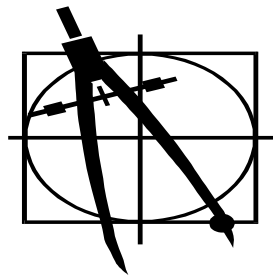


**DRAFT Revision for SIC member review**

# **Vision 2000:**

## **Charting the Future Direction of Star Island**



**A Mid-Course Adjustment of our  
Strategic Plan  
to take us from 2003 to 2007**

**The Star Island Corporation**

**August, 2003**

## Introduction to the Draft Revision

In 1998, the Board of Directors of The Star Island Corporation decided to update its long-range plan, developed initially in 1992. The process the board envisioned was to be as inclusive as possible of the broad range of Star constituents and stakeholders. As it unfolded, the strategic planning process involved literally hundreds of people: Corporation members, Pelicans and senior staff members, conferees from virtually every Star Island conference, and of course the board itself. The Vision 2000 plan was adopted in March 2000 by the Board and ratified at the annual meeting of the Corporation in April, 2000.

As the board begins a mid-course evaluation of our accomplishments and the work yet to be undertaken, we are planning to again involve Shoalers in an inclusive process that we began at a special pre-meetings before the Annual Meeting on April 5, 2003. At that meeting, the board shared accomplishments, thoughts about this revision, and a summary of yet to be accomplished goals, strategies and action steps. Corporation members reacted favorably to the revision and offered valuable comments about the adjustments to the plan. The intent of the board is to bring a draft revision to the SIC membership and to other interested Shoalers over the course of 2003.

### The Process Thus Far

At a January Retreat, members of the Board of Directors and our Manager began a “mid-course” evaluation of *Vision 2000*, the strategic plan expected to define our goals through 2007. At this meeting, we realized that only four of us currently on the board participated in the crafting of this strategic plan. Everyone else on the Board was new. The process of reviewing the plan and discussing each visionary (goal) statement and their underlying strategies and action steps was a unifying process that helped us open discussions and differences about the “setting the future direction of Star Island.”

We celebrated our many accomplishments and we reassessed the completeness and relevance of our visions and the strategies and action steps for achieving them. We celebrated accomplishments, especially *The Place of Pelicans in the Star Community* and *A Commitment to Hospitality*) which we felt have been largely achieved. We agreed also that substantial progress has been made in all six areas which are:

- A. A Refuge for the Simple Life
- B. A Spiritual Emphasis: Honoring Diversity, Accepting All
- C. Financial Growth and Affordability
- D. The Place of Pelicans in the Star Community
- E. A Commitment to Hospitality
- F. Relationships, Communication, and Governance

After expressing appreciation for Paul Jennings and his staff’s role in these achievements and patting ourselves on the back for ours, the Board decided to retain all of the six original Vision statements. We made the decision to break out Facilities as a separate, seventh vision statement and to locate the strategies and actions steps that had been scattered throughout the plan under this new, discrete goal. The new “**G. Vision: Facilities**” visionary goal reads:

*Star Island’s buildings, grounds, and equipment are maintained in sound operational condition. Buildings look as though they have been well maintained for 125 years. A*

*suitable infrastructure meets our needs for transportation, off- and on-season work, and mainland operations. Risks of disruption from on- and off-island vulnerabilities are identified and minimized. Our staff has adequate skills, tools, and financial resources.*

*Maintenance of both the built and the natural environments follows a cost-effective, Long-term plan that prolongs the lives of our buildings and machinery and protects the natural Shoals environment. We spend enough on maintenance each year to offset the actual rate of depreciation and to improve and extend the physical plant to meet the various needs expressed in our Vision. Volunteer labor is used as an important resource. All of our work reflects high concern for safety, code compliance, and environmental friendliness.*

As we set about evaluating how to achieve new, revised, and unmet goals, the **“to-do” lists again grew long**. We began to think about **who can do all of this work** we believe to be necessary. We began to discuss **how** to be realistic about what can be achieved without burning out our volunteers and our paid staff. This found expression in a new vision drafted to overarch the six existing visions and the new vision for Facilities. This is our overarching vision:

### ***Overarching Vision—A Commitment to Long-term Sustainability***

*Leadership results in commitment to sustaining Star Island for the long-term by identifying and achieving the constellation and depth of resources—people, both paid and volunteer; skill sets; monetary and non-monetary, etc.— such that operations are reasonably predictable and manageable. As a result, we arrive at meaningful, but do-able workloads for staff and volunteers. The wider Shoals community is involved in this process because they understand the forces requiring more abundant resources and a quickened pace of change necessitated by complex internal and external forces—regulators, the Portsmouth political environment, our aging facility. As we work to balance the tension of competing desirable outcomes, we remain realistic about what can be achieved and aware of intended and unintended consequences of actions taken.*

The board also affirmed what it continues to believe is the key element of the original plan found in the Preamble to it:

*These visionary statements, strategies, and proposed actions have been created by the Star Island Corporation Board of Directors, based on extensive consultation with those we serve—the Corporation’s membership, the many and varied conferees who come to Star each year, and the staff, including Pelicans. As we have developed these aspects of a strategic plan for Star, we have come increasingly to appreciate the need to find a balance between values that are often in conflict with each other and yet, are desirable in themselves. Examples can be found in almost all of the six areas covered in the plan.*

*We understand these issues as polarities or tensions integral to the kind of place and community Star is, and in the planning process we have understood our role as not so much to resolve these tensions as to sustain them as creatively as*

*possible. Rather than choose between two desirable values, we find that the higher challenge is to find innovative ways to hold both at once. In the spirit of our sixth visionary statement (F) which affirms the importance of communication and 'right relationships' with all who value this important island resource, we invite the entire Star community to continue this work, shaped from our shared commitment to Star.*

The help of Corporation members and Shoalers in all of the Conferences is needed to achieve the visions that will enable the Star Island enterprise to flourish in ways that respond to the many competing demands and goals. This draft document reflects the preliminary work of the board's *Vision 2000* mid-course adjustment and the input of Corporation members from the special pre-meeting held before the April 2003 Annual Meeting. There was support for the revised *Vision 2000* and enthusiasm and consensus about our renewed priority to establish a format through which conferences can collaborate with the corporation and take appropriate responsibility for the Star endeavor. The issue of the long-term sustainability of the Star enterprise is one about which we must continue to educate ourselves.

We again acknowledge with gratitude the efforts provided by David R. Sanderson, our Organizational Development Consultant, in helping the board to evaluate our progress and to begin this revision.

May, 2003

The Star Island Board of Directors:

Irene Bush, President  
Bruce Parsons, Vice President  
Edmund Jones, Treasurer  
Nancy Meyer, Clerk  
Susan Dickerman, ex officio, Star Island UCC  
Arlyn Weeks, ex officio, Isles of Shoals Association-UU  
David Boynton  
William Clegg  
Ron Cordes  
John Hickey  
Suzanne May  
Jon Skillman  
David Yermack

Paul Jennings, Manager

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### **Strategies**

1. Undertake Human Resources Study with primary emphasis on Portsmouth office and Corporation level function
2. As part of long term maintenance and facilities needs planning, assess personnel requirements, both seasonal and full time, paid and volunteer, required to maintain and operate the island
3. Engage SIC members and Conferences in issues related to sustainability

### **Actions**

#### *Nearer-term (2003-2005)*

Develop an annual master calendar for staff and board functions including detailed timelines for all major tasks and functions (e.g., Annual Fund, Pelican Hiring, Annual Meeting Planning, Budget Development and Approval, Publications)

Develop multi-year calendar including dates such as contract/lease renewals (Shoals Marine Lab., Isles of Shoals Steamship Company., Pease Development Authority) and other recurring tasks (Waste Water Treatment Plant permit)

Clarify board and manager accountabilities to enable streamlining committee structures and the effectiveness of volunteers by August '03

Bring issues raised in the board's work related to the Vision 2000 mid-course adjustment to the attention of Corporation members and other Shoalers

Describe the current level of demand on staff and volunteers

Begin Human Resources Study no later than Fall 2003

Maximize a broad range of volunteer activities in both the operation of the corporation and the island while assessing coordination and support issues associated with using volunteers (by describing current level of demand on staff and volunteers and using the results of the Human Resources study).

*Longer-term (2003-2007)*

Put Human Resources plan into practice by budgeting for appropriate number and skill levels of permanent and summer staff

## A. Vision: A Refuge for the Simple Life

*Star Island preserves its 19<sup>th</sup> century appearance, charm and simplicity. All Shoalers share in the stewardship of the Island’s historic, cultural and environmental resources. Conferees and employees work together to sustain and pass along the history and traditional practices of Star island and its conferences. When contemporary technology is employed, it is always used unobtrusively. We preserve some special places for reflection and mediation and others for fellowship and interaction.*

### Mid-Course Review

Although Vision A has been achieved in large part, we retain it as a goal since it requires ongoing vigilant attention. The major visible accomplishments in this vision area include:

- The Landscape Task Force report received by the Board of Directors
- Excellent progress on cleaning up the Island
- The staff ‘s increasingly positive sense of sharing Island mission and space with conferees
- The staff’s attention to details evident in the loving care of wood surfaces, placement of flowers, etc.
- The refurbishing of Lobby, Pink Parlor and Writing Room furniture and the re-caning of many rockers and dining room chairs
- The presentation of the Facilities Committee’s report to the Board of Directors which is a start towards a facilities maintenance plan
- Technological improvements that are unobtrusive.

| Approved Vision 2000 Plan  | Draft Mid-course Adjustment   |
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| <p><b>Strategies</b></p> <p>1. Actively sustain the culture and traditions of the Island by engaging staff and conferences in developing a common understanding of the culture and evolving traditions (e.g., “What is the simple life?”).</p> | <p><b>Strategies</b></p> <p>1. Articulate and sustain standards to promote a climate of retreat with emphasis on</p> <ul style="list-style-type: none"> <li>• Simplicity</li> <li>• Sacred spaces</li> <li>• Efficient, unobtrusive and appropriate technology for</li> </ul> |

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| <p>2. Enhance understanding of the various cultures and practices of the conferences.</p> <p>3. Articulate and sustain standards to promote a climate of retreat (enhanced by aspects of the facilities/landscaping plan, see item C below), with emphasis on:</p> <ul style="list-style-type: none"> <li>-- Simplicity</li> <li>-- Sacred spaces</li> <li>-- Efficient and appropriate technology for administrative use, and unobtrusive technology for conferees' use</li> <li>-- Guidelines for behavior (staff and conference) that contribute to the retreat atmosphere</li> </ul> <p>4. In collaboration with all interested parties, preserve Star's historic and environmental qualities (aligned with the facilities/landscaping plan, see item C below):</p> <ul style="list-style-type: none"> <li>-- Identify the individuals and groups to be involved in historic/environmental preservation</li> <li>-- Identify the specific resources for preservation and develop collaborative strategies</li> </ul> <p><b>Action Steps:</b><br/><i>Short-term (18 months)</i></p> <ul style="list-style-type: none"> <li>• Celebrate and explore Island lore and legend <ul style="list-style-type: none"> <li>--Encourage each conference to undertake an oral history project to capture conference and island traditions and history from senior Shoalers</li> </ul> </li> <li>• Emphasize traditions in orientation process and materials Spring 2000 for staff and conferees <ul style="list-style-type: none"> <li>--Develop and implement policies about use of technology (e.g., cell phones and laptop use is unobtrusive) Lead: Paul Jennings</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• administrative and conferee use</li> <li>• Guidelines for behavior (staff and conference) that contribute to the retreat atmosphere.</li> </ul> <p>2. In collaboration with all interested parties, preserve Star's historic and environmental qualities by identifying individuals and groups to be involved in historic and environmental preservation as well as identifying the specific resources to achieve preservation initiatives.</p> <p><b>Action Steps:</b><br/><i>Near and Longer-term (2003-2007)</i></p> <ul style="list-style-type: none"> <li>• Continue to emphasize traditions in orientation process and materials for staff and conferees, including policies about use of technology (e.g., that cell phones and laptop use are unobtrusive)</li> <li>• Continue to implement policies and guidelines for preserving the landscape and natural areas</li> <li>• Continue to articulate guidelines for climate of retreat</li> </ul> |
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| <ul style="list-style-type: none"> <li>• Convene meetings with conferees and board members Summer 2000<br/>Lead: Debbie Weiner Soule</li> <li>• Explore and highlight traditions with conference chairs Fall-Winter 2000<br/>Lead: Paul Jennings</li> <li>• Building on structural review of the mid-90s, conduct limited review of building history<br/>Lead: B. J. Parsons with staff</li> <li>• Produce Initial report on preserving buildings Fall 2000<br/>Lead: B. J. Parsons, with Facilities Committee and staff</li> <li>• Commission report on historic structures Spring 2001</li> <li>• Develop policies and guidelines for preserving the landscape and natural areas<br/>-- Improve sea gull and poison ivy control<br/>--Incorporate effective recycling and trash and construction debris effort</li> <li>• Produce Initial report for landscape and natural areas May 2000<br/>Lead: Landscape Task Force of the Facilities Committee</li> </ul> <p><i>Mid-term (18 months~4 years)</i></p> <ul style="list-style-type: none"> <li>• Integrate structural review, maintenance schedule, and facilities maintenance plan</li> <li>• Articulate guidelines for climate of retreat</li> <li>• Promote inter-conference understanding of conference cultures and traditions</li> </ul> | <ul style="list-style-type: none"> <li>• Explore possibilities for additional “sacred spaces”</li> </ul> |
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*Long-term (5~7 years)*

- *Implement historic structure and structural review recommendations*

## B. Vision: A Spiritual Emphasis -- Honoring Diversity, Accepting All

*The Star Island community respects and honors its multiple constituencies by welcoming conferees, staff and visitors of all religious and cultural backgrounds. On Star, people of all income levels, abilities, and persuasions may join together in a community that nurtures respect for the dignity and worth of every individual. Community members come from a wide geographical area to enrich the Star Island experience at every level—as staff, volunteer, conferee, visitor. All are celebrated for the individual gifts each can bring; All are treated with equal consideration and respect. We promote affordability and accessibility and find creative ways to include those who would not otherwise be able to come.*

### Mid-Course Review

There have been considerable accomplishments in this area. Key among them are:

- The financial accessibility task force was established and created a “best practices” manual of conferences’ financial support.
- Pelican chapels have been re-invigorated and are well attended.
- Pelicans have been engaging in discussions around social justice and individual outreach to people of color.
- There has been increased geographic diversity on the board and committees and accommodations made to allow participation.

| <b>Approved Vision 2000 Plan</b>   | <b>Draft Mid-course Adjustment</b>  |
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| <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Reaffirm the centrality of the UUA and UCC spiritual traditions and aspirations in the life of Star.</li> <li>2. Engage the larger Star community to determine appropriate levels of accessibility.</li> <li>3. Continue the program of promoting physical accessibility within the context of preserving the rustic and natural qualities of the Island.</li> <li>4. Consider UUA-UCC social justice programs for training of</li> </ol> | <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Reaffirm the centrality of the Unitarian Universalist Association and the United Church of Christ spiritual traditions and aspirations affirming the worth and dignity of all people in the life of Star and supporting efforts undertaken by staff and others that promote social justice.</li> <li>3. Engage the larger Star community to determine appropriate levels of financial accessibility.</li> <li>4. Engage the larger Star Island community in the discussion of the costs, benefits and decision-making about promoting</li> </ol> |

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| <p>staff and others</p> <p><b>Action Steps:</b></p> <p><i>Short-term (18 months)</i></p> <ul style="list-style-type: none"> <li>• Continue and strengthen outreach to UUA and UCC and reaffirm Star’s spirituality. <ul style="list-style-type: none"> <li>• In materials, include references to Star’s religious traditions<br/>Lead: Paul Jennings</li> </ul> </li> <li>• Consider these religious traditions in assessing new programs</li> <li>• Engage conferences in dialogue about ways in which these Summer 2000 traditions can be supported and enhanced<br/>Lead: Debbie Weiner Soule with board</li> <li>• Continue strengthening collaborative relations among Isles of Shoals Association – Unitarian Universalist, Star Island United Church of Christ, and the Corporation while ensuring that we do not unwittingly exclude others</li> <li>• Encourage greater use of Star by UU and UCC groups</li> <li>• Review work of the Handicapped Accessibility Task Force and June 2000 develop an approach to a comprehensive physical accessibility plan<br/>Leads: B. J. Parsons, Ben Soule, Paul Jennings</li> <li>• Continue to remove access barriers, especially considering the centrality of the chapel to the life of the community</li> <li>• Assess needs for financial aid and adopt interim measures Spring</li> </ul> | <p>physical accessibility within the context of preserving the rustic and natural qualities of the Island.</p> <p><b>Action Steps:</b></p> <p><i>Nearer-term (2003-2005)</i></p> <ul style="list-style-type: none"> <li>• Encourage greater use of Star Island by the Unitarian Universalists and United Church of Christ groups and consider other groups who have religious/educational mission consistent with -Unitarian Universalist/United Church of Christ groups</li> <li>• Continue to assess needs for financial aid in conjunction with the Conferences and continue to address the potential need for such aid</li> <li>• Support increased diversity through the personal invitation and outreach of conferees and staff, especially the Pelican community outreach effort</li> <li>• Continue to enhance Unitarian Universalist/United Church of Christ connections in communications and priorities for programs</li> </ul> <p><i>Long-term (2003-2007)</i></p> <ul style="list-style-type: none"> <li>• Continue and strengthen outreach to Unitarian Universalist Association and the United Church of Christ and reaffirm Star’s spirituality</li> <li>• In all materials, continue to include references to Star’s religious traditions</li> <li>• Continue to consider these religious traditions in assessing new programs <ul style="list-style-type: none"> <li>• Support implementation of anti-racism and other diversity recommendations</li> </ul> </li> </ul> |
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| <p>2000 to address such needs<br/>Lead: Irene Bush, with board and staff</p> <ul style="list-style-type: none"> <li>• Establish inter-conference financial aid task force</li> </ul> <p><i>Mid-term (18 months~4 years)</i></p> <ul style="list-style-type: none"> <li>• Complete and continue implementing physical accessibility plan</li> <li>• Supplement financial aid plan</li> <li>• Convene inter-conference task force on diversity</li> <li>• Enhance UUA/UCC connection in communications and priorities for programs</li> </ul> <p><i>Long-term (5~7 years)</i></p> <ul style="list-style-type: none"> <li>• Implement anti-racism and other diversity recommendations</li> <li>• To the greatest extent feasible, implement physical accessibility plan</li> </ul> | <ul style="list-style-type: none"> <li>• Determine in collaboration with the wider community an appropriate level of physical access and, to the greatest extent feasible and desirable, implement physical accessibility plan</li> </ul> |
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## **C. Vision: Financial Growth and Affordability**

*While Star Island remains affordable to a wide range of conferees, we generate additional financial resources for support of the conference center through sound financial planning, which includes provision for extraordinary expense, well-managed budgets, and increased voluntary contributions.*

### **Mid-Course Review**

Our primary focus during the first few years of Vision 2000 was to strengthen our financial foundation. We've achieved many of these initial goals. Moving forward our focus will be primarily on Long-term financial challenges facing Star Island, including the Long-term financing of capital projects and ongoing infrastructure needs, sustained affordability, and continued growth in financial contributions and related programs, such as the annual fund, planned giving, and the proposed capital campaign.

We reaffirm the necessity of meeting our financial goals, and acknowledge the significant strides we have made in this area. The underlying values and objectives of this vision remain essentially unchanged with only minor adjustments to our strategies and goals. These adjustments acknowledge the key accomplishments we have achieved, and recognize the areas that require additional focus over the next few years. It should be noted that the financial challenges we faced with rebuilding of the pier reaffirm the importance of a healthy financial position. Key accomplishments include:

- The development and growth of cash reserve funds
- Increased annual giving (Annual Fund contributions have been tripled)
- Financed the rebuilding of the pier
- Improved awareness of financial issues and challenges throughout the Star Island community
- Reviewed financial accessibility issues and made recommendations
- Undertook a capital campaign feasibility study
- Completed staff compensation reviews to establish competitive wages, and adjusted salaries
- Instituted room and board deposits to improve off-season cash flow management
- Improved business relationships with Portsmouth businesses and government

- Partnered in developing the Long-term capital equipment and maintenance study
- Improved financial reporting and controls
- Acquired partial funding for a development staff member
- Began targeted fundraising

| <b>Approved Vision 2000 Plan</b>  | <b>Draft Mid-course Adjustment</b>   |
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| <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Develop a multi-year financial plan for capital and operational needs, including: <ul style="list-style-type: none"> <li>-- A facilities/landscaping management plan</li> <li>-- Capital equipment review</li> <li>-- Staff compensation review</li> <li>-- Staff needs review (positions, functions)</li> <li>-- Cost/benefit/income analysis of operations (services, Pels' time, etc.)</li> <li>-- Adequate cash reserves</li> </ul> </li> <li>2. Develop a comprehensive revenue plan and fund-raising strategy: <ul style="list-style-type: none"> <li>-- Generate additional resources through careful setting of price for conferences and services, in a manner that considers both conferees' ability to pay and our desire to make Star broadly affordable <ul style="list-style-type: none"> <li>-- Annual giving participation for all SIC members and at least 50% of conferees</li> <li>-- Examine feasibility of a capital campaign</li> <li>-- Launch and develop planned giving program</li> <li>-- Target fund-raising strategies for special projects (e.g., Doctor's Cottage, Grammy's Annex)</li> </ul> </li> </ul> </li> </ol> | <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Continue development of the multi-year financial plan for capital and operational needs, including, but not limited to: <ul style="list-style-type: none"> <li>• A facilities/landscaping management plan.</li> <li>• Capital equipment review</li> <li>• Staff compensation review</li> <li>• Staff needs review (positions, functions)</li> <li>• Analysis of operations (services, Pelicans' time, etc.)</li> <li>• Adequate cash reserves.</li> </ul> </li> <li>2. Continue development of the comprehensive revenue plan and fund-raising strategy by: <ul style="list-style-type: none"> <li>• Generating additional resources through careful setting of price for conferences and services, in a manner that considers both conferees' ability to pay and our desire to make Star broadly affordable;</li> <li>• Securing Annual giving participation from all SIC members and at least 50% of conferees;</li> <li>• Establishing a functioning fundraising team with committed conference representatives, organized and led centrally, provided with training, fundraising manuals and materials;</li> <li>• Setting fundraising goals with the leadership of each conference;</li> <li>• Completing a feasibility study for a capital campaign;</li> <li>• Launching and developing a planned giving program;</li> <li>• Targeting fund-raising strategies for special projects and grants from foundations and other external sources.</li> </ul> </li> <li>3. Examine relationships with Shoals Marine Lab and Isles of Shoals Association Unitarian Universalist. Evaluate and optimize use of external revenue sources and use of assets (i.e. Appledore)</li> <li>4. Fully empower and engage conferences in setting fundraising</li> </ol> |

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| <p><b>Action Steps:</b></p> <p><i>Short-term (18 months)</i></p> <ul style="list-style-type: none"> <li>• <i>Create financial plan which includes:</i><br/> <u>Capital/Operational Needs</u><br/> Facilities plan; equipment review; staff needs, compensation; debt service; adequate cash reserves<br/> --Communicate about finances to constituencies (e.g., cost per conferee, capital and other needs, resources</li> </ul> <p><u>Revenue Generation</u><br/> Room and board; annual giving/capital campaign; corporate, foundation, and government grants; memorials; planned giving; special project fundraising; Island enterprises<br/> --Take advantage of the economy to raise the level of support to the Annual Fund<br/> --Use the '00 SIC Annual Meeting as a forum to increase stewardship<br/> --Study feasibility of a capital campaign<br/> Leads: Finance, Development, and Trust Committees, with board and consultants</p> <ul style="list-style-type: none"> <li>• Topical outline for financial plan<br/> April 2000</li> <li>• Interim report<br/> April 2001</li> <li>• Restructure financial management:<br/> — Mechanical aspects Spring 2000<br/> — Training Summer 2000<br/> Lead: Paul Jennings</li> </ul> | <p>goals.</p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Re-formulate or re-constitute a Financial Group (perhaps a revitalized Finance Committee with goals and term limits) to draft a long-term, multi-year financial plan focusing on the following areas:<br/><br/> <b>Capital Needs</b>--Develop a multi-year financial plan that integrates the facilities plan, equipment review, human resources study, debt service, and cash reserve needs.<br/><br/> --Review reserve funds and begin establishing target balances<br/><br/> <b>Income Needs</b>--Develop a long-term revenue plan integrating a room and board strategy, development efforts (planned giving, Annual Fund, grants), Island enterprise income, and use of assets, including Appledore.<br/><br/> --Review results and impact of room and board deposit program<br/> --Pursue needs-based human resources plan<br/> --Examine on-island use of credit cards</li> <li>• Continue the focus on maximizing all sources of income while balancing affordability needs and mission. Use every appropriate opportunity to communicate to Star Island constituencies the importance of financial stability to the long-term health and sustainability of the Star Island Corporation.<br/><br/> --Hire a Director of Development who will<br/> ~actively involve the Development Committee around the</li> </ul> |
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| <ul style="list-style-type: none"> <li>• Begin developing 10-year facilities management plan: Fall 2000<br/>-- Policies, control systems, reporting Leads: Paul Jennings, with Facilities Committee</li> <li>• Develop timeline, process, topical outline January 2001<br/>Leads: Staff and Facilities Committee</li> </ul> <p><i>Mid-term (18 months~4 years)</i></p> <ul style="list-style-type: none"> <li>• Continue developing and implementing multiyear financial plan</li> <li>• Final report 2002</li> <li>• Initiate 10-year facilities management plan</li> </ul> <p><i>Long-term (5~7 years)</i></p> <ul style="list-style-type: none"> <li>• Implement and revise financial plan</li> <li>• Begin funding capital reserve</li> </ul> | <p>capital campaign and planned giving<br/>~Explore holding regular on- and off-island events to honor important donors, volunteers and community members</p> <p>--Complete Feasibility Study for the capital campaign and launch as appropriate</p> <p>-- Review our use of Appledore by forming a task group to review our long-term business relationship and contract with the Shoals Marine Lab and recommend a process for renegotiating a contract that retains our historical relationship while maximizing SIC income.</p> <p>--Support work with conference leaders to establish minimum occupancy requirements for all conferences, and develop workable plans to fill unused space in ways that are consistent with our mission</p> <p>--Review our informal and formal relationship with the Isles of Shoals Association Unitarian Universalist</p> |
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#### ***D. Vision: The Place of Pelicans in the Star Community***

*The constituencies of the Star community share a common vision about our core mission, intent, and direction. The Pelicans are an integral part of the community, inseparable from the religious and educational mission of the Island. As with all other parts of the community, they are recipients of intentional communication and are trusted and valued as part of a collaborative partnership: as Shoalers and as employees, they both give and receive in this partnership. Thus, the Pelican experience is characterized by opportunities to participate in decision-making, assume responsibilities and leadership, develop initiatives, learn from mistakes, and contribute to achieving the vision for what Star is and can be.*

#### **Review**

We feel that this Vision has been significantly accomplished in the last three years. This is evident in several ways. 1) In conference evaluations, conferees frequently gave high praise to the Pelican Community, citing renewed commitment to service and improved morale and skill levels. 2) The Pelican community made a generous donation to the 2002 Annual Fund, showing their commitment to Star as a partner and not just an employee. 3) The number of applicants for Pelican positions are substantially higher, both for new and returning Pelicans.

Although most of the Strategies and Action Steps have been accomplished, one area, Pelican living accommodations, continues to make gains but more still needs to be accomplished. Unfortunately, to properly address this issue of adequate housing for all Pelicans, significant capital expense may be required for new housing. Another area requiring further effort is the Personnel Policies and Handbook. A draft version is complete but significant revisions need to be made to some of the Policies and the entire Handbook needs to be approved. Lack of available people to work on this, due in part to higher priorities, is largely the reason it is not completed.

The key to Long-term success for this Vision is in institutionalizing these accomplishments. All of the Strategies need to remain a Board and staff priority with periodic review to ensure what has been accomplished, stays accomplished. As part of our review the following accomplishments were cited:

- Accomplishing this vision is ahead of schedule by working on all the strategies and taking many of the action steps
- Fundamental changes in the Pelican community evidenced by entirely transformed attitudes, energy, performance and enjoyment
- Improved compensation – and a change in philosophy to Pels as valued employees, fully paid by salary rather than as tipped employees
- Excellent processes for recruitment, retention and mentoring
- Investment in the goals of the Corporation – Pelicans reinvested in the SIC with a contribution of \$1000 to Star Annual Fund

- Evaluations from conferees and senior staff document good Pel attitudes and it shows in performance.

| <b>Approved Vision 2000 Plan</b>  | <b>Draft Mid-course Adjustment</b>  |
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| <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Define and implement best practices for employer and employed (with Pelicans and other staff), observing standards regarding: <ul style="list-style-type: none"> <li>- Health and safety</li> <li>- Compensation and Accommodations</li> <li>- Recreation</li> <li>- Living and working conditions</li> <li>- Recruitment, selection, and retention</li> </ul> </li> <li>2. Review, enhance effectiveness of, and instill trust in the dispute resolution process.</li> <li>3. Explore mentoring relationships and educational opportunities for Pels (e.g., service learning).</li> <li>4. Intentionally involve Pels as a key constituency in operational decision-making, policy setting, and evaluation processes; consult them about their needs, issues, and life challenges.</li> </ol> <p><b>Action Steps:</b></p> <p><i>Short-term (18 months)</i> <span style="float: right;">All</span><br/>beginning Summer 2000</p> <ul style="list-style-type: none"> <li>• Apply Best Practices for Staff in the areas of health and safety; living conditions; timely, accurate payments; adequate compensation<br/>Lead: Paul Jennings, Health and Safety Committee, and staff</li> <li>• Pels assume greater management responsibility for seasonal</li> </ul> | <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Define and implement best practices for employer and employed (with Pelicans and other staff), observing standards regarding: <ul style="list-style-type: none"> <li>• Health and safety;</li> <li>• Compensation and accommodations;</li> <li>• Recreation;</li> <li>• Living and working conditions;</li> <li>• Recruitment, selection, and retention.</li> </ul> </li> <li>2. Review, enhance effectiveness of, and instill trust in the dispute resolution process.</li> <li>3. Explore mentoring relationships and educational opportunities for Pels (e.g., service learning).</li> <li>4. Intentionally involve Pels as a key constituency in operational decision-making, policy setting, and evaluation processes; consult them about their needs, issues, and life challenges.</li> </ol> <p><b>Action Steps:</b></p> <p><i>Nearer-term (2003-2005)</i></p> <ul style="list-style-type: none"> <li>• Complete personnel policies and handbook for use in supporting best practices</li> <li>• Continue to review Pelican and staff compensation and implement recommendations as needed (e.g., steps in the Pel “grades”)</li> </ul> |

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| <p>operation<br/>Lead: Paul Jennings and staff</p> <p><i>Mid-term (18 months~4 years)</i></p> <ul style="list-style-type: none"> <li>• Complete personnel policies and handbook for use in supporting best practices<br/>Leads: Bob Bing-You, Paul Jennings, and Personnel Committee</li> <li>• Develop opportunities for personal and spiritual growth for staff through mentoring, internship programs, and support services for Pels</li> <li>• Review Pel and staff compensation and implement recommendations</li> </ul> | <p><i>Long-term (2003-2007)</i></p> <ul style="list-style-type: none"> <li>• Continue to apply “Best Practices” for staff in the areas of health and safety; living conditions; timely, accurate payments; adequate compensation</li> <li>• Continue to empower Pelicans to assume greater management responsibility for seasonal operation</li> <li>• Continue to develop opportunities for personal and spiritual growth for staff through mentoring, internship programs, and support services for Pelicans</li> </ul> |
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## **E. Vision: A Commitment to Hospitality**

*Guests and staff members know that the Star spirit helps to create a climate of warm hospitality. Star's spiritual values are embodied in the cleanliness and comfort of our facilities and in the quality of food and service, which reinforce our commitment to providing hospitality and friendship to all who come to Star.*

*The Island is well maintained, neat, attractive, and as accessible as possible to all. Guests appreciate the ambiance and rugged qualities that make this conference center unique. Our skilled staff is sensitive to the needs of others and is well prepared to meet a variety of conferee special needs with a cheerful, helpful attitude whenever possible. The staff anticipates conference requests and demonstrates an attitude of commitment and hard work that our guests recognize and applaud.*

### **Mid-Course Review**

To continue providing service at this level requires us to evaluate whether we have the staff to continue to meet our goals and whether we deploy volunteers as well as we can. As we address sustainability, attention must be paid to the issue of human resources and their deployment.

In large part, we've had success with all five strategies which is directly attributable to our staff and many devoted, hardworking volunteers. Key accomplishments are:

- Improved care of the island rooms, including total reupholstering of Lobby, Pink Parlor and Writing Room furniture with donated material and labor
- The lobby and chapel present a better face to the world
- Food service has improved
- Sleeping rooms have been painted and improved
- Island-wide, we're providing better for volunteers and have improved on-island volunteer coordination and pre-planning
- The island is, once again, well-regarded by Portsmouth vendors and our island neighbors
- Pelicans again have pride in the work and investment in the success of the whole enterprise.

| <b>Approved Vision 2000 Plan</b>   | <b>Draft Mid-course Adjustment</b>  |
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| <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Articulate a basic standard of service and accommodations, including sleeping rooms, public rooms, sanitary facilities, cleanliness of surroundings, and welcome to occasional visitors and day-trippers.</li> <li>2. Provide the tools and sufficient staffing level to ensure that the standards can be maintained.</li> <li>3. Share the standards with all, so that all community members own and participate in sustaining them.</li> <li>4. Extend hospitality standards to volunteers, integrating the work of paid and volunteer staff.</li> <li>5. Nurture relationships with neighbors and suppliers that help us meet our standard of service.</li> </ol> <p><b>Action Steps:</b></p> <p><i>Short-term (18 months)</i></p> <ul style="list-style-type: none"> <li>• Set standards for hospitality<br/>Spring 2000<br/>--By extending hospitality to Pels<br/>--By training Pels to extend similar hospitality to conferences (building sharing and cooperation by developing communication mechanisms for sharing)<br/>--Implement a 360 review (Pels, conferences, others)</li> </ul> | <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Continue to articulate a basic standard of service and accommodations, including sleeping rooms, public rooms, sanitary facilities, cleanliness of surroundings, and how we welcome occasional overnight and day visitors.</li> <li>2. Provide the tools and sufficient staffing level to ensure that the standards can be maintained (see Sustainability Vision which speaks to engaging an outside consulting team (hired or volunteer) to study human resources required to conduct Star operations..</li> <li>3. Continue to share the standards with all, so that all community members own and participate in sustaining them.</li> <li>4. Enhance the use of volunteers on corporate side as well as on the island and continue to extend hospitality standards to volunteers, integrating the work of paid and volunteer staff;</li> <li>4. Continue to nurture relationships with neighbors and suppliers that help us meet our standard of service.</li> </ol> <p><b>Action Steps:</b></p> <p><i>Nearer-term (2003-2005)</i></p> <ul style="list-style-type: none"> <li>• Implement a 360 evaluation review including Pels, conferences, and others</li> <li>• Continue the practice of more focused, smaller volunteer weekends by assessing the costs and benefits of large volunteer “mini-conferences” and by continued improvement of Memorial Day organization as a model including finding ways to express appreciation of volunteers;</li> </ul> |

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| <p>Lead: Paul Jennings</p> <ul style="list-style-type: none"> <li>• Improve Memorial Day organization as a model for better volunteer involvement   Spring 2000 <ul style="list-style-type: none"> <li>--Obtain feedback from volunteers on hospitality offered</li> <li>--Obtain feedback from volunteers on a) standards for rooms and other hospitality/service initiatives; b) ways to express appreciation of volunteers; c) suggestions for programmatic activities for day trippers and others</li> </ul> <p>Lead: Paul Jennings</p> </li> <li>• Provide orientation and training for end-of-year staff, paid and volunteer, in re-forming staff community<br/>Summer 2000<br/>Lead: Paul Jennings</li> </ul> <p><i>Short-term (18 months~4 years)</i></p> <ul style="list-style-type: none"> <li>• Develop and implement schedule for replacing equipment and conferee comfort supplies</li> <li>• Revise conferee evaluations in conjunction with other retreat services</li> <li>• Formalize training on volunteer use</li> <li>• Formalize volunteer structure including “expert advisors”</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to provide orientation and training for end-of-year staff, paid and volunteer in order to re-constitute the Pelican community with these newer staff members</li> <li>• Develop and implement schedule for replacing equipment and conferee comfort supplies</li> <li>• Revise conferee evaluations in conjunction with other retreat services</li> </ul> <p><i>Long-term (2003-2007)</i></p> <ul style="list-style-type: none"> <li>• Continue to set standards for hospitality by extending hospitality to Pels and by training Pels to extend similar hospitality to conferences (building sharing and cooperation by developing communication mechanisms for sharing)</li> <li>• Formalize training on volunteer use</li> <li>• Formalize volunteer structure including “expert advisors”</li> <li>• Consider appointing a volunteer coordinator for volunteers for a period of one year to assess the need for the position and to support and sustain the volunteer efforts.</li> </ul> |
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## F. Vision: Relationships, Communication, and Governance

*Star Island has and promotes a set of relationships and a governance process reflective of ongoing collaboration between its multiple communities, so that **all** Shoalers are empowered—conferees, employees, visitors, and other Star Island supporters. Vision 2000 goals are shared, nurtured and achieved together. We value contributions from all. Everyone is able to intentionally create opportunities for dialogue (including listening, informing and consulting) and volunteerism to encourage mutual problem solving, the emergence of leadership, and a balance between change and continuity. With this inclusive approach, we sustain the spirit of the Shoals.*

### Mid-course Review

This vision was affirmed as appropriate. Some of the strategies and actions were unclear or vague and overly ambitious given the resources we can bring to bear on accomplishing this vision. We felt that it was necessary to limit and sharpen the focus of our goals. Key accomplishments are:

- Better communication in the form of written material (the newsletter, “Pillow Talk,” letters sent informing corporation members and others of changes in procedures, etc.); improved oral communications
- A board presence at each Conference for the last three summers has begun to educate conferees about the role and structure of the board and about corporation membership as well as serve as a forum to obtain feedback from Shoalers
- The 2000-2001 Governance Task Force extended the governance review previously begun to bring our bylaws up-to-date and to make them consonant with Vision 2000 goals. The recommended changes were adopted by Star Island Corporation membership at the 2002 Annual Meeting
- The work of the Task Force on Appointments established a defined, collaborative procedure (protocols that enhance the openness of the organization) for arriving at board nominations to the Nominating and Membership Committees
- The Board established a Committee on Appointments as recommended by the Task Force on Appointments which should extend this process to all committees and, thus, improve the recommendation and appointment of volunteers to all SIC committees
- Led to the establishment of a cross-conference Financial Accessibility Committee that codified the various financial aid programs of the conferences and the Governance Task Force which represented thinking from many of the conferences

| Approved Vision 2000 Plan   | Draft Mid-course Adjustment  |
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| <p><b>Strategies</b></p> <p>1. Design a set of protocols (or guidelines) as a framework for</p> | <p><b>Strategies</b></p> <p>1. Create a structure through which cross-conference</p> |

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| <p>making policy decisions and setting organizational direction—protocols that enhance the openness of the organization.</p> <ol style="list-style-type: none"> <li>2. Extend the governance review already in progress, identifying new ways to practice our principles for sustaining community and help new leadership emerge (by-laws, committee structure, etc.).</li> <li>3. Provide meaningful volunteer opportunities for sustaining the stewardship of Star Island (“giving back”).</li> <li>4. Provide a structure and opportunities for encouraging cross-conference and cross-constituency communications.</li> <li>5. Institutionalize strategy review and development.</li> </ol> <p><b>Action Steps:</b></p> <p><i>Short-term (18 months)</i></p> <ul style="list-style-type: none"> <li>• Involve constituency in defining principles for communications across entire Star community (content, process, methods) <ul style="list-style-type: none"> <li>--Involve conferees in discussions<br/>Summer 2000</li> <li>-- Initial report to board<br/>Fall 2000</li> <li>--Follow-up report<br/>Fall 2001</li> </ul> </li> </ul> <p>Leads: Paul Jennings, Communications Committee, Debbie Weiner Soule and board</p> <ul style="list-style-type: none"> <li>• Model principles in revisions of current communication mechanisms <ul style="list-style-type: none"> <li>--Articulate and communicate to constituents SIC board structure, and</li> </ul> </li> </ul> | <p>communication can enrich the work of the Star Island Corporation and through which the Conferences will experience themselves as “partners” rather than “tenants;” (“Council of Conferences”).</p> <ol style="list-style-type: none"> <li>2. Continue governance review to improved how we use volunteers to sustain our community and help new leadership emerge through an efficient and vibrant committee structure.</li> </ol> <p><b>Actions steps</b></p> <p><i>Nearer-term (2003-2005)<br/>for Strategy I:</i></p> <ul style="list-style-type: none"> <li>• Appoint a group to develop a charge for a cross conference structure that is advisory to the board and suggestions for recruiting members to this group</li> <li>• Set date for first meeting of this group to occur Fall ‘03</li> <li>• Hold first meeting during which delegates will discuss those subjects of mutual concern to Conferences and Corporation and formulate how we wish to proceed. <ul style="list-style-type: none"> <li>▪ Develop an ongoing schedule for meetings of this</li> </ul> </li> </ul> |
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| <p>responsibilities<br/> --Clarify gray areas relating to conference autonomy and interaction with SIC<br/> --Collaborate with Shoalers about effective processes for resolving questions or problems<br/> Lead: Paul Jennings</p> <ul style="list-style-type: none"> <li>Review materials relative to governance and begin to study ways to incorporate the vision into our governance structure End of 2000<br/> --Inform constituencies about the "current organization chart" that depicts relationships, including committee structure and current membership of each committee<br/> --Demonstrate a high priority for inter-conference/constituency collaborations (e.g., creating or maximizing forums to share key information, clarify roles and relationships, or find solutions to problems)<br/> Lead: Irene Bush and Governance Committee</li> <li>Schedule a process for regular feedback from conferees and for Summer 2000 continuing self-assessment of the board's progress on this plan<br/> Lead: Full board</li> </ul> <p><i>Mid-term (18 months~4 years)</i></p> <ul style="list-style-type: none"> <li>Articulate philosophy and begin to re-engineer committee and other structures</li> <li>Expand and maximize cross-conference collaboration by encouraging, supporting, or convening task groups or "commissions," on specific issues (e.g., Children's programs, Registration policy, etc.)<br/> --Encourage volunteerism from Conference experts as well as</li> </ul> | <p>group.</p> <p><i>for Strategy 2:</i></p> <ul style="list-style-type: none"> <li>Clarify and define boundaries and labor divisions between board and staff such that reporting relationships for committees can be determined</li> <li>Charge and activate the Committee on Committees</li> <li>Re-establish a Governance Task Force to work with committees on reviewing and revising their mission and procedures to reflect the board's clarification and definition of reporting relationships and to be consonant with Vision 2000 goals</li> </ul> <p><i>Long-term (2003-2007)</i></p> <p><i>for Strategy 1:</i></p> <ul style="list-style-type: none"> <li>Institutionalize a process for reviewing the work of this group that involves board and staff</li> <li>Evaluate the effectiveness of this group as a partner of the Corporation in the Star enterprise</li> </ul> <p><i>for Strategy 2:</i></p> <ul style="list-style-type: none"> <li>Re-engineer committee and other structures</li> <li>Implement new procedures for appointments to committees</li> <li>Evaluate the functioning of committees in relation to their mission and procedures</li> <li>Evaluate the effectiveness of the Committee on Appointments in servicing the Board, the Manager and their committees</li> </ul> |
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Board members who can be conveners and liaisons for task groups on specific subjects of interest across conferences  
--Encourage "bottom-up" as well as "top down" formation of such groups  
--Institutionalize conference expertise in the form of a permanent "clearing house" that enriches understanding about various conference practices

- Continue implementing communications changes

*Long-term (5~7 years)*

- Complete revision of governance structure
  - Develop new organization chart, including mission/goals and operating procedure for committees
  - Develop handbook/manual on corporation membership for newly elected SIC members
  - Establish term limits for committees to open the process of participation
  - Broaden inclusivity by expanding the geographical location of meetings and events or choices of people for work groups
- Evaluate and revise volunteer recognition programs

- Evaluate the function of the various committees

## **G. Vision: Facilities**

*Star Island's buildings, grounds, and equipment are maintained in sound operational condition. Buildings look as though they have been well maintained for 125 years. A suitable infrastructure meets our needs for transportation, off- and on-season work, and mainland operations. Risks of disruption from on- and off-island vulnerabilities are identified and minimized. Our staff has adequate skills, tools, and financial resources.*

*Maintenance of both the built and the natural environments follows a cost-effective, Long-term plan that prolongs the lives of our buildings and machinery and protects the natural Shoals environment. We spend enough on maintenance each year to offset the actual rate of depreciation and to improve and extend the physical plant to meet the various needs expressed in our vision. Volunteer labor is used as an important resource. All of our work reflects high concern for safety, code compliance, and environmental friendliness.*

### **Mid-course Review and Rationale for a Facilities Vision**

The original Vision 2000 strategic plan did not feature a specific section for Facilities, although material related to facilities was spread throughout. At its January 2003 retreat, the Board decided that facilities issues have become so central to the Corporation's future that a separate Facilities section is now warranted in our strategic plan. Key accomplishments, many of which were spread under the previous six visions are:

- A collaborative effort has begun between the Facilities and Finance Committees to plan comprehensively our infrastructure and maintenance needs
- The Facilities Committee has inventoried all buildings and equipment on the island and used the information as the basis for a ten-year maintenance forecast
- The Landscape Task Force has delivered a report with recommendations for maintaining the island's natural environment. The Facilities Committee has appointed a task force to create an Accessibility Master Plan. Their task is to document what has been accomplished to date in making the Island more accessible as well as short and long range goals for more accessibility with the greatest topic being creating accessible Chapel Services

The pier has undergone an extensive, successful rehabilitation at a cost exceeding any capital project in our history. This pier has served as a visible example of the vulnerabilities in our facility, our commitment to address them, and the ongoing needs for preventive maintenance and adequate financial reserves

### **Strategies**

1. Develop a needs-based, long-horizon maintenance plan and schedule that is continually updated.

2. Identify “single points of failure” vulnerabilities and plan for back-up systems or redundancies.
3. Develop, document, and maintain a listing of critical operational information so that institutional knowledge is used and preserved.
4. Develop a ten-year vision of needed new or replacement buildings as input to the Long-term fund-raising activities of SIC.
5. Document accomplishments in making the island more accessible. Establish short- and long-range goals for further enhancements, with great attention to creating accessible Chapel Services.

**Action Steps:**

*Nearer- term (2003-2005)*

- Complete needs-based maintenance schedule and integrate it with the annual budgeting process. Identify the staff needed to fulfill this schedule and build their cost into the budget.
- Develop short- and Long-term accessibility plans.
- Continue implementing Landscape Task Force report.
- Develop a ten-year plan to identify new buildings necessary to fulfill this Vision.
- Obtain expert opinions about condition of high-risk areas such as Oceanic west wall, Gosport roof, etc.
- Assess areas of operational vulnerability and systematically plan for contingencies and emergencies.
- Negotiate multi-year contracts for transportation and parking.
- Assess feasibility of acquiring a mainland facility that would provide dockage, storage, parking, and office space.

*Immediate(2003)*

- Upgrade off-season living quarters and other infrastructure necessary to support year-round maintenance work.
- Begin implementing short-term accessibility plan.
- Further the development of the proposal of the Landscape Task Force for a plan for the landscape in the back side of the island, taking appropriate steps to reduce fire risk and be respectful of our natural environment and wildlife habitat.

- Inventory current information about buildings, systems, and equipment, and update manuals for each crew. Make this information available on- and off-island. Develop procedures for continually updating it.

*Long-term (2003-2007)*

- Acquire the financial resources and hire or train the skilled staff to implement fully the needs based maintenance schedule.
- Acquire back-up systems and build redundancies to control risks from single points of failure.
- Fully implement long-term accessibility plan.

## **Conclusions**

The *Vision 2000* Strategic plan is a living document, a statement of where we see ourselves in 2007. Three years into our plan, the board has begun a re-evaluation of it and an adjustment of goals, strategies and actions to be taken.

Star Island Corporation members have given initial input to this mid-course adjustment. Next steps involve Shoalers across Conferences as well as Corporation members in additional comments and input. The “adjusted plan” will be presented at the 2004 Annual Meeting of the Corporation for affirmation.

Our visions are lofty and our achievements to date are awesome. Yet much remains to be accomplished. We look forward to your help in assessing where we are and in achieving Star’s goals.