

	Project #5 Do you support the "EBSF Financial Sustainability" Project?☒
Project #5	Comments/Suggestions:
Yes	a good pipeline for future sailors and their families -
Yes	Agree we should support young sailor development but not at an exorbitant cost for memberd
Yes	All successful Yacht Clubs have a vibrant Instructional Sailing Program. EBSF runs the BYC Sailing program. For continued success, the BYC needs to find a cost effective way to give EBSF the support they need.
Yes	BYC needs to support and maintain a youth sailing program for its long term viability.
Yes	EBSF is an important part of BYC and adds to the entire East Bay Community.
Yes	EBSF is vital to the life of the club
Yes	EBSF promotes sailing and the club's mission! Keep it alive and growing.
Yes	How much (per student) do other clubs spend. And how do they fund the programs?
Yes	However, many questions to answer. How big a program should it be? Can we get more outside funding? There should be more communication/coordination between BYC EC and EBSF. We understand EBSF need is urgent-- but need a long term modus vivendi.
	I grew up near Pinehurst, which for golf is sort of like what Bristol or maybe Newport is for sailing. I grew up playing golf. I learned to play mainly at a public course but also had the opportunity to play and compete on courses that folks pay \$500/round to play nowadays. There were numerous free/cheap opportunities to learn to play because that's just what kids learned to play. The idea of giving up the game never occurred to me.

Yes	<p>Twenty-thirty years later, when I had the wherewithal to join a golf club and get back into the game I loved so much and competed in when younger, I looked around and had no desire to join a country club. Golf now looked like a lifestyle rather than an activity, and country clubs are about providing the golf lifestyle rather than a round of golf on a well-maintained, well-designed course. The things about playing golf that I had learned to love as a child, adolescent, and young adult didn't appear to be on offer. I can't remember the last time I played.</p> <p>I'm an adult-latecomer to sailing and love the feeling of being on the water, sort of like golf grabbed me. I didn't grow up with it. When my wife first brought me to BYC, I saw what country clubs have abandoned: it was a weekday with some kids on the lawn learning how to rig their boats and other kids out in the harbor doing their thing. There was an active waterfront, and it was apparent that this was a place that was serious about sailing rather than pretention. No dining room, tennis court, or pool. Exactly like the sort of golf club that might have brought me back to the game in 2005 or so.</p> <p>I wonder how many of those kids learning to sail at BYC through EBSF will, if and when they can afford to join a yacht club, look at what BYC might become and think the same as I did about country clubs: Where's the golf? Where are the kids learning to handle the tools of the game? And they'll never go back.</p> <p>So I guess this comment is really about more than EBSF. It's about where BYC is going. If we're going to just let EBSF get ground down by lack of support/funds and begrudge their presence as a losing "contribution in kind", that's a big step towards a different kind of club, the kind of club that I ran away from when it came time to get back into golf. Without a vibrant EBSF, I think that BYC loses something in the present, which is a culture of learning together, sailing together, and making the most of what we've got, which is a great spot in one of the best places to sail on the planet. And we'd also lose something in the future: the adults who caught the bug at a place like BYC through EBSF who return to a place selling the sailing lifestyle rather than sailing, and turn away.</p> <p>If our decisions on all of these projects raise the drawbridge, so to speak, I guess I'm already safe in the castle, but I think it would be a shame for us now and in the future.</p>
Yes	I think it's important to foster younger generations to have a love of the ocean and keep feeding the sport of sailing with young and innovative minds. Without youth sailing programs we lose this important aspect of our sport.
Yes	I'm in support of anything that attracts new young sailors. If EBSF did not exist and this was taken over by Bristol Yacht Club would the costs to the members be any less?
Yes	It's important to have a program for younger family "members" to learn to sail, and also for formation and building of future membership.

Yes	Like most organizations, the future is with our youth. The EBSF brings young sailors into our midst and grows our club in a positive way. First they learn to sail, and then sailing/racing becomes a part of them. Investment in EBSF is an investment in our club's future. It's about more than money.
Yes	Many members are not aware of the role EBSF plays as the BYC youth and adult education program: it is the driver behind such programs. If the separate entity is confusing then either educate the membership or disband EBSF and put the onus of youth/adult education back on BYC executive committee and membership. The expansion of EBSF fleet to include J/22s was based in part on a desire of BYC members and executive committee to expand one-design racing opportunities for BYC members and the community. While noble this was a stretch of EBSF charter and mission, if not sustainable then must be reviewed. Important that BYC continues youth and adult education programs. If J/22 racing programs are not sustainable without BYC support and BYC members are not able or willing to provide financial support or volunteer help to EBSF for grant writing and fund raising then the J/22-based portions of the program must either be cut completely or transitioned to BYC.
Yes	offering instructional sailing is KEY to the future of BYC regardless of opinion. Giving EBSF a small annual budget would allow them to improve the program and the fleet and take undue stress off of a volunteer board that is overworked running this second "Club" with staff and assets, etc. While doing annual fundraising will offer needed support, EBSF should be able to plan for capital improvements that keep the program safe and put BYC in the best light when offering classes to adults and to kids. We are putting people in boats that are in disrepair - and they are an embarrassment to us. The ancient Mercs need attention and investment - all the EBSF boats do - and it should be important to the membership that BYC has a solid, safe and sustainable instructional program. It's at its best right now - it's visible as a very busy and successful program to the entire bay, but to continue as such it needs to have a RELIABLE, injection of funds to help replace aging boats and sustain itself.
Yes	This is highest priority; it makes us a yacht club with a focus primarily on sailing.
Yes	sailing classes for kids and adults are how we get our future BYC members and how we grow the sport of sailing. This is a vital service that we offer. It's important that EBSF not struggle to find money when it's being successfully run, largely by volunteers who are doing too much. BYC needs to help in order for EBSF to improve and sustain and grow.
Yes	This is a great program for the club to support.
Yes	Thank you!
Yes	The program was A very positive influence on my children and many other children and generates new members.
Yes	This is a great program that gives back to the community. By all means support this!
Yes	We need a strong club sail training instructional program to bring new, young families/members into the club. Without a robust sail training program to groom new members (even if starting when they are ~10 years old) the club will shrink and eventually have trouble sustaining itself.

Yes	We need to educate the membership about what EBSF is. It is not a community boating center. It is a our junior program and an adult sailing program that makes the club vibrant, generates interest and membership, and has the benefit of being able to receive tax deductible donations.
Yes	What a great way to improve membership by teaching young sailors what a wonderful Club Bristol has
Yes	Yes, # 1 priority
No	<p>#1 I have serious reservations about the extent to which J-22s are being subsidized in a roundabout way. I also don't understand the proposal to add other small one-designs to the fleet. What's the reasoning underlying this? #2 Where's an analysis of the likely demand? I talked to the Director and to Rich Feeney about this year. Rich's assessment was that COVID boosted some attendance because families were staying local and other activities were curtailed. Kids are very divided in their activities. Since a minority of the enrollment is from Club members, the commitment to sailing is not strong and not necessarily lasting. This needs to be considered. #3 Is this a proposal to re-incorporate EBSF into the Club? I think there needs to be an analysis of why EBSF isn't self-sustaining at present. For example, I saw in the figures sent to me that the revenues from the J-22 charters are roughly equal to the annual maintenance expenses. Really? And we're supposed to add another round of new sails on top of that? From what I saw, there's no differentiation of instructional sails and racing sails. The equipment on the boats is in sorry shape. The charter fees are ridiculously low. #4 The intent when EBSF was formed was to take it off the books and make it self-sustaining after the Club's seed money. When I was the chair, we worked very diligently to make that happen. IMHO something is going south and the answer seems to be to dip into the pockets of the general membership. I have to say I am not happy about using EBSF so prominently in this overall campaign. This was done in 1996 to sell the house expansion with all kinds of benefits for the program. But in the end, all the kids got was the dark and musty "bomb shelter." Is this going to be sold with pictures of puppies and kittens too?</p> <p>This whole portion of the "plan" screams for some hard-nosed, sharp pencil analysis</p>
No	<p>5. BYC has supported EBSF with in-kind contributions since its creation. The impact on club property and our membership has increased over the years as EBSF programs have expanded. BYC added cash contributions totaling at least \$8000 each year since 2019 because EBSF changed their focus without planning for where the additional funds would come from. If BYC members wish to contribute to EBSF, they have and will do so on a voluntary basis. "Taxing"</p>
No	<p>Appears there are too many financial needs for BYC to support with our current dues. EBSF pricing should be increased so that its activities to cover its expenses. We can't simply run down EBSF capital assets; funds must be collected to repair and replace as necessary. Am told EBSF cut back on students so as not to over-run the club. That is another sign the pricing is too low - excess demand.</p>

No	<p>EBSF has provided little financial information. Claims of profitability are ever changing and questionable. The adult mercury program cost on the margin very very little and brought in cash and new members. It has been almost abandoned as sessions have been dropped, many mercuries not even launched, the extensive advertising done under Jim Dollins not done, and as a result, far fewer adults signed up. Put an optional check box on the annual BYC dues invoice so members can volunteer to pay an extra \$100, \$200, or \$300. A perpetual subsidy to EBSF is never indicated. An annual subsidy without transparent and sound EBSF financial management is not in BYC,s best interest. Fund raisers have been effective in the past. I strongly favor supporting the primary function of EBSF but strongly object to inefficient and non transparent monetary and "in kind" transfers. EBSF should provide members with the total value of current subsidies such as moorings, dock space that could be rented to members, boat storage on land in summer and winter, insurance, etc. A plan to make EBSF sustainable on its own should be the goal.</p>
No	<p>EBSF is a non-profit and should be primarily self supporting. It should not be the sole raison d'Être for the BYC. I agree that a sailing school is an important part of a Yacht Club, but this is someone's pet agenda and it is unfair to members who pay to have a Yacht Club and want to enjoy it as such.</p>
	<p>EBSF is a separate entity from BYC. Asking BYC members to transfer money to EBSF over an above what BYC currently pays (e.g. \$6,000 annual insurance premium and paying for other services (office utilities and space, containers, dock space on dinghy dock, launch service, etc. estimated at over \$136,800 by another BYC member) is premature and should be rejected until and only if EBSF gets its finances in order and a business plan.</p>

	<p>The financial numbers and other data provided by EBSF are a moving target. We do know that the EBSF has lost money in five of the last six years by their own financial statements and their IRS tax filings. Alarming, some EBSF Board members claim that the EBSF "makes money" because they don't count depreciation in their financial analysis; yet EBSF wants BYC members to buy boats and other capital for EBSF. When an analysis of each sailing program (Summer Youth, Adult, J22, and Other Classes) was performed by John Bell for 2019, only the Adult and Other Classes made a positive financial contribution to EBSF, subsidizing the Summer Youth and J22 programs.</p> <p>Recently the EBSF reallocated revenue and expenses among the programs for 2019, attributing more revenue to the J22 program making it appear more profitable, and resulting in an increased operating loss of the Summer Youth program from negative (-\$38,540) to negative (-\$64,224) for 2019. The J22 program did not meet its initial projections of revenues which were used to justify the acquisition of J22s, and had forecasted that more sailors would be renting the J22s among other assumptions. EBSF does not have a robust understanding of its financial performance, by sailing program.</p> <p>While many agree that EBSF has been a source of new members for BYC, the data on the number are in dispute. Tracking EBSF enrollees, particularly adults, is an effort that could be improved, and addressed in a written business plan so EBSF does not lose its customer base with turnover in leadership.</p> <p>According to the tax filings by EBSF, the purpose of the organization and justification for its tax-exempt (501(c) (3) charitable status is "a sailing program for youth 8-16 years [old]." The EBSF Board consisting of three members who spend two hours per week on EBSF per the IRS filing, may think EBSF should be in the boat-rental business, racing-sponsor business, youth teaching business, or adult teaching business, or combination of businesses. Clarification of EBSF objectives and priorities should precede BYC members transferring more monies to EBSF. transferring</p> <p>It is tax-inefficient for BYC members to donate monies to EBSF via increased BYC dues and further ear-marking up to five percent of BYC's annual budget to EBSF. Let BYC members donate directly to EBSF, if they so wish.</p> <p>I urge BYC to reject the requests from EBSF at this time. Instead, encourage EBSF to get its financial house and operational plan in order in a written business plan. I volunteer to participate in the effort.</p> <p>I offer these recommendations for consideration as a proud graduate of the EBSF Adult classes. My husband and I have served as volunteer instructors, and we have donated our sailboat MANDATE for use by EBSF students and to be auctioned to raise money for EBSF. Fix the business problems before transferring more monies from BYC to independent EBSF. Thank you for the opportunity to</p>
No	EBSF should be self sustaining.
No	EBSF should do its own fundraising for their projects.
No	EBSF was set up to support themselves and they now have the problem of having accumulated a vast amount of tools and equipment requiring storage and maintenance. Other groups would love to have that problem. They need to prioritize what is to be used, make a plan to maintain and refurbish as needed, and find ways to fund raise. If BYC members would like to contribute, it should be at their prerogative, not as a mandate from the club.
No	Financials are not clear.

No	First it was the \$6,000 insurance endowment, and now it's a \$20,000 grant. There's a lot of value to our instructional program, but its leadership needs to live within its means. A 501c-3 should have revenue equal expense, not continually run at a significant loss.
No	Funding the EBSF which is a non-profit organization, which seems to be a pet project of a few members. I do not see the benefit to the club members to take on the financial support responsibility.
No	I do believe that EBSF needs to be sustainable, but getting additional money is not making it any more sustainable, it is just creating a new benefactor. As for the benefits to the club....I think the adult sailing program definitely generates a small number of new members, but the national data is abundantly clear - youth sailing programs provide little to no benefit a yacht club's viability. I also find it a little age-discriminatory to imply that the average age of club members are too old! This is the group that has the most available time and income to divert to yachting. For every person you site as joining the club as a result of the EBSF I can point to a person who was retired and joined because they missed sailing and now had the time and money to join a club. You need to stop looking at this from an age-discrimination perspective if you want to create "buy-in" from us older people who end up paying the initiation fee, higher dues, and member assessments. I get a little insulted every time I hear "we need more young people".
No	I would like to see a plan for making the daytime sailing camp program operating costs more in line with income. BYC already covers some of EBSF operating costs (launch driver, insurance, etc.) and much of what would be EBSF capital costs (docks, launches, some boats, etc.) if they had to provide their own. Also, we do need to have a conversation about the issues I noted in comments in #4 above.
No	I'm not sure why EBSF can't be self supporting. I thought there was liability with having a sailing program like this so it was supposed to be independent from the club.
No	It is outrageous that, as a membership, there are plans to financially support EBSF at such an extreme level. Assisting with storage, use of launches and crane is one thing, but replacing vessels is another thing entirely! Perhaps they increase the cost of lessons or take over the EBSF as part of the Club? Why are our funds going to sustain another company??
No	it is suppose to be a separate entity from the BYC. Have those member interested in supporting EBSF contribute directly and take deductions .

No	It seems that there are multiple requests coming from EBSF for support from the club. it is hard to differentiate between so many requests to support EBSF. This particular item if on its own, not with all of the other support requests, would make some sense to me. It seems that EBSF wants to do a lot but are highly constrained by lack of funds. Perhaps if they are unable to generate more funds through fund raising, tuition, racing activities etc., they should look at what they can support. Asking BYC to open its checkbook with so many requests seems like way to much reliance on BYC. Part of the reason they became a not for profit was to generate more funding through tax free fund raising. Looking at the financials it would seem EBSF needs to start spending a lot more time on fund raising. With only about 10% of of their total income coming from fund raising, it would appear that there should be great opportunity to increase this activity in a significant way. In my opinion EBSF needs to increase the amount of money it generates from fund raising. This should be a top priority for their future. Otherwise perhaps we should revisit why they are a separate entity.
No	It seems we already contribute a significant amount of funds and volunteers. If this is not already sufficient, perhaps the problem is that this program has grown beyond what was originally intended and should be scaled back.
No	It's EBSF's responsibility, not BYC.
No	Not the clubs core mission.
No	Robust fundraising first. Better alignment between income and expenses.
No	Sending them a unsupervised stream of money is a tax on members encouraging continued operation without the discipline to raise money independently or manage expenses to match income.
No	The overall charter for EBSF should be explicitly defined and approved by BYC membership before any financial support is requested.
No	There is no logical reason that EBSF can't be self sustaining.
No	This is a blank check to EBSF in the BYC checkbook. Each year the cost will undoubtedly go up. Once this happens there will be no incentive for EBSF to try to control costs, not to hire year round staff, maintain equipment, etc. My GUESS is that this is a move to legitimize what is currently going on with BYC funding of EBSF then to further expand this funding.
No	I do not see the direct correlation between youth sailing leading to future BYC Membership. I didn't see numbers, nor data to support this claim. If the EBSF has grown too large to self-sustain, then let the EBSF work on that business plan.
No	No I do not.
No	This cost should be borne unto those enrolled in EBSF programs, not Club members.



No	I don't think ensuring the financial sustainability of EBSF should be the responsibility of the BYC membership. I understand that EBSF provides an important service to the community, and I think the "community"
No	This is not the mission of the Bristol Yacht Club. EBSF is a separate organization and should operate as such.
No	While this is a very worthy program that provides the opportunity for many young people to get out on the water and learn to sail. I would think that EBSF should become a self sustaining entity in and of itself through a revised fee structure for the participants and donations from those who choose to support them.
Neutral	Dont know enough about this
Neutral	Financial support to EBSF remain at the present levels
Neutral	Have not seen the Project #5 report. See final comments.
Neutral	I am a new member so I do not know all the issues but it seem EBSF needs to define what they are. A community sailing center or a BYC sponsored sail learning program ? Is the Mercury fleet needed ?
Neutral	I support strongly junior sailing. I support strongly financial support by BYC as a line item budget amount annually as agreed by membership, not a year to year request for supplemental funds. EBSF needs to be self-sustaining financially with a line item in their budget for acquisitions of boats + equipment maintenance. They need a business plan with a comprehensive budget that includes an annual, stable, agreed upon \$ infusion from the BYC.
Neutral	It's obvious that the program cannot support itself on an annual zero budget, and the Club provides all insurance, capex, maintenance, etc. The program should cover the labor, general expenses, equipment, etc. Sail training for children is one of the most important reasons why folks should join, however, unless there is a financial gain for the Club, seems like we are providing a public program for non-members to use our facility, equipment, etc., and the cost that is paid does not cover the expenses. Is there not enough interest in our membership to have a functional sailing program for our kids? Could be a way to attract younger families.
Neutral	More info desired as to the linkage between BYC and EBSF. In the past, and maybe now, too much EBSF emphasis was placed on racing, and not just enjoyable sailing.
Neutral	Not at this point as need more information and hard numbers on EBSF and cost/benefit to club. There needs to be a breakdown on adult vs junior programs and accounting and associated cost to club with EBSF utilizing current resources.
Neutral	Same as above
Neutral	There needs to be a fair and equitable financial relationship between BYC & EBSF
Neutral	There needs to be a fair and equitable financial relationship between BYC & EBSF

Neutral	There needs to be more information from EBSF. An aging fleet of boats needs a plan other than holding out a hand for money. I love sharing sailing with kids! And want to see it continue at BYC. Every aspect of learning is represented in junior sailing. Most important a healthy respect for their environment, physics, sport, self esteem, team building and so much more. But it costs a lot of money! We need dedicated efforts finding creative means of fundraising. Our students are from the greater Bristol community and the funding should encompass that same expanded community.
Neutral	While I do think the club should support EBSF, I also do not think it should become a major burden to the membership. It was supposed to support itself when the program started.
Neutral	I understand the benefits but I am not clear on the financial impact to the club especially if we move forward with other initiatives.
Neutral	No harm to investigate solutions for this issue at the Executive Board level.
Neutral	I always believed EBSF was a separate financial entity It strikes me that the proposal is that it needs a BYC budget line item for future financial viability. I'm not opposed to that but the EBSF expenditures and especially the liabilities (its large fleet of boats) needs to be managed to not push an unplanned liability on the club.