

# LETTER FROM THE EXECUTIVE DIRECTOR

Trying to characterize 2021 succinctly is difficult. During the year it seemed like one wind shift after another. But reflecting back on it as a whole, our course was steady, and we achieved our goals. We built back to pre-pandemic levels in most areas, and we made significant movement forward on new initiatives.

In Sail Academy we strived to bring normalcy into the lives of our students. We experimented successfully with new strategies such as a Student Steering Council, and added activities such as the Senior Prom. We piloted an instructor development program, preparing alums to teach in our City Sail camp.

While overall Sail Academy participation was still down, reflecting the impact Covid on school attendance, we were able to get more students than ever involved in our summer internships. In September we took a major step forward by adding four new schools to Sail Academy, ensuring we are able to serve our target population.

We launched our Adaptive Program, working with five partner organizations and serving over 75 participants with disabilities. It was a delicate balancing act to get this program started during Covid, but we moved forward by working closely with partners. We are really excited to build on it in 2022.

The Adaptive program and the expansion of Inwood schools was part of the culmination of STEM to Stern. We acquired our last two J/80's and celebrated at Sailing for Scholars. As we wrapped up STEM to Stern last fall, we also worked diligently on a new strategic plan that included a broad swath of constituent voices. We are excited to launch it in 2022.

Our members sailed more in 2021 than ever before. We increased our focus and resources on training and skill development. A group of committed volunteers helped launch FairLead, a mentorship program for our female identifying members. It was one of many steps we took toward making HRCS more inclusive and diverse throughout the organization.

We are proud of the steps we took in 2021 and thank you, our community, for making it possible for us to not only build back, but to expand. Your generosity and positive spirit buoy this organization. I hope you will take time to read through this report and share your questions or thoughts with us.

Sincerely,

Robert Burke Executive Director















#### **January**

54 alumni, students, volunteers, and staff attend Virtual Alumni Homecoming. Alumni panel speaks about their college and career experiences.

#### **February**

Members embark on a two-month Winter

Bookclub, reading

Moby Dick and discussing the epic over Zoom. Ocean

Literacy students take home kits to build artificial habitats for life in the river.

#### March

Sail Academy Interns
complete a 13-week
winter training,
learning essential
workforce skills.
They interview for
placements and
begin working in all
departments at HRCS.

#### **April**

Fleet is launched, including the last two new J/80s. With 25 sailboats across both locations, and the launch of Inwood Sail Academy and Adaptive programs, the STEM to Stern Campaign has helped us meet our community's needs.

#### May

Adaptive Sailing
program launches with
US Sailing Adaptive
Instructor course.
Former Paralympic
sailing coach Betsy
Alison trains staff and
volunteers in adaptive
techniques.

Youth Racing and
Member Racing resume
after 2020 hiatus. First
full season of racing
aboard J/80s.
Launch of FairLead,
a mentoring program
for women in the
membership.

#### June

**Student Steering** 

Council hosts first
Senior Prom, where
students dress up
and celebrate their
graduation with
socially-distant games
and dancing.
Return of Stonewall
Sails Pride Regatta,
with the Knickerbocker

Sails Pride Regatta, with the Knickerbocker Sailing Foundation, a local LGBTQ+ sailing organization

### 2021 TIMELINE: BUILDING BACK













#### July

Launch of Hollis
Salzman and David
Barry Memorial
Scholarship Fund
to provide financial
assistance for youth
across the city to
attend City Sail
Summer Camp.

#### August

Four Community Days
offer free sailing for
70 Inwood residents.
HRCS hosts our first
Wedding Sail aboard a
J/80.

#### September

Four new partner schools join Sail Academy, bringing the total to 13 schools across both locations. 80 family members join students on family engagement sails. Return of New York Architects Regatta, with 15 firms competing and raising money for waterfront charity partners across the city. Alumni instructor Liberty Abordo sails with the

winning team.

## October Sailing For Scholars

returns to in-person
Gala, honoring Roland
Betts, Founder and
CEO of Chelsea Piers.
Sail Academy student
Rebecca Jimenez
interviews Roland
about his impact on
the waterfront. Teams
and attendees raise
a record \$350K to
support HRCS Sail
Academy and Adaptive
programs.

#### November

Members and students transit the fleet to its two winter homes in City Island and Verplanck.

Board of Directors
completes Youth,
INC's 18-Month Board
Governance and
Advancement Program.

#### December

HRCS is accepted into the Working **Towards Racial Equity** workshop series. A group of staff and board will take part over the next two years alongside other outdoor education organizations from around the country. HRCS recognizes outstanding community members at End of Season celebration in Inwood.

## SAIL ACADEMY

developing leadership and academic success in underserved 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

#### PARTNER SCHOOLS

HRCS added four new partner schools in the new school year, all serving low income students. On average, 79% of students at the schools qualify for free or reduced lunch. Our new partners place a high value on experiential, handson learning, and have leaders committed to a full partnership. New schools indicated with an \*.

Amber Charter School\*

Atmosphere Academy

Harvest Collegiate

Hamilton Grange Middle School\*

High School for Environmental Studies\*

High School of Fashion Industries\*

Hudson High School

The James Baldwin School for Expeditionary Learning

Manhattan Business Academy

Quest to Learn

The NYC Lab School

The NYC Museum School

Salomé Ureña Leadership Academy





#### **EXPANDED STUDENT OPPORTUNITIES**

Naturalist Track students camped overnight at **Floyd Bennett Field on Jamaica Bay** for the summer full moon **Horseshoe Crab Spawning**. They learned about the ancient animals and helped volunteers from the NYC Audubon Society conduct a multi-year population survey.

Inwood students took a trip to **Shelter Island Yacht Club**, where they sailed small boats with SIYC youth. Next year, the **Shelter Island New Horizons Program** will provide funds for Sail Academy students to attend SIYC's Junior Sailing program, and stay on the island.

**Student Steering Council** provided a voice for students to give feedback and shape their program. SSC students planned graduation and the first Sail Academy Senior Prom.

**Storm Trysail Foundation** hosted an on-water **Junior Safety At Sea** course for First Mates, where students learned about big boat systems and emergency preparedness.

#### **INTERNSHIPS**

HRCS invested over \$70,000 in stipends and hourly pay to serve a larger and more diverse cohort of interns.

Interns worked over **1,100 shifts** answering phones, repairing engines and boats, driving launch and peer teaching on the water.

#### **ALUMNI INSTRUCTORS**

**Skipper Intensive** program prepared students to become independent sailors. **Four Sail Academy alumni** passed the rigorous checkout and became seasonal instructors.

Having instructor alumni has been a goal since the organization's founding in 2008, and 2021 was a key milestone. See Community Spotlight for more information.



## Staying Connected with Alumni

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

of all HRCS
alumni are
enrolled in or
have graduated
from college

In 2021, HRCS had 42
check-ins with alumni to
find out what resources
they need and how we can
be helpful. We sent care
packages and connected
alumni with job and
internship opportunities.

## **COMMUNITY PROGRAMS**

providing affordable maritime education and recreation to the community at large

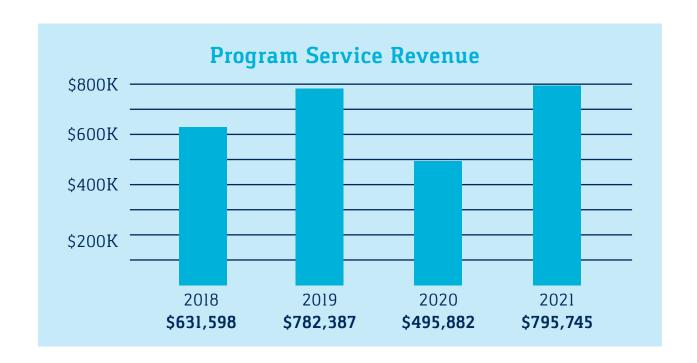
#### **PROGRAM AREAS**

**Membership:** includes instruction, social sails, workshops, and 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 9-17 builds sailing skills and teaches STEM and teamwork in week-long sessions

Youth Racing: this first program of its kind in NYC brings together a diverse cross-section of public and private schools to practice and compete Soldiers Under Sail: year-long adaptive sailing program provides instruction and membership in partnership with the Department of Veterans Affairs Community Regattas: partners with local groups and nonprofits Adaptive Sailing: provides sailing education and access to participants with physical and developmental disabilities





#### **MEMBERSHIP**

Members took out boats more than 2000 times for a record participation year.

New Training Program built skills and sailing competency. 34 workshops with 268 participants covered topics including docking, maneuvering under power, and creating a safe and equitable space aboard.

#### **CITY SAIL**

238 youth learned sailing and STEM through summer camp sessions, the highest enrollment since 2014. 20 Sail Academy students interned as Junior Educators, peer teaching alongside instructors.

#### **SOLDIERS UNDER SAIL**

**Soldiers Under Sail** expanded to work with the Bronx VA and grew to **415 sails**.

#### FAIRLEAD PROGRAM

FairLead program launched to give female-identifying members mentorship, skill-building, and leadership development. With close to 80 FairLead sails and 8 new female skippers, the program will continue as we strive for equal gender representation in the membership.

#### PUBLIC PROGRAMS

Basic Keelboat grew to nearly **300 participants**, 20% of whom became members after the weekend-long course.

#### **VOLUNTEERS**

101 unique volunteers put in over 2,400 hours helping across all departments, mentoring students, skippering on community days and preparing boats at the yard.







#### **ADAPTIVE SAILING**

In 2021, HRCS piloted an adaptive program to provide sailing education and recreation for youth and adults living with disabilities. People living with disabilities are often cut off from outdoor activities due to a lack of infrastructure and training. Drawing upon our years of providing transformative on-water programs, HRCS plans to shift this paradigm.

HRCS partners directly with organizations already working with populations with disabilities. Over the winter and spring, we designed a program plan, identified partner groups, held site visits, trained staff, installed a Hoyer lift, and modified sailboats to allow participants with spinal cord injuries to steer and adjust sails from adaptive seats aboard.

From June to October, we held **5 partner site visits**, hosted **8 full events** and **10 smaller engagements** for **75 participants**. We will continue to grow the program in 2022.

#### **Program Outcomes**

- 1. Provide access to sailing to participants with disabilities
- 2. Foster **social-emotional well-being** by creating a space where participants can feel safe and have fun on the water
- 3. Build confidence through skill acquisition
- 4. Provide **leadership opportunities** to empower participants

#### 2021 Adaptive Partners

James J. Peters VA Medical Center

Mt. Sinai Hospital Spinal Cord Center

Warrior Sailing

AHRC

### HRCS COMMUNITY SPOTLIGHT

#### **Alumni Instructors**

Preparing Sail Academy students to become instructors has been an ongoing goal since our founding in 2008. 2021 was a landmark year: four alumni joined our seasonal instructors, serving as role models for the next generation of alumni staff.

These four young women worked tirelessly to train, pass their tests, and begin teaching on the Hudson. Danna Chavez graduated Sail Academy in 2019, and is currently a junior at Stony Brook University, majoring in clinical laboratory science. Danna sailed on the Sail Academy race team and later at Stony Brook. In the winter of 2021, she decided to take her sailing to a new level, enrolling in the Skipper Intensive. "I knew I liked sailing a lot," she says. "I wanted to not only do it as a hobby, but be the best at it."

Wendy Lin, a sophomore majoring in biochemistry at SUNY Binghamton, described her experience in the intensive: "We went out with a bunch of different instructors, who really took the time to make sure I understood. They believed in me more than I believed in myself." Paloma Manon, a freshman at Hunter College planning to study biology, and the youngest in the cohort, practiced her teaching by recording sessions at home. "I stuck a piece of paper to the wall and stuck my phone on another wall, and recorded myself teaching" she laughs.

**Liberty Abordo** is a junior at City College studying civil engineering. After interning in high school, she saw instructing as the next logical step: "That's what always happens at HRCS. There's always an opportunity for us to step out of our comfort zones. We're students, and then have the opportunity to become interns, and then from interns to peer educators, to instructors."

All four took the US Sailing Basic Keelboat Instructor course in the spring, a weekend-long evaluation course. After passing this course and the HRCS Skipper Certification, the real work began.

All four were hired as City Sail instructors, teaching week-long sessions for 9-17 year olds. Each day they took part in debriefs sharing successes and challenges. "We created a group text and supported each other." says Paloma. "When someone needed help, we would have their back." They loved helping students learn. "At the beginning of the week, my students would say 'oh my god are we actually going on a boat? That's crazy'" says Paloma. "And by the end of the week, they were steering on their own."

Sailing on the Hudson is challenging. Liberty recalls a day when the weather turned. "It was like we were in the ocean!" she says, "Everything I learned from the beginning, it all added up to me then."

When summer ended, some alums kept teaching, Paloma with Sail Academy, and Liberty with adults on weekends. In September, Liberty sailed with a team in the New York Architects Regatta, where she met a civil engineer who offered her a summer internship. "I think seeing me lead a boat made them realize I could do it."

All four instructors hope to continue teaching for HRCS, and to help the next generation of alumni. "I would encourage any student in the program to become an instructor, says Danna. "If you really enjoy sailing and want to push yourself, this is a great way to do that."









### HRCS COMMUNITY SPOTLIGHT

#### Caleb Boise

Caleb grew up in Missouri and Ohio, and first learned to sail on a lake in Kansas City with his father. He later taught sailing as a camp counselor. While at Howard University, Caleb began teaching sailing at DC Sail on the Anacostia River. He discovered he enjoyed teaching adults as well as kids, and he brought his friends down to the water. His favorite part of teaching was "that moment when people have their hand on the tiller and are feeling how the boat moves. When people get it, in that moment you can tell that they're hooked."

While the sailing community Caleb grew up in was mostly white, he was inspired by DC Sail's more diverse community and became passionate about increasing diversity in the sport of sailing. Caleb graduated and started working in management consulting. In 2011, he joined the Black Boaters Summit in the British Virgin Islands. He quickly became the youngest captain on a 16-boat flotilla. In 2011 he founded his own company to package affordable sailing vacations to young professionals of color. "I wanted to show people who didn't grow up with money that this could be an experience for us/them" he says.

A few years later, he moved to California and began volunteering at Treasure Island Sailing Center, where he taught on San Francisco Bay. Treasure Island introduced Caleb to Adaptive Sailing, and he began teaching people with visual impairment how to sail. "It was really impactful to think, how do I start to teach someone who can't see, how to sail a boat?" he reflected. "But then we went out and I saw them learn how to keep a point of sail better than anyone I had ever taught. " This experience changed his

perspective on teaching and the value of the sport. He decided to earn his 6-pack US Coast Guard license.

In 2018, Caleb moved to Hudson Yards and watched the HRCS fleet sail by every day. He began volunteering with Sail Academy. "To be in New York, in the middle of Manhattan, and to be able to go sailing, was a really cool experience" he says. The conditions were an adjustment--he had sailed with tides and current in San Francisco, but nothing compared to the Hudson.

He met with Executive Director Robert Burke and the two formed an immediate connection. Caleb joined Robert's Sailing for Scholars team, Volare. He fundraised, practiced, and competed with Robert and Quemuel Arroyo (Q), a Board Member who uses a wheelchair. Q helped HRCS test and adapt a steering system on a J/80 that allows someone with a spinal cord injury or limited mobility to skipper the boat. Caleb loved being a part of this process, problem solving and collaborating to succeed on the water.

After the regatta, Caleb joined the Board of Directors, just as the board was entering a two-year Board Governance program with Youth, INC. "At times, my work on the board has felt like a part-time job," laughs Caleb, "but I haven't thought twice about it." He is excited to continue to help HRCS grow, diversify, and make change in the sector. "Community sailing should be a public resource," he says.



## STEM TO STERN

#### **GOALS & OUTCOMES**

In 2018 HRCS began STEM to Stern, a \$1.5M capacity building campaign, to launch its second decade through investments in infrastructure and program expansion. The next three years presented several unforeseen challenges, including Covid and shifts in parks management. Despite these hurdles, HRCS raised nearly \$1.2M, purchased a new fleet of boats, launched Inwood Sail Academy and an Adaptive program. In 2021, we completed the campaign, and are pleased to report on its outcomes.

Beyond any single purchase or investment, the campaign brought HRCS to its next phase of growth. STEM to Stern funded two new core programs, provided a world-class fleet for our students and community, and raised the level of fee-based and philanthropic revenue to support this expansion going forward. Finally, the campaign helped us to dream big and articulate our vision for how HRCS will serve our city for decades to come.

Thank you for making this possible.

Campaign Consultants Heather Rusham Kate Neubauer

#### Campaign Committee

Stuart Israel, Chair Kristen Berry Arthur Burns Matthew Coudert Benjamin Dyett Mark Horowitz Alicia Martorella Randy Medrano Andrea Minkow Charles Prettyman Steve Schram

#### FLEET EXPANSION

J/80 Sailboats: HRCS purchased a new fleet of J/80 sailboats, which are fully integrated into every program across both locations. With spacious cockpits and asymmetrical spinnakers, these boats provide an improved learning platform for participants of all skill levels and abilities. They enhance our ability to garner ongoing financial support through fee-forservice activities. The fleet has grown the number of participants we serve, the breadth of our programs, and the amount of funding we bring in through fee-for-service programs.

With the uncertainty of the pandemic, we reduced our new fleet from a planned 15 to 12 J/80s. Every boat has a name chosen by a donor who made a leadership gift, as well as a crowdfunded boat from the membership. We also acquired and re-fitted a safety boat, "Popcorn," to support the expanded fleet.







#### PROGRAM & INFRASTRUCTURE EXPANSION

#### Sail Academy Inwood

The campaign included support to pilot a new Sail Academy program in Inwood, modeled on the award-winning program at the Chelsea location.

We met this goal and launched Inwood Sail Academy that now serves 75 middle school students across four partner schools. Students in the program learn to sail, build STEM identity, construct wooden boats and underwater ROV's, intern, and prepare for high school.

#### **Adaptive Sailing**

Building off our experience in Heroes on the Hudson and Soldiers Under Sail, HRCS launched an Adaptive Sailing program for youth and adults living with disabilities in the summer of 2021. See Adaptive Sailing section for more information.

#### Infrastructure

To support the new fleet and expanded programs, STEM to Stern included the purchase of safety and adaptive equipment, as well as a floating dock and equipment for small boat access. With campaign funds, we purchased adaptive equipment, helped outfit the Inwood space, and invested in five additional moorings to accommodate the new fleet in Chelsea. We put plans for a small-boat program on hold.

#### **Classroom Boat**

STEM to Stern included the purchase of a floating classroom, which was intended to serve as a learning and office space for the Inwood location. HRCS received funding from ConEdison, City Council, and Manhattan Borough President Gale Brewer, to build and outfit a custom classroom boat. Unfortunately, we did not receive a permit for the boat from NYC Parks, and have been unable to move forward with this priority.

#### **REVENUE & EXPENSE**

	BUDGET	ACTUAL
Income	\$1,500,000	\$1,152,312
Expense	\$1,500,000	\$974,562
Fleet Expansion	\$1,000,000	\$759,210
Program & Infrastructure Expansion**	\$375,000	\$97,823
Resourcing Campaign	\$125,000	\$117,529

\*A portion of the budgeted income was in-kind donations, and is not reflected in the expense \*\* This category included the Classroom Boat, which we were not

permitted to purchase

Resourcing Campaign

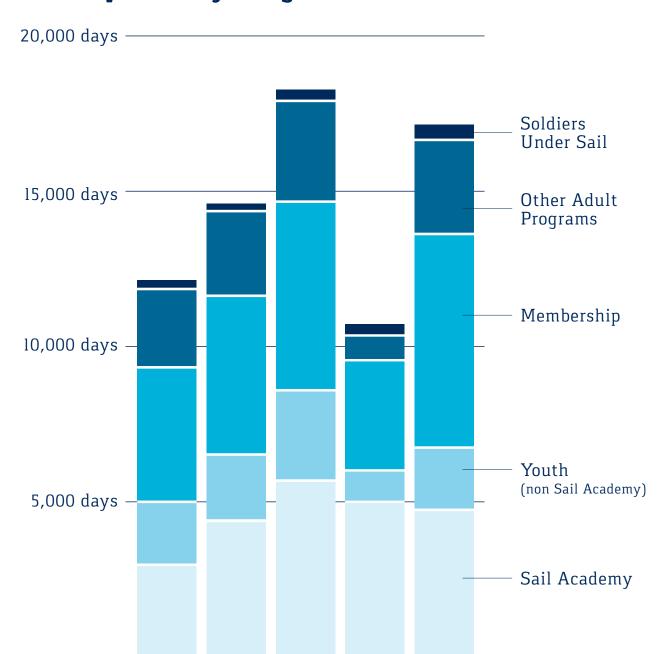
10%
Program &
Infrastructure
Expansion

78%



## PARTICIPATION STATISTICS

### Participation by Program









## **FINANCES**

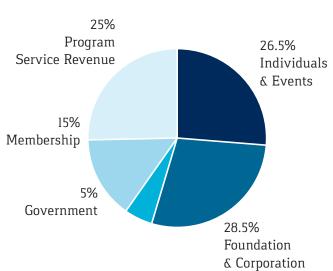
REVENUE	FY 2020	FY 2021
	(audited)	(unaudited)
■ Individuals & Events	\$ 485,212	\$ 519,631
■ Foundation & Corporation	\$ 680,702	\$ 559,600
Government	\$ 88,127	\$ 101,667
Membership	\$ 237,848	\$ 294,909
Program Service Revenue	\$ 261,628	\$ 500,836
Total Revenue & Support	\$ 1,753,517	\$ 1,976,642

### **EXPENSES**

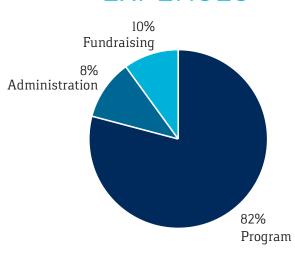
Total Expenses	\$ 1,507,410	\$ 1,977,399
Fundraising	\$ 152,264	\$ 197,909
Administration	\$ 120,327	\$ 215,054
Program	\$ 1,234,820	\$ 1,564,437

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





## FY 2021 EXPENSES



## BOARD

#### **Board of Directors**

Andrea Minkow President

Stuart Israel Vice President

Caleb Boise Secretary

Christopher Areson Treasurer

Minosca Alcantara
Craig Appleman
Quemuel Arroyo
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Steve Schram

Jon Stamell

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Arie Toporovsky

#### **Full-Time Staff**

STAFF

Robert Burke
Executive Director

Emelissa Arocho Operations Assistant

Michele Froman
Development and
Communications Associate

Maeve Gately
Director of Development and
Communications

Stephanie Gonzalez Bookkeeping Assistant

Russell Jacobs Environmental Programs Manager

Sam Johnsen Assistant Fleet Manager

Darlene Juliao Inwood Sail Academy Program Coordinator

Emily Martinez
Sailing by Numbers Program
Manager

Leo Martinez
Fleet and Operations Manager

#### Fursey McCormack Youth Sailing Manager

Denise Meagher Volunteer and Member Training Manager

Jonathan Mercado Veterans Program Manager

Conor Murphy Senior Manager for Public Programs

Sunaina Rao Youth Program Director -Chelsea

Donald Rotzien
Director of Community Sailing
and Operations

Mwenye Seville Youth Program Director -Inwood

Lauren Sheridan Chief Financial Officer

Andy Sold Membership Senior Manager

Lucie Welles Program Coordinator

#### **Instructional Staff**

Liberty Abordo Jeremiah Blatz Paloma Manon Yona Adika Clark Caldwell Julia Miller Carl Anderson Danna Chavez Chapin Smith David Stern Dario Arias Chris Duda Spencer Arluk Felix Garcia Barbara Stetson Arjun Gopalratnam Nicholas Tausig-Edwards Nick Badal Christopher Lawrence Anne Wachowicz Jay Baum Leigh Beckett Wendy Lin

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+

Stavros Niarchos Foundation

#### \$50K-100K

llth Hour Racing Pinkerton Foundation US Department of Veterans Affairs

#### \$25K - \$49K

Altman Foundation Roland & Lois Betts Michael Kurtz & Lisa Cleff Kurtz Abigail Murray & Brad Seiler Daniel Shanahan Youth, INC

#### \$10K - \$24K

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City Parks Foundation Holwell Shuster & Goldberg Hyde & Watson Foundation

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Stuart Israel Peter & Cynthia Kellogg Lily Auchincloss Foundation New York City Council

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Storm Trysail Foundation
Alexander Vietor

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Anonymous
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Quemuel Arroyo
Bank of America
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West Side Community Fund

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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.