Dear Friends,

Much has changed since last year’s annual report.

2019 was a year of growth. HI USA served over 1.1 million hostel guests and registered a $7.5 million surplus. We delivered on our commitment to meet both the travel needs and the intercultural promise of connecting travelers from around the world in our hostels.

2020 was a year of challenge. But when the COVID-19 pandemic first hit the USA in February, we responded decisively, guided by our organization’s core values.

• As borders began to close, we opened our doors to stranded foreign students waiting for flights home, as well as to returning Peace Corps volunteers called back to the USA with no housing.

• Between March and mid-April, we temporarily closed all HI USA-operated hostels to protect the health and safety of guests and staff until we had a better understanding of how we could protect them.

• During the summer, we worked diligently with a professional industrial hygienist to develop COVID-responsive health and safety standards for our hostels.

• In September, we reopened a handful of hostels that we could operate safely until early winter when a new COVID-19 surge made many closures necessary again.

• We also launched a range of engaging online programming while travel was limited.

By the end of 2020, financial losses exceeded $15 million. Property sales were essential to funding the organization through months of little or no revenue.

HI USA may be smaller now, but we are not defeated. We credit that to what we’ve learned about adapting to the unexpected—because as you know, hostel travel is all about:

Resilience

Yes, the pandemic is formidable but we will overcome it together. COVID-19’s interruption of our 10+ years of mission and financial growth is temporary.

We are currently working to build on our long-term record and bring hostelling to future generations of travelers. We believe we have a lot to look forward to. And we invite you to join us in charting new territory.

Peggy Stevens
HI USA Board Chair

Russell Hedge
HI USA President and CEO
Happy guests, all around

Here’s what program participants have to say about the impact of HI USA, based on surveys completed over the past three years:

(Answers used a scale of 1 to 5, with 5 being “strongly agree”)

4.05 I UNDERSTAND ANOTHER CULTURE BETTER
4.47 I WANT TO LEARN MORE ABOUT OTHER PEOPLE AND THEIR CULTURES
3.81 I UNDERSTAND SOMETHING ABOUT MY CULTURE MORE CLEARLY
4.13 I WILL THINK MORE ABOUT HOW MY ACTIONS AFFECT THE WORLD
4.13 I WILL USE WHAT I LEARNED ABOUT OTHER CULTURES IN MY OWN LIFE

“Exploring a different culture of people with different social norms has inspired me to be more open and accepting of others who are different from me. I will definitely take advantage of the next opportunity I have to travel again!”

TRENISHA BENNETT
2019 EXPLORE THE WORLD RECIPIENT

We’re also proud to say HI USA has been rated as one of the top hostel networks in the world by:

HOSTELWORLD
HOSTELLING INTERNATIONAL

“My experience abroad has helped me to advocate for greater independence and self-sufficiency for others. I continue to work where it matters most to me and realize the importance of community being anywhere you make it, even thousands of miles away from home.”

RULA THABATA
2018 NEW ORLEANS EXPLORE THE WORLD RECIPIENT
Over the last decade, we’ve hosted millions of guests from more than 165 countries around the world. The impact on all of these lives is evident in the connections each person has made. Now, here are a few milestone memories we’re especially proud of as an organization.

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>• First time HI USA voted Top 3 Hostel Network (by Hostelworld)</td>
</tr>
<tr>
<td></td>
<td>• Great Hostel Give Back program launches free overnights for community groups</td>
</tr>
<tr>
<td>2011</td>
<td>• Volunteers vote to unify HI USA into a single national organization</td>
</tr>
<tr>
<td></td>
<td>• HI USA adopts Triple Bottom Line to measure its success</td>
</tr>
<tr>
<td>2012</td>
<td>• HI Boston hostel opens</td>
</tr>
<tr>
<td></td>
<td>• Cultural Kitchen offers programs and overnights to youth groups</td>
</tr>
<tr>
<td>2013</td>
<td>• Sleep for Peace program introduced as part of UN Day of Peace</td>
</tr>
<tr>
<td></td>
<td>• New sustainability standards launched for HI USA hostels</td>
</tr>
<tr>
<td>2014</td>
<td>• HI USA unification completed</td>
</tr>
<tr>
<td></td>
<td>• First-ever White House Travel Bloggers Summit organized by HI USA</td>
</tr>
<tr>
<td></td>
<td>• Election to the UNWTO Affiliate Board of Directors</td>
</tr>
</tbody>
</table>
COVID-19 strikes and HI USA takes action to protect its mission and its future
Their Legacies Live On

HI USA’s small and large hostels have offered travelers an accessible way to experience destinations across the country, often located in small communities or more remote areas. We celebrate their contributions to our mission of affordable, purposeful travel throughout their years of operation. The commitment and talents of hostel staff and volunteers have been essential to our success.

The COVID-19 pandemic required us to make difficult decisions to close hostels based on financial necessity. We recognize these nine hostels that closed in 2020 and the people that brought them to life with gratitude. We will honor their donors and volunteers through special displays and room namings in other locations.

Hostels That Closed in 2020

<table>
<thead>
<tr>
<th>Hostel</th>
<th>Est. Year</th>
<th>Overnights</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>HI Houston Morty Rich</td>
<td>2011</td>
<td>96,700</td>
<td>6,100 participants</td>
</tr>
<tr>
<td>HI Monterey</td>
<td>2000</td>
<td>107,200</td>
<td>2,400 participants</td>
</tr>
<tr>
<td>HI Eastham</td>
<td>1966</td>
<td>25,000</td>
<td></td>
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<tr>
<td>HI Nantucket</td>
<td>1963</td>
<td>60,100</td>
<td>4,300 participants</td>
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<tr>
<td>HI Washington DC</td>
<td>1987</td>
<td>758,000</td>
<td>72,500 participants</td>
</tr>
<tr>
<td>HI Portland Hawthorne</td>
<td>1985</td>
<td>94,400</td>
<td>3,800 participants</td>
</tr>
<tr>
<td>HI South Bay</td>
<td>1983</td>
<td>43,700</td>
<td>1,100 participants</td>
</tr>
<tr>
<td>HI Austin</td>
<td>1990</td>
<td>156,100</td>
<td>7,200 participants</td>
</tr>
<tr>
<td>HI Madison</td>
<td>1998</td>
<td>15,500</td>
<td>17,200 participants</td>
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(All data is from 2010-2019.)
### CONSOLIDATED STATEMENT OF ACTIVITIES

<table>
<thead>
<tr>
<th>OPERATING REVENUES</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hostels, programs and education</td>
<td>$50,931,263</td>
<td>$52,331,500</td>
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<tr>
<td>Membership</td>
<td>$406,175</td>
<td>$286,970</td>
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<tr>
<td>Contributions</td>
<td>$1,442,816</td>
<td>$10,251,856</td>
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<tr>
<td>Investment income</td>
<td>$10,601</td>
<td>$695,882</td>
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<tr>
<td>Other</td>
<td>$358,659</td>
<td>$313,596</td>
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<tr>
<td><strong>TOTAL OPERATING REVENUES</strong></td>
<td><strong>$53,149,514</strong></td>
<td><strong>$63,879,804</strong></td>
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<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hostels, programs and education</td>
<td>$49,472,477</td>
<td>$48,344,938</td>
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<tr>
<td>Supporting services</td>
<td>$7,069,805</td>
<td>$7,630,020</td>
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<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>$56,542,285</strong></td>
<td><strong>$55,974,958</strong></td>
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<table>
<thead>
<tr>
<th>NET OPERATING INCOME/(LOSS)</th>
<th>2020</th>
<th>2019</th>
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<tr>
<td></td>
<td>($3,392,768)</td>
<td>$7,904,846</td>
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<tr>
<th>NONOPERATING ACTIVITIES</th>
<th>2020</th>
<th>2019</th>
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</thead>
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<tr>
<td></td>
<td>($2,314,814)</td>
<td>($433,843)</td>
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<th>CHANGE IN NET ASSETS</th>
<th>2020</th>
<th>2019</th>
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<tr>
<td></td>
<td>($5,707,582)</td>
<td>$7,471,003</td>
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### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

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<tr>
<th>ASSETS</th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td>Cash</td>
<td>$7,151,542</td>
<td>$11,983,420</td>
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<tr>
<td>Investments, receivables, inventory &amp; prepaids</td>
<td>$20,040,343</td>
<td>$20,289,064</td>
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<tr>
<td>Property held for sale</td>
<td>$358,659</td>
<td>$313,596</td>
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<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>$27,724,072</strong></td>
<td><strong>$32,272,304</strong></td>
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<table>
<thead>
<tr>
<th>LONG TERM PORTION OF RECEIVABLES, NET PROPERTY AND EQUIPMENT, NET</th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td>$171,650</td>
<td>$161,700</td>
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<tr>
<td>$91,944,271</td>
<td>$95,004,202</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$119,839,993</strong></td>
<td><strong>$127,438,206</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>2020</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$4,456,663</td>
<td>$5,348,849</td>
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<tr>
<td>Current portion of long-term debt</td>
<td>$4,754,486</td>
<td>$2,016,431</td>
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<tr>
<td>Deferred income</td>
<td>$4,129,455</td>
<td>$4,523,728</td>
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<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td><strong>$13,340,604</strong></td>
<td><strong>$11,889,008</strong></td>
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<table>
<thead>
<tr>
<th>LONG TERM PORTION OF DEBT &amp; UNAMORTIZED DEBT ISSUANCE COSTS</th>
<th>2020</th>
<th>2019</th>
</tr>
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<tbody>
<tr>
<td>$53,289,510</td>
<td>$57,833,879</td>
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<table>
<thead>
<tr>
<th>OTHER LIABILITIES</th>
<th>2020</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>$1,618,285</td>
<td>$361,014</td>
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| **TOTAL LIABILITIES** | **$68,248,399** | **$70,139,030** |

<table>
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<tr>
<th>NET ASSETS WITHOUT DONOR RESTRICTIONS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$38,010,485</td>
<td>$42,881,954</td>
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<table>
<thead>
<tr>
<th>NET ASSETS WITH DONOR RESTRICTIONS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$13,581,109</td>
<td>$14,417,222</td>
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</tbody>
</table>

| **TOTAL LIABILITIES AND NET ASSETS** | **$119,839,993** | **$127,438,206** |
Making Plans for Our Future

We’ve had to make some tough decisions to get through the pandemic, and we are looking forward to emerging—ready to serve travelers and grow again.

Our mission impact is largest in five cities. Boston, Chicago, Los Angeles (Santa Monica), New York City and San Francisco delivered about three quarters of our network-wide overnights, program participants and volunteer hours. They also generated more than 90 percent of our financial surplus before COVID-19 struck. HI USA can regrow so long as we maintain this presence.

Our smaller hostels deliver unique recreational and learning experiences important to HI USA’s mission and its legacy. Two notable clusters of mid-sized and regional hostels share a coastal presence within easy reach of a major hostel city: the Cape and Island hostels near Boston, and the Pacific coastal hostels outside of San Francisco. Others are more geographically dispersed.

Hostel programs and volunteers will remain a priority. We will leverage the growing popularity of online platforms and virtual programming to widen opportunities for mission delivery and volunteer engagement. We will seek to actively reach those living in areas where we do not have a hostel presence.

Our plan is to re-emerge from the pandemic smaller but mighty and ready to grow. Innovative new programs will help to deliver our mission of cultural understanding. With our many supporters, our track record as one of the top hostel networks in the world, and our travel-inspired resilience, we are confident of being able to rebuild our success!

Board Members

Peggy Stevens, Chair
Fredericksburg, VA

Charles Hokanson, Vice Chair
Tampa, FL

Eric Oetjen, Vice Chair
Washington, DC

Erika Byrnison, Secretary
Jersey City, NJ

Alexandra Escobar
Washington, DC

Bruce Marsden
New Hope, PA

Dean Papademetriou
Boston, MA

Erin Hamant
Santa Monica, CA

Lisa Gurwitch
New York, NY

Nick Andrade
San Francisco, CA

Nicole Sandoval
Plymouth, MN

Peter Jenkel
Chicago, IL

Erin Hamant
Santa Monica, CA

Tom Courtney
Oakland, CA

Violet Apple
Owings Mills, MD

Walt Knoepfel
San Francisco, CA
We Are Grateful for Your Support

Individual Donors

$25,000 and above
Richard W. Norcross
Ane Powers

$10,000-24,999
Walt Knoepfel
Gary Koerner

$5,000-9,999
Nicholas Andrade
Glenn Azuma
Larry & Linda Black
Judith Ann Cerny
Anonymous
Lisa Gurwitch
Kathleen & Russell Hedge
Eric Oetjen
Anonymous
Margaret & Jonathan Stevens
Randall Traweek

$2,500-4,999
Frank Braun
Aaron Chaffee & Adrian Sevier
Joseph Chesler
Charles Hokanson
Ursula Krummel
Bernard & Charlotte Laroy
Bruce & Leslie Marsden
Richard Menschel
Jon Ridge & Judith Mikolai
Nicole & Victor Sandoval

$1,000-2,499
Ann Becker
Danielle & Tom Brumfitt Norris
Erika Byrnnison
Joel Chusid
Nancy Curran
Ian Davis
Sanford & Linda Dee
Alexandra Dilworth
William Evans
Jason Fishbain
Ben Garcia
Eri Hamant
Gail Hesse
Agnes Hofman
Eitan Itzkowitz
Peter Jenkel
David Kaler & Jeanie Osburn
Kerry King & John Goodman
David & Mary Klein
David Knapp
David Madson
Mary McCleland
Anonymous
John Paluch
Dean Papademetriou
Francis Pickford
Cheryl Preper
Gerald & Christa Reynolds
Sarah Arnold
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Robin Halford
George Hamilton
William Herbst
Annette Hinkle
Philip Hubbard
Mike Hyman
Debbi Iwig
Anthony Jones
John Cane & Vicki Knoepfel
John Lukes
Douglas Maas
Kathleen McAdam
Christine Mitchell & Sue Dockstader
Judith Nelson & Suzanne Huard
Leo Pedretti
Anne Power
Helmut Rueckert
Thomas Sharpe, Jr.
Malcolm Smith
Will Spargur
Kristin Steuerle
Diane Tremper
Jody Vandergriff
D. Van Dyke
John Verdi
Mark Vidalin
Jennifer Wampler & John Vassar
Rita & Tom Weidman
Susan Wenber
Haley Elizabeth Woods

$250-499
Diane & Dennis Baker
Cathleen Bartlett
Carol Blair Scowcroft
Corinne Bradley
Terrell Brown
Javier Bujanda
Carrie Carpenter
Dorothy & Donald Cloud
Andrew Dannenberg
Denise Drazy-Shedd
Patricia Elston
Gary Emich
Trevor Everson
Margo Howell
Renee Hymel
Alan & Carol Johnson
Alan Johnson
John Kaeuper
Alan Kay
Joyce EM Knoll
Roseanne Landay & Chris McElroy
Jose Leon
Ben Lin
Evelyn Lueker
Catherine Mackenzie
Deena Maise
Douglas Markham
Marvin & Matthew Moreno
Alice Motten
Mark Mullin
John Orndorff
Clayton Osborne
Angela Pechal
John Russell
Eric Sanford
Barbara Schliebe
Gary Shelly
Helen Sydavar
Annette Tessier
Pamela Tice
Peter Wareing
Barbara Wein
Donna Werner
Rolf Zschoernig

$100-249
Mary Adams
Albert Aichroth
William Alexander
Tim Allen
Sean Anderson
Carilyn Anderson
Thomas Andrews
Rick Atkinson
Stephen & Barbara Austin
Ahmad Azary & Susan Minai-Azary
Vance Bachman
Linda Batcheller
John & Judith Belash
Katherine Bellatorre
Mr. Dale Bickenbach
Riva Blumenfeld
Deborah Bonte
Bruce Borlum
Amy Borlum
Nancy Brown
Susan Butkus
William Calamoneri
Linda Calhan
Art Canter
Jeannette Caporale
Winston Caver
John Christensen
Neil Clark & Nancy Stevenson
Ray & Monica Conrady
Mike Retberg & Emily Courtney
Jim & Gretchen Covington
David Crowley
Janet Cyphers
Karen Davis
Anush Dawidjan
Robin Dean
Don & Kathy DeGraaf
Kyle Dewolfe
Gerald Dickinson
Teresa Dolan
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<thead>
<tr>
<th>Name</th>
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<td>David Doyle</td>
<td>Lazare Mbatchou</td>
<td>Juliet Wurr</td>
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<td>Donna Ducharme</td>
<td>Gregory McCarthy</td>
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<td>Katherine Ellgen</td>
<td>Richard &amp; Lois McClave</td>
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<td>Josie Good</td>
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<td>Clarence Blom</td>
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<td>Daniel Brenner</td>
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<td>Glenn and Shauna Bryers</td>
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<td>Jack Sawyer</td>
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<td>Miriam Scott</td>
<td>Daniel and Lys Burden</td>
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<td>Robert Childers and Jean Russell</td>
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### Institutional Donors

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<td>Lonely Planet Publications, The City of San Diego</td>
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<td>$5,000-9,999</td>
<td>Global Voyages Group, Hostelling International, InterExchange, Inc.</td>
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<td>$2,500-4,999</td>
<td>Eventbrite, Hilda &amp; Hershel Rich Family Fund, Surfside Assoc.</td>
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<td>$1,000-2,499</td>
<td>County of San Diego, Helios Education Foundation, Jewish Community Federation, Mariposa Hunters Point Yacht Club</td>
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<td>$500-999</td>
<td>AmazonSmile Foundation, Go Overseas, Off We Go, STA Travel</td>
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<td>$100-249</td>
<td>Bar Louie, Boston Japanese Tutors, Citizens for Ronald Denson, Fisher College, Girl Scouts of San Diego County, Girl Scouts San Diego, Google Inc.</td>
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- Assured Life Association
- AT&T Foundation
- Chevron
- Google, Inc.
- Helios Education Foundation
- TCF Foundation

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- Auditorium Theater
- Big Bus Tours Chicago
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- Corepower Yoga
- Eataly Chicago
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- Kinslager Brewing Company
- Lagunitas Brewing Company
- Pepco Edison Place Gallery
- REI (Public Affairs)
- Stan’s Donuts
- STA Travel
- Summit Brewing Company
- The Peace School
- Trader Joe’s Chicago

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- Norman Biggart
- Joan Louise Campbell
- Mary Gates
- Margaret J Miller
- Albert Saine

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- Minor & Marion Azuma
- Joseph & Joan Chesler
- Ella & Dylann Coley
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- Clem and Louise Motten
- Manuel Moreno
- Ruth and Bill Nelson
- Gene Plant
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- Stephanie Rizzi
- Dorothy Smith
- Crandall R. Wallenstein

---

"I haven’t finished my hostelling work. I want to see this amazing organization continue to provide for future generations. I’ve included HI USA in my will through a bequest."

**KATHLEEN MCADAM**
**MEMBER, HOSTELLING LEGACY SOCIETY**
Hostelling Legacy Society

HI USA thanks and honors the following members of the Hostelling Legacy Society who have so generously included legacy gifts to HI USA in their wills or trusts. Their foresight will help ensure that future generations of hostellers can have the same meaningful experiences they had.

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HI USA’s Mission:
To help all, especially the young, gain a greater understanding of the world and its people through hostelling.

The more I got to know HI USA, it surprised me how greatly HI USA affects the travel world. Hostelling teaches cultural competency. HI USA brings people together and makes that possible.

ERIN HAMANT
HI USA DONOR

HI USA Signature Programs

**Great Hostel Give Back**
Rewards groups of 8 or more travelers with free hostel stays when they volunteer in our local communities. Originally organized for the MLK Day of Service, this is now held annually in January and February.

**Sleep for Peace**
Celebrates the peacebuilding power of hostel stays and travel. Held on UN International Day of Peace, this HI USA developed program is now offered in dozens of countries.

**IOU Respect**
Brings together future leaders from Egypt, France, Germany, Lebanon, Tunisia and the USA for hostel stays and facilitated dialogue around topics ranging from privilege to identity to conflict.

**Explore the World Scholarships**
Provides funding for international educational travel to under-represented and under-resourced young people who have compelling plans and needs.

**Green Hostels**
Sets high sustainability standards for HI USA and funds implementation by explaining green practices through displays and programs for hostel guests and community members.