

**STAR ISLAND CORPORATION  
BOARD OF DIRECTORS MEETING**

Tuesday, October 28, 2008  
First Unitarian Church in Worcester, MA

**MINUTES**

Members in attendance:

Dave Brown  
Ron Cordes  
Josh Davis  
Brad Greeley, President  
John Hickey  
Sharon Kennedy  
Karen Mathiasen, Clerk  
Suzanne May  
Russell Peterson, Vice President  
Jan Prochaska  
Mark Woolley

Absent:

Stan Corfman, Treasurer  
Jordan Young

Others attending the meeting

Vicky Hardy, CEO  
Mike Jackson, Pel Representative  
Kristin LoFrumento  
Keith Noyes  
Arlyn Weeks

For opening words, Russell Peterson read excerpts from *Herding Cats: Human Change Management* by Mark J. Dawson and Mark L. Jones:

Organisations are feeling the heat of public criticism. Fuelled by a growing cynicism, many long-standing institutions have become targets for scrutiny and change. Regulators are cracking down on questionable industrywide business practices in troubled sectors. Many companies are restructuring their operations to cope with the new, lean economy. The imperative to change the way organisations do business has never been greater.

The traditional approach to change management relies on a conceptual model that is now obsolete: unfreeze-change-refreeze. An organisation "unfreezes" in order to adapt to change, makes the change, and then 'refreezes' again to resume its business course in steady-state mode. In this model, change is treated as an aberration, a discrete event that temporarily disturbs an organisation in a generally stable business environment. But it is evident in today's competitive and volatile economic context that change is the norm, while steady-state is fleeting and illusory.

The implication of the "change is the only constant" mantra is that the most successful organisations, in the long run, are those that learn to continuously adapt to change.

Brad Greeley, President, called the meeting to order at 3:09 p.m. The Clerk took the minutes.

We began with items pursuant to our Consent Agenda, namely, Minutes and the Acting Development Director's Report.

Upon motion duly made and seconded, no further discussion being necessary, it was unanimously

**VOTED:** To approve the minutes of the September 23 Board meeting.

**VOTED:** To receive the report of the Acting Development Director.

**Chief Executive Officer's Report.** The following are excerpts from and comments on the Report, presented by CEO Vicky Hardy.

- Office Relocation. Negotiations are in progress with the Portsmouth Historical Society for the SIC staff to move into an old library building about February 1. It appears to be well suited to our needs and less expensive.
- The Chapel. Our chapel consultant made a site visit and will recommend (report due next week) that we put a fire retardant coating on the benches, and suggested the chapel could safely hold 78 people without a second egress. We will take our consultant's report to Rye Fire and see if we can win approval. We are also working on a solution to the chapel steps for the mobility impaired.
- Ocean Transport. We need both reduced costs and reliable ocean transportation. Dave Anderson is reviewing financials of the Isles of Shoals Steamship Company (ISSCo). ISSCo is likely to be sold before too long. Meanwhile, we are renewing our arrangements with the *Captain's Lady*.
- Director of Development. We are well along in the process of hiring someone for this three-quarters time position.
- Ghost Hunters. The Hollywood-based program has a visit to Star Island scheduled for November.

**Report of the Director of Operations and Maintenance (DOM)**

Keith Noyes, DOM, gave the report beginning with a short film on the Pel summer experience. He then moved to facilities issues.

- Facilities projects completed or well underway, including
  - Restoration of the West Wall
  - Chapel path improvements
  - Infirmary path improvements
  - Repainting of the diesel fuel tanks
  - Rebuilding of the generator chimney
  - Re-roofing of Newton, Sprague, Baker and YPRU
  - Repairs to Shack foundation
  - Venting of Marshman crawlspace
  - Improvements to Doctor's Cottage

- Purchase of new backhoe and van
  - Repairs to Hotel front porch
  - Repair of Brookfield crawlspace joists
  - Repair of Caswell beam
  - Painting of exterior of Louise's Barn and First Aid Station
  - Several fire code projects (including sprinklers, signs, emergency lights and alarms)
- Initial development of a work order system to allow reporting, tracking, and prioritizing of things needed to be done is underway.
  - Initiation of an engineering study of the waste water treatment plant has begun. A roundtable meeting is planned for November 21.
  - 2009 project work plan will be undertaken this winter.
  - Future challenges:
    - Boat transport for the staff
    - Senior staff supervision and retention
    - Catching up with remaining building and maintenance projects
    - Energy efficiency
    - Financial resources

Keith will also be undertaking a needs-based assessment of what other operations and maintenance issues we should be addressing.

**Treasurer's Report.** In the absence of the Treasurer, Vicky gave the report.

The staff, with input from others, has done a second draft of the 2009 budget. They are looking at scenarios for January and February in case we do not make this year's revenue numbers. Upon motion duly made and seconded, no further discussion being necessary, it was unanimously

**VOTED:** To accept the Treasurer's Report.

**Annual Fund.** Sharon noted that the Annual Fund is running about \$100K behind this time last year, and that Board members will be asked to do some calling.

**Pel Report.** Mike Jackson, Pel Representative, gave the report, noting in particular that the unreliability of boats to the mainland was a serious problem for Pels. Vicky noted that Sonya Merritt, our new HR person, will be especially focusing on issues of Pel life.

**Report of the Ad Hoc Group on Conference Policies.** Vicky noted that the Report was presented to the CoC meeting. People were asked to provide their comments by November 8. The calendar for 2010 and beyond will then be drafted. A special CoC meeting is scheduled for January 17, 2009, to review and comment on the Board's 2010+ Calendar plan.

**Charge to the Finance Committee.** Sharon Kennedy presented the revised charge. Upon motion duly made and seconded, after discussion, it was unanimously

**VOTED:** To accept the Charge to the Finance Committee as slightly revised at the meeting, and appended to these minutes.

**Council of Conferences (CoC).** Jan Prochaska briefly reported on the October 11 CoC annual meeting, noting that the breakout topic on Best Practices for Teens on Star was especially useful.

**Board Calendar.** The Winter Retreat has been changed to February 21-22 (in Portsmouth). The On-island Retreat remains June 18-20. The SIC Annual Meeting is April 25, 2009. Right now the Annual Meeting rotates among many, many locations. It was suggested that we pick four diverse locations and just rotate among those.

**Nominations.** Arlyn Weeks, Chair of the Nominations Committee reminded us that there is an opening on the Permanent Trust for someone who is not also an SIC Board member, and that the Clerk, the Treasurer, and three SIC Board members have expiring terms but are eligible for re-election.

**November Board Meeting.** The next meeting is Tuesday, November 18. The meeting will be in Worcester again.

**Executive Session.** At 5:25 p.m., the Board voted to break for supper and then to go into Executive Session, the minutes of which are kept separately. The purpose of the Executive Session was to approve the minutes of the September 23 Executive Session, and to discuss certain personnel and property matters.

The Executive Session ended at 6:55 p.m.

It was noted that this is Mark Woolley's last SIC Board meeting, as he is stepping down from his position as President of Star Island United Church of Christ, Inc. Mark was enthusiastically thanked for his service.

There being no further business, it was

**VOTED:** To adjourn the Meeting.

The Meeting was adjourned at 7:00 p.m.

Respectfully submitted,

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Karen Mathiasen, Clerk