

STAR ISLAND CORPORATION

ANNUAL MEETING

May 4, 2024

STAR ISLAND CORPORATION
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PRESIDENT'S MESSAGE

*“In any given moment we have two options:
to step forward into growth or step back into safety.”* — Abraham Maslow

Grace and Peace to You, Star Island Corporation (SIC) Members!

As I began to think about Star's 2024 theme of “GROWTH”, the above quote from Abraham Maslow came to mind. Star is a place that calls us to live between the tension of stepping forward into growth (new experiences, new friendships, new ideas, a new way of being) and stepping back into the safety of a strong foundation (traditions, long term relationships, cherished memories, and a valued history). In the spirit of this tension between growth and safety, I offer you my reflections on how SIC stepped forward into growing and trying new things while simultaneously stepping back into the safety of a strong foundation built by so many of you.

Stepping Forward and Growing:

- Our Board has finalized a new Strategic Plan that will take us into 2028. It focuses on goals for our Community, Environment, Financial Stewardship, and Governance.
- Our Governance Task Force continues to review, revise, and recommend new ways for SIC to function, grow, and be forward thinking.
- Our Annual Fund surpassed its goal, thanks to the generous donations made by our members and friends.
- Our finances are solid due to the sound budgeting practices of our Finance Committee and excellent guidance from the Trustees of our Permanent Trust.
- Our Committee on Appointments (CoA) brought forward new people with new skills and fresh eyes to serve on our committees. If there is a committee that you would like to serve on, please reach out to Roger Kellman, Chair of CoA, at namllek@aol.com.
- Our membership is growing with the addition of 15 nominees for membership this year.
- Our Legacy Society had new members step forward. Members pledge to remember Star in their wills or through other forms of planned giving. If you are interested in learning more about this type of giving, please reach out to our Development Manager, Laurie Contrino at lcontrino@starisland.org.

Stepping Back into a Strong Foundation:

- Our Traditions and Monuments - The Beloved Community Task Force does a thoughtful and thorough job of holding the tension of a history that both comforts us and challenges us. An example of this was letting go of our traditional banquet night Grand March song for a new, more inclusive, one while continuing to embrace the charm and magic of the tradition of our Grand March.
- Our Island and Its Buildings - Our adoration of our historic buildings lead us to find innovative ways to care for them.
- Our Founding Religious Organizations – the SIUCC and ISAUU continue to support and guide us.
- Our Pels – we have a long-time tradition of hiring mostly college aged young people to care for both the island and its guests. The 2023 Pels were kind, enthusiastic, and rather outstanding!

Whether we are stepping forward or stepping back, we are blessed with the presence of an incredible and dedicated Staff, a CEO who exudes a wealth of knowledge and experience coupled with a deep love for Star, and a Board of Directors who are hardworking, attentive and a pleasure to work alongside. In addition, we have the gift of hundreds of passionate volunteers that include our Conference Leaders whom without we could not offer the creative and impactful conferences that keep us all returning year after year.

My invitation to you this summer is to reflect on the ways in which the island has invited you to step forward into growth while simultaneously allowing you to sit in the safety of the past. How will Star invite you to grow and become new in 2024? And how will it allow you to reflect on the strong foundation that you already have and already are? I look forward to GROWING and reflecting with you.

In closing, I welcome you to help us to continue to grow by inviting someone new to the island this summer. Invite them to experience the bright light of Star and its vision; to renew spiritually, explore matters of consequence, and gain knowledge about the world as it might ideally be.

With a grateful heart for all things Star,
Reverend Debbie Duval
SIC Board President

CHIEF EXECUTIVE OFFICER'S REPORT

As I look back at another successful year and also think about Star's future, three words come to mind – gratitude, community, and possibility.

I am grateful for the many Shoalers who are stewarding our Spirit's Home. This stewardship takes many forms, including welcoming new folks to the island, volunteering, attending a conference, making a financial gift, and more – collectively, we are stewarding Star Island's future, and in so doing, helping to make the world a better place.

Our 2023 Theme of Kindness has resonated with our community, further encouraging us to form and deepen relationships, and to model how the world might ideally be. Our community sustains and refreshes us. Being kind to ourselves and to one another helps strengthen our community and prepares each of us to make a positive difference in the world.

The Star Island experience is full of possibilities – for personal growth, for togetherness, for making a difference on the island and in our off-island communities. We are embracing our 2024 Theme of Growth, and we invite each of you to engage with this theme in a variety of ways throughout the year. I hope you are able to join us at the Annual Meeting of the Star Island Corporation on May 4, to learn more about the many ways you can get involved.

In the meantime, I offer a few things for you to consider/act upon prior to our May 4 gathering:

- We have a new [Strategic Plan](#), which runs from this year through 2028. Our Strategic Plan is, essentially, a map that helps us to get where we want to go. I invite you to review this plan and consider how you and the Corporation can advance its worthy goals and objectives.
- One of these goals is Governance. For some of us, the topic of governance can seem distant and even boring. I invite you to review the report and recommendations submitted by our Governance Task Force and think of our governance review effort as a way of helping Star Island Corporation to grow. What is it that we do well/we want to keep doing? What is it that we can change/do better? How can we ensure that Star Island Corporation is ready for this moment, and is best positioned to address future challenges and opportunities?
- Another goal of our Strategic Plan is Community. I invite all of us to embrace an invitational culture and support our actively welcoming community. I find it helpful to remember that each of us was once new to Star Island, and that our long-term success is contingent upon new Shoalers participating in the Star Island experience. With kindness and growth in our hearts and minds, let's all be as welcoming and inclusive as we can possibly be.
- Part of this is to invite new folks to the island. Over the years, we have learned that word of mouth is the most effective means to recruit new folks to the island. This year, we have some powerful tools in place to help us grow in this way. Our [financial grants program](#) provides financial aid to Shoalers (new and old) so they can attend a conference. Our [discount program](#) is robust, and there are significant discounts available, including:
 - 10/10 Bring A Friend, which offers 10% off to new Shoalers and, for the returning Shoaler, 10% off for each new person you bring (up to 100% off room & board!).

- You Will Come Back!, which offers 25% off to a returning Shoaler who hasn't attended a conference for a while.
- Former Pel Discount, which offers 50% off to a former Pel who hasn't attended a conference before, or for a while (and 25% off next year).

In this year of growth, please help us to promote these tools widely, and please take advantage of them yourself.

More broadly, as members of the Corporation, we are its chief ambassadors. All of us have a direct hand in how we grow. With gratitude and the active support of our community, let's embrace the possibilities before us as we take good care of Star Island now and for the future.

With Star Spirit,

A handwritten signature in black ink, appearing to read "Joe Watts". The signature is fluid and cursive, with a large initial "J" and "W".

Joe Watts

P.S. Please visit the [membership page of our website](#) for more information for Corporation members.

BELOVED COMMUNITY TASK FORCE REPORT

In recent years, the Beloved Community Task Force has chosen to work on several smaller projects that could be completed in one-off seasons and put into action the following conference season. This year, we chose to take on two larger projects that will take longer to complete but will hopefully help create long-lasting and sustainable culture change for Star Island as a whole. We are excited to share the following updates.

Integrating the Beloved Community Guidebook into the Conference Leadership Handbook, SIC website, and other communication channels.

The Task Force is working with SIC staff to update the current Beloved Community Guidebook on the best ways to integrate much of the information into the Conference Leadership Handbook, the Star Island website and other Star Island communications. The hope with this integration is to help our whole Star Island community experience the Beloved Community Project as not a separate entity but as part of the culture of Star Island. By integrating much of the updated Guidebook material into the Handbook, we hope to make the information even more accessible for conference leadership (as they will no longer need to look for the information and material on how to plan a conference in multiple places) and offer insight on how to institutionalize some (if not all) of the diversity, equity, and inclusion practices outlined in the guidebook.

Diversity, Equity, and Inclusion SIC Youth Campership Draft Proposal

After researching other camps that offer a DEI scholarships/camperships, the Task Force began working on the creation of a draft proposal for a SIC Diversity, Equity, and Inclusion SIC Youth Campership. The goal of this proposed campership would be to help authentically diversify the Star Island community and create sustainable culture change within Star Island. The proposal is for a 5-Year Scaleable Pilot Program that would begin in the 2025 conference season. By the end of the fifth year, SIC will have offered 12 camperships across 3 conferences. If the pilot is successful, we would then move towards building this into a program that would eventually be offered at all conferences.

On-Island Programming

This group reviewed the Beloved Community Project offerings from last year with Rev. Christana Wille McKnight and support having Christana continue offering a worship service for every conference, an interactive multi-generational workshop around the theme of Growth, and a workshop/theme talk on the Smith Monument that will dovetail with the work of the Monuments and Physical Spaces project we began last year.

Respectfully submitted,

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

ISLES OF SHOALS ASSOCIATION – UNITARIAN UNIVERSALIST, INC. GREETINGS

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

We, the members of the Isles of Shoals Association (Unitarian Universalist) continue our work as aligned with our mission to support Star Island and we look forward to another great season this summer. Established as the Summer Meetings Association in 1896, the ISA is focused on providing monetary support to the Star Island Corporation, to individual conferences through program grants, to religious professionals coming to Star for the first time through room and board grants, and to funding special Star Island projects as needs arise.

The ISA(UU) raises money through membership dues and profits from the Shops on Star, including the Gift Shop, Book Store, and Lobby Store. These shops are a vital part of the island experience, as well as significant in generating funds to benefit Star Island. Thanks to the hard work and dedication of our Board, volunteers, and Shops staff, we had a terrific year in 2023. As a result, we made a gift of \$40,000 to the Star Island Corporation, supported programming for approximately 20 conferences through over \$12,000 in grants, and provided \$1,400 to UU clergy toward conference attendance. With your help, the ISA disbursed a total of \$53,729 to support our spirit's home in 2023.

The ISA and Shops on Star could not operate without the committed Board of Directors and the hard-working Shops Committee. Numerous people contribute hundreds of hours per year to supporting the Shops on a volunteer basis, thereby ensuring that profits are maximized for the benefit of Star Island. I gratefully acknowledge the work of the ISA Board of Directors including Cheryl Doty, Patti Washburn, Lisa Jennings, Molly Mansfield, Cory Easter, Tricia Coleman, Deb Weiner, Miriam Coe, Marlene Smurzynski, Maura LaRocca, Nick Bresinsky, Deb Walton, Sarah Gordon, Linda Pollack Johnson, Jocelyn Pierce, Carrie Jones, Suzy Bender Binzel, Sarah Iselin Hawkins, John Anderson, and Tom Smurzynski. Additionally, the Shops couldn't operate without the incredible dedication of the following people who serve on the Shops Committee and to whom we all owe much gratitude: Patti Washburn, Sarah Gordon, Phil Quatrochi, Melanie Elliot, Maura LaRocca, Emily Beatrice, Tricia Coleman, Annabelle Cook, Cheryl Doty, Jenny Nelson, Jocelyn Pierce, Gabrielle Prochaska, and Stephanie Sersich.

Please visit us in the shops this summer and show your support for Star Island. Additionally, please consider joining or renewing your membership to the ISA. Finally, we are always looking for new volunteers to work in the Shops! Thank you to the Star Island Community and the Star Island Corporation for your partnership.

In Star spirit,

Ali Walton

ISA(UU) Board President

ISAUU Board of Directors

Ali Walton (President), Cheryl Doty (1st Vice President), Patti Washburn (2nd Vice President), Lisa Jennings (3rd Vice President), Molly Mansfield (Board Secretary), Cory Easter (Treasurer), Tricia Coleman (Assistant Treasurer), Deb Weiner (Membership Secretary), Miriam Coe,

Marlene Smurzynski, Maura LaRocca, Nick Bresinsky, Deb Walton, Sarah Gordon, Linda Pollack Johnson, Jocelyn Pierce, Carrie Jones, Suzy Bender Binzel, Sarah Iselin Hawkins, John Anderson, Tom Smurzynski (Emeritus), and Meg LeSchack (Emeritus).

Shops on Star Committee

Patti Washburn (Chair and Buyer), Sarah Gordon (Assistant Chair and Buyer), Phil Quatrochi (Treasurer), Melanie Elliot (Recording Secretary), Maura LaRocca (Volunteer Coordinator and Buyer), Emily Beatrice (Buyer), Tricia Coleman (Assistant Treasurer and Buyer), Annabelle Cook (Buyer), Cheryl Doty (Buyer), Jenny Nelson (Buyer), Jocelyn Pierce (Buyer), Gabrielle Prochaska (Buyer), Ali Walton (Buyer), and Stephanie Sersich (Buyer).

Shops on Star Advisory Committee

Ali Walton, Patti Washburn, Sarah Gordon, Phil Quatrochi, Cory Easter, Jocelyn Pierce

MINUTES OF THE ANNUAL MEETING OF THE STAR ISLAND CORPORATION

April 29, 2023 at 1:00 p.m. EST
First Church & Parish, Dedham, Massachusetts
And via Zoom

Call to Order

The meeting was called to order by the President, Rev. Debbie Duval, at 1:04 p.m.

After welcoming all those attending and thanking our host church, she noted that this is our first hybrid meeting and asked for patience as any glitches might arise.

David Carnes is serving as parliamentarian.

Invocation

Kyle Belmont, a member of the Board of Directors and a student at Boston University's School of Theology, offered the invocation.

President's Report

Debbie Duval, pastor of the UCC church in Auburn, Maine, noted that this will be her family's 27th season on Star. She reported that the goals of the Board of Directors are extending the Beloved Community Project, completing a thorough governance review, and continued stewardship, including fundraising. The Board is working on a new Strategic Plan to be in effect through 2027. The theme for this summer is Kindness. She urged members to join the Legacy Society. She introduced the members of the Board. On behalf of the Board, she thanked the many volunteers who serve Star, including members and chairs of our many committees, the trustees of the Permanent Trust, the Isles of Shoals Association (Unitarian Universalist), the Star Island United Church of Christ, the board members and delegates of the Council of Conferences, on- and off-island volunteers, and the SIC staff.

Transitions

Board member Liz Erickson acknowledged the following transitions among the members of our community during the past year.

Marriages

Carol Carofiglio & Ellie Alpern
Cynthia Flynn & Wilmer Rivera
Stephanie Katz & Jeremy Parker

Jane Leff & Randy Becker
Arlyn Weeks & Forrest Foreman

Births

Benjamin Russell Lawrence Adams
Zachary Anderson
Evie Barnes
Warren Benedict Frye
Oliver Scott Henderson
Hazel Estelle Howell
Castin Hunnicutt

Malcolm Wang Kennedy
Gaililee Mariah Krasner
Sylvie Bea Lyon
Harriet McCarran
Leonidas Rasor-Carney
Milo Sedovic-Peloquin

Deaths

Lois Ames
Sheila Barrows
Lois (Wright) Brown
Ruth Bruns
Ron Buck
Rev. David J. Dean
Connie Dunn
Caroline French
Margaret Grometstein
Raymond Hallows, Jr.
Aaron Hamburger
Jean Hay
John Barrett Heiser

Heather MacPhee
John Main
Betsy Gimpel Mena
John Nash
Max Patton
Norman Richardson
Roy Shoults
Tom Walton
Mollie Whitaker
Conrad Yanis
Rev. Dr. Samuel Young
Thomas Zingale

Greetings and Reports from Affiliated Organizations

Tricia Coleman, President of the Isles of Shoals Association (Unitarian Universalist), began by reminding members that the ISA (UU) is a membership organization dedicated to fostering the conference experience. It raises funds for the benefit of Star. It operates the Shops on Star through the work of dozens of volunteers. Prices in the Shops are reasonable given rising costs of operation. They are improving their processes and strengthening collaboration with island staff. Sales in 2022 increased by over \$6,000. Their clergy grants program will provide up to \$6,000 to bring clergy and their families to Star for the first time. Conference grants totaling up to \$11,000 will enhance the conference experience. Direct support to the Corporation was \$33,450.

Cary Cuiccio, President of the Star Island United Church of Christ, began by thanking the outgoing President and Vice President, Keri Mattaliano and Neil Simister. She welcomed new board members Medora Barnes, Floyd Cheung, Holly Jackson, Jen Johnson, and Ryder Worthen. She recounted the success of 2022 UCC conferences, which shared the theme of Nourishment and featured arts activities as well. She noted that the conferences received an unprecedented level of requests for financial grants which they were able to meet with the help of the Corporation. The 2023 conferences will focus on relationships and community, with a unique theme for each conference.

Pel Liaison Report

Sabine Michaud, Pelican Liaison to the Board, presented the first Pel Liaison report at an Annual Meeting. She reported that staff is ready to start onboarding new summer staff and working on major capital projects. Some surveyors have already come out to work on the breakwater project. Contractors will be repairing the boardwalk between Cottages A and C and doing repairs on Cottage E and Managers. Floats are in at the dock and we are getting the Wastewater Treatment Facility up and running. Major issues last year arose from moving out of the pandemic and figuring out what Star will be in this new world. The main focus this year will be increasing the service level and working safely together as a community. New staff positions include executive chef, assistant island engineer and administrator, food service coordinator, and assistant conference center director. These positions will reduce stress on existing managerial positions. There will be increased opportunities for training and education. She asked for

understanding and support for island staff.

Financial Report

Joni Abbadessa, Treasurer of the Corporation, referred members to the written report in the meeting packet. She is honored to serve as Treasurer and the Finance Committee is phenomenal. The 2022 season was successful but surprisingly challenging. The volatility of Covid was reflected in registration and attendance. We were adjusting Covid protocols weekly. Management and staff met these challenges through tireless work. We are in a strong financial position at the end of the year. The 2022 audit is complete and clean, with no adjustment issues. This is something to be proud of. Members are encouraged to raise financial questions throughout the year.

Report of the Permanent Trust

David Yermack, Chair of the Permanent Trust, reported that this is the 25th anniversary of the Trust. It now holds \$5 million, up from \$1 million at the start. This year the Trust has received 57 gifts and bequests, totaling \$130,000. The Trust gives the Corporation 4.25% of its income annually. This year that amounted to \$212,000. The Trust's investment performance has been extraordinary. We are 50% better than we should be compared to benchmarks due to Wilkins Investment Counsel, which manages our investments. We are in the 99th percentile of small endowments and financially secure to navigate through any crises. Our investments are very progressive, consistent with UCC and UUA guidelines.

Report of the CEO

Joe Watts, CEO, noted that over 100 members are participating via Zoom. He expressed gratitude to all. He said that it was a pleasure to work with the Board and especially Debbie Duval, the President. He introduced the following new senior staff members: Bill Knox, Registrar; Laurie Contrino, Development Manager; and Chelsea Haskell, Communications and Program Manager. He thanked the following staff members who left this year: Dwayne Aljets, Mike Bray, Anne Henry, Ally Miner, and Peter Squires.

Questions and Answers on Reports

In response to a question from a member, Joe explained that the 9% increase in room and board rates for 2023 resulted from significant inflation and the fact that rates were kept flat for one year after the Covid closing. The Board and management are quite mindful that this is an added burden and funds available for financial grants have been increased significantly. We were at 60% capacity in 2021 and 90% in 2022. We are getting back to 100% registration which is the target for 2023.

Debbie Duval then explained the voting procedure.

Proposed Changes to Bylaws

Tom Kennedy, Vice President, explained that the proposed changes to the bylaws included in the meeting packet reflect the fact that the Annual Meeting is now conducted in a hybrid format, with electronic voting. Electronic voting was not precluded by the existing bylaws, but the proposed changes make it explicit that electronic voting is allowed.

Upon a motion duly made and seconded, and after an opportunity for discussion, the membership

VOTED, with one opposed and no abstentions, to amend the bylaws as proposed.

Report of the Membership Committee and Action

Caroline Quijada, Chair of the Membership Committee, presented its report, nominating the following individuals for membership in the Corporation: Ariel Aaronson-Eves, Sarah Aznive, Kate Conquest, Garrett Hastings, Julia Manners, Joni Praded, Tammy Prull, Tom Reid, John Reynolds, Beth Ruekberg, and Dr. Heidi Weiskel.

Upon a motion duly made and seconded, the membership

VOTED, with none opposed and one abstention, to elect these individuals to membership in the Corporation.

Caroline then presented the nominations of the following members to emeritus status: Barbara Buck, Dudley Dudley, Dr. Robert Gray, Georgie Haykin, Patricia Hollingsworth, and Rev. Kitsy Winthrop.

Upon a motion duly made and seconded, the membership

VOTED, with none opposed and no abstentions, to elect these individuals to emeritus status.

Approval of the Minutes of the 2022 Annual Meeting

Arlyn Weeks, Clerk of the Corporation, moved to dispense with the reading of the minutes of the 2022 Annual Meeting and to approve those minutes as presented by the Clerk of the Corporation. The motion was seconded, and the membership

VOTED, with two votes in opposition and no abstentions, to approve the minutes of the 2022 Annual Meeting.

Approval of Reports

Arlyn Weeks moved to accept the President's Report, the reports from the affiliated organizations (ISA UU and SIUCC), the Pel Liaison's Report, the Financial Report, the Report of the Permanent Trust, the Report of the CEO, and the Report of the Membership Committee.

The motion was seconded, and the membership

VOTED, with none opposed and no abstentions, to accept the foregoing reports.

Report of the Nominating Committee and Action

Liz Erickson, Board Liaison to the Nominating Committee, presented its report, nominating the following individuals to the indicated positions:

Debbie Duval to a third 3-year term as a Director

Tom Kennedy to a second 3-year term as a Director

April Rosario to a second 3-year term as a Director

Arlyn Weeks to a one-year term as Clerk

Joni Abbadessa to a one-year term as Treasurer

Kathy Lord to a second five-year term as a Trustee of the Permanent Trust

There were no nominations from the floor. Upon a motion duly made and seconded, the membership

VOTED to close nominations, with none in opposition and one abstention.

Upon a motion duly made and seconded, the membership then

VOTED to elect the slate of nominated individuals, with none opposed and no abstentions.

Nominations to the Nominating Committee and Action

Lucia Green-Weiskel, Board liaison to the Committee on Appointments, presented the Board's nominees for positions on the Nominating Committee:

Erik Cordes for a first three-year term

Lia Yanis for a first three-year term

Irene Bush for a second three-year term

Patricia Coleman for a second three-year term and to serve as Co-Chair

Julie Jowaisas to serve as Co-Chair

Upon a motion from the President, with no need for a second, the membership

VOTED to close nominations for the Nominating Committee, with none opposed and no abstentions,

Upon a motion duly made and seconded, the membership

VOTED to elect the slate of nominees to the Nominating Committee, with none opposed and no abstentions.

Special Nominating Committee Report

Caroline Quijada, a member of the Special Nominating Committee, reported that the committee will nominate Debbie Duval to serve a one-year term as President and Tom Kennedy to serve a one-year term as Vice President. The Board will vote on these nominations at its next meeting.

Ratification of Board Actions and Technical Motions

Arlyn Weeks, Clerk of the Corporation, presented the following motions for consideration by the membership:

I move 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.

After the motion was seconded, the membership

VOTED to approve the motion, with none opposed and no abstentions.

I further move 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.

After the motion was seconded, the membership

VOTED to approve the motion, with none opposed and no abstentions.

Conflict, Communications, and Community

Rev. Dr. Leon Dunkley, Board member, and Rev. Christana Wille McKnight, Island Minister and Beloved Community Project Manager, presented a slide show focused on our Mission Statement and our values. Our shared principles and non-profit values are based on an intentional community. Conflicts are inevitable in human relationships. The Board and the staff recently held a conflict resolution training session, reframing conflict as an opportunity to learn and grow. Large organizations are built on long-established structures. Governance review, in which the Board is now engaged, is a comprehensive process to clarify and streamline existing structures and processes. We are practicing trust. We will consciously engage in kindness this season. The Board is also preparing a new vision statement for the Corporation and members will have opportunities to participate in this task.

What to Expect This Summer

Joe Watts noted that there have been many adjustments during the past four years. Staffing was a major issue in the past year. He is excited about the coming season as we begin a “new normal.” The Isles of Shoals are constantly reinventing themselves, as is Star. Many traditions were once new; change itself is a tradition. We are a community of care and kindness. Taking care of one another will be very important for everyone this summer. We can focus on the broader community.

The pandemic affected staffing. End of summer staffing became a greater problem over the years, particularly last year. We were down three year-round staff positions at one point this year but we are now fully staffed with some added positions. We had a 17% increase in Pelican applications and have several end of season agreements already. Members are encouraged to help recruit for end of season positions.

Food service is a top priority for this year along with housekeeping. There will be more Waitrae. We are working on the challenges with outdoor dining. There will be vegan and vegetarian main courses. Housekeeping is updating protocols and manuals. During the regular season, beds will be made upon arrival.

Fire safety is a top priority. We have an exceptional relationship with the Rye NH Fire Department. There will be a new fire panel behind the front desk and 100 smoke detectors will be replaced. The Underworld is the Fire Department’s chief concern. We are planning with an architect and the Facilities Committee to redo the entire area over a number of years. We will be moving the laundry and upgrading the Pelican dining hall.

Replacing the boardwalk is already underway, similar to the work done on the front porch. This is a \$100,000 project, with some grant support. Work will be done on Cottage E and Managers. The Army Corps of Engineers has hired a contractor to repair all of the breakwaters to protect the harbor and the islands and to address the rising sea level. Work will start by May 15. They will be loading equipment and 15-ton rocks from the beach to the breakwater because they can’t do this directly from the harbor due to the presence of protected eel grass. The contractor will have RVs on the island to house workers. We are hoping to work with the contractor in the fall to improve the perimeter road.

The Wastewater Treatment Facility is subject to a 2% 30-year loan and is engaged in a pilot program to reuse effluent.

A newsletter is coming soon, as is the Annual Fund spring appeal.

Question and Answer Period

Joe Watts responded to questions from members as follows.

The deadline for applications for financial grants for regular season conferences was April 15. Requests have already exceeded the amount budgeted.

We are hoping to model interpersonal change by having conversations and finding ways to stop fostering hurt.

Child-friendly options in the dining room should be part of the focus on food service.

Family style dining takes 7 more Waitrae with the accompanying costs of housing, wages, etc. We might try doing it for the banquets this year. Sit-down service might be available for those with mobility issues.

Breakout Session Overview

Debbie Duval explained that two breakout sessions would be offered next. Tom Kennedy gave a brief overview of the Governance Review session and Caroline Quijada explained the Strategic Plan session.

The meeting adjourned at 3:50 p.m. for the breakout sessions.

The meeting reconvened at 4:35 p.m.

Reporting Back From Breakout Sessions

Due to time constraints, reports from the breakout sessions will be shared at a later time.

Board Members Completing Their Service

Debbie Duval presented the following appreciation of Keri Mattaliano:

“Keri Mattaliano came to Star as a very young child and to my knowledge has not missed a summer since. She attends Star Gathering 1 which was formerly known as UCC 1. Keri has been an active member of the SIUCC Board for many years and served as their President, and in turn on our Board, for the past three years. Keri brought the median age of our Board down and, over and over and over again, proved the importance of the ‘younger’ voice being heard in our community and on our Board.

“While on the Board, Keri served on our financial grants group and will continue to do so. She was our Health Committee liaison, during the pandemic—which as you all know was a ton of work as we navigated our way through the challenges of the ever-changing Covid-19 and its impact on our community. Keri also served on the Special Nominating Committee for three years.

“I think I first met Keri when she was a teen in our Youth Conference. Although she is a good 20 years my junior, I have often wondered which of us is the elder?”

“Keri is wise beyond her years. She is articulate, intelligent, kind, passionate, levelheaded, and asks really good questions. She has been a remarkable source of support when it comes to marketing and outreach topics as well as Beloved Community topics. She has the gift of being able to see the big picture and somehow magically seems to understand the specifics and the workings of things.

“She was seemingly always available, both day and night, to talk and attend to all things Star. And!! ... she managed to do this as she spent the last year on the Board, traveling across the country. Some days she didn’t even know what time zone she was in, but, without fail, she always made it in time to our Board meetings.

“Lastly, on a personal note, I want to publicly thank Keri for the kind care that she offered me. Seriously, she took **really** good care of this President. She brought gluten free/vegan desserts and donuts to all of the in-person meetings. She texted and called before and after meetings to check in, offered to do more, always, and even let me ugly cry on her shoulder when I had my annual meltdown on island.

“I am in awe and in love with this amazing human and I ask you to join me in thanking her for her service on the Board by giving her a big round of applause.

“We have a special silver star for you, Keri, and now that you are settled in San Diego, we know where to mail it to.”

Bringer of Light Award

Debbie Duval noted that the Board of Directors created the Bringer of Light Award in 2009 to acknowledge significant and extraordinary contributions by a Corporation member to Star Island.

Past award recipients include:

Irene Bush	Ed Rutledge
Edith & Dave Pierson	Meg & Dick LeSchack
Dan Fenn	Brad Greeley
Dave & Patty Boynton	Karen Mathiasen
Dick Case & Bruce Parsons	Edmund Jones
Tom & Susy Mansfield	Steve & Edie Whitney

Tricia Coleman presented the award on behalf of the Board to Lois Williams, as follows:

“I’m here today to talk to you about my dear friend Lois Williams, and the Bringer of Light Award.

“The Bringer of Light Award is our collective acknowledgement of a Star Island Corporation member who embodies extraordinary service, significant involvement, island citizenship, and active participation. We have presented this award 13 times to Shoalers whose contributions have all been expressed in different ways. Lois’ particular expression is quite literal—she brings the light to our history and invites you to look deeper at our shared story.

“Lois is the much-loved matriarch of the Williams Family, whom she first brought to the island 50 years ago. Lois holds a PhD in Education with a long-time passion for history. She is a member of ISHRA (Isles of Shoals Historical Research Association) and serves on the Island Heritage and Artifacts Committee. She is also a cherished doyenne of the All Star 1 family who takes pride in her accomplishments, enjoys her playful humor, and values her sincerity and perspective. Lois

serves on the AS 1 governing council as a lifetime member.

“Inspired by the 200th anniversary of the iconic chapel on Star Island in 2000, Lois began her research into the history of the Shoals. She wrote and published a book in 2006, “Religion at the Isles of Shoals.” This book traces the religious history of the isles and chronicles the lives of the ministers who have served the community throughout the years. This book was followed by several others. Lois continues to write, most recently turning her attention to the forgotten stories of enslaved and marginalized people in Virginia.

“Dr. Williams is deeply involved with the preservation and documentation of Star Island artifacts in the Vaughn Cottage collection and has an abiding interest in the history of Star. She is passionate about sharing that history with all Shoalers, new and old. Vaughn Cottage, the collection, and Shoals history are Lois’ passion. Further, in her role as an educator, she is largely responsible for the panels in Brookfield which present the history of life on the Isles from European contact through the Hotel era. These panels are part of a welcoming and teaching center on the island that introduces newcomers to Star and the surrounding islands. Lois is also influential in the artifacts display in the Oceanic lobby and in crafting the Vaughn library pamphlet encouraging visitors to explore Vaughn Cottage.

“Lois has made a deliberate and thoughtful choice to share her gifts with Star Island. Her contributions have been measurable and her impact dramatic. She is the greatest ambassador for Star Island, preserving the past and bringing that history to the attention of the public—that is her motivation for her generous donation and her dedicated work in spreading the good news about Star.

“After her beloved husband, Pete, passed away Lois thoughtfully decided to direct her resources in support of the significant renovations and improvements to Vaughn Cottage, including a critically needed environmentally controlled space to preserve our irreplaceable artifacts.

“Although a thoughtful and careful scholar and author, Lois is not without humor and spontaneity. In 2008, when Tom and I were chairing All Star 1, we overheard a lunchtime conversation where an Old Shoaler was foisting a particularly egregious, but oft repeated, bon mot of island history that was colorful, interesting and, characteristically, outrageously and blatantly untrue. Sensing the moment, we approached Lois who declared a ‘History Emergency.’ Lois was immediately ready—every fiber of her ‘Historical Warrior’ body at full alert. At the following meal, not only did Lois gently restore the Goddess Truth to her rightful place, she went on in the following days to bring, at mealtime, interesting and thoughtful historical tidbits to life...

“More recently, she was spotted at the center of an All Star 1 FLASH MOB, performing Michael Jackson’s ‘Thriller’!

“In her book ‘Religion at the Isles of Shoals’ Lois dedicates three pages to acknowledgements of her fellow Shoalers. She has a great spirit of collaboration and appreciation. She closes with these words:

Lastly, I honor my husband, Peter Williams, who in 1975 convinced me that a Star Island conference would be a fine family experience. We brought Jane, Gilbert, Katherine, Annie, Louise, and later Bobby to the island, and we have ever since been Shoalers. Thirty years later, Peter encouraged my efforts to present an important aspect of Shoals history to the Shoals community.

“Lois, we are so grateful that Pete convinced you all those years ago, and that you continue to devote time, talent, and treasure in so many ways. We are forever changed and far better for your presence in our lives, for your manner, goodness, and grace, for your commitment, passion, and genuine humility.

“Now, our history will record that we pay tribute to you—Doctor Lois Williams—for your dedication to the vision of Star Island, and for the telling of our Story of which **YOU** are such an important part.

“Lois, please accept this Bringer of Light Award with our deep respect and appreciation.”
There was no other business to consider.

Closing Words

Closing words were offered by Board Member April Rosario.

Adjournment

Upon a motion duly made and seconded, the membership

VOTED, with none in opposition and no abstentions, to adjourn the 2023 Annual Meeting of the Star Island Corporation at 4:55 p.m.

Submitted by
Arlyn Weeks, Clerk

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

January 1 to December 31, 2023

The Board of Directors met on eight (8) occasions in 2023. At these meetings, the Board routinely received operational and financial updates from the Chief Executive Officer and the Treasurer, along with updates about Development, the Beloved Community Project, the Governance Task Force, 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 minute are available online under the members' page of the Star Island website (<http://starisland.org/members>).

January 24, 2023 Meeting of the Board of Directors

The Board voted to appoint Richard Case, Bruce Parsons, and Tom Mansfield to one-year terms as advisors to the Strategic Facilities Planning Committee and Bill Peterson to a three-year term on the Finance Committee.

The Board adopted the Safe Community Policy as recommended by the Personnel Committee.

After a presentation by Hope Coolidge, Chief Financial Officer, Joni Abbadessa, Treasurer, and Joe Watts, Chief Executive Officer, the Board voted to adopt the budget for 2023 as proposed.

March 3, 2023

The Board voted to appoint Rebecca Emerson Brown to a three-year term on the Membership Committee and Candace Erickson as chair of that committee.

The Board voted to present the following nominations for positions on the Nominating Committee to the membership at the 2023 Annual Meeting: Irene Bush and Tricia Coleman to second three-year terms, Erik Cordes and Lia Yanis to first three-year terms, and Tricia Coleman and Julie Jowaisas as co-chairs of this committee.

The Board voted to approve revised charges to the Finance, Fund Development, and Nominating Committees.

April 4, 2023

Following a presentation by Ryan Gough of Berry, Dunn, the Corporation's auditors, Bill Peterson, chair of the Audit Subcommittee, and Hope Coolidge, CFO, the Board voted to approve Berry, Dunn's 2022 audit of the Star Island Corporation.

The Board voted to approve the Landscape Task Force proposal and charge.

May 2, 2023

The Board voted, with one abstention, to approve the report of the Special Nominating Committee.

The Board elected Debbie Duval as President, with one abstention.

The Board elected Tom Kennedy as Vice President, with one abstention.

The Board adopted a resolution authorizing Debbie Duval, President, Joni Abbadessa, Treasurer, and Joe Watts, CEO, to engage in certain financial transactions on behalf of the Corporation.

The Board voted to approve the updated Property Standards as presented by the Strategic Facilities Planning Committee.

The Board appointed Russ Peterson to a one-year term as advisor to the Finance Committee.

The Board appointed Nicole Sylvester to a three-year term on the Personnel Committee.

June 6, 2023

The Board voted to approve the committee charge template, providing a standard format for committee charges.

The Board directed the CEO to appoint members of the Landscape Task Force.

August 29, 2023

The Board appointed Steve Parr to a first three-year term on the Committee on Appointments.

October 10, 2023

The Board engaged in an extensive preliminary discussion of the 2024 budget and thoroughly discussed its self-evaluation.

November 11, 2023

The Board appointed Mark Adams and Karilyn Heisen to second three-year terms on the Strategic Facilities Planning Committee and Karilyn Heisen as chair of that committee and reappointed Dick Case, Bruce Parsons, and Tom Mansfield to one-year terms as advisors to that committee.

The Board appointed Robin Slothower to a first three-year term on the Finance Committee.

The Board appointed Lucia Green-Weiskel and Scott Stewart to second three-year terms on the Committee on Appointments.

The Board appointed Caroline Quijada to a one-year term as the Board member of the Special Nominating Committee.

The Board voted to approve the Strategic Plan.

After extensive discussion over several meetings, the Board voted to increase room and board rates for the 2024 conference season by 4.5%.

TREASURER'S REPORT

The 2023 season was a successful, innovative season that saw numerous improvements in areas that positively affected customer experience. The financial impact of these improvements was well managed.

While Covid-19 became more mainstream in 2023, it still had to be carefully handled to ensure Shoalers' safety. Likewise, while the staffing and supply chain disruptions of 2021-2022 improved, there were still some challenges to be faced. And finally, a financial set-back arose at the end of the season when Hurricane Lee forced an early closing of the conference season and the cancellation of the Gosport Regatta.

Island management and staff met the challenges of 2023 through innovative and tireless work, with the support of the Board and a group of dedicated island volunteers. Overall, the island had an excellent season, allowing thousands of Shoalers to enjoy their spiritual home. Through careful, targeted, and innovative financial and operational management, and the generosity of our Shoaler community, Star finished 2023 with a solid financial showing, and remains poised to enter 2024 on solid financial ground.

The Finance Committee meets almost every month 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 (YR staff Accounting Coordinator and PT CFO) 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 recommends SIC's conflict of interest policies on financial matters and assists in the management of the annual audit through an audit subcommittee.

2023 Highlights:

Note: The 2023 audit is underway and thus all reported numbers are unaudited and may change.

- Net Income was \$81,243, which was higher than the budgeted \$64,111. This strong Net Income can be traced to a generous Annual Fund giving of \$772,000 and various operating expenses ending the year lower than expected.
- Operating Revenue was \$61,923, or 1.3%, under budget, mostly due to the effects of Hurricane Lee and a few undersubscribed conferences, and Operating Expenses were 3.2% under budget, mostly due to savings in the staffing areas.
- Bed Nights were 17,938, or 92.4% of the 19,406 budget.
- Annual Fund goal of \$715,000 was surpassed by 7.9% Total donations: \$771,999
- Capital expenditures were \$633,681. This consisted of improvements to fire safety and wastewater treatment facilities, Atlantic North roof replacement, cottages boardwalk replacement, Cottage E and Managers weatherization, Oceanic mansard roofing and repairs, and the acquisition of two vehicles.
- As in 2021 and 2022, SIC again did not borrow from its Line of Credit.

- Total cash was a healthy \$1,652,436 at year end, compared to \$1,496,134 for the prior year.

2024 Season, Looking Forward:

- For 2024 the Board approved a budget that:
 - Supports our strategic goals and initiatives.
 - Provides a Net Income and ending cash balance that allows us to successfully operate during 2024 and into 2025.
 - Exceeds our required Debt Service Coverage Ratio.
 - Supports staffing to meet anticipated operating needs.
- The budget includes:
 - 19,177 bed nights, vs. 17,938 in 2023 and 17,047 in 2022.
 - A significant increase in financial aid; a 7% increase over 2023 actuals, which were a 38% increase over 2022 actuals.
 - The return of multiple discount programs, resulting in a discount budget that represents a 173% increase over 2023 actuals.
 - A 4.5% Room and Board increase.
 - A staff salary increase reflective of current inflation.
 - Expense expenditures reflective of current inflation.
- The 2024 Capital Projects budget of \$682,399 includes, among other items, continued upgrades to the fire safety alarm, Cottage C weatherization, Art Barn refurbishment, Marshman windows and trim refurbishment, Oceanic main exterior stair rebuild, pier crane replacement, Unit refurbishment, and wastewater and Underworld improvements.

Respectfully Submitted,
Joni Abbadessa, SIC Treasurer
February 26, 2024

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 2023 with assets of \$5.41 million, up \$480,310 from 2022's year-end value of \$4.92 million. While the Trust had investment returns of 9.6% in 2023, these results fell short of market benchmarks. By one comparison, the typical non-profit foundation saw investment gains of 17.3% in 2023, and the widely used yardstick of a 60/40 combination of stock and bond market indexes returned 17.7%, according to foundationmark.com. The Trust's under-performance in 2023 was essentially the opposite of 2022, when we earned returns far ahead of these benchmarks.

Strong Trust growth in recent years enabled 2023's payout to the Star Island Corp. to reach another all-time high of \$216,155, 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. 2023's payment marked the 12th consecutive year of increase. A chart at the end of this report shows the trend of these distributions over time.

During 2023, the sources and applications of the Trust's funds were as follows:

Value of Trust on 12/31/22	\$4,924,762
Net Distributions to SIC	(\$216,155)
Fees and Expenses	(\$38,167)
Gifts and Bequests Received	\$271,298
Investment Income and Appreciation	\$463,334
Value of Trust on 12/31/23	\$5,405,072

Our investment manager, Wilkins Investment Counsel, earned a total return of 9.6% (8.8% after fees) on the Trust's total assets in 2023, and 12.6% on our equity investments, significantly lagging the S&P500 Total Return Index of 26.3%. Much of the S&P500 return in 2023 was concentrated in just seven technology stocks such as Nvidia and Tesla, and the Trust was not invested in any of these "Magnificent Seven" companies.

Wilkins' long-term results over several market cycles have been very strong. Since Star Island first engaged Wilkins in 1994 to manage the endowment fund, predecessor of the Permanent Trust, Wilkins has earned an investment return of 8.9% per year on all assets and 11.5% on equity investments, compared with an 10.4% annualized return for the S&P500 Total Return Index over the same period. Over the Trust's history beginning in 1998, its returns remain far ahead of those for comparable non-profit endowments.¹

¹ The most relevant long-term endowment benchmark is probably the National Association of College and University Business Officers (NACUBO) index of small college endowment returns. Since 1998 the Trust has earned a return of 7.7% per year, while the NACUBO small endowment index has returned 6.0% per

As of 12/31/23, the Trust's assets were invested approximately 63.7% in common stocks, 30.3% in U.S. Treasury and high-grade corporate bonds, and 6.0% in cash. The equity position decreased from 66.4% at year-end 2022, with bonds increasing proportionately.

Since its inception, the Trust has disbursed \$4.99 million to the Star Island Corporation, made possible by additional gifts of \$4.29 million and investment gains of \$5.51 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

The Trust has consistently followed a socially responsible investment policy. The Trustees work with our investment advisor to ensure that our holdings 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 sales from weapons, tobacco, alcohol, gambling, or fossil fuel industries. 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 2023 the Trust received \$271,298 in new contributions, including \$242,925 of new capital as well as a carryover of \$28,373 from 2022 gifts that cleared in early 2023. An additional \$71,130 of gifts were received but not yet deposited into the Trust by year-end 2023. The new gifts in 2023 therefore exceeded the amount paid out to the Star Island Corporation, plus the fees charged by our investment manager. Forty-eight different individuals or estates contributed to the Trust in 2023. Nearly 90% of the new capital was received in the form of bequests, with the rest comprised of direct gifts to the Trust or memorial stone contributions made via the Star Island Corporation. 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.

year. The additional gain of 1.7% per year, compounded over 26 years, implies that \$1.00 invested in the Trust 26 years ago would be worth about 50% more by 2023 (\$6.76) than \$1.00 invested in the typical small college endowment (\$4.58). Much of the Trust's superior performance occurred during the period 2003-13, and the Trust has basically tracked the NACUBO index in the more recent 2013-23 decade. Note that the NACUBO returns are based on June 30 fiscal years while the Trust's returns are reported as of December 31, and NACUBO's current definition of a "small" college endowment, \$50 million or less, is considerably larger than the Trust's value of about \$5 million.

Respectfully submitted,
Elizabeth Erickson
Edmund Jones
Kathy Lord
Bill Peterson
David Yermack (chair)

March 4, 2024

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%
2022	5,580,966	-212,429		-37,856	137,663	0	-560,046	4,924,762	-9.5%
2023	4,924,762	-216,155		-38,167	271,298	0	463,334	5,405,072	9.6%
Total	1,078,262	-4,987,895		-598,213	4,285,123	115,741	5,512,054	5,405,072	7.7%

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.

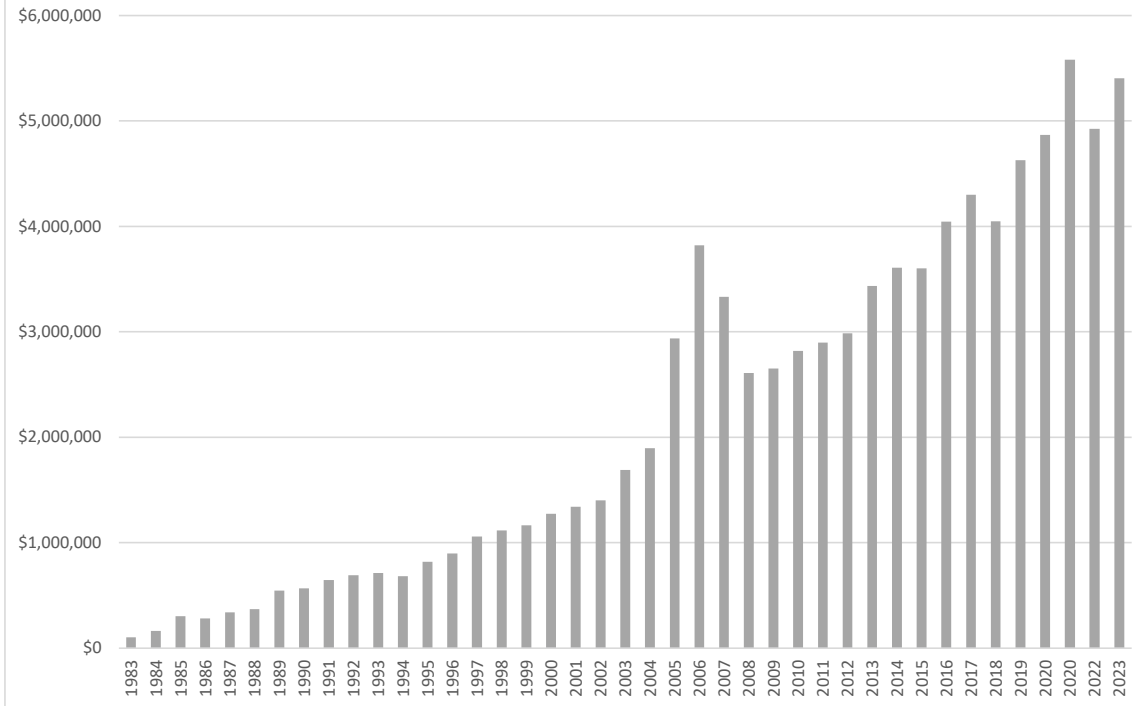
⁶ Includes \$400,000 for lost revenue and fire safety costs arising from delayed opening in 2007 season.

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

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

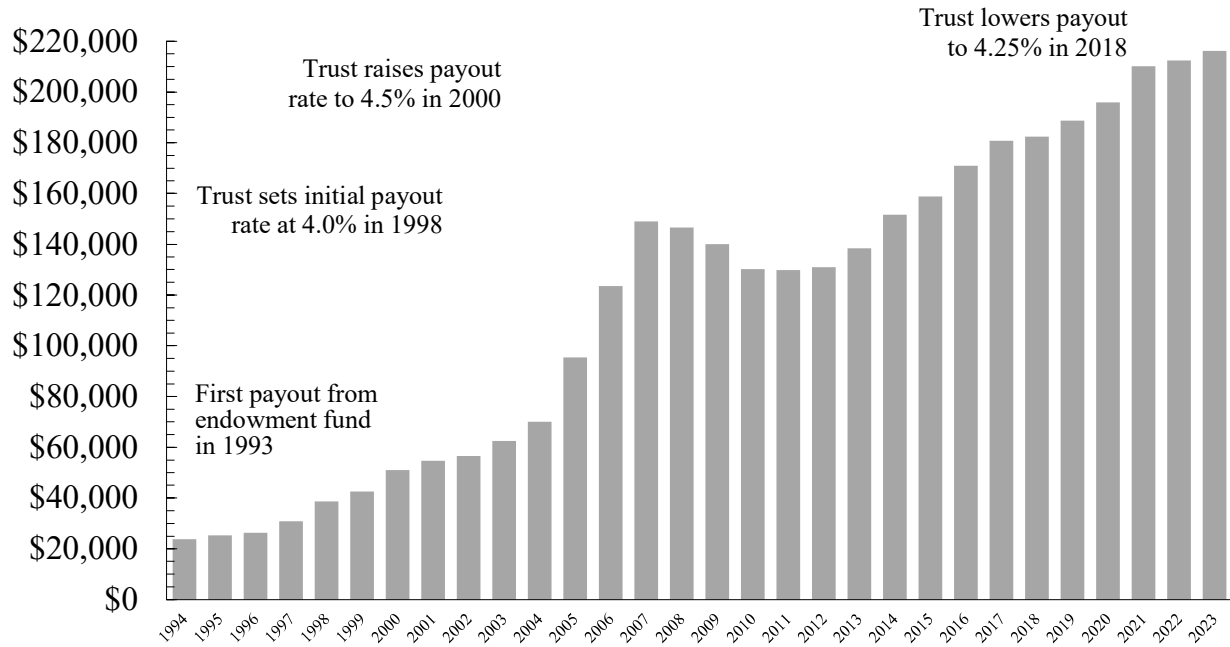
⁹ Includes \$100,726 in new principal gifts returned to SIC at its request.

Value of Star Island endowment (1983-1998) and Permanent Trust Fund (1998-2023)



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, 2024

To the members of the Star Island Corporation:

In accordance with the bylaws, we are pleased to make the following nominations for your consideration at the 2024 Annual Meeting:

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

- Rev. Dr. Leon Dunkley – 3rd three-year term
- Dr. Lucia Green-Weiskel – 2nd three-year term
- Topher Soltys – 2nd three-year term

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

- Arlyn Weeks, Clerk - 4th one-year term
- Joni Abbadessa, Treasurer - 3rd one-year term

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

- David Yermack, 2nd five-year term

Biographical sketches for these candidates are attached to this report.

We are always interested in receiving the names of those who are qualified and willing to serve on the SIC Board of Directors or on the Permanent Trust. Please send your recommendations along with a brief statement about the individual's Star Island and professional experiences to sicnominating@gmail.com.

Respectfully submitted,
Star Island Corporation Nominating Committee

Co-chairs - Patricia Coleman, Julie Jowaisas
Kate Brady (staff liaison), Irene Bush, Jane Clay, Erik Cordes, Nicholas Dembsey, Elizabeth Erickson (Board Liaison), Gary Kunz, Rodney Lowe, Lia Yanis

Rev. Dr. Leon Dunkley

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

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

Reaching to the past, we find ourselves less distantly,

trying to remember our tale

Asking of tomorrow just the simple gift of peace,

oceans over ourselves

And, here, to give oneself upon an altar high,

trying to remember our tale

To see and hear within the stillness, to touch and taste the sky,

trying to remember our tale as if the golden light was in our hands,

As if Silence had whispered my name...

Beholden and here I am

Silent and singing...

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

Lucia Green-Weiskel

Lucia Green-Weiskel teaches Political Science at Vermont State University in Johnson, VT. She attends the International Affairs conference with her husband and their three children, Hero, Aria, and Gael, and served as the IA Chair in 2018. Since February 2020, Lucia has worked on the Star Island Beloved Community Task Force.

(Chris)Topher Soltys

Topher Soltys has always loved non-profit governance. He began attending the board meetings of First Unitarian Church of Wilmington during high school and then the SIC board meetings while working as a Pel from 2005 to 2010. After his work as a Pelican, he began a career in non-profit administration, and he currently works as the Associate Director of Financial Planning and Analysis

for The Public Theater in New York City. He is a lifelong Shoaler attending LOAS 2, has served on the SIC Finance Committee since May 2019, and would be honored to serve another term on the Board of Directors.

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 2020, she maintained the historical list of Pelicans that was initiated by Lenny Reed. She lives in Scarborough, ME, with her husband (and 2018 All Star 2 volunteer doctor), Forrest Foreman. She is completing her third year as Clerk of the Corporation after serving for two years as a member of the Board of Directors.

Joni Abbadessa, North Potomac, MD

Joni 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, as a member of the SIC Finance Committee, and as SIC Treasurer since May 2022. Over the years Joni has enjoyed volunteering extensively within the Star community: in her conference, for a month at Open Up, and as an End of Season volunteer. She was involved in her conference Children's Program for many years, both as a teacher and as Children's Coordinator.

Joni has experienced Star from the perspective of a conferee, a member of staff, a Pelican, an island volunteer, as part of conference governance, and as part of island 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. Joni is a lifetime member of ISA(UU). She is a CPA, with a BS in Accounting. Her career as a CPA included working in Public Accounting, Corporations, and Non-Profit businesses.

David Yermack – Morristown, NJ

David Yermack is a Professor of Finance at the NYU Stern School of Business, where he has been a member of the faculty since 1994. He has published some of the leading academic studies of investment management in non-profit organizations. He has previously served as a Trustee and Chair of the Star Island Permanent Trust Fund (1998-2012, 2019-present) and as a Director of the Star Island Corporation (1999-2006). David has attended All Star 1 with his family almost every year since 1971 and served as Co-Chair of All Star 1 in 2018. He worked four summers as a Pelican from 1981 to 1984, mostly on truck crew, maintenance, and grounds, and he was elected Pel Club President in 1982. David lives in Morristown, NJ, with his wife Rocio, and they have four adult children, all of whom are lifelong Shoalers.

MEMBERSHIP COMMITTEE REPORT

This year, the Membership Committee has reviewed the processes for membership into the Corporation, worked with the Committee of Appointments to identify three new members to the committee going forward, and reviewed applications for nominations to the Star Island Corporation. The committee is vital and hard-working, and it has been a pleasure working with them as my tenure ends this spring. We welcome Cam Duval as incoming chair, Constance Cooper, Elizabeth Erickson, and Abby Lourie as newest members to the committee and thank outgoing members Patty Boynton and Marlene Smurzynski for their service.

With this report, we bring to the gathered body the following recommendations regarding new members, deaths, lapsed members, and resignations from the Corporation:

- The Membership Committee presents a slate of 15 candidates for membership in the Star Island Corporation. After reviewing the nomination packets, the personal statements, and the information from the sponsors and recommenders, the committee reached consensus that each candidate has shown a continued commitment to the life and future of Star Island. They are young and older people, Pelicans, conferees, and staff representing all aspects of Star Island life and we recommend them for membership.
- Additionally, this year there were 5 deaths, 3 resignations, and 1 lapsed membership. There are 426 members of the Corporation.

The committee is pleased with the slate this year and is sure that they will engage in committees, working groups and other SIC business. Their appointments assure their continued connection to Star Island.

We welcome your ideas, thoughts, and suggestions.

Respectfully submitted,
Candace Erickson, Chair
SIC Membership Committee

SIC Membership Committee: Candace Erickson, Patricia Boynton, Cameron Duval, Rebecca Emerson-Brown, Lucia Green-Weiskel (Board liaison), Marlene Smurzynski, Crista Woolley, and Kate Brady (staff liaison)

BIOGRAPHICAL SKETCHES OF NOMINEES TO THE CORPORATION

Adele Andrews grew up going to the Faith Development Conference and has been a Pelican since 2019, mostly on Conference Services. They love performing in the Pelican Family Band as a singer and occasional guitar player. Recently, Adele has also become an active member of the Pel Council, planning events to strengthen the Pel community in their role as Pel Chaplain. In the off-season they live with friends in Boston, enjoying writing and hiking in their free time. Adele recently graduated with a degree in Environmental Science and Policy and currently works as the campus ministry organizer for a local UU congregation.

Isabella (Bella) Bristol has been a lifelong Shoaler. She first came to the island at 8 weeks old to join her mom at the Pel Reunion weekend and has gone to All Star 1 every summer since. Bella was a Pelican for three summers where she worked on Chamber for one season and Truck Crew for two. She has enjoyed her summers on the island and has made lifelong friends as both a conferee and a Pel. She looks forward to continuing her relationship with the island as an adult.

Michele Carreiro (she/her/hers), first discovered Star Island in 2015 when she attended the Chamber Music Conference. She was deeply inspired by Star Island's beauty, spirit, and mission. She returned to Star in 2023 to work as the Assistant Conference Center Director, where she experienced all facets of island life and culture and loved working with Star's caring community of Shoalers – from the Pelicans and volunteers to staff, and conferees. A management and marketing consultant for non-profits by profession, she is also an avid traveler and long-distance trekker, with a passion for history, music, and the arts. Originally from Ithaca NY, she lived and worked in New York City for many years but now calls New England home. She lives in Saugus, MA, with Stephen Canestaro, her partner of sixteen years.

Greg Dixon began attending Star Island conferences with his parents when he was nine years old, primarily All Star 1. Starting in 1997, Greg spent a number of full and partial summers working on the island as a Pelican, and it was during one of those summers that he met his wife, Kyla. The two began attending the International Affairs Conference with their young family in 2013 and have been regular attendees since. Greg is currently part of IA's committee and served as conference chair in 2023.

On the mainland, Greg is a long-time producer for National Public Radio (NPR), currently working on the network's International Desk, supporting NPR reporters in 19 bureaus around the world. Greg, Kyla and their two children live in Washington, DC.

Cheryl Doty was raised Unitarian Universalist and first came to the island almost twenty years ago with her husband John and daughter Emma. She has served on the board of the Isle of Shoals Association Unitarian Universalist (ISAUU) for the past five years. She is currently the ISAUU Vice-President and is a clothing buyer for the Star Island Gift Shop. In her professional life, Cheryl

implements programs for the United States Agency for International Development (USAID). She has traveled to more than 60 countries – working to improve economic livelihoods around the world.

John Doty has been going to Star Island since 1971 and is proud of his family's long connection to the island going all the way back to his father and grandparents attending the very first All Star conference. John worked on the island in the late 80s and early 90s as a Pelican serving as a Bellhop and a member of the Conference Services team. He is thrilled that his wife Cheryl loves coming to Star and actively participates in Star Island governance and the running of the gift shop. He is so very proud of his daughter Emma, who is now attending Haverford College. John works on Capitol Hill for a member of Congress and for the House Judiciary Committee.

Karen Gray has been a Shoaler for over 50 years. She attended her first LOAS conference as a four-year-old in 1968 where she met her best friend Julie Hamburger in the Kiddie Barn. Karen has returned every summer since then as a LOAS conferee and has spent 3+ summers working as Pelican - first as a Waitrae, then Conference Services, Deskie, and in various grounds and maintenance roles. Karen brought her future husband, Tom Kane, to Star in 1991 and together with Julie they Chaired the LOAS 1 conference in 2011. Karen has spent her career working as a developer, specializing in building housing and large institutional buildings in campus environments. Building, maintaining, and growing communities on the mainland seemed the obvious life goal after growing up with the ideal island model of Star always present and setting a very high bar.

Matthew Grudnowski whose journey is defined by his resilience and hard work. His relationship with Star Island began when his cousins brought him out to Pel in 2019. He then continued to Pel for the following years up until 2023. He has worked a variety of jobs starting from Chamber to Residential Life ending at Shops on Star Manager. He is looking forward to becoming a conferee for the first time at the All Star 1 conference for the 2024 summer season. He has gained many unforgettable experiences and friends who are considered family from his relationship with Star Island. Star Island has given so much to Matthew that he cannot wait to continue his relationship with Star and help the island grow.

Victoria Hardy recently retired to Massachusetts after living in the Seattle area from 2012-2021. Previously, Vicky served a five-year tenure as the CEO for Star Island with a great team that managed this historic thirty-five building complex on the Isles of Shoals. Hardy came to Star from an academic career, that followed twenty years managing cultural programs and facilities. She is honored to be admitted to SIC membership, having been a member of both UCC and UUA congregations, and looks forward to advocating for Star Island!

Tom Kane first attended the LOAS conferences in the early 1990s with his girlfriend, now wife, Karen Gray. Tom and Karen celebrated their wedding in the Chapel on Star Island in 1997. Tom is a professor of economics and education and founded a research center focused on education policy.

When he, Karen, and friend Julie Mabey co-chaired LOAS 1, Harvard Professor Bob Putnam presented his work on social capital—Star Island’s primary export. Their two sons, August and Finnian, grew up running across the Oceanic lawn. August has mowed that lawn as a Pelican for three summers.

April Megathlin Liu (formally Weintraub) is a third generation Shoaler. Her mother and grandparents started going to LOAS 2 in the 1960s. April has long enjoyed working with children at Star Island, and in recent years has been a youth leader for the LOAS 2 conference. Professionally, April is a sustainability consultant, working with architects and building owners across New England to build high performance and healthy buildings. In her spare time, she plays and coaches ultimate frisbee and fixes up her house in Winchester, MA with her husband Ryan, golden retriever Callie, and new baby due this summer.

Kathy & Dan Slothower started coming to Star in 2015, on the invitation to All Star 1 from the Easter family and fell in love with the island and the community. Their daughter, Robin, was a Pelican for three summers. Their other daughter, Amy, lives in Los Angeles and has been an occasional conferee. The Slothowers are originally from Minneapolis, but have lived in the Princeton, NJ, area for the last 22 years. Dan recently retired from American Express. Kathy will retire this summer from her job as a high school college registration secretary. Dan appears in local community theater productions (Kathy is a retired costumer for community theater.) They enjoy golf and pickleball, as well as chicken wings and beer at local pubs!

Robin Slothower has been coming to the island since 2014 as a member of All Star 1, where she first fell in love with the island, its stories, its sense of community, and its people. The following year she talked her parents into joining, who are now devoted Shoalers. During 2016-2018, Robin spent her summers as a Pelican serving on Waitrae, Front Desk, and Conference Services. When she is not on island with family and friends, Robin lives in Washington D.C. and works as an Auditor for KPMG, loves to try out new local restaurants, and just started her first term on the Star Island Finance Committee.

Hojo Stewart, sometimes known as John, is a seasoned Pelican who grew up going to All Star 1. A singer and guitarist, they've performed at dozens of Pel Shows and have set up a variety while on the Conference Services crew. Also a veteran of the Kitchen and Truck Crews, and a stint as the head Groundskeeper, they've seen and loved the island from a variety of angles. Currently working as a chocolatier in New Hampshire, Hojo is always eager to follow new and exciting opportunities.

PERSONNEL COMMITTEE REPORT

The Personnel Committee's work continues to focus on consulting with the CEO on policies and procedures, as a committee as well as via 1:1 consultation between the Chair and the CEO (with input from SIC's HR professional consultant, as needed). We offer input and recommendations to the SIC Board and CEO on specific policies.

The Personnel Committee has standing areas of annual review, and other specific topics as they arise (e.g., SECURE Act 2.0). In a typical year, the committee will review the following topics: Pelican hiring process; employee orientation program; Pelican and professional senior staff performance evaluation/goal setting processes; employee benefits and compensation packages.

The Personnel Committee fulfills an important advisory role to SIC Board and the CEO, including conducting an annual review and offering recommendations on SIC's Safe Community Policy (which covers discrimination, sexual and other forms of harassment, and child abuse) and SIC's Personnel Handbook (which includes policies for all employees, including Pelicans, seasonal professional staff, and year-round staff). The committee also reviews its committee charge (essentially, the committee's job description) on an annual basis.

Despite ongoing staffing shortages in the hospitality industry, as well as with seasonal businesses, we were able to be fully staffed, or nearly so, throughout all of 2023, including the end-of-season period. Additionally, we were blessed with many "non-traditional" Pels throughout the season, particularly during the end-of-season period, including people in between jobs, retirees, and people on sabbatical (side note: please considering applying to be an end-of-season Pelican in 2024!). Our "Work On A Star" incentive program, offering a bonus for every Pelican who worked the full duration of LOAS 2, was a great success. We also successfully navigated transition within our year-round staff team, welcoming three new year-round staff members to the staff in late 2022/2023. We also added a few key roles to help improve our services (e.g., dining), which made a positive impact – and we look forward to continuing our success this year!

I am grateful 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, Nicole Sylvester, and Joe Watts (Staff Liaison)

FUND DEVELOPMENT COMMITTEE REPORT

Chuck Binzel, Fund Development Committee Chair

Star Island had an incredible fundraising year in 2023, with \$1,243,306 received in total philanthropic support. I am pleased to share these development results with Corporation members and express sincere thanks to all our generous donors and dedicated volunteers.

The Annual Fund closed the year at \$771,999 and we realized \$89,614 in restricted gifts. In addition, we received \$34,300 in grant support, \$33,338 from our fundraising events, and an incredible \$314,055 in contributions to the Permanent Trust (from bequests, living donors, and memorial purchases).

Annual Fund, Restricted Gifts, Permanent Trust

The Annual Fund total for 2023 was \$771,999 from 1,193 donors, exceeding our goal of \$715,000 by nearly \$57,000! We are truly amazed by the generosity of so many Shoalers and celebrate the pride that comes from stewarding this precious island together as a community. We are immensely grateful for their continued commitment to making the island a philanthropic priority and understanding the essential role contributed income plays in caring for our Spirit's Home.

In 2023, approximately 15 conferences (out of 45) had Annual Fund Representatives – many thanks to these wonderful volunteers who helped lead our fundraising efforts! Through their invaluable advocacy, they help to fulfill our mission to hold and maintain Star Island for future generations. Thank you! We look forward with excitement to expanding conference participation in the Annual Fund Representative program this year and beyond.

We also thank the conferences who donated all or part of their auction proceeds to the Annual Fund. Donations from conferences accounted for \$24,538 of our 2023 Annual Fund total. This truly makes a difference and is deeply appreciated.

In 2023, many Corporation members made a monetary donation to Star Island. I encourage all Corporation members to continue your dedicated support of 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). There are currently 347 living members of the Legacy Society. We encourage all Corporation members to help ensure Star Island's future by joining the Legacy Society. To learn more about planned giving to Star Island Corporation, please contact Development Manager, Laurie Contrino, at lcontrino@starisland.org.

Grants

Star Island continues to be successful in securing grant support for capital projects and other needs identified throughout the year. In 2023, Star Island received grants from The McIninch Foundation,

Fuller Foundation, Bank of New Hampshire Foundation, Rosamond Thaxter Foundation, Portsmouth Garden Club, and the LCHIP Oceanic Fund, totaling \$34,300.

Events & Sponsorships

Star Island's fundraising events enjoyed successful results in 2023 despite the unexpected cancellation of the Gosport Regatta due to an impending storm. Star Island's Gosport Regatta sponsors generously allowed us to transfer their sponsorships to our Starry Night fundraiser, and many ticket purchasers donated all or part of their ticket cost to the island to help ease the loss of one of our largest fundraising events of the year. We retained a total in event sponsorship of \$12,900. Through Starry Night tickets and raffles, the event brought in \$6,645. The addition of our Online Holiday Auction brought in \$12,520. Special thanks to our generous event sponsors and to everyone who participated either in person or online to support these efforts!

Fund Development Committee

The Star Island Fund Development Committee (FDC) meets throughout the year to discuss elements of our fundraising programs and strategies. The 2023 FDC was staffed by Development Manager Laurie Contrino. FDC members in 2023 included Chuck Binzel (Chair), Tom Kennedy (SIC Board Liaison), Miriam Coe, Kristen Greger, Emily Jones, Barbara Peterson, and Annie Whitford. Wholehearted thanks to all committee members for the time and talent they so generously gave to Star this past year!

COMMITTEE ON APPOINTMENTS REPORT

The Committee on Appointments (CoA) supports the SIC by making recommendations for over 80 Board and Operating 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. The CoA currently consists of eight Shoalers representing a number of different conferences and interest groups:

Roger Kellman, Chair
Lucia Green-Weiskel, Member and SIC Board Liaison
Kate Brady, Staff Liaison
Scott Anderson
Janet Cann
Steve Parr
Nina Peluso
Scott Stewart

The CoA meets monthly via Zoom to review membership requirements and openings on twelve active SIC committees. Candidates are vetted with the SIC Board President and CEO, the respective committee chair, and staff or Board liaison. When approved, member appointments are made for three years. After one three-year period, committee members are considered for reappointment to a second three-year term. Advisors are appointed for a one-year term.

During 2023, we recommended 14 individuals for new committee appointments and 18 for re-appointment. We also supported 4 committee Chair and Co-chair role transitions, and 10 Advisor appointments.

The CoA strives to be fair, deliberate, discreet, responsive, and proactive in supporting our committees and the island. We strongly support the Beloved Community Project and encourage every committee to participate in establishing a culture of diversity and inclusiveness throughout the Star Island community.

In 2023 we continued to engage with the SIC Governance Task Force in its efforts to strengthen and improve island governance, including providing input on clarifying the role of the CoA and the role of advisor positions. We worked with staff on recommended meeting day/time. We discussed ways of attracting more people to participate in committee work.

Goals for 2024, in addition to filling committee slots:

- Improve our coordination with committees.
- Continue working with the Governance Task Force.
- Broaden and diversify committee membership in support of the Beloved Community Project.
- Revisit and clarify our committee procedures.
- Provide outreach to the Star community through the SIC web site and monthly newsletter.

Members of the CoA would be happy 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. If you are interested in committee membership, please approach any of our members, contact our chair Roger

Kellman (namllek@aol.com) or the SIC office (office@starisland.org). We are also happy to hear from committee chairs about how the CoA might better assist their work.

On behalf of the entire committee,
Respectfully submitted,
Roger Kellman, Chair
December 2023

2024 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	2023	2026
Tom Kennedy* (Vice Pres.)	LOAS 1	2020	2023		2029
Kyle Belmont	Former staff	2019	2022		2028
Leon Dunkley	multiple conf.	2018	2021	2024	2027
Liz Erickson	multiple conf.	2021	2022		2028
Lucia Green-Weiskel	IA	2021	2024		2030
Caroline Quijada	AS 1	2022			2031
April Rosario	BB	2021	2023		2029
Topher Soltys	LOAS 2	2021	2024		2030

One-year terms

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

Ali Walton	ISA-UU President ex-officio				
Cary Cuiccio	SIUCC President ex-officio				
JJ Drummond	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	2024-2029	2029
Liz Erickson (liaison)	multiple conf.	2016-2021	2021-2026	2026
Edmund Jones	IA	2020-2025		2030
Kathy Lord	IA	2018-2023	2023-2028	2028
Bill Peterson	AS 1	2022-2027		2032
Joni Abbadessa (ex-officio)	AS 2			

Bylaw Committees

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

	Conf.	First Term	Second Term	Eligible until AM
Tricia Coleman(co-chair)	AS 1	20, 21, 22	23, 24, 25	2026
Julie Jowaisas (co-chair)	AS 2	22, 23, 24		2028
Joni Abbadessa	AS 2	24, 25, 26		2030
Irene Bush	LOAS 2	20, 21, 22	23, 24, 25	2026
Jane Clay	FDC	21, 22, 23	24, 25, 26	2027
Erik Cordes	AS 2	23, 24, 25		2029
John Hickey	FD	24, 25, 26		2030
Ali Walton	AS 1	24, 25, 26		2030
Lia Yanis	IA	23, 24, 25		2029
Liz Erickson (liaison)	multiple conf.			
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
Cam Duval (chair)	SG 1	21, 22, 23	24, 25, 26	2027
Noni Cooper	AS 2	24, 25, 26		2030
Rebecca Emerson Brown	LOAS 1	23, 24, 25		2029
Elle Erickson	AS 2	24, 25, 26		2030
Lucia Green-Weiskel (liaison)	IA	21, 22, 23	24, 25, 26	2027
Abby Lourie	PELRN	24, 25, 26		2030
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
Fiona Duncan	AS 2	23, 24, 25		2028
Bill Peterson	AS 1	20, 21, 22	23, 24, 25	2025
Robin Slothower	AS 1	24, 25, 26		2029
Topher Soltys	LOAS 2	19, 20, 21	22, 23, 24	2024
Mark Woolley	SG 1	22, 23, 24, 25		2028
Debbie Duval (ex-officio)	SG 1			
Joe Watts (staff liaison)				

Audit Subcommittee

Bill Peterson (chair)	AS 1
Joni Abbadessa	AS 2
Robin Slothower	AS 1
Topher Soltys	LOAS 2

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	Staff	21, 22, 23	24, 25, 26	2026
David Carnes	LOAS 1	20, 21, 22		2025
Sarah Gordon	ARTS	20, 21, 22		2025
Caroline Quijada	AS 1	24, 25, 26		2029
Kay Snowden	LOAS 1	20, 21, 22		2025
Nicole Sylvester	former Pel	23, 24, 25		2028
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
Kelvin Dowd	AS 2	24, 25, 26		2029
Kristen Greger	former Pel	21, 22, 23	24, 25, 26	2026
Annie Whitford	former Pel	21, 22, 23	24, 25, 26	2026
Tom Kennedy (liaison)	LOAS 1			
Laurie Contrino (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
Scott Anderson	LOAS 1	23, 24, 25		2028
Janet Cann	PELRN	19, 20, 21	22, 23, 24	2024
Lucia Green-Weiskel (liaison)	IA	21, 22, 23	24, 25, 26	2026
Nancy Miller	PELRN	24, 25, 26		2029
Steve Parr	AS 1	23, 24, 25		2028
Nina Peluso	IA	22, 23, 24		2027
Scott Stewart	AS 1	21, 22, 23	24, 25, 26	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
Karilyn Heisen (Chair)	SG 1	21, 22, 23		2026
Mark Adams	PELRN	21, 22, 23	24, 25, 26	2026
Rebecca Armstrong	LOAS 1	20, 21, 22		2025
Mike Claus	ISA	24, 25, 26		2029
Bob Cook	ISHRA	20, 21, 22		2025
Jeff Emmons	LOAS	22, 23, 24		2027
Tom McCarran	IA	24, 25, 26		2029
Matt Ronn	AS 2	23, 24, 25		2028
Jim Scheffler	AS 1	24, 25, 26		2029
Dick Case (advisor)	AS 1, PELRN	21, 22, 23, 24		

Tom Mansfield (advisor) PELRN 21, 22, 23, 24
 Bruce Parsons (advisor) PELRN 21, 22, 23, 24
 Tom Kennedy (liaison) LOAS 1
 Kristen Simard & Jack Farrell (staff liaisons)

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
Heidi Weiskel (Chair)	IA	21, 22, 23	24, 25, 26	2026
Gillian Curran	IA	21, 22, 23	24, 25, 26	2026
Arthur Eves	LOAS 2	21, 22, 23	24, 25, 26	2026
Gabrielle Prochaska	AS 1	22, 23, 24		2027
Emily Schmieder	former Pel	22, 23, 24		2027
Kathy West	AS 2	23, 24, 25		2028
Dan Williams	IA	23, 24, 25		2028
Christine Wilson	FOS	22, 23, 24		2027
Topher Soltys (liaison)	LOAS 2			
Chelsea Haskell (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
Sarah Aznive	FOS	23, 24, 25		2028
Robin Hadlock Seeley	FOS	19, 20, 21	22, 23, 24	2024
Ellie Harrison-Buck	FOS	23, 24, 25		2028
Garrett Hastings	former Pel	23, 24, 25		2028
Beth Ruekberg	AS 2	24, 25, 26		2029
Lois Williams	AS 1	19, 20, 21	22, 23, 24	2024
Adam Osgood (advisor)	AS 1	23		
Arlyn Weeks (liaison)	PELRN			
Christana Wille McKnight (staff liaison)				

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

	Conf.	First Term	Second Term	Eligible until 12/31
Iyabo Obasanjo (Chair)	IA	22, 23, 24		2027
Emily Cressy	former Pel	20, 21, 22		2025
Jessica Hessel	LOAS 2	22, 23, 24, 25		2028
Ruth James	FOS	20, 21, 22		2025
Annie Leamon	IA, Pel	20, 21, 22		2025
Jodi Prochaska	AS 1	22, 23, 24, 25		2028
Marlene Smurzynski	AS 1	24, 25, 26		2029
Caroline Quijada (liaison)	AS 1			
John Bynum (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	24, 25, 26	2026
Amy Henrie	former Pel	21, 22, 23	24, 25, 26	2026
Molly Mansfield	former Pel	23, 24, 25		2028
Seth Schrage	IA	20, 21, 22		2025
Athena Steinkraus	former staff	20, 21, 22		2025
Karen Mathiasen (advisor)	IA	20, 21, 22, 23, 24		
Ken Swanson (advisor)	LOAS 2	20, 21, 22, 23, 24		
Cary Cuiccio (liaison)	SG 1			
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
Jim Cooper (Chair)	AS 2	20, 21, 22		2025
Jennifer Anderson	LOAS 1	23, 24, 25		2028
Martha Estrada	Star Women	23, 24, 25		2028
Ali Millard	IA	24, 25, 26		2029
Terri Behm (advisor)	LOAS 2	23, 24		
Kyle Belmont (liaison)	former staff			
Chelsea Haskell (staff liaison)				

Ad Hoc Groups/Committees

Financial Grants Group

Keri Mattaliano
 April Rosario
 Kyle Belmont (liaison)
 Bill Knox (staff liaison)

Beloved Community Task Force

April Rosario (Chair)
 Kyle Belmont
 Rev. Debbie Duval
 Lucia Green-Weiskel
 Lindsey Greene
 Steve Lee
 Yelena Maher
 Justina Maji

Governance Task Force

Tom Kennedy (Chair)
 Kate Brady
 Debbie Duval
 Liz Erickson
 Lucia Green-Weiskel

Topher Soltys
Joe Watts
Arlyn Weeks

Governance Task Force Subgroups:

Best Practices

Jonathan Brown
Debbie Duval
Edmund Jones
April Rosario
Joe Watts
Ben Warner
Christana Wille McKnight

Bylaws

Kate Brady
Arlyn Weeks

Committees and Constituent Organizations

Dave Boynton
Liz Erickson
Lucia Green-Weiskel
Nancy Miller
Bethany Swanson
Joe Watts
Christana Wille McKnight

Membership

Kate Brady
Brad Greeley
Tom Kennedy
Caroline Quijada
Topher Soltys

Landscape Task Force

Eric Masterson (Chair)
Holly Bauer
Arthur Eves
John Hart
Connie Lentz
Matt Ronn
Kristen Simard

STRATEGIC FACILITIES PLANNING COMMITTEE REPORT

2023 Projects (feedback provided to staff)

Atlantic North roof and Oceanic mansard roof shingling

New fire alarm panel, devices, and system upgrades at Cottage E and Managers

Sprinkler valves and piping upgrades, connection of main line to Newton (90%complete)

Rebuild of Cottages Boardwalk from A to C; upgrade railing to code

Sheathing and frame repairs; new siding windows and doors at Cottage E and Managers (99% complete)

Purchase and partial installation of fall protection and lift crane trolley system at WTF

Purchased new windows for Marshman for 2024 install

Purchased new on shore van

Rebuild of kitchen loading dock and concrete work for drainage improvements

Architectural and engineering design for Underworld renovation

2023 Committee Additional Key Activities

Request to SIC Board for a multi-disciplinary task group to conduct a landscape assessment and propose an integrated landscape management plan for Star Island. *Landscape Management Task Force approved by SIC Board.*

Continued work on the Property Standards package in cooperation with staff to address refinements related to accessibility. *Property Standards package approved by SIC Board.*

Climate Change Adaptation Plan outline under development.

Army Corps of Engineers (New England District) Breakwater Project: feedback provided to staff.

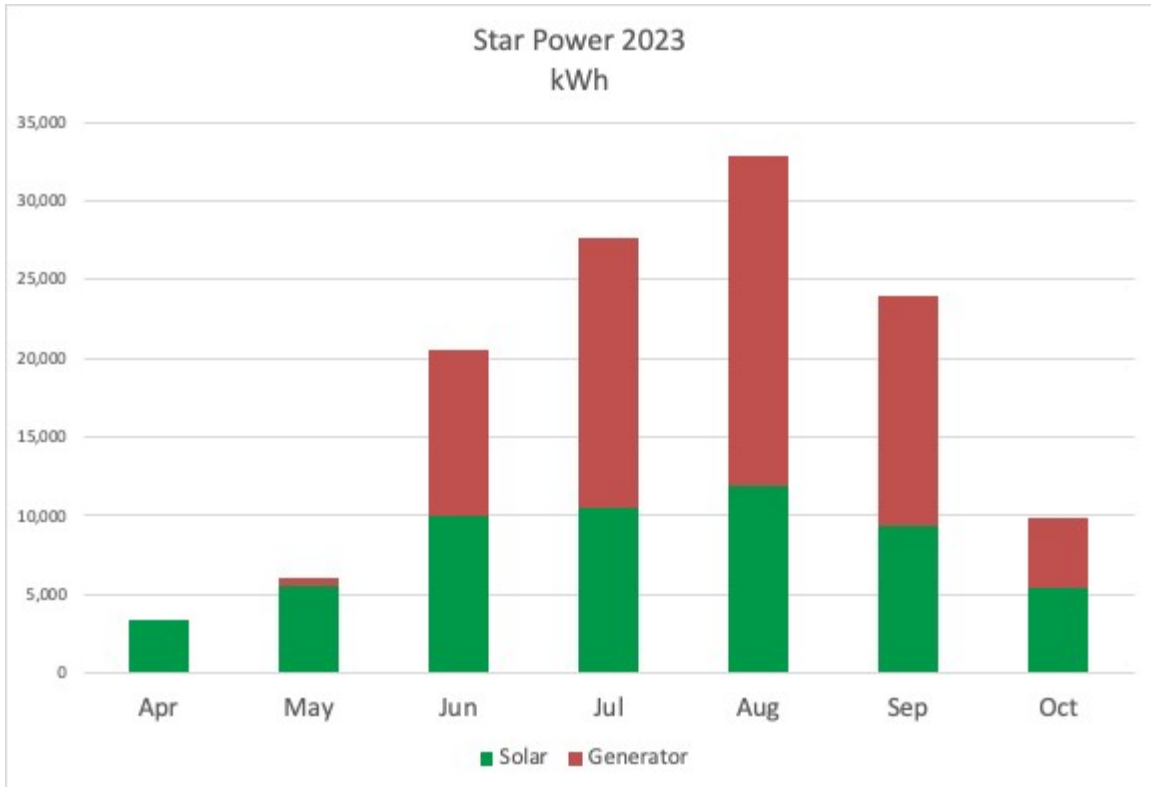
Solar Power System Expansion: feedback provided to staff.



Solar Energy

The Star Island Solar Electric system has completed a ninth year of operation. The system provided about 66,181 kWh. We used 150,468 kWh of total power in 2023. The total power used was about 14,522 kWh (9.7%) more than 2022.

The Solar Electric System provided 44% of Star's total power. Below is a graph of the energy generated by month for April through October.



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



Star Island Solar Power 2023 and 2022

The charts below show the total power and solar power for 2023 and 2022. We used about 10% more total power and 2% less solar power in 2023. The largest increases in total power were during July and August when it increased by 8,075 kWh compared to 2022.

July and August had lower sunlight than 2022 due to more days of rain. In July we had issues with load management which resulted in more use of the generator. Part of the power system shut down multiple times due to an increase in load that exceeded the capacity of the system. The issue was resolved in early August by shifting the new load to other parts of the system.

Usually, November and December are 100% solar. This year the generator was needed occasionally due to the increased load from the breakwater construction crew.

	2023 Total Power	2022 Total Power	2023 Solar Power	2022 Solar Power	2023 Percent Solar
	kWh	kWh	kWh	kWh	
Jan-Mar	5,313	5,544	5,313	5,544	100.0%
Apr	3,510	1,639	3,334	1,639	95.0%
May	6,204	5,043	5,580	4,585	89.9%
Jun	22,237	22,102	10,015	11,628	45.0%
Jul	35,293	30,927	10,535	13,768	29.9%
Aug	37,230	33,521	11,867	12,477	31.9%
Sep	27,110	24,959	9,315	10,277	34.4%
Oct	8,350	8,553	5,363	4,113	64.2%

Committee Members:

Mark Adams, Rebecca Armstrong, Bob Cook, Nick Dembsey (Chair), Jeff Emmons, Karilyn Heisen, Sarah Ladner Gomez, David Phoenix, Matt Ronn

Advisors: Dick Case, Tom Mansfield, Bruce Parsons

Staff: Jack Farrell (Committee Liaison), Kristen Simard

Board Liaison: Tom Kennedy

CoA Liaison: Roger Kellman

Respectfully submitted,
Nick Dembsey, Chair

RUTLEDGE MARINE LAB COMMITTEE REPORT

Committee Members

Chair: Heidi Weiskel.

Members: Arthur Eves, Gillian Curran, Christine Wilson, Gabrielle Prochaska, Emily Schmieder, Dan Williams (joined in September).

Island Naturalist: Rhys Mahoney and Aravis Albert (transitioned off after the season but still engaging when she can).

Star Island Corporation (SIC) Staff Liaison: Chelsea Haskell.

SIC Board Liaison: Topher Soltys.

Liaison from the Committee on Appointments: Roger Kellman.

2023 Season

By all accounts the season was a tremendous success, with high visitation from both conferees and day visitors alike. Rhys and Aravis did an exceptional job—along with the volunteers—managing flow, leading activities, and caring for the animals and the facilities.

There were a couple of water loss events because of a new red invasive seaweed clogging the system that underscored the need for a redundant (second) intake pump at the pier and additional maintenance procedures, which the Rutledge Marine Lab Committee (RMLC) hopes are addressed directly ahead of the 2024 season. Based on reports from Shoals Marine Lab (SML) and our own anecdotal experience this summer, it is clear that the cage around the intake pump at the pier needs to be cleaned more frequently. Screen enclosures covering the intake could be swapped out on a regular cleaning schedule to prevent both excessive drag for the pump and clogging. Our general recommendations regarding the seawater system remain the same as when we originally submitted our memo in March 2022, and we welcome the chance to speak with Kristen and others about moving this work forward. Finally, we remain concerned about warming seawater temperatures in Gosport Harbor and urge SIC management to address this issue directly to ensure the safety and health of the marine species kept in the RML during the season. Rhys and Aravis collected temperature logger data this summer and have ideas for managing temperature fluctuations that we would be happy to discuss with SIC management.

On-Island Retreat

We met on Saturday 12 August in person, with Gabrielle joining via Zoom. We got a tour of the RML and had a good discussion about needs for 2024, engagement with SML, and new opportunities for educational programs. The RMLC was made aware of the time and resource demands on the naturalists and engaged in a lengthy discussion with Joe about the best way to staff the RML going forward. Rhys and Heidi followed up with a memo from the RMLC entitled, “Rutledge Marine Laboratory Roles: Reflections and Recommendations from the Naturalists and the Rutledge Marine Laboratory Committee.” Equipment and shelving in the RML were also discussed. Aravis noted that direct conversations with Joe about budget needs were extremely helpful and Joe encouraged Rhys to reach out to Maintenance directly to make sure the shelving is safe for the 2024 season. We are pursuing the shelving discussion, with Rhys and Chelsea taking the lead.

Committee Contributions

Committee members have been exceptionally active this year, contributing both to lab materials and to our big-picture planning and general island engagement.

Gabrielle created a flip book and a bingo game for children to use in the RML, designing and laminating it herself. We heard reports that they were well-used and great additions to the RML.

Chris is writing a Star Island bird book, collaborating closely with Dan to secure photos taken by members of the Star Island community and ensure the species information is correct. We hope to have the book ready for sale in the bookstore for the 2024 season.

Rhys and Emily have taken on the immense task of digitizing and updating the old RML Manuals and creating new handbooks for incoming naturalists.

Arthur was invited to join the Landscape Task Force, which will oversee vegetation, trail, road, and habitat management for the island, balancing the need for habitat for species and safe island management for guests. Arthur's deep knowledge of the natural history of the island serves both the task force and RMLC well, and we are glad he can liaise between them.

Gillian is amazing at keeping us organized and honest about what we committed to do, with her exceptional notetaking and recordkeeping for the RMLC.

Plans for 2024

The RMLC plans to revisit our Mission Statement in the coming year, recognizing that the RML carries multiple roles for the island, including a front-facing welcome center for day visitors, educational resource, gathering space, and a safe babysitting location for conferee children. We would like to clarify these roles and ensure we can carry them out successfully.

The RMLC would like to see stronger collaboration between the RML and the SML. In that spirit, we hosted Rebecca Atkins and Mike Sigler from SML at our 17 September 2023 meeting to discuss possible avenues for engagement, including visitation between islands, sharing resources, presentations, and informal connections. Heidi, Rebecca, and Mike will carry these discussions forward in the coming year. We will also extend an invitation to join a committee meeting to the new Director of Shoals Marine Laboratory, Dr. Sara Morris.

The RMLC would like to expand the educational programs available for visiting schools, (*e.g.*, the Sea Star program) and develop additional tours that naturalists can offer.

Respectfully submitted on behalf of the RMLC, December 2023.
Heidi Weiskel, Chair

HEALTH COMMITTEE REPORT

The 2023 season was the first post-COVID year that managing the disease did not dominate our discussions. The new issue that came up was one that was rising before COVID, but COVID has brought to the forefront on Star and around the world, that is mental health. Star management has taken on board our recommendations and in the 2023 season this issue was managed effectively using the resources provided.

Now that COVID-19 is an endemic disease our challenge for the 2024 season is how to manage cases when there are no longer guidelines from government, and cases would still occur. How does an endemic response to COVID on Star differ from an epidemic response?

We have reduced the frequency of meetings to pre-COVID schedule and will call meetings as needed to support management's health priorities and meet 4-6 times a year. The timing of meetings has also come up as an issue given that we have many members on the West Coast, but we are working on getting a time that works best for all members.

There was some turnover in membership during the year and we still have a committed group of professionals dedicated to working with Star management to help keep the island healthy and safe for all.

Submitted by
Iyabo Obasanjo
2023 Health Committee Members

Members
Emily Cressy
Jessica Hessel
Ruth James
Annie Leamon
Lisa Nelson
Jodi Prochaska
Kerry Nolte (advisor)
Marlene Smurzynski (advisor)
Caroline Quijada (Board Liaison)
John Bynum (staff Liaison)

CONFERENCE SERVICES COMMITTEE REPORT

Members:

1. Megan Grocki (Chair)
2. Carla Cole
3. Liz Hanna
4. Amy Henrie
5. Molly Mansfield
6. Seth Schrage
7. Athena Steinkraus

Advisors/Staff

1. Karen Mathiasen (advisor)
2. Ken Swanson (advisor)
3. Cary Cuiccio (Board Liaison)
4. Justina Maji (Staff Liaison)

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.

In 2023 the committee met once on November 16th, despite a few attempts to gather before the season began.

LOOKBACK 2023

Senior staff reported that 2023 was “one of the best years ever!” (a notable and dramatic improvement on the challenging 2022 season)

- Issues with staff attitude improved as SIC leadership revamped their approach to processes, providing more detailed direction for the new generation of workers and Pelicans.
- Conferees were overall more positive than the previous year, with fewer complaints.
- Overall, it seemed that the mental health of everyone on the island had improved in the 2023 season.

In 2023, the committee was focused on **Accessibility** projects and Justina announced to the group in November that ALL of the things on Star Island's previous to-do list have been checked off!

We had a fruitful brainstorm about ways we could help Star Island continue to improve in **Accessibility** efforts, specifically in the areas of Hearing, Vision, Mobility, and Neurodiversity.

Accessibility 2.0 (2024 and beyond)

Hearing & Vision

- Attach headphones to microphone for chapel, fire & water.

Mobility

- In early 2024 we will seek new ideas from survey (and look at other “adaptive” programs for best practices)

Neurodiversity

- We talked about anticipating situations of chaos, for example, boarding the boat.
 - We may recommend a new system in 2024 similar to airlines - anyone who needs extra time (elderly, disabled, young children, neurodivergent) boards first.
- Provide an activity during fire & water, especially for younger children.
- Adopt the “Catch them with kindness” – if you see someone struggling, ask how you can help.
- A more predictable schedule will help some folx with neurodiversity be better prepared for the day.
- Provide visual aids for hand washing, pictures on doors instead of words on signs.
- Be more aware of audible environmental triggers, for example, fire alarm, dinner bell.
- Learn more about tactile needs and sensory challenges - in some cases we might provide yoga blocks, exercise bands for under chairs.
- Increase guidance for children’s programming for ways to support neurodivergent kids, ensuring that if they need a stim break or quiet time they get it.

Next Steps:

- Survey - Megan to draft and ask for feedback. Target audiences:
 - Parent of neurodivergent kids
 - Adults & older kids with neurodiversity
 - Classroom leaders
 - Conferees with mobility challenges
 - Conferees with hearing challenges
- Survey to be launched mid-January 2024
- The committee will meet in February 2024 to discuss results and ideas gathered.
- The committee has also agreed to provide recommendations to adapt Fire & Water orientation with new ways to accommodate these audiences.

Recognition

- Welcome new Board Liaison, **Cary Cuiccio**
- Congratulations to **Amy Henrie and Liz Hanna** for starting your second terms in 2024.
- As always, thank you **Justina** for all that you do - it is our pleasure to support you!

OUTREACH AND ENGAGEMENT COMMITTEE REPORT

2023 Members:

Jim Cooper (Chair)
Kyle Belmont (Board Liaison)
Chelsea Haskell (Staff Liaison)
Christana McKnight (BCP Liaison)
Terri Behm (Advisor)
Jennifer Anderson
Martha Estrada
Ali Walton
Phillip West

The Outreach and Engagement Committee (OEC) is an operations committee advising and supporting Star Island staff regarding marketing, outreach, and engagement activities devised to help Star Island Corporation reach its financial goals.

In 2023 our committee met once per month, except from June through August. Our chair, Jim Cooper, set meeting agendas with our staff liaison to ensure we were always helping with SIC's most timely needs. Early in 2023, Christana McKnight graciously stepped in to serve as interim Staff Liaison. We deeply thank Christana for her on-going commitment to OEC and its charge and goals. We then gratefully welcomed our new Staff Liaison, Chelsea Haskell, who hit the ground running with SIC's hectic spring schedule of promotional activities. Chelsea continued to ably serve as a crucial connection to SIC's core priorities throughout the 2023 season.

This year, we strived to:

- Increase the number of Pel applications.
- Promote end-of-season Pels and volunteers, especially during LOAS 2.
- Help fill all conferences, especially those with a shortfall of applicants during the spring.
- Promote outreach to new Shoalers by engaging with the leadership of conferences.
- Generate feedback from the Star Island community on the Strategic Plan Draft.
- Promote the 2023 island theme of Kindness.
- Publicize and promote the Gosport Regatta in September.
- Coordinate with the outreach activities of the Beloved Community Project.
- Update the OEC charge (as requested by SIC).
- Look for ways to streamline the Star Island website.
- Set up a shared Google drive for all OEC documents and materials.

In January 2023, OEC hosted a Pelican information Zoom session attended by prospective Pels, in which a panel of Pels answered questions and provided general information and advice about the Pel experience. The session was attended by 20 people and viewed as successful enough that we are planning a similar session in January 2024 for the 2024 season. We expect higher attendance this time due to better coordination with SIC prior to the event.

During the spring, we devised an online survey to generate feedback from the Star Island community on SIC's Strategic Plan draft. We also designed a postcard for SIC to include in the information package in each room during the season to inspire Shoalers to participate in the survey while on island.

Another focus of the committee was to post SIC's Pel job description at as many houses of worship and educational institutions as possible, especially trade schools (vocational/technical schools that train carpenters, plumbers, electricians, etc.) Subsequently, Pel applications for 2023 were higher than 2022, so we are doubling down on this effort for the 2024 season to help SIC achieve its goal of 200+ Pel applications. Our focus has been on local schools in New England, including Dartmouth College, Northeastern University, Boston University, Boston College, UMass Amherst, UMass Boston, and Minuteman Vocational/Technical school in Lexington, MA. We also targeted 243 colleges all over the US who use the Handshake™ job posting platform.

In 2024, we will continue to focus on core SIC priorities, including filling bednights, boosting Pel recruitment, and improving engagement with new Shoalers. For example, building on the success of the Pel info Zoom session last year, we are planning two conferee info Zoom sessions during the 2024 registration season, one in January and another in March, primarily aimed at demystifying Star for new Shoalers. One of our new goals is to re-invigorate the Ambassador Program, for which 200+ Shoalers have expressed interest in supporting. There are likely many simple ways to encourage curiosity about Star Island beyond simply handing out copies of the Blue Book. If you would like to be involved, please email Jim (tennisguy63@comcast.net). We will also consider ways to better engage with personal retreaters. Should we treat them more as prospective conferees and look for ways to inspire them to join a conference full time? In general, we will strive to amplify all SIC outreach and engagement activities, which continue to evolve.

The OEC personnel will have the following turnover for 2024:

Departing members:

Ali Walton
Phillip West

We would like to gratefully acknowledge the devoted service of Ali and Phill on this committee. We would also like to gratefully acknowledge former chair Terri Behm's on-going service as advisor.

Remaining members:

Jim Cooper (Chair)
Kyle Belmont (Board Liaison)
Christana Wille McKnight (BCP Liaison)
Chelsea Haskell (Staff Liaison)
Terri Behm (Advisor)
Jennifer Anderson
Martha Estrada

New members for 2024:

Ali Millard

Respectfully submitted,
Jim Cooper

#ShareYourStarlight #DiscoverYourSpiritsHome #AskMeAboutStarIsland

Star Island Corporation and Permanent Trust
Consolidated Fiscal Year End Statement of Financial Position

1

	2023	2022	
	Prior to Audit	Audited	Change
Assets			
Current and Other Assets			
Cash - Operating	1,636,277	1,479,979	156,298
Cash - Restricted / memorial	16,160	16,155	5
Accounts Receivable	70,818	329,343	(258,525)
Prepaid Expenses	167,286	169,275	(1,989)
Right of Use Asset (office lease)	98,915	130,989	(32,074)
Total Current and Other Assets	1,989,455	2,125,741	(136,286)
Property and Equipment, Net	6,373,145	6,157,485	215,660
Star Island Permanent Trust	5,405,073	4,922,887	482,186
Total Assets	13,767,673	13,206,113	561,560
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	15,552	21,224	(5,672)
Accrued Liabilities	152,736	120,093	32,643
Total Current Liabilities	168,288	141,317	26,971
Long Term Liabilities			
Lease Liability	99,906	131,656	(31,750)
Loans Payable	1,954,767	2,028,507	(73,740)
Total Liabilities	2,222,961	2,169,824	(46,769)
Net Assets			
Unrestricted	5,659,878	5,613,307	46,571
Star Island Permanent Trust	5,405,073	4,922,887	482,186
Board Designated Operating Reserve	225,341	190,671	34,670
Temporarily Restricted	238,280	161,628	76,652
Permanently Restricted	16,140	16,140	-
Total Net Assets	11,544,712	10,904,633	640,079
Total Liabilities and Net Assets	13,767,673	13,074,457	593,310

Star Island Corporation
Statement of Activities Actuals v. Budget

	2024	2023	2023	2023
	Budget	Prior to Audit	Budget	Variance
Operating Revenue:				
Room & Board (net)	2,992,381	2,687,057	2,930,283	(243,226)
Conference Income	21,900	21,225	28,695	(7,470)
Other Island Operating Income	338,750	355,128	291,695	63,433
Contributed Income	160,790	199,175	164,240	34,935
Annual Fund	740,000	771,999	715,000	56,999
Permanent Trust Distribution	211,010	216,155	211,802	4,353
Other Income	157,056	177,699	148,646	29,053
	<u>4,621,887</u>	<u>4,428,437</u>	<u>4,490,361</u>	<u>(61,924)</u>
Total Operating Revenue				
Operating expense				
Year Round Salaries	794,197	759,989	755,958	4,031
Seasonal Salaries	1,062,369	931,034	984,774	(53,740)
Total Salaries	<u>1,856,566</u>	<u>1,691,022</u>	<u>1,740,732</u>	<u>(49,710)</u>
Payroll Taxes	142,027	129,855	133,402	(3,548)
Benefits	167,804	115,394	169,061	(53,667)
Workers Compensation	21,624	25,355	27,639	(2,284)
Total Salaries & Benefits	<u>2,188,021</u>	<u>1,961,625</u>	<u>2,070,834</u>	<u>(109,209)</u>
Professional Services	495,693	505,347	492,880	12,467
Insurance Expense	283,511	252,655	247,885	4,770
Administrative Expense	269,713	293,171	289,007	4,164
Depreciation	431,208	418,023	427,732	(9,709)
Conference Operating Expense	867,226	853,684	899,410	(45,726)
	<u>4,535,372</u>	<u>4,284,506</u>	<u>4,427,748</u>	<u>(143,242)</u>
Total Operating Expense				
Net Operating Income (Loss)	86,515	143,931	62,613	81,318
Covid-related Income (FEMA)	-	13,963	15,000	(1,037)
InKind Gifts and Services	-	-	-	-
Restricted Net Assets				
Releases-Restricted Net Assets	67,741	12,962	27,239	(14,277)
Additions-Restricted Net Assets	(42,490)	(89,614)	(40,740)	(48,874)
Total Temp Restricted Net Assets	<u>25,251</u>	<u>(76,652)</u>	<u>(13,501)</u>	<u>(63,151)</u>
Net Income	<u>111,766</u>	<u>81,242</u>	<u>64,112</u>	<u>17,130</u>

Star Island Corporation
Statement of Cash Flows
Actuals v Budget

	2024	2023	2023
	Budget	Prior to Audit	Budget
Beginning Cash	1,139,502	1,127,696	990,031
Net Change in Operating Net Assets	111,766	81,242	64,112
Changes Related to:			
Depreciation	431,208	418,023	427,732
Capital Projects	(682,399)	(633,682)	(768,284)
Debt Repayments (principal)	(84,832)	(79,170)	(82,242)
Increase in Accrued Interest	-	-	-
Temp Restricted Net Assets	-	-	-
BOD Designated Operating Reserve	(30,000)	(30,000)	(30,000)
Loan proceeds	65,000	7,557	40,000
Covid-related funding (FEMA, ERC)	13,963	-	329,343
Credit Line Borrowed	-	-	-
Additional Cambridge Trust Term Loan Borrowed	-	-	-
Extraordinary Permanent Trust distribution	-	-	-
Other changes in Assets/Liabilities	-	-	-
Total changes	<u>(287,060)</u>	<u>(317,272)</u>	<u>(83,451)</u>
Ending cash	<u>964,208</u>	<u>891,666</u>	<u>970,692</u>

Star Island Corporation
2023 Capital Actuals v Budget

Project	2023 Prior to Audit	2023 Budget	Variance
Fire Safety Upgrades:			
Electrical Wiring Upgrades	6,597	10,000	(3,403)
Fire Alarm System Upgrades	91,523	50,000	41,523
Fire Sprinkler Upgrades	15,703	12,500	3,203
Other Projects per RFD and SFC recommendation	-	-	-
General Improvements:			
Atlantic North Roof Replacement	18,750	20,000	(1,250)
Cottages Boardwalk	130,731	100,000	30,731
Cottage E Weatherization Project	83,277	95,480	(12,203)
EMB Floors	-	10,000	(10,000)
Generator Replacement	-	45,000	(45,000)
Manager's Cottage Weatherization Project	37,461	63,470	(26,009)
Marshman Windows & Trim	9,786	20,000	(10,214)
Monuments	-	10,000	(10,000)
Oceanic Mansard Roofing/Repairs (not budgeted)	27,412	-	27,412
Road & Drainage Improvements/Storm Water/Surge Mitigation	114	75,000	(74,886)
Saltwater Project (not budgeted)	19,022		19,022
Underworld Egress and Layout Improvements	89,514	60,000	29,514
Vehicle - shoreside van	30,699	26,995	3,704
Vehicle - on island pick up truck	13,283	14,995	(1,712)
Ventilation Project (not budgeted)	9,357	-	9,357
Wastewater/Water Reclamation Facility Process Upgrades & Fall Protection	39,028	45,000	(5,972)
Wastewater/Water Reuse Pilot Program (SRF #2)	11,425	40,000	(28,575)
Total Capital Expenses	633,682	698,440	(64,758)

**Star Island Corporation
2024 Capital Budget**

Project	2024 Budget
Fire Safety Upgrades:	
Electrical Wiring Upgrades	5,000
Fire Alarm System Upgrades	40,000
Fire Sprinkler Upgrades	-
Other Projects per RFD and SFC recommendation	10,000
General Improvements:	
Art Barn Refurbishment	45,000
Cottage B Weatherization Project	100,000
Marshman Windows & Trim	20,000
Memorial Courtyard Expansion	10,000
Monuments	10,000
Oceanic Main Exterior Stair Rebuild	40,000
Pier Crane Replacement	40,000
Saltwater Project	6,300
Solar Power Expansion Project	10,000
Underworld Egress and Layout Improvements	125,000
Unit Refurbishment	67,500
WW/W Reclamation Facility Process Upgrade & Fall Protection	26,563
Wastewater/Water Reuse Pilot Program (SRF #2)	65,000
	620,363
	620,363
10% Contingency	62,036
Total Capital Expenses	682,399



Star Island Corporation

Four Year Strategic Plan

2024-2028

Community

Support an invitational culture within and beyond Star Island, engaging in radical hospitality to co-create an actively welcoming community while engaging the ideals of Beloved Community.

Demonstrate action around anti-racism, anti-oppression, and the creation of Beloved Community on Star Island as we further the conversation about privilege and injustice.

Re-examine the history of the Isles of Shoals, the events and people that we celebrate, and the physical spaces we maintain.

Develop increasingly meaningful relationships with partner organizations, including local connections and wider-ranging UU and UCC congregations and organizations.

Conduct our operations as an employer, and citizen of the Seacoast Region and beyond, consistent with our highest values and goals.

Support individual and group efforts to advance our overarching Beloved Community Goal, such as the work of the Beloved Community Project Task Force.

Environment

Explore what it means to live in collaboration with the changing environment as a way to inspire adaptation in the Seacoast Region and beyond.

In collaboration with our Isles of Shoals' neighbors and mainland partners, develop an adaptation plan to address and mitigate the impacts of climate change on Star and Appledore Islands.

Expand the scope and reach of the Green Gosport Initiative.

Further decrease Star Island's dependence on fossil fuels and increase the capacity and efficiency of Star Island's renewable energy sources.

Improve and maintain safe and structurally sound facilities, which meet the accessibility, comfort, regulatory, adaptation, and mitigation needs of all of our island constituencies.

Develop and implement island programming related to climate change at the Isles of Shoals.

Financial Stewardship

Maintain a path to sustained economic vitality by identifying and obtaining the necessary financial resources to ensure our long-term success and support a thriving community.

Continue to develop and execute financial goals and plans which ensure the short- and long-term fiscal health of Star Island.

Through various methods including financial grants, expand our ability to make Star Island financially accessible.

Maintain and grow existing fundraising programs such as the Annual Fund and Legacy Society, while developing new fundraising opportunities to supplement operational income, such as a major fundraising campaign.

Offer high-quality guest experiences in order to, among other things, increase conference attendance to optimal levels.

Governance

Ensure that Star Island Corporation is a highly functioning nonprofit organization which operates equitably, effectively, ethically, and according to its mission, vision, and values.

Review and revise the policies, procedures, organization, and structures of the Star Island Corporation to remove barriers to inclusion.

Conduct a comprehensive governance review of our current processes and systems against the backdrop of best practices in nonprofit governance.

Periodically review and update the mission and vision statements of Star Island Corporation.

Reinvigorate and institutionalize organizational connections between Star Island Corporation and individual conferences to help us learn from one another, grow together, and effectively support each other.

Our Mission:

Our mission since 1915 is to hold and maintain Star Island and such other property as the Corporation may hold or acquire, as a center for religious, educational, and kindred purposes consistent with the principles of the Unitarian Universalist Association and the United Church of Christ.

Our Vision:

Our vision is to create an inspirational environment that frees all who come to renew spiritually, explore matters of consequence, and gain knowledge about the world as it might ideally be. We aspire to live this vision on and off Star Island.