



**Piers Park
Sailing Center**
EAST BOSTON



2024 – 2026 **STRATEGIC PLAN**



OUR HARBOR

Centering inclusion for a just future
on the Boston waterfront



Overview



Piers Park Sailing Center (PPSC) is a community nonprofit organization founded in 1998. For 25 years PPSC has invested in young people from East Boston and surrounding neighborhoods; and provided public access to Boston Harbor for people of all levels of ability.

Over the last five years PPSC's organizational budget, staffing, and programming have tripled in size. Today the sailing center works with over 2,600 young people, 350 disabled sailors, and 250 adults each year, as well as thousands more through public access sailing and kayaking programs.

Building on PPSC's 2020–2023 strategic plan, ***Fostering a Culture of Inclusion***, we will expand investments in young people from our community. These investments will build a more equitable future on and around Boston Harbor.



Executive Summary

PPSC's past strategic plan focused on inclusion in programming, sustainable growth, and program culture. Our organization has made strategic investments in staffing, recruitment, and facilities to support growing enrollment.

This plan, looking forward through the end of 2026, will focus on utilizing new Piers Park 2 facilities to maximize our impact in creating an inclusive harbor and working toward a more just and equitable future on the waterfront.

We will strengthen existing program partnerships and develop new pathways for engagement in our programming. We'll also focus on unwaveringly maintaining an organizational culture of safety, fun, and educational growth.





Planning Process

The Piers Park Sailing Center Strategic Planning Committee designed a community survey and distributed it during the summer of 2023. Approximately 160 community members responded to the survey with responses in both English and Spanish.

The Strategic Planning Committee reviewed survey results and held two review meetings to consider themes from the survey and develop an initial draft of the plan.

The committee and board refined the plan through an iterative process and adopted it in late 2023.



Strategic Planning Committee & PPSC Staff Leadership



Alex DeFronzo,
Executive Director



Omar Sahrour,
Education Director



Elisabeth Christino,
Board Vice Chair



Alyssa Beatty,
Director



Mark Whitney, Esq.,
Director



Daniel Moreno,
Associate Executive
Director



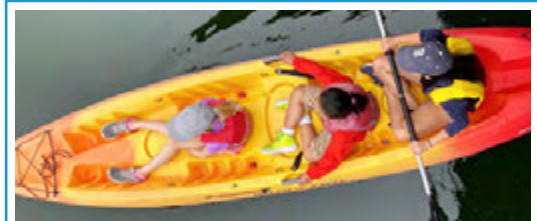
Catherine Domina,
Youth Programs Director



Timothy Brown,
Director



Michael Bruno,
Director





Mission & Vision

Mission

Piers Park Sailing Center fosters inclusive empowerment through marine science and community sailing.

Vision

A Boston Harbor free of inequity, where everyone feels welcome and included.



Value Statements

01

Boston Harbor is a public resource that belongs to everyone, and should be accessible to everyone to enjoy.

02

Disparities in access to the harbor make us less resilient for the climate crisis and represent a social and environmental injustice.

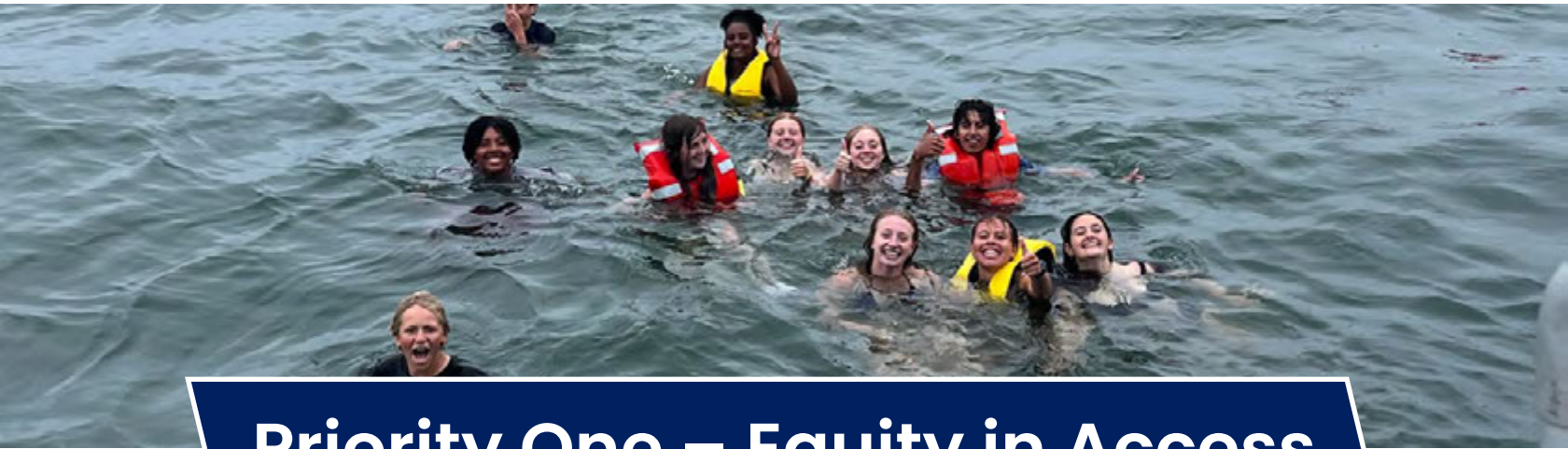
03

Being antiracist requires intentional effort and investment to repair harms that have historically created exclusion around the waterfront.

04

High quality programs that get people outdoors and socializing with each other inherently benefit community building and community strength.





Priority One – Equity in Access

Strategic Vision

Piers Park Sailing Center will dedicate time and resources to connect with and support families through program enrollment, retention, advancement, and post-program networks.

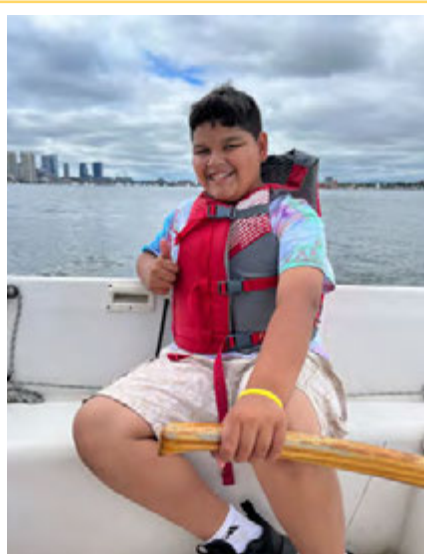
Program Recruitment

- ✓ **Work directly with Boston Public Schools to support families in program enrollment**
 - By 6/15/2026, have a dedicated staff team trained and available to support families through enrollment in at least three languages.
 - Ongoing, develop and maintain relationships with teachers, family liaisons, principals, and other school contacts.
 - Ongoing, regularly attend school events to network and connect with youth and families.
- ✓ **Develop relationships with new disability inclusion partners for adaptive program growth**
 - By 9/1/2025, add at least two new disability partner organizations for ongoing program partner events.
 - By 6/1/2026, move adaptive program communications and recruitment to the newly hired Director of Inclusion and Partnership



✓ Increase racial, ethnic, and gender diversity in adult Learn to Sail and Sailing Pass programs

- By 10/31/2024, budget at least \$4,000 toward adult program marketing and recruitment for broader program reach and enrollment
- By 6/1/2025, begin partnership with an organization that can support recruitment and programming efforts in Learn to Sail and Sailing Pass
- Ongoing, implement efforts to recruit parents of youth sailors for the Adult Learn to Sail program





Supports and Investments

- ✓ Invest in teen training and expand pathways for teens and young adults to enter PPSC's programs and stay engaged through college or vocational training.
 - Between 1/1/2024 and 12/31/2026, double total investment in teen training programs
 - By 7/1/2025 increase total SuccessLink youth employment to 50 teen summer staff



- ✓ Increase overall investments in staff training and professional development
 - By 11/1/2025, increase total spend to at least \$20,000 per fiscal year on additional training opportunities for staff
 - By 10/31/2026, develop at least two new external training partnerships for staff personal and professional growth
 - By 10/31/2026, develop a structured post-program network for former PPSC staff, alumni, and supporters to communicate and connect with each other
- ✓ Fundraise for free and low cost youth enrollment
 - Ongoing, continue to dedicate most development resources toward youth development supports to ensure no cost barrier exists for families enrolling youth and teens in programming.
 - Ongoing, refer and support students with need for additional swim training to local partners including the East Boston YMCA





Maximizing New Facilities

- ✓ **Build out more comprehensive 'off-season' programming utilizing the new sailing center building**
 - By 2/26/2024, open on-site Ocean Science After School programming
 - By 10/31/2025, have fully implemented year round mentorship programming for teens under supervision of the Education Director
 - By 9/1/2025, build a regularly scheduled series of in-person enrollment days at the sailing center building
 - Ongoing, develop and host monthly winter community events in the new building
 - Ongoing, continue to maintain an open and positive relationship with Massport

- ✓ **Continue to expand PPSC-run community access programming with free and low cost sailing and kayaking options for local resident families**
 - By 10/31/2026 add at least four new regular & recurring PPSC hosted public events



- ✓ **Build stronger connections with adult sailing Passholder community**
 - By 6/1/2024 introduce and program non-racing 'social sailing' event days focused on program networking and increased adult program diversity
 - Ongoing, develop opportunities for broader volunteer engagement and support
 - By 5/1/2024 schedule and begin offering group refresher classes for returning adult program Passholders



Priority Two – Partnerships in Action

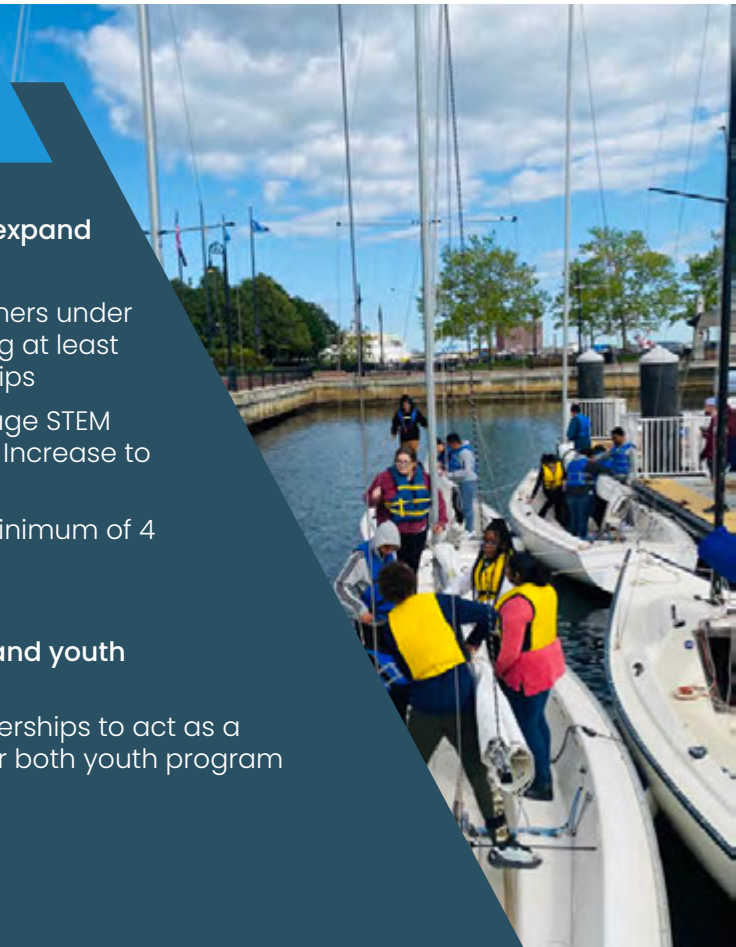
Strategic Vision

Piers Park Sailing Center will build on existing partnerships and expand our network of program partners to introduce more people to the harbor and to develop high quality youth and adaptive programming.



Increasing exposure to programs

- ✓ **Develop new, structured youth program partnerships to expand reach and engage new families**
 - By 10/31/2025 add at least four new youth program partners under the model of PPSC Youth Program Partnerships and bring at least 400 new youth students sailing through these partnerships
 - By 4/30/2024 add at least one session of high-school age STEM focused programming to Ocean Science After School. Increase to three sessions by end of 2026
 - By 10/31/2025 increase dedicated Sonars & staff to a minimum of 4 for July and August partnership programs
- ✓ **Create a new position to strengthen and grow adaptive and youth program partnerships**
 - By January 1, 2026, hire a Director of Inclusion and Partnerships to act as a dedicated point of contact and support, year-round, for both youth program families and adaptive program participants.





Learning from Others

✓ Leverage measurement data for program improvement

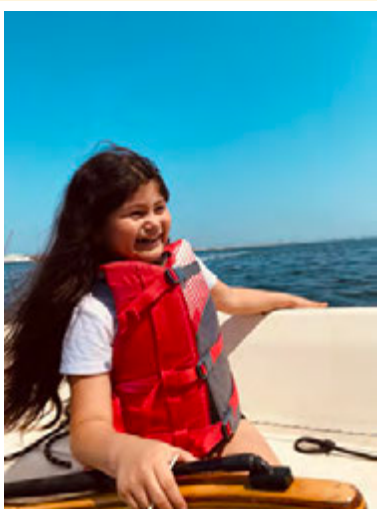
- Ongoing, review National Institution on Out of School Time reports on PPSC programming and develop action plans for areas of measurement that fall below benchmark for two or more observations or surveys

✓ Invite partners to design, develop, and improve programs together

- By 12/31/2025, implement structured program design and review mechanisms to work collaboratively with partners for program improvement.
- By 10/31/2026, dedicate at least half of new training funding on external trainings and trainers for staff to gain exposure to information outside of the typical PPSC core staff training curriculum.

✓ Work closely and collaboratively with city agencies for youth development

- By 6/1/2026, both Education Director and Inclusion and Partnerships director will have points of contact at the Office of Youth Engagement and Advancement & Department of Workforce Development





Priority Three – Culture of Safety, Fun, Education

Strategic Vision

Piers Park Sailing Center will center safety, fun, and education throughout all aspects of our work. We will improve physical plant, program effectiveness, educational quality, and networking opportunities.



Physical Site Safety

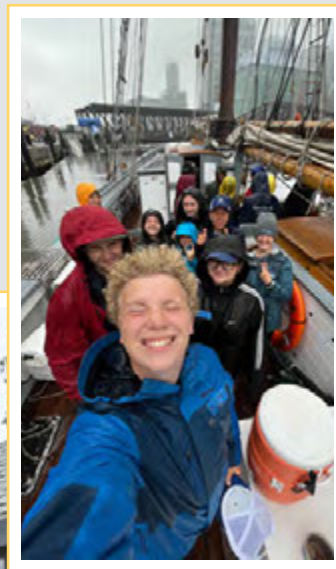
- ✓ **Advance land and dockside culture of safety through physical/infrastructure improvements**
 - By 5/1/2024 implement staff practices around game conditions and use safety for youth program games in the park
 - By 6/30/2024 add a shade structure to the face (southwest side) of the dock for Harbor Explorers sun protection
 - By 6/30/2024, upgrade Hoyer lift options by adding a new lift for smoother transitions onto Piers Park Sonars
 - Ongoing, continue reporting procedures and debriefs/reviews for minor incidents
 - Ongoing, develop and adapt gangway and ramp modifications for rising sea level, astronomical high tides

- ✓ **Continue to invest in marine equipment maintenance and keep the sailing fleet at 100% functionality**
 - Ongoing, build a reserve of equipment and rigging for fleet continuity
 - Ongoing, invest in proactive maintenance for Sonar longevity including gelcoat repairs and keel stiffening



Networking & Year-Round Connections

- ✓ Increase opportunities for program alumni and supporters to connect with each other throughout the year
 - By 9/1/2024 add a new group event for alumni and supporters to meet
 - By 10/31/2026 increase alumni Passholders by 50% over 2023 levels
- ✓ Provide off-season programming for teen and young adult staff onsite at the new sailing center facility
 - Ongoing, integrate new year-round mentorship programming with other existing programs (Harbor Explorers, Science of Sailing, Future Leaders/Instructor Trainees, Teen Training Program, Ocean Science After School, Sailing After School, Partnership Programs)





Educational Quality

- ✓ **Improve current three level sailing curriculum**
 - Ongoing, during Spring Sailing After School each season, Education Director and Youth Program Director review and update three level curriculum to advance organizational mission & values
- ✓ **Develop new modules for Ocean Science After School**
 - Between 2/1/2024 and 12/31/2026 create at least 20 new modules for Ocean Science After School program
 - Ongoing, continue to also digitize and create online/downloadable versions of each lesson



Piers Park Sailing Center



📞 617-561-6677

✉️ info@piersparksailing.org

🌐 piersparksailing.org

📍 95 Marginal St. East Boston, MA