

ANNUAL REPORT 2022



HUDSON RIVER
COMMUNITY SAILING



LETTER FROM THE EXECUTIVE DIRECTOR

Dear Supporters,

We finished 2022 strong, with solid financials, a new and exciting strategic plan, and our most talented and diverse team to date. It was a tough year, don't get me wrong. Early on, HRCS lost key people in Youth Development, a trend consistent across service industries. We lost a new J/80 sailboat to a powerful storm at the yard, and a key Veterans Affairs grant was not renewed. Nevertheless, HRCS showed its resilience in the face of these challenges.

In Youth Development we found new leaders who bring expanded skills and vision, and deep experience in college access and STEM education. New coordinators joined this fall with passions for youth development and sailing-based experiential education. The Youth team is working with new and returning partner schools to build back from the impact of Covid. The Instructor Development Program, for Sail Academy seniors and alums, continues to be a bright spot. In 2022, more than a quarter of our public sailing lessons were taught by Sail Academy alums-building leadership, providing peer role models, and adding diversity to our staff and programs.

After a lot of logistical hurdles, HRCS was able to replace the J/80. We continued to invest in capital improvements, including new docks for our launches, upgraded engines, new sails, and a utility trailer. We bridged the gap in VA funding without interrupting the program for vets already involved. Our new Adaptive Program added staff, program partners, participants, and secured support from new foundations.

The Community Programs team remained steady and focused, working hard to provide high quality and inclusive programming for members and the public. With a constant eye on training and skipper development, they

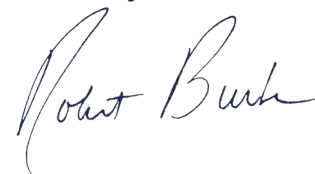
are leading the way toward operational excellence. Our membership grew to 400, with more skippers than ever before. Fairlead continued to grow, supporting women in the membership with new mentors and mentees.

A committee of staff and board members embarked on a two-year program designed to ask deep and probing questions about what equity at HRCS looks like. The Working Toward Racial Equity program brings together outdoor education organizations around the country to increase diversity and equity in the field. It is part of the broader Strategic Plan we launched this year, which aims to build a strong foundation for the future of the organization. You will see a summary of the plan in this report, as well as "Making Connections" boxes, which highlight cross-programmatic connections that make HRCS special.

Last but most importantly, our community continued to step up and support our mission. Sailing for Scholars hit an all-time fundraising record, more members than ever became volunteers and donors, and new sponsors put logos on our sails.

You will see these themes reflected in the data, photos, and narrative of this report. Thank you for your role in helping us build an HRCS that will serve New Yorkers for decades to come.

Sincerely,



Robert Burke
Executive Director





January

A group of staff and board members begin **Working Towards Racial Equity**, a two-year program through the Lawrence Hall of Science and Justice Outside at UC Berkeley. The program brings together outdoor education organizations around the country to increase equity in the field.

Longtime volunteer and board member Andrea Minkow becomes the first female **Board President** to lead HRCS.

February

Executive Director Robert Burke wins **US Sailing's Outstanding Organizational Leader award**.

Sail Academy students in Chelsea and Inwood build **wooden boats, canoes, and birdhouses** over the winter.

March

Board and staff wrap up **Agile Strategic Plan** lab with **Youth, INC** and prepare to launch the new plan.

FairLead program kicks off its second season, building skills, leadership, and community for female members through mentorship.

April

Staff and volunteers **prep and launch 25 boats** across two fleets in City Island and Verplanck.

Public Programs kick off for a busy season of lessons and group events, with **over 1,000 participants** on the water between April and October.

Car Free Day brings **45 Inwood residents** sailing in partnership with the NYC Department of Transportation to celebrate Earth Day.

May

Dark 'n' Stormy returns to the Frying Pan after the Covid hiatus. With music from MEN or MYTH, dancing, and a record \$60K raised, the event is a roaring success.

Return to the River returns to the river, with the launch of student-built boats, family sails, and activities on the Pier.

June

Tracy Edwards and the **Maiden Factor Foundation** partner with HRCS in a series of events centering women and equity in sailing, including a **Women's Leadership Workshop**.

Sail Academy Graduation returns in person, celebrating students' achievements and marking their next steps.

2022

BUILDING CAPACITY



July

Member social committee hosts its first BBQ in Inwood, building community and grilling hot dogs!

Shelter Island New Horizons kicks off with eight Sail Academy students, who spend a week learning to sail dinghies, race on big boats, and enjoy the water, far from the hot streets of NYC.

August

Heroes on the Hudson returns to Inwood, bringing 40 veterans out on the water for a day of sailing, kayaking, and community. Five **Soldiers Under Sail** members volunteer aboard boats.

130 Sail Academy Family Members sail and attend events as part of our priority to increase **Family Engagement**.

September

Community Offshore Wind and **Equinox Hotels** partner with HRCS to brand sails and support programs.

New York Architects Regatta brings together architecture firms and industry partners for the 20th year to compete on the water and raise funds for HRCS and local waterfront organizations.

Sail Academy recruitment for the 2022-2023 school year begins for students from 14 partner schools.

October

Sailing for Scholars honors **Captain Zeita Merchant** (Captain of the Port, USCG Sector New York) and **Dr. Stacy Blain** (Founder of Concarlo Therapeutics). The honor highlights the 50th Anniversary of Title IX with incredible women working in STEM and on the waterfront.

November

HRCS establishes the **Mark Horowitz Shipwright Fund** to honor longtime volunteer, member, and board member Mark Horowitz. The fund supports student boatbuilding.

Members, staff, and students **transit boats back to their winter homes** in City Island and Verplanck.

December

HRCS hosts two-day **Wilderness First Aid** course for staff, members, and volunteers.

End of Season Party celebrates the year and **honors members and volunteers with awards** for outstanding service.

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

- Amber Charter School
- Atmosphere Academy
- City College Academy of the Arts
- Hamilton Grange Middle School
- Harvest Collegiate
- High School for Environmental Studies
- High School of Fashion Industries
- Hudson High School
- James Baldwin School for Expeditionary Learning
- KIPP Beyond Middle School*
- Manhattan Business Academy
- NYC Lab School
- NYC Museum School
- Quest to Learn

*new partner in 2022-23

2022

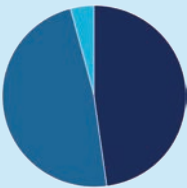
BY THE NUMBERS

225
STUDENTS

enrolled in
Chelsea and
Inwood

70%

people of color



48% female
4% other
48% male





SAIL ACADEMY: HIGHLIGHTS



MAKING CONNECTIONS

Three new Sail Academy alumni joined the seasonal staff. The **Instructor Development Program** continues to build a pipeline for students to pass the rigorous certification to become instructors.

Alumni Instructors taught 25% of all youth and adult lessons.

STEM OPPORTUNITIES

Added a **Director of STEM Education** to strengthen STEM curriculum across programs. Piloted new **Science + Sailing Track** for First Mates.

Inwood students learned about **electrical engineering and physics** through ROV and syringe hydraulics projects over the winter.

Students collected marine debris in the annual **Riverkeeper Sweep**, and shared STEM projects in the **HRPT SUBMERGE** festival.

CAREER DISCOVERY

25 interns worked over 1,200 shifts across the organization: maintaining boats and engines, working in the office, and driving launch.

Members and volunteers shared their professional experiences during **Career Weeks**. Careers ranged from airline pilots to civil engineers to theater professionals.



Sail Academy CLASS OF 2022

23 graduating seniors

96% enrolled in college

43% plan to major in a STEM field

POST-SECONDARY PLANS

Adelphi University
Baruch College (2)
Binghamton University
Boston University (2)
Brandeis University
City College (2)
Eckerd College
Hofstra University
Hostos Community College

Hunter College
Lehman College
Middlebury College
Rochester Institute of Technology
University of St. Andrews
New York Institute of Technology
New York University

ALUMNI HIGHLIGHTS

HRCS nominated Ellen Sosa for a competitive Posse Scholarship, which she received to attend Middlebury College tuition-free.

Two graduating seniors went abroad for college, inspired by HRCS to step out of their comfort zones.

In 2022, we engaged with 45 alumni through sails and community-building events.

COMMUNITY PROGRAMS

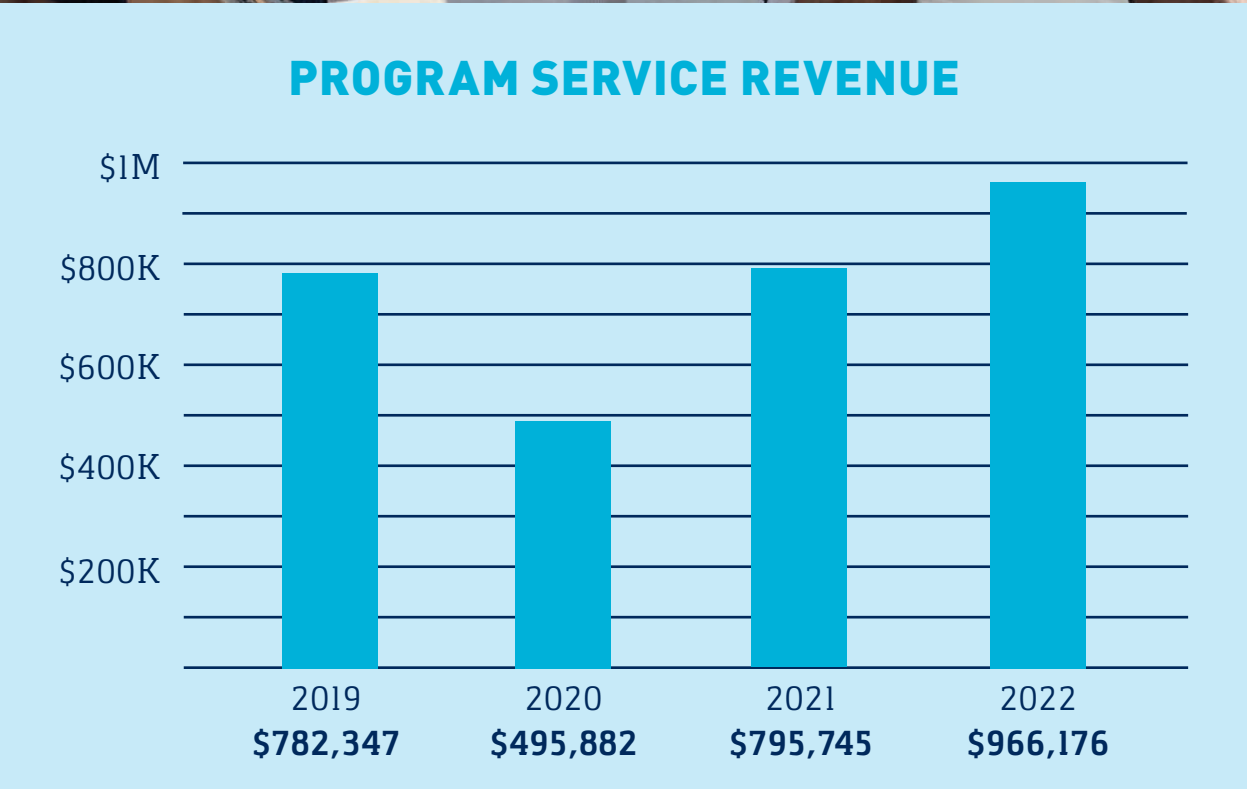
Providing affordable maritime education and recreation to the community at large



PROGRAM AREAS

MEMBERSHIP	includes instruction, social sails, workshops, and racing within an inclusive community.
PUBLIC PROGRAMS	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	adaptive sailing program provides instruction and membership in partnership with the Department of Veterans Affairs
ADAPTIVE SAILING	provides sailing education and access to participants living with physical and developmental disabilities

PROGRAM SERVICE REVENUE





COMMUNITY PROGRAMS: HIGHLIGHTS

MEMBERSHIP

Over **400 members** sailed **7,500** times over the course of the year, an all-time high. **Experienced Crew Training** expanded to **330 participants** across **33 workshops** on topics ranging from knots to maneuvering under power to leadership.

Added racing clinics and a second day of weekly racing to help members build skills and confidence competing on the water.

PUBLIC PROGRAMS

Groups came roaring back after a Covid hiatus: **over 750 participants** from **22 companies** participated in **corporate and team building events**.

FAIRLEAD

Mentoring program for female members continued to make progress closing the gender gap building sailing skills, leadership, and community. Over **90 women** took part through paired mentor sails, workshops, and social events, and **sailed together 580 times**.

CITY SAIL SUMMER CAMP

120 students got onto the water for week-long sessions.

Over **\$8,000** in **Hollis Salzman and David Barry Memorial scholarships** were distributed to students across the city.



MAKING CONNECTIONS

125 volunteers contributed **over 2,300 hours** across the organization: sailing with students and adaptive participants, prepping boats in the yard, serving on event committees, and more.

Over **25% of members** made **donations**. **70% of Sailing for Scholars** teams had members **race** and **fundraise** for youth and adaptive programs.



ADAPTIVE SAILING

PROGRAM OUTCOMES

PROVIDE ACCESS TO SAILING

to individuals living with disabilities, along with their caregivers

BUILD CONFIDENCE

on and off the water

FOSTER SOCIAL-EMOTIONAL WELL-BEING

in participants by creating a space where they can feel safe and have fun on the water

PROVIDE LEADERSHIP OPPORTUNITIES

to empower participants



MAKING CONNECTIONS

Volunteers and interns played a key role in the program, going through adaptive trainings and helping on sails.

Three Sailing for Scholars teams included participants with disabilities, who fundraised and competed on the water.

HIGHLIGHTS

People living with disabilities too often become isolated by a lack of recreational and social opportunities, especially those outdoors. HRCS aims to help shift this paradigm by making NYC a place where everyone can feel safe, have fun, and be empowered on the water.

Expanded to **7 partners and 145 participants** over the course of **18 events and 17 additional sails**.

Hired a Program Coordinator, who is a sailor and an occupational therapist.

Modified boats to allow participants with a wider range of disabilities to steer and trim sails.

Added **family sails** for participants and caregivers to get out on the water together.

Secured Grants from the Craig H. Nielsen Foundation, the Christopher & Dana Reeve Foundation, and the City Parks Foundation **to support the growing program**.

ADAPTIVE PARTNERS

James J. Peters VA Medical Center
Mount Sinai Hospital Spinal Cord Center
Heroes on the Hudson
AHRC
Impossible Dream
Pathways Children's School
Best Buddies





HRCS COMMUNITY SPOTLIGHT

Yuleisdy Guerrero

Yuleisdy Guerrero was at the Pier 66 Boathouse, wrapping up her Development and Communications internship review, when she got the email she had been dreaming of: early-decision acceptance to NYU. The first in her family to go to college, Yuleisdy recalls, "HRCS played a big role in the application process. As a first generation student, I had no older sibling to look up to and my parents really relied on me."

In HRCS's college access workshops, she honed her essays and learned about the financial aid process. When it was time for recommendation letters, former youth program director Sunaina Rao provided a unique view. "[Sunaina] saw a side of me that not everyone sees," Yuleisdy reflected. "Teachers see the academic side of me, the more reserved side. They don't really see me step out of my comfort zone. Sunaina saw that."

In four years with HRCS, Yuleisdy grew from a "super-shy and timid girl" unlikely to step out of that comfort zone, into one of the most engaged members of her class. As a member of the Sea Dragons student race team, she competed in the 2021 Sailing for Scholars Regatta. Last summer, she was driving launch and training new drivers up until a few days before starting college. "Being able to interact with the juniors was really fun," she said. "Sometimes I talk to Sean and Nate and they're like, 'I remember you teaching me this' and I love the feeling that I've made some really strong connections that will last for a long time."

As a senior speaker at graduation, Yuleisdy highlighted many of the opportunities that

lie ahead for younger students. "Being able to stand up there and speak in front of everyone was a really joyful moment for me, especially because sharing my story is something I never imagined doing."

Yuleisdy's first year at NYU got off to an exciting start in London, a long way from NYU's Greenwich Village campus - and a long way from that comfort zone. She is spending her freshman year living and learning across the Atlantic in NYU's Liberal Arts First Year Away program.

Sharing a suite with students from Texas, Utah and Canada, Yuleisdy is using the lessons she learned at HRCS to keep things running smoothly. "In our living situation, there are a lot of individual roles but making sure that we come together and check in with each other to stay on top of things is really important," she says recalling the teamwork and leadership skills she built at HRCS.

Even 3,500 miles from home, Yuleisdy is reminded of her days at the boathouse. Soon after arriving in London, the memories came rushing back during a walk along the River Thames. "I saw all these boats and I got a little nostalgic thinking back. And I was like, 'oh, how much I miss being in that environment'." But soon enough, she points out, she'll be able to introduce her new classmates to HRCS. "I told them about HRCS and that I worked at this sailing organization and I got to sail boats. And they think that's so cool. And they were like, 'When we go back to New York, you've got to show us!' And I was like, of course!"



HRCS COMMUNITY SPOTLIGHT

Luis Jaramillo

"I was completely hooked."

It took exactly one sail for Luis to know HRCS was the place for him. Though he enjoyed sailing at his grandmother's lake house as a kid and in PE classes in college, it had been more than 20 years.

Since moving to the neighborhood, he would often walk past the Pier 66 Boathouse, picking up brochures and telling himself he should join. In the summer of 2018, he finally signed up. "After that first sail," Luis recalls, "I went to [Membership Senior Manager] Andy [Sold] and was like 'okay, I want to do the membership.'"

He spent much of that summer sailing and

his connection with HRCS quickly grew. That fall, while on sabbatical from The New School, where he is the Director of the Creative Writing Program, Luis began volunteering with Sail Academy. He was drawn to Sail Academy for one of the key reasons he enjoyed being a member: the culture of learning. "The organization is focused on teaching and learning. And everyone is teaching, and everyone is learning," he explains. "I think it's rare for a community to have that kind of focus and that kind of intentional focus that influences everything that everybody does."

A year later, after completing his Skipper checkout, Luis was helping students develop their skills and grow into leaders on the water.

"I want students to make their own choices, to give them the space to kind of make mistakes too," he says of his teaching style. "Because you don't really learn when someone is telling you exactly what to do."

It's a philosophy the 2022 Volunteer of the Year carries into his role as a mentor in HRCS's Experienced Crew (EC) training program. Designed to provide members a structured path to becoming skippers, the EC program also gives Skippers a chance to develop their teaching skills. "I like to have a goal when I'm out sailing," he says, explaining why he enjoys the program. "Experienced Crew who are doing the classes really want to become skippers. Their goal is to learn these skills and I really want to move that process forward for them and the organization."

That culture of learning that Luis embraces continues to guide his development as a teacher and sailor. Over his more-than-five years of volunteering, he has helped quiet and curious

first-year students evolve to become his peers. "I think it's great how many of them have stayed connected to the program," he says. "All those kids who did the Basic Keelboat Instructor Course (BKIC) and then started teaching adults, it's amazing." Now, he'd like to join those Alumni who have become instructors and earn his BKIC certification - the perfect way to share everything that sailing at HRCS can bring.

"This really sort of opened up the city in many different ways," he reflects. "Being in the city on the water is a very different experience than being on land and it's a different kind of relationship to the landscape and to the geography," he continued. "For me being on the water anywhere makes me feel a sense of openness and possibility. To feel that in New York City is really exciting. And rare," he emphasized, something Luis and HRCS are working to change.



STRATEGIC PLAN

2022-2025

BACKGROUND

In 2021-2022, HRCS embarked on a process to develop a new strategic plan to follow our STEM to Stern campaign. A Strategic Plan committee undertook extensive interviews, surveys, and focus groups with a broad range of stakeholders. Finally, HRCS went through Youth INC's Agile Strategic Planning Lab (ASPL), and produced a plan with five key areas.

Rather than focusing on expansion, we decided to center our strategic priorities around getting better at what we already do: **building a powerful learning community that connects people from diverse backgrounds through a common pursuit and purpose.**

INITIATIVES

1

Cross-Programmatic Culture

Create a culture where people routinely consider cross-programmatic connections and the broader ecosystem and are empowered to enact change.

- Build **cross-constituency communication** to facilitate better organizational understanding
- Build **intentional connections** between programs and events

2

Boats & Classrooms

Expand current spaces and identify new ones to ensure that the organization has the necessary teaching spaces to facilitate our objectives.

- Conduct a **needs assessment and create a plan for both office and program space** at Pier 66 and Dyckman Marina
- Create a **replacement plan for the J/24 fleet** that outlines cost and acquisition details
- Acquire **two cruising boats** and create a cruising program

3

Training & Curricula

Define and implement curriculum and skill standards across all programs to strengthen program impact.

- **Map current curriculum** and identify gaps in content, progression, or objectives
- Ensure that **all programs have a clear scope, sequence, learning objectives, and skill standards**
- **Provide best-in-class training** to meet those standards

4

Multi-Year Financial Plan

Develop a multi-year financial plan in order to become more financially sustainable.

- Build sustainability through a **multi-year financial plan** that identifies growth in targeted areas for both fundraising and fee-based activities

5

Working Towards Racial Equity

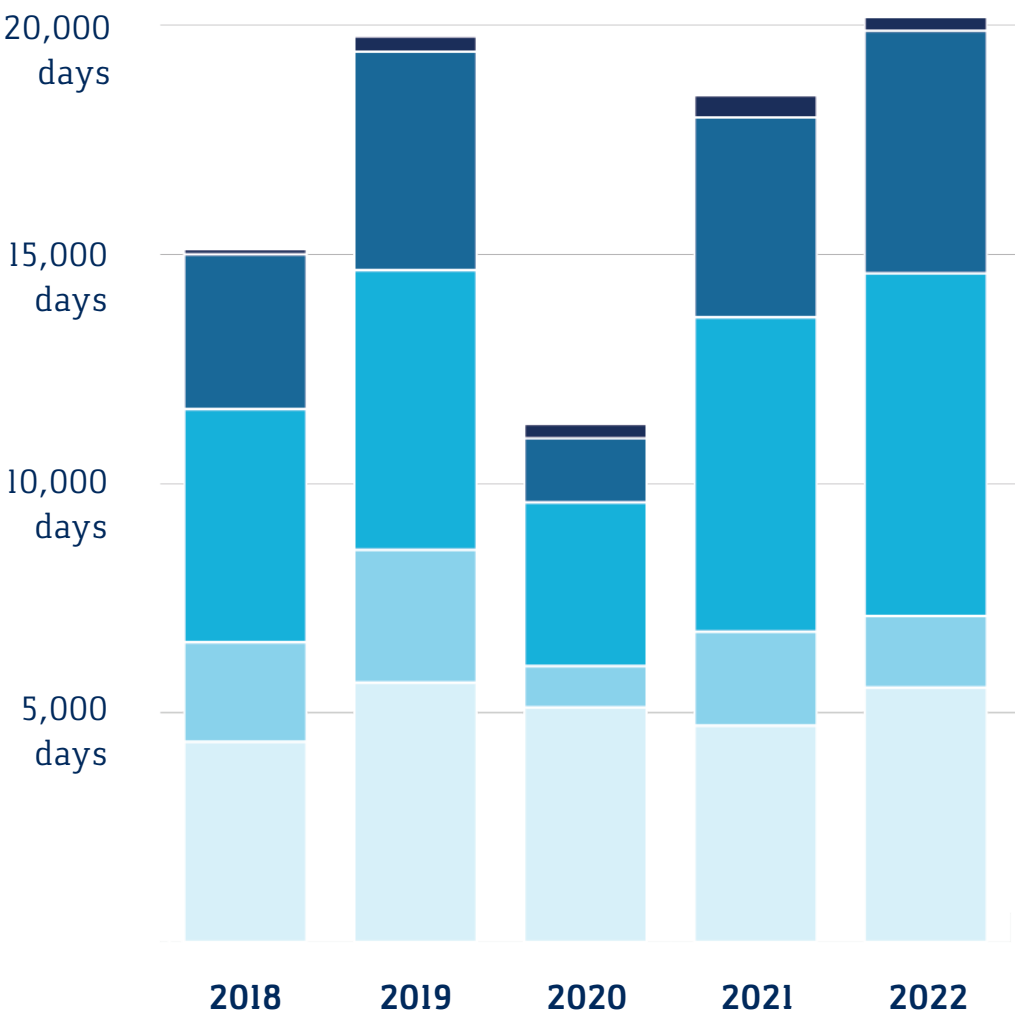
Develop a vision for equity at HRCS, acknowledging the many communities who have been historically marginalized in sailing and the waterfront.

- Complete **two-year capacity-building program** through the Lawrence Hall of Science and Justice Outside at UC Berkeley.
- A group of staff and board are leading the process of **identifying a problem statement, gathering community feedback, and developing an action plan.**



PARTICIPATION STATISTICS

Participation by Program



- Veterans and Adaptive
- Other Adult Programs
- Membership
- Other Youth Programs
- Sail Academy





FINANCES

REVENUE

- Individuals & Events
- Foundation & Corporation
- Government
- Membership
- Program Service Revenue
- Total Revenue & Support**

FY 2021

(audited)

\$ 518,557
\$ 579,600
\$ 321,356¹
\$ 296,146
\$ 501,303
\$ 2,216,963

FY 2022

(unaudited)

\$ 479,946
\$ 372,541
\$ 383,238¹
\$ 368,856
\$ 597,320
\$ 2,201,901

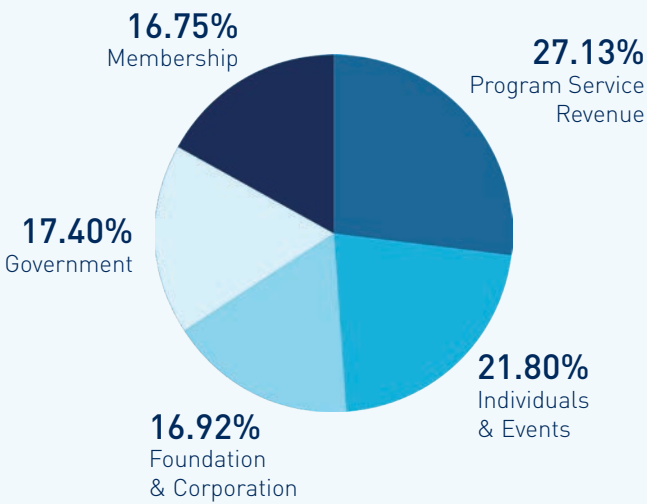
EXPENSES

- Program
- Administration
- Fundraising
- Total Expenses**

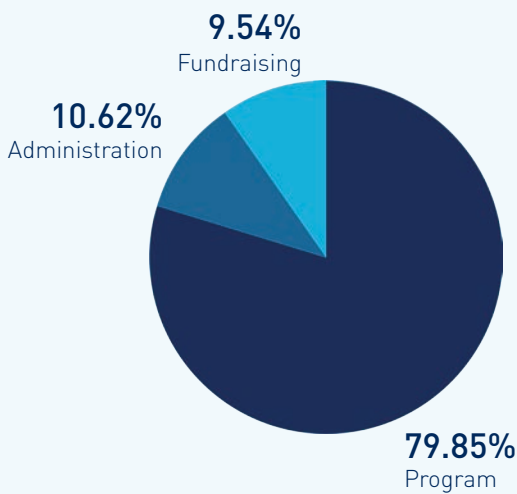
\$ 1,516,040
\$ 267,012
\$ 184,838
\$ 1,967,890²

\$ 1,656,742
\$ 220,302
\$ 197,876
\$2,074,920²

FY 2022 REVENUE



FY 2022 EXPENSES



1 Includes proceeds from forgiven Paycheck Protection Program loans of \$219,600 and \$219,689 in FY22 and FY21 respectively
2 Does not include depreciation of \$121,464 and \$106,785 or capital expenditures of \$157,396 or \$69,465 in FY22 and FY21 respectively



HRCS TEAM

Core Staff

Robert Burke

Executive Director

Emelissa Arocho

Operations Assistant

Sophia Carlin

Inwood Sail Academy Program Coordinator

Diana Christopher

Adaptive Program Coordinator

Audrey Cosentino-Milite

Sailing by Numbers Program Coordinator

Michele Froman

Development and Communications Associate

Maeve Gately

Director of Development and Communications

Stephanie Gonzalez

Bookkeeping Assistant

Sam Johnsen

Assistant Fleet Manager

Theorian Johnson

Inwood LD Assistant

Emily Martinez

Alumni Relations 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

Elena Pellegrini

Chelsea Youth Program Director

Donald Rotzien

Director of Community Sailing and Operations

Mwenye Seville

Inwood Youth Program Director

Lauren Sheridan

Chief Financial Officer

Andy Sold

Membership Senior Manager

Andy Temme

Director of STEM Education

Instructional Staff

Liberty Abordo

Yona Adika

Dario Arias

Jay Baum

Leigh Beckett

Jeremiah Blatz

Clark Caldwell

Bernard Chang

Danna Chavez

Charlie Chen

Mehrab Chowdhury

Ross DeGraw

Chris Duda

Arjun Gopalratnam

Cole Hawkins

Christopher Lawrence

Wendy Lin

Sam Lowery

Alice Lurain

Paloma Manon

Pamela Manon

Julia Miller

James Shuttleworth

Dave Stern

Barbara Stetson, Jr.

Nicholas Tausig-Edwards

Anne Wachowicz

Hunter Wolf

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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.

\$50K-100K

11th Hour Racing
New York Architects Regatta Foundation
New York City Council
US Department of Veterans Affairs

\$25K - \$49K

Altman Foundation
Christopher & Dana Reeve Foundation
Community Offshore Wind
Craig H. Neilsen Foundation
Michael Kurtz & Lisa Cleff Kurtz

\$10K - \$24K

Anonymous
Catherine & Joseph Aresty Foundation
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Spindrift Family Foundation
Alexander Valcic & Jephtha Tausig
Alexander Vietor

\$5K - \$9K

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Hearst Corporation
Mark & Patricia Horowitz
Hyde & Watson Foundation
Glen Popick
Robins Kaplan
Storm Trysail Foundation
West Side Community Fund
Youth INC

\$1K- \$4K

Geraldine & Brian Abdoo
Ingrid Adamsons
Mike Allen
Anonymous
Christopher Areson
David Areson
Baretz + Brunelle
Andrei Basov
Jay & Debbie Baum
Steve Benjamin
BNP Paribas
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Google

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Holland Lodge Foundation
Johnson & Johnson
Jeffrey Jones
Gaurav Kapadia
Thea Karas
Nate Keag & Mark Davis
Jody Klein
Mike Knuff
Eugene M. Lang Foundation
Jack Lamb
Matthew Leboeuf
Levine Family Charitable Fund
Jeffrey Levine
Sarah K. Lippmann
John Lurain
Eric Lyons
Maiden Factor Foundation
Ean Matthews
Callum McLaughlin
Randy Medrano
The Merck Foundation
Microsoft
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Harry & Lynn O'Mealia
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Stephen Penman
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RBC Capital Markets

David & Susan Rockefeller
Peter Rooney
Steven Schall & Alyce Russo
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Dean's Beans
Equinox Hotels
Goslings
Holwell Shuster & Goldberg
Kona Brewing Company
Polar Water
Prentis Wealth Management
Schall & Russo Planning Works





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.

Pier 66, inside Hudson River Park • 212-924-1920 • www.hudsonsailing.org