruth James, MD

Annie Leamon, BSN Medical Student

Lisa Nelson, MD

Kerry Nolte, APRN (advisor)

Iyabo Obasanjo, PhD (advisor)

Deb Sampson, APRN (advisor)

Mark Seymour, DO (advisor)

Marlene Smurzynski, PhD (advisor)

Keri Mattaliano, MLS (Board Liaison)

Sarah Whalen, APRN (Staff Liaison)

CONFERENCE SERVICES COMMITTEE REPORT

Members:

Carla Cole (Chair)
Megan Grocki
Liz Hanna
Amy Henrie
Chip Newman
Seth Schrage
Athena Steinkraus
Karen Mathiasen (advisor)
Ken Swanson (advisor)
Liz Erickson (Board Liaison)
Justina Maji (Staff Liaison)
John Bynum (ex-officio)

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

2021, another crazy year! The committee met in February, August, and December. Carla and Justina continued to check in periodically.

We discussed some ideas for new surveys once we were able to meet again.

In May, although there really weren't any projects identified at the time, we were able to look forward to the 2021 season and offer Justina support as they move forward with plans for the season.

A survey was sent, and the answers were in line with most of what we discussed (see below). The survey was very helpful for moving forward.

Looking ahead to 2022 and hoping things will be closer to capacity and "normal" operations. The committee discussed the changes that were pluses and should remain vs. the protocols that could be eliminated at some point.

Feedback from August Meeting Conference Services Committee

Justina:

Amazing season
Learned a lot
Modified service with some improvements we might keep and some maybe let go
Understanding what is most meaningful to the Star experience
Send a post-season survey
Off-island business practices?

Liz attended All Star 2 in July:

Mixed reviews on the fairy lights especially on Summer House
Changed the island song for the grand march which was positive

Picnic tables a huge hit
Bring back hall monitors
Keep family groups roomed together
Sunscreen, wipes, bug spray stations a huge hit. Maybe add water.
Love the outdoor stage
Extra Adirondack chairs are an awesome addition

Ken LOAS 2 August:

Talent show at Brookfield did not work
Picnic tables didn't allow for the sense of community
Maybe one meal outside or just have as an option
Newton kitchen needs a makeover
Showers: reserved family times were great for families with kids
Slots were not available, 1st come

Carla South Church August:

Adirondacks amazing!
Capacity was so nice (also I recognize not financially possible)
Greeted by an ambassador-have this all the time- at the dock or porch clearly marked as the "ambassador"
Ghosting beds is great

Chip:

Mother went and felt very safe
Bring back hall monitoring

Ideas from the Mainland:

Pop up tents for workshops (Fire Marshall?)
Room capacity signs

In 2022 Megan Grocki will take over as Chair for the Conference Services Committee. Carla Cole will remain on the committee. The plan is to meet again in January to discuss the 2022 season, and beyond, service model and hiring. It was also identified that we would like to obtain paddleboards to add to the Star experience. We will look into donations for these.

OUTREACH AND ENGAGEMENT COMMITTEE REPORT

2021 Members:

Terri Behm (Chair)

Kyle Belmont (Board Liaison)

Cecelia Braun

Jim Cooper

Christana McKnight

April Rosario

Ali Walton

Phillip West

2021 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.

I set meeting agendas with our staff liaison, Ally, to ensure we were always helping with her most timely needs. Our committee met most non-summer months, and we were thrilled when we heard our beloved island would open for visitors again in 2021. Once the decision to open was made, most of our attention turned to making potential conferees feel informed and safe spending time on an island during a global pandemic.

We spent considerable time focusing on the following questions throughout the year:

- How do we make new people feel welcome on Star Island?
- How could we help communicate and prepare potential conferees for ever-evolving COVID-19 precautions on island?
- How do we socialize changes on the island before conferees arrive?
- How could we help guide a potential conferee to a new conference if their "home" conference was full or timing wouldn't work?
- How do we attract tweens/teens if their usual friend group was not attending, and they were unsure if the rituals they loved were allowed?
- How do we keep Old Shoalers engaged if they were not able to spend time on island in either 2020 or 2021?
- How do we keep people engaged with Star Island in general during the year?
- How do we encourage conferees to come back and re-engage with Star Island if they took a break during the pandemic, or even before?
- How do we make conferees feel excited and comfortable returning to Star Island?
- How do we retain new conferees who attended for the first time in 2021?
- How do we attract new people to Star Island?
- How do we make Star Island attractive to young adults (ages 18-30)?
- How do we encourage and foster diversity on island?
- How can we partner with the Beloved Community Project, with a focus on intentional welcoming?

While we didn't have all the answers to these questions, we collaborated with island staff and provided ideas, feedback, targeted testimonials, newsletter articles, social media content and campaign framework, and plans to further support finding sustainable solutions.

We are committed to making sure we do everything we can to inspire people to come back for 2022, filling lots of different conferences, and spreading the registration love. Our committee is especially interested in expanding our support for smaller conferences; helping new congregations discover Star Island; attracting more young adults to Star Island; and promoting and respecting diversity.

#ShareYourStarlight

#DiscoverYourSpiritsHome

#AskMeAboutStarIsland

Respectfully submitted,
Terri Behm and Kyle M. Belmont

Star Island Corporation and Permanent Trust
Fiscal Year End Balance Sheet

	Unaudited 2021	Audited 2020	<u>Change</u>
<u>Assets</u>			
<u>Current Assets</u>			
Cash - Operating	1,415,169	1,126,544	288,625
Cash - Restricted / memorial	16,150	16,144	6
Accounts Receivable	51,505	-	51,505
Prepaid Expenses	180,828	196,913	(16,085)
Pledges Receivable, net allowance	350	1,878	(1,528)
Total Current Assets	<u>1,664,002</u>	<u>1,341,478</u>	<u>322,523</u>
<u>Property and Equipment, Net</u>	<u>6,238,907</u>	<u>6,006,142</u>	<u>232,765</u>
<u>Star Island Permanent Trust</u>	<u>5,626,218</u>	<u>4,861,447</u>	<u>764,771</u>
Total Assets	<u><u>13,529,126</u></u>	<u><u>12,209,068</u></u>	<u><u>1,320,059</u></u>
<u>Liabilities and Net Assets</u>			
<u>Current Liabilities</u>			
Accounts Payable	21,570	55,834	(34,264)
Accrued Liabilities	132,448	130,725	1,722
			-
Total Current Liabilities	<u>154,018</u>	<u>186,560</u>	<u>(32,542)</u>
<u>Loans Payable</u>	<u>2,105,241</u>	<u>2,158,783</u>	<u>(53,542)</u>
Total Liabilities	<u><u>2,259,259</u></u>	<u><u>2,345,343</u></u>	<u><u>(86,084)</u></u>
<u>Net Assets</u>			
Unrestricted	5,324,532	4,685,577	638,955
Star Island Permanent Trust	5,626,218	4,861,447	764,771
Board Designated Operating Reserve	165,669	165,579	90
Temporarily Restricted	137,308	134,982	2,326
Permanently Restricted	16,140	16,140	-
Total Net Assets	<u>11,269,867</u>	<u>9,863,725</u>	<u>1,406,142</u>
Total Liabilities and Net Assets	<u><u>13,529,126</u></u>	<u><u>12,209,068</u></u>	<u><u>1,320,058</u></u>

Star Island Corporation
Fiscal Year 2021 Actuals v. Budget

	Budget 2022	Unaudited Actuals 2021	Budget 2021	Variance 2021	
Operating Revenue:					
Room & Board (net)	2,631,744	1,711,466	1,695,285	16,181	
Conference Income	23,760	17,933	17,625	308	
Other Island Operating Income	257,400	152,907	196,990	(44,083)	
Contributed Income	143,790	138,395	119,400	18,995	
Annual Fund	690,000	795,500	590,000	205,500	
Permanent Trust Distribution	221,167	210,201	201,341	8,860	
Other Income	141,422	143,772	137,870	5,902	Appledore lease income \$137k
Total Revenue	4,109,283	3,170,174	2,958,511	211,663	
Operating expense					
Year Round Salaries	703,401	587,783	570,062	17,721	new aje since fincom f/s
Seasonal Salaries	845,191	758,778	773,468	(14,690)	
Total Salaries	1,548,592	1,346,561	1,343,530	3,031	
Payroll Taxes	118,467	96,272	102,780	(6,508)	
Benefits	170,604	140,803	146,562	(5,759)	
Workers Compensation	37,309	19,687	32,886	(13,199)	
Total Salaries & Benefits	1,874,972	1,603,323	1,625,758	(22,435)	
Professional Services	482,909	440,176	467,434	(27,258)	
Insurance Expense	241,242	223,041	221,216	1,825	
Administrative Expense	284,362	226,779	283,328	(56,549)	
Depreciation	410,203	370,056	375,271	(5,215)	
Conference Operating Expense	813,221	776,628	920,836	(144,208)	incl. covid-related expenses
TOTAL OPERATING EXPENSES	4,106,909	3,640,003	3,893,843	(253,840)	
Net Operating Income (Loss)	2,374	(469,830)	(935,332)	465,502	
PPP Loan Forgiveness, ERC	329,343	971,536	971,536	-	
InKind Gifts and Services	-	139,663	-	139,663	
Restricted Net Assets					
Releases-Restricted Net Assets	44,794	50,076	48,439	1,637	
Additions-Restricted Net Assets	(36,490)	(52,402)	(40,000)	(12,402)	
Total Temp Restricted Net Assets	8,304	(2,326)	8,439	(10,765)	
NET INCOME	340,021	639,043	44,643	594,400	

Star Island Corporation
Fiscal Year 2021 Capital Actuals v Budget

Project	Unaudited Actuals 2021	Budget 2021	Variance
Required fire safety upgrades:			
Fire Sprinkler Upgrades	9,400	10,000	(600)
Other Projects per RFD and SFC recommendation	14,503	15,000	(497)
	23,903	25,000	(1,097)
General Improvements:			
Atlantic 2nd Floor Rooms and Floors	18,001	12,500	5,501
Cottage D Weatherization	113,865	151,942	(38,077)
Island Internet Link Upgrade	20,000	20,000	-
Newton Window & Trim Replacement	16,921	20,000	(3,079)
Outdoor Exercise Course	3,089	1,000	2,089
Island Truck	14,500	14,500	-
Wastewater/Water Reclamation Facility Improvements	63,880	33,500	30,380
Brookfield/Rutledge Marine Lab	27,133	-	27,133
	301,292	278,442	22,850
Capital Contingency	-	33,413	
Total Capital Expenses:	301,292	311,855	22,850

**Star Island Corporation
2022 Capital Budget**

Project	Budget 2022
Required fire safety upgrades:	
Fire Sprinkler Upgrades	12,500
Other Projects per RFD and SFC recommendation	40,000
General Improvements:	
Accessibility Cart	12,500
Chapel Siding & Trim	20,000
Cottages Boardwalk	30,000
Electrical Wiring Upgrade	10,000
EMB Windows, Roofing, Siding	150,000
Fire Sprinkler System Extension	15,000
Newton Siding and Trim Replacement	20,000
Food Truck	30,000
Underworld Egress, Fire Rating, Layout Improvements	50,000
WW/W Reclamation Facility PLC Upgrade	10,000
WW/W Reclamation Facility Process Upgrade & Fall Protection	50,000
WW/W Reuse Pilot Program (SRF #2)	15,000
	<u>465,000</u>
Capital Contingency (10%)	46,500
Total Capital Expenses:	<u><u>511,500</u></u>

Star Island Corporation Strategic Resolution

In this Strategic Resolution, we have endeavored to maintain the substance of the previous plan as an acknowledgment of its continued vitality. However, in light of the pressing challenges of this historic moment, our priorities have shifted, and this document reflects a focus on specific and urgent issues. These issues and the work required to address them impact us all, but they also represent an opportunity in this defining moment for Star Island, our nation, and our world.

We are still in the midst of a **prolonged pandemic**, which has adversely affected all of us and directly impacted the operations of Star Island Corporation with the closure of the conference center for the 2020 season. Our society is also in the process of reckoning with the **continuing racist oppression** of Black, Indigenous, and People of Color, brought once again to the forefront of public dialogue by horrific acts of violence. Additionally, our planet is confronted by an **urgent climate crisis**, which will persist as we wrestle with these significant challenges.

Community

We are committed to continue the work of the **Beloved Community Project**, further the conversation about racial injustice, and demonstrate action around anti-racism and the end of white supremacy culture in our communities.

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We will review and revise the policies, processes, organization, and structures of the Star Island Corporation to ensure that they **do not present barriers to inclusion**.

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Through the lens of dismantling white supremacy culture, we will re-examine the **history of the Isles of Shoals**, the events and people that we celebrate, and our ongoing traditions.



Public Health

We will develop a clear set of milestones that need to be achieved in order to **reopen Star Island to the public.**

- We will establish additional operational protocols to ensure the **safety** of our communal Island environment in future years.

- We will review and revise our long-range financial, facilities, and stewardship plans in light of 2020's island closure in order to achieve **sustainability** and enhance the vitality of our operations.



Environment

We will continue the work of the **Green Gosport Initiative** to decrease our direct and indirect reliance on fossil fuels in our operations.

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We will develop an **adaptation plan** to address and mitigate the impact of rising sea levels and storm severity on our facilities and operations.

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We will augment the ways in which we can serve as a **resource** for the Seacoast Region and beyond to learn about the issue of climate change and demonstrate practical mitigation strategies to combat its effects.



We are committed to this work in spite of monumental uncertainty, because we understand and embrace our responsibility to forge ahead and carry the light of our shining Star to the world. We are also dedicated to facing these challenges and differences through civil discourse and with Star Spirit.

We ask for your support and your help, in any way that you are able to contribute, to achieve these goals. In the words of our Vision Statement, we can all work together as we aspire to move closer to our collective notion of what the world might ideally be.

Star Island Corporation
Strategic Resolution
Adopted by the Board
of Directors on
October 6, 2020