

ANNUAL REPORT 2020



HUDSON RIVER
COMMUNITY SAILING



LETTER FROM THE EXECUTIVE DIRECTOR

In late March I wrote a message to staff that started:

Covid-19 is changing the world and our economy. Everything is moving quickly, creating a state of disequilibrium. I wish I knew the outcomes for the virus, and for HRCS, but I don't. I do know that we will use our organizational values to guide our actions through the crisis.

We did use our values to navigate the course, and we have arrived in 2021, strong and ready for the year ahead. We adapted to keep students, members, and vets learning and engaged. We kept our staff together by being creative, working across departments, tightening belts, and sharing the load.

Our Board of Directors pitched in early. The PPP provided important relief. We kept safety the highest priority, as we do everyday on the water. We weren't perfect, but we put solid Covid protocols in place, stuck to them, and served our participants in a responsible manner.

We kept our eyes on our priorities. These included moving along the Diversity, Equity, and Inclusion plan we set at the beginning of the year. The terrible events of last spring heightened the urgency of this work, and galvanized our team further.

We transitioned to Justworks, a professional employment organization that will allow us to offer high quality HR, health, and retirement benefits for our staff. Our board of directors embarked on a journey with Youth INC that will create a sustainable governance structure for the future.

No doubt we faced major hurdles. Youth participant numbers are down and reflect the inequities of online learning in NYC's education system. We are working on strategies and interventions to address it. Even with lower numbers, we provided powerful and transformative experiences to many, many students. We put our new Adaptive program on hold, but we kept sailing and refining the accessible steering chair we had built.

Our members leaned in by renewing, volunteering, and bringing a spirit of optimism and support. They created a Gender Equity Committee, and other activities to make HRCS the best place to sail in the city! Our supporters showed up for Dark 'n' Stormy and we went for a virtual ride together. Sailing for Scholars exceeded fundraising expectations, with more teams participating than ever before.

And our foundation partners and other donors really looked out for us and our students. We exceeded our philanthropic goals, allowing a modest surplus that will sustain our capital needs and operating reserves, helping HRCS stay resilient.

Thank you for supporting us this year. There is a deep ethic of service in all of our staff. We felt rewarded for that by a community that closed in around us this year with support, generosity, and kindness.

Sincerely,



Robert Burke
Executive Director



2020: A YEAR LIKE NO OTHER



When Covid hits NYC, HRCS suspends in-person activities and quickly transitions to **virtual programming** for students, members, and veterans.

Members connect and learn together in **twice-weekly virtual workshops**. Guest presenters include **Tracy Edwards** and **Team 11th Hour Racing**.

Sail Academy students engage in creative online programming: **building miniature sailboats**, charting a virtual race to the Carribean, and interviewing engineers from New Lab in Brooklyn.



January
Sail Academy Inwood students **begin building underwater ROV's** over the winter. They wire a circuit board, solder, and research robotics.

February
Race Team students try winter sailing in dinghies as part of **Frostbiting Clinic** in Mamaroneck.

March

April



May

13th Annual (Virtual) Dark 'n' Stormy Benefit raises over \$45K. 300 attendees compete in trivia and bingo and dance to MEN or MYTH.

June

HRCS re-opens for members after developing safety protocols based on New York State, CDC, and US Sailing guidance. Limited crew sizes, required face coverings, and cohorts help keep participants safe.



Two Sail Academy seniors attend **Oakcliff Sailing** program to focus on performance racing skills.

Following member reopening, **City Sail camp and lessons return**, offering affordable waterfront access for New Yorkers after months of indoor isolation.

July



New **Family Sails** take students and parents out together.

Inwood Sail Academy students sail weekly and **finish building Wooden Boat** from winter semester. In Chelsea, an **expanded group of interns** receive job training and work in various departments.

August



September

HRCS continues offering **Hybrid Programming** for students and members. Workshops and intern training take place on Zoom. Small groups go out sailing throughout the day to reduce boathouse capacity.

October

Entire HRCS community makes **Sailing for Scholars** a success, raising over \$250K. **Virtual Celebration** honors Tracy Edwards MBE of Maiden Factor, Borough President Gale Brewer and Deputy Matthew Washington. Regatta in Inwood with 16 teams competing with over two days.



Board of Directors begins 18-month **Youth Inc. governance program**.

Members **transit boats to City Island and Verplank** for the winter. Programming shifts back to remote for the winter.

November



December

Support from foundations, members, and the board allows HRCS to finish the year with confidence and look forward to continuing to serve our community in 2021.

COVID MODIFICATIONS

keeping each other safe

Before we reopened in June, HRCS developed a comprehensive Covid safety plan. The plan was based on guidance from the CDC, US Sailing, New York City and State, and the American Camping Association.

In 2020, these included:

Required Face Coverings for all staff and participants, at all times on land and on water

Cleaning and Sanitization of all office, boathouse, life jackets, and boat surfaces after each use/sail

Daily Temperature Checks for staff and students

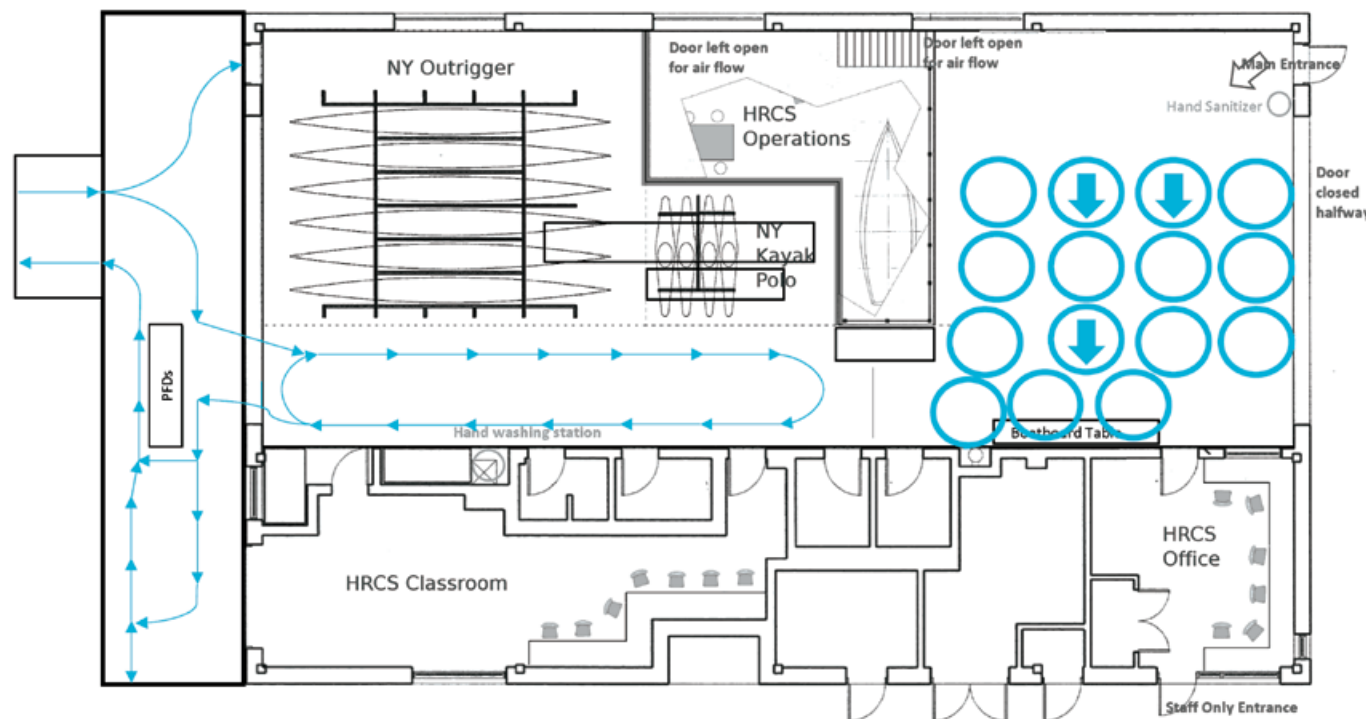
Reduced Capacity on land and aboard boats to allow for social distancing

Staggered Programs and Sails to prevent crowding inside and on docks

Contact Tracing of any potential infection to participants who may have been exposed

From our reopening in late June to the end of the year, we had **0 reported cases of Covid transmission** linked to our program or facility.

We will continue to adjust these safety protocols as the pandemic evolves.



SAIL ACADEMY

developing leadership and academic success in NYC students
through sailing education

PROGRAM OUTCOMES

College + Career Prep: Prepare students for success in college/career

Social Emotional Learning + Leadership: Build leadership skills including self-confidence, communication, and teamwork

STEM Identity: Foster a greater interest in STEM subjects and environmental stewardship

Sailing Skills: Develop student confidence and competence operating sailboats

ENROLLMENT AND STUDENT DEMOGRAPHICS

Despite Covid, we were able to retain the majority of our enrollment at **150 students in Chelsea and Inwood**. Like many public schools and youth development programs across the city, we also saw shifts in some student demographics that reflect the equity gap in online learning. When students could not get online, program staff reached out by phone to check in, assess needs, and offer resources. We plan to be back to 215 students when restrictions lift.

PARTNER SCHOOLS

Atmosphere Academy

Manhattan Business Academy

The James Baldwin School
for Expeditionary Learning

Quest to Learn

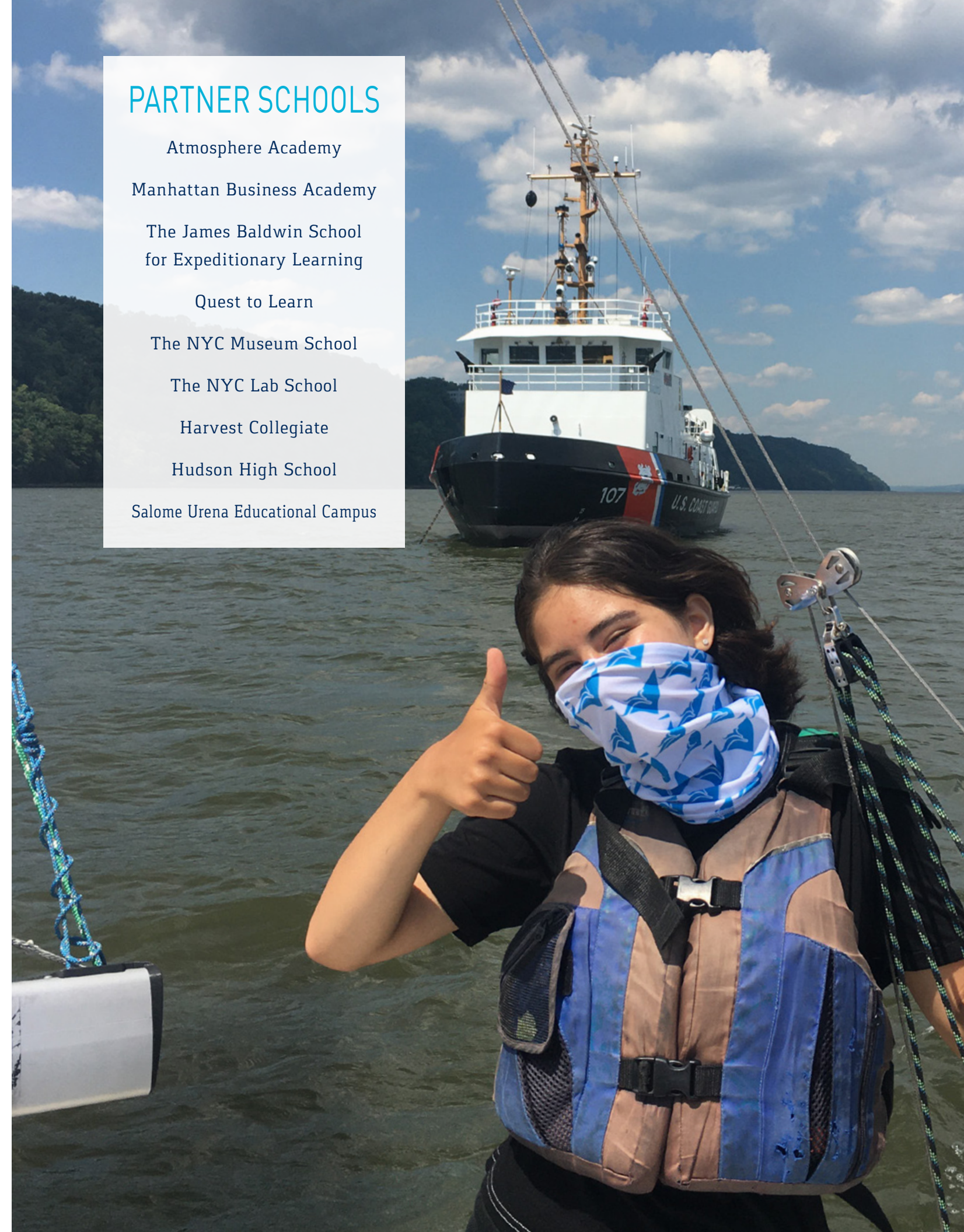
The NYC Museum School

The NYC Lab School

Harvest Collegiate

Hudson High School

Salome Urena Educational Campus



TRIPS & ACTIVITIES

Pre-Covid Trips: SIMS Municipal Recycling Center, Lamont-Doherty Earth Observatory, Mamaroneck Frostbiting Association, and college visits to Adelphi University and John Jay College

Virtual Trips: Students went on a virtual tour of New Lab in Brooklyn. They met engineers, asked questions, and learned about design thinking, including the affordable and fast ventilator built during the pandemic.

At-home Activities: Chart navigation, competitive "race from New York," engineering challenges, boat building project on buoyancy and hull speed, and a citizen science project where students identified and recorded sightings of wildlife using iNaturalist

SUMMER PROGRAMMING

On-Water: 72 family members sailed with their students, most for the first time. These sails are a new initiative that evolved from conversations with parents during this extraordinary year, and we plan to continue it moving forward.

Intensives: 34 Leadership Intensive students earned CPR/First Aid certifications. Inwood students sailed weekly from July to October and finished the wooden boats put on hold over the winter.



INTERNSHIPS

Students gained essential workforce skills by interning **over 600 shifts**, driving launch, repairing engines, and teaching in our sailing camp. A grant from **City Parks Foundation** allowed us to hire more interns on a stipend model, providing key part-time income and job training.

Sail Academy Class of 2020

27 graduating seniors

26 enrolled in college

35% plan to major in a STEM field



POSTSECONDARY PLANS

Guttman College	University of Vermont	PACE University
City College (2)	Hunter College (2)	Hobart & William Smith College
Binghamton University (2)	University at Buffalo	Manhattan College
Baruch College (2)	New York University (2)	City Tech
John Jay College of Criminal Justice (3)	BMCC (3)	Dartmouth University

Staying Connected with Alumni

As more Sail Academy alumni graduate, we are dedicated to staying connected and helping them succeed in and beyond college.

The statistics below are collected from Sail Academy graduates, starting with our first graduating class in 2014.

93% of our college students plan to return next semester

83% of alumni report to be in good academic standing

47% of alumni plan on pursuing graduate studies

COMMUNITY PROGRAMS

providing affordable maritime education and recreation to the community at large

PROGRAM AREAS

Membership: includes instruction, social sails, workshops, and optional weekly racing within an inclusive community

Sailing School: award-winning school provides lessons and group events for the public

City Sail: summer camp for youth ages 9-16 to build sailing skills and learn STEM and teamwork in week-long sessions

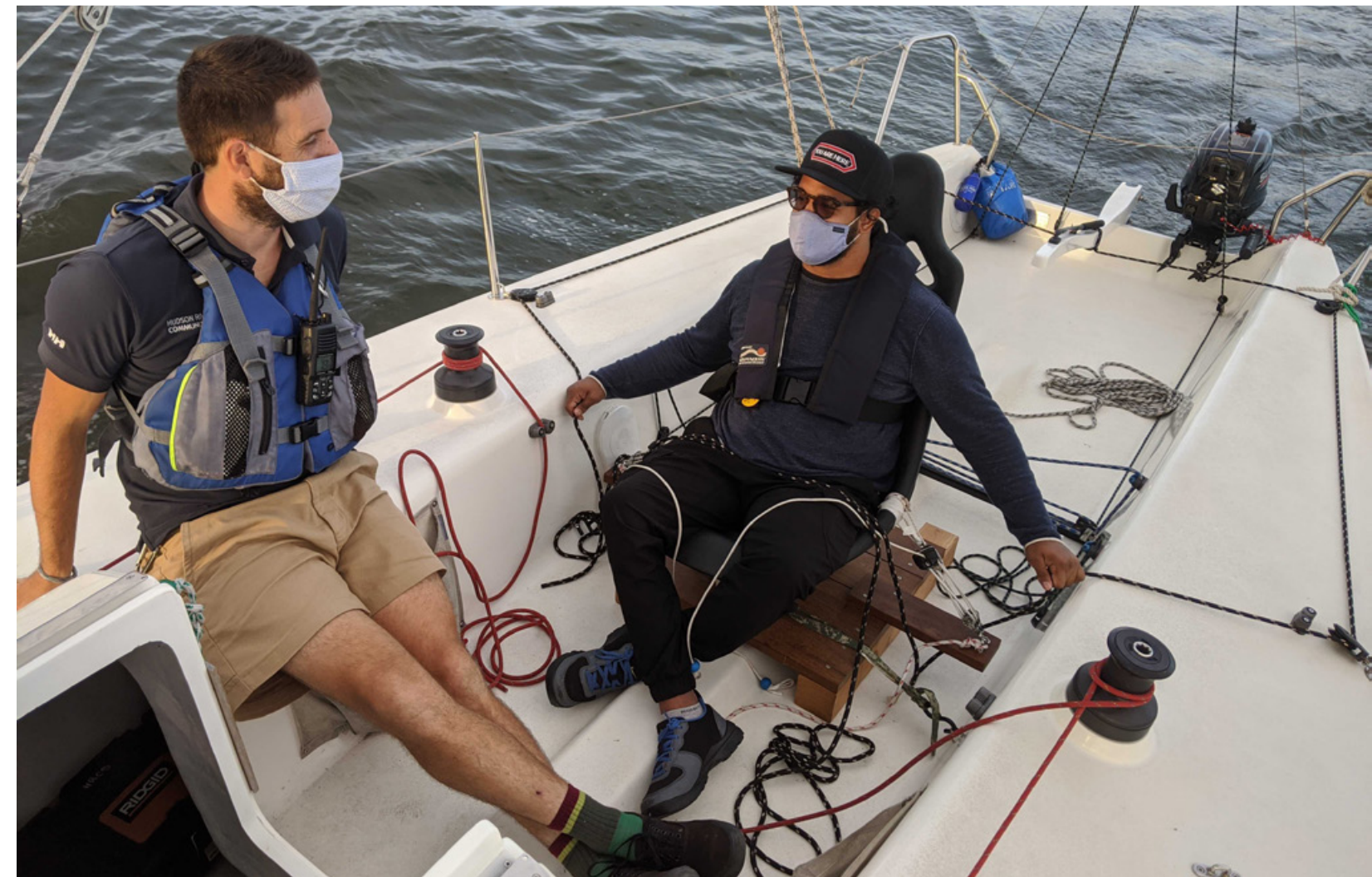
Youth Racing: the first program of its kind in NYC, bringing together a diverse cross-section of public and private schools to practice and compete

Soldiers Under Sail: a year-long adaptive sailing program delivered in partnership with the Department of Veterans Affairs

Community Regattas: partnerships and events with local groups and nonprofits

ADAPTIVE SAILING

In 2020, HRCS planned to pilot an Adaptive Sailing program for youth and adults with physical and developmental disabilities. With Covid, we had to put the launch on hold. In the meantime, we identified potential partners, wrote a program plan, field tested adaptive equipment, and did a livestream workshop from the water with Best Buddies. We hope to launch the program in 2021.



MEMBERSHIP

Even with a shortened season, Members took out **858 boats** from July to December.

HRCS held **42 workshops**, including **7 live streams** from the water, and **11 community update meetings**.

Members attended workshops **703 times**, a 78% increase from 2019.

SKILLS TRAINING

1 out of every 3 Basic Keelboat participants signed up for a year of Membership after taking the weekend-long course.

CITY SAIL

182 youth learned sailing and STEM through summer camp sessions, the highest enrollment since 2015. **9 Sail Academy students** interned as Junior Educators, peer teaching alongside instructors.

INWOOD COMMUNITY DAYS

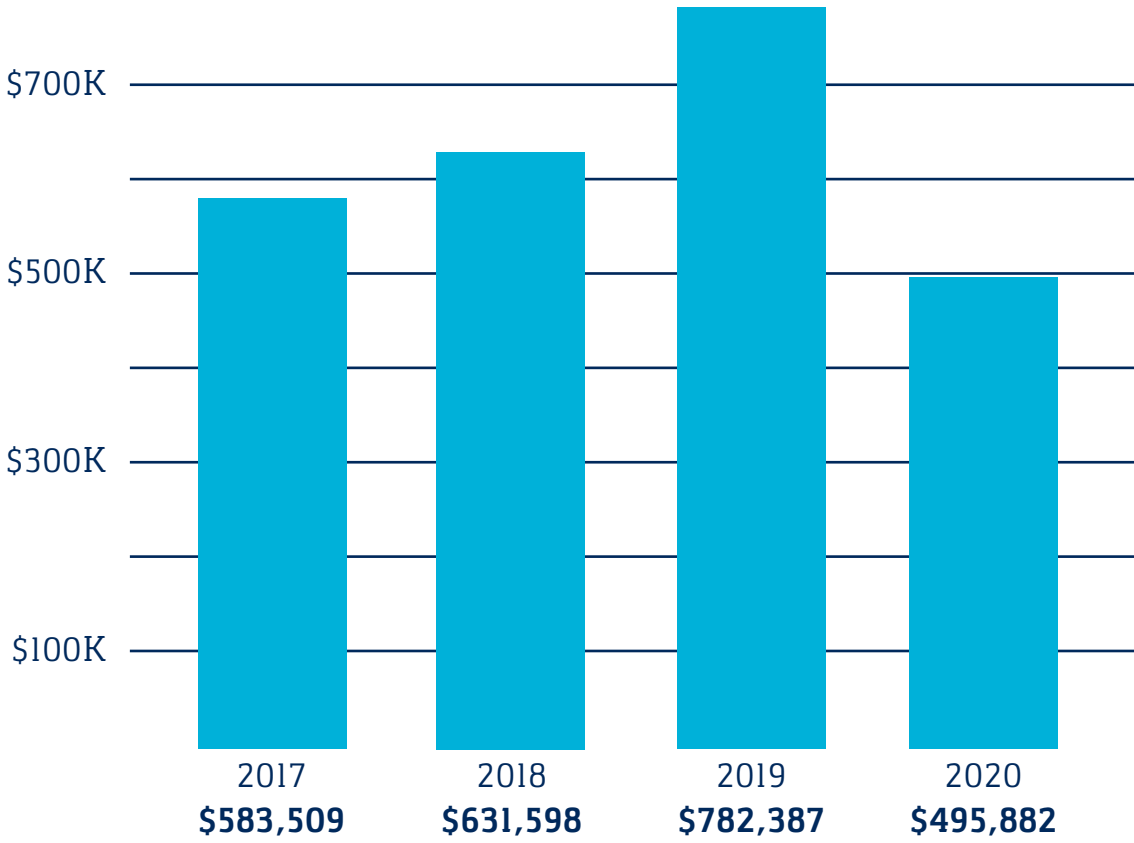
71 neighborhood residents went out on free sails with volunteer members and Sail Academy students.

SOLDIERS UNDER SAIL

Veterans took part in **29 virtual workshops**, twice as many as in 2019. Soldiers under Sail expanded to Inwood.

Program Service Revenue

Note: Covid significantly impacted our program service revenue. A Paycheck Protection Program (PPP) loan helped compensate for this loss.





HRCS COMMUNITY SPOTLIGHT

Emelissa Arocho: Sail Academy Alumna

Emelissa Arocho first set foot in the HRCS boathouse as a shy freshman at the Museum School, enticed by the opportunity to earn high school gym credit. "I hate gym!" she laughed, remembering the first time she heard about Sail Academy during an assembly in the school auditorium.

Early in high school, the East New York resident had a vision for her future: first, John Jay College of Criminal Justice, then a career in forensic science as a crime scene technician. Sailing was not part of the plan. But even though she had only been on a boat once in her life, a cruise for her middle school prom, Emelissa joined Sail Academy.

She soon learned that the puzzles and pattern-finding that attracted her to forensics play an important role in sailing. "It's the process of elimination. Like when you're sailing, if the wind dies down, what do I do next? The jib is all the way. The main is all the way. I'm supposed to be getting as much air as I can, so maybe if I move left or move right I might get a little breeze."

Emelissa thrived in Sail Academy's math and science classes and gravitated toward internship opportunities. Along the way, she earned her US Sailing Basic Keelboat and Safe Powerboat Handling Certificates, developed leadership skills, and shed her shyness. "When I was starting out, I was never on a boat with anyone that I knew, so it helped me talk to people and work with people that I knew nothing about and that knew nothing about me. Now," she says, "I'm not afraid to tell someone how to do something if I see that they're doing it wrong."

As she advanced through Sail Academy, Emelissa never lost focus on her goal of attending John Jay College. An active participant in HRCS's college access program, she points to a workshop on personal statement writing as being especially impactful in the application process.

Emelissa graduated Sail Academy in 2020. She is still at home at the boathouse, interning three times a week in the operations department. "I would have never imagined, first of all that I would be sailing a sailboat, or driving a dinghy -- and now I'm fixing the engines that are on those boats."

Now a freshman at John Jay, Emelissa is excited to share her knowledge with the next class of Sail Academy students. "The one thing about Ops that's really special is everyone who graduates from high school still has a role here. I've learned from the previous seniors. I'm teaching the seniors now. All the knowledge gets passed down."



HRCS COMMUNITY SPOTLIGHT

Thea Karas: Member and Volunteer

Thea Karas came to HRCS in 2015 looking for a place to sail, having first caught the sailing bug on her dad's boat in the Chesapeake Bay. After she joined HRCS as a crew-level member, Thea took advantage of every opportunity to sail, calling herself "100% obsessed." She appreciated the organization's culture: "HRCS fosters a community of learning. Every time I sailed I learned something new. I learned something about myself. I learned technical and sailing skills," she said.

Two years into her membership, Thea faced her HRCS Skipper test. She was hesitant to take out other members on her own, but Membership Coordinator Denise Meagher, assured her that she was ready. "When I became a skipper," Thea recalled "I was one of only a handful [of female skippers] at HRCS. I felt so proud of it." As Denise had done for her, Thea began encouraging other women to take the next step.

Thea also developed a love of racing, and began competing every fall in the Sailing for Scholars fundraising Regatta with the all-female team No Buoys Allowed. Thea and her teammates set several all-time records for the event, raising over \$21,000 to support Sail Academy. "I saw the full-circle," she said "This is a way to open [the students'] world because it's opened my world in so many ways."

At the Sailing for Scholars practice day in 2019, Thea and her teammates were inspired by a conversation they had with Betsy Alison, US Sailing Adult Programs Director and National Sailing Hall of Famer, who spoke about the benefits of racing with an all-female team. Six months later, in the midst of the Covid lockdown, Thea and a group of female members started the Gender Equity and Inclusion Committee, with the support and partnership of HRCS staff.

Thea co-chairs the committee. "Intrinsically we think that we're a stronger organization if we're more inclusive," she said. To that end, the committee aims to increase engagement, support skill development and provide role models and mentorship opportunities for female-identifying members.

The Gender Equity Committee is the first volunteer member group of its kind. Both Thea and HRCS hope their work will lay a foundation for future committees focused on growth and equity. Thea is excited to be a part of laying the groundwork. "Looking at HRCS as whole, if these tools work, we can implement change for equity and inclusion," she said.



DIVERSITY, EQUITY, AND INCLUSION

This year, the HRCS staff and board took targeted steps to help make the organization and its programs a more diverse, equitable, and inclusive place for all of our participants. HRCS is an organization founded on the dual mission to close the achievement gap between young people from under resourced schools and their more affluent peers, and to provide equitable waterfront access for all New Yorkers. These principals have always been core to our work.

Sailing as a sport has not been inclusive, and reflects the social and racial inequity of our society. We are committed to building a diverse community where everyone is respected, empowered, and supported in their growth.

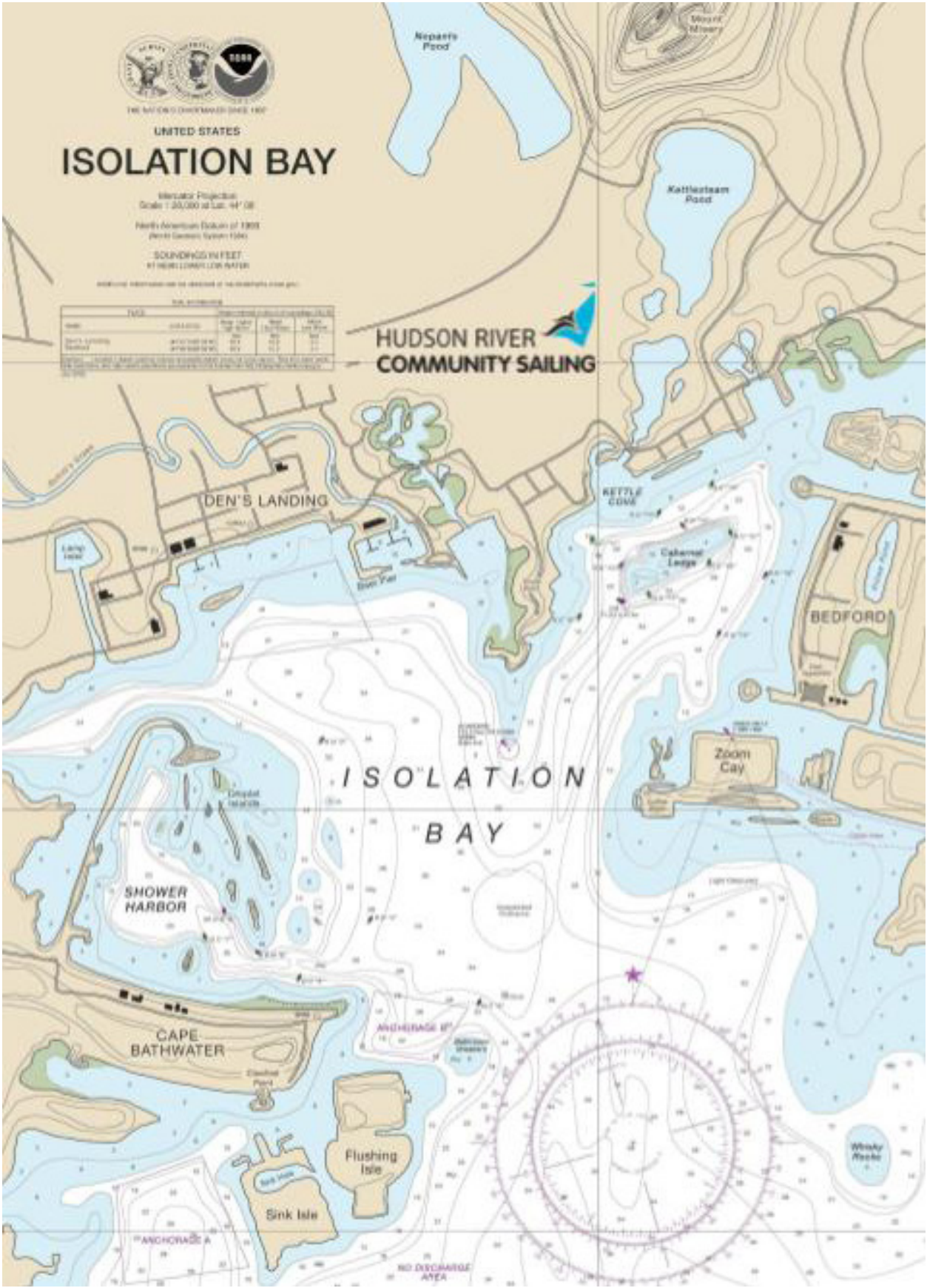
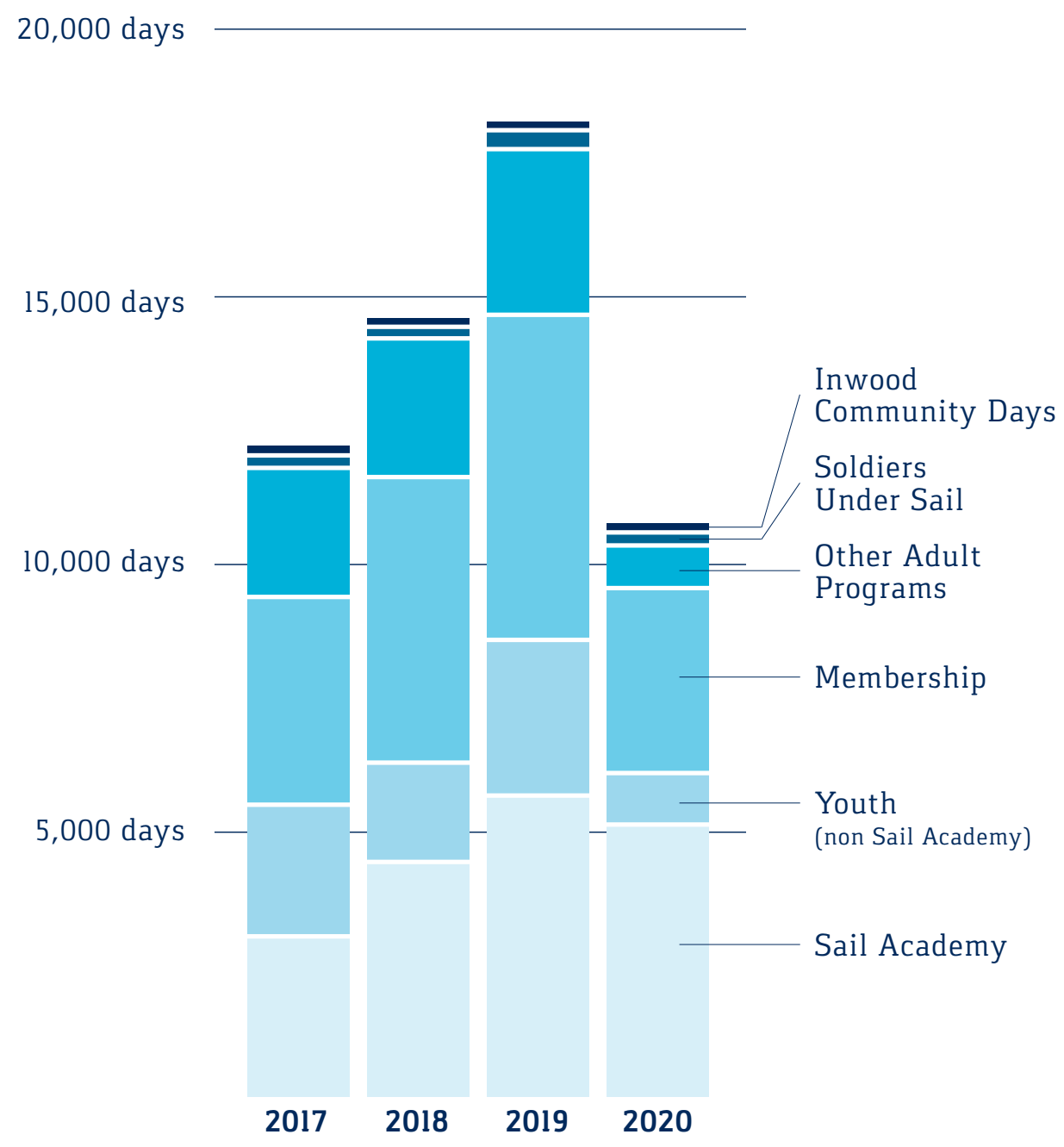
Key components in 2020:

- Full Time staff attended a daylong **anti-racism training**. We came back together to debrief and discuss how to incorporate our takeaways into program design.
- Designed and placed **banners** (pictured at left) in the boathouse to make it a more welcoming space.
- Launched a **gender equity committee** to focus on closing the gender gap, and training more female skippers.
- Partnered with "**Shades of Black Making Waves**," for the second year, to introduce more people of color to the sport
- Created a **board development and governance committee** that will the oversee diversity, equity, and inclusion goal.
- Piloted a boatbuilding curriculum that focuses on **non-colonial boat designs** and the many communities of color that have traditional roots in sailing.



PARTICIPATION STATISTICS

Participation by Program



Board member and volunteer Erin Byrne designed this creative chart during quarantine.

FINANCES

REVENUE

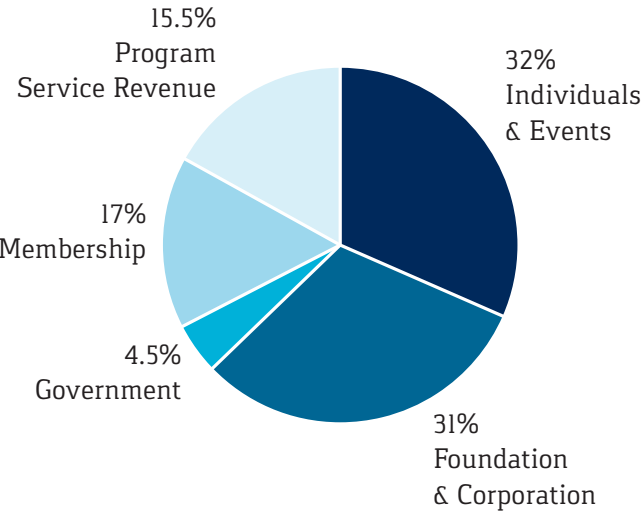
	FY 2020 (unaudited)	FY 2019 (audited)
■ Individuals & Events	\$ 480,398	\$ 320,120
■ Foundation & Corporation	\$ 475,577	\$ 287,750
■ Government	\$ 70,794	\$ 79,010
■ Membership	\$ 237,937	\$ 261,434
■ Program Service Revenue`	\$ 257,945	\$ 525,858
Total Revenue & Support	\$ 1,522,651	\$ 1,474,172

EXPENSES

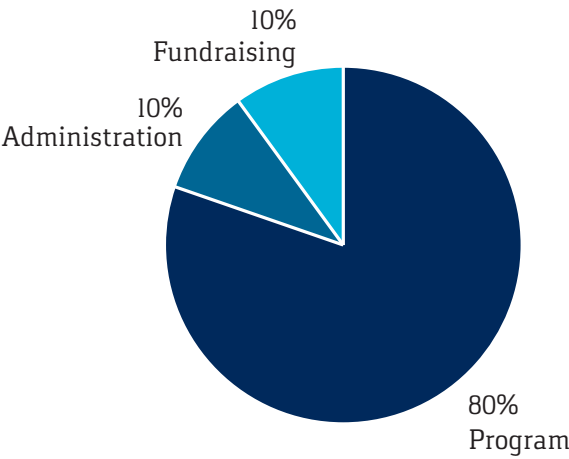
	FY 2020	FY 2019
■ Program	\$ 1,124,271	\$ 1,208,141
■ Administration	\$ 135,301	\$ 112,870
■ Fundraising	\$ 140,570	\$ 156,221
Total Expenses	\$ 1,400,141	\$ 1,477,232

Note: Financials do not reflect STEM to Stern Campaign Revenue, Capital Purchases, or Depreciation, but do reflect Fundraising Expenses.

FY 2020
REVENUE



FY 2020
EXPENSES



BOARD

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Andrea Minkow
Vice President

Joe Standart
Secretary

Chris Areson
Treasurer

Debora Abrams-Wright
Craig Appleman
Quemuel Arroyo
Caleb Boise

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Benjamin Dyett
Richard Holwell
Mark Horowitz
Stuart Israel
Randy Medrano
Hollis Salzman*
Alex Valcic

Robert Burke
Executive Director

** In memorium. Hollis served on our board from 2014 to 2020.*

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Bill Bahen
Alex Baum
Steve Benjamin
Kristen Berry
Robert Constable
Peter Gevalt
Karen Polsonetti
Emory O'Mealia
Jon Stamell
Arie Toporovsky
Sandy Vietor
Jessica De Vivo

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Full-Time Staff

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Executive Director

Will Culver
Inwood Manager

Michele Froman
Development Associate

Maeve Gately
Director of Development and Communications

Stephanie Gonzalez
Bookkeeping Assistant

Russell Jacobs
Program Coordinator

Emily Martinez
Program Coordinator

Leo Martinez
Fleet and Operations Manager

Denise Meagher
Volunteer and Member Training Coordinator

Jonathan Mercado
Veterans Program Coordinator

Conor Murphy
Public Programs Coordinator

Sunaina Rao
Academic Director

Donald Rotzien
Director of Community Sailing

Mwenye Seville
Youth Development Director

Andy Sold
Membership Coordinator

Alexe Taylor
Youth Sailing Director

Instructional Staff

Dario Arias
Spencer Arluk
Jacob Blair
Jay Baum
Felix Garcia
Paul Hermanson
Christopher Lawrence
Linus Levey
Fursey McCormack
Mary Kate Mezzetti
Julia Miller
David Stern
Barbara Stetson, Jr.

Report designed by:
Sam Gebb, Design Consultant

SUPPORTERS

HRCS thanks the generous donors and supporters who make our work possible.

Listed below is the Navigators' Circle, donors who gave \$1,000 or more.

\$100K+

11th Hour Racing

\$50K-100K

Ingrid Adamsons
Michael & Lisa Cleff Kurtz
Pinkerton Foundation
Paul Serenbetz
US Department of Veterans Affairs

\$25K - \$49K

Achelis and Bodman Foundation
Altman Foundation
B Robert Williamson Jr. Foundation
IAC
New York Community Trust

\$10K - \$24K

Steven Aresty
Caleb Boise
Bonnell Cove Foundation
Brad Burnham
Arthur Burns
City Parks Foundation
Durst Corporation
David Hochberg
Stuart Israel
Peter & Cynthia Kellogg
Laureus Sport for Good
New York Architects' Regatta Foundation
Polar Beverages
Robins Kaplan
Alexander Valcic & Jephtha Tausig

\$5K - \$9K

ConEdison
Robert Constable
Corinthian Endowment Fund
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George Comfort & Sons
Holwell Shuster & Goldberg
Israel Israel & Purdy LLC
Gerry Klingman
Steve Klinsky
Hollis Salzman
Elan Schultz
Joseph and Clinton Standart
Stone Ridge Asset Management
Arthur Sulzberger Jr.
Alexander Vietor

\$1K-\$4K

Adobe
Vikas Agarwal
AMC Networks
Craig Appleman
Christopher Areson
Olivier Armantier & Roberta Anderson
Quemuel Arroyo
Bank of America
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Katie & James Wilson
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Hudson River Community Sailing develops leadership and academic success in underserved New York City youth through sailing education and provides maritime education and recreation to the community at large. HRCS is a 501(c)3 charitable organization.

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