

# Embracing a Changed World

**The Many Faces of HI USA**



**HI USA 2021 ANNUAL REPORT**

[HIUSA.org](https://HIUSA.org)



// Perhaps travel cannot prevent bigotry, but by demonstrating that all peoples cry, laugh, eat, worry, and die, it can introduce the idea that if we try and understand each other, we may even become friends. //

**MAYA ANGELOU**



## Letter from Chair and CEO

**Annual reports provide an opportunity for reflection – challenges met, achievements realized, and opportunities approaching. Two events stand out:**

**COVID-19 Pandemic:** Facing unparalleled economic challenges, we reduced our footprint. The decision to close hostels, while not made easily given the rich history of the hostels affected, has stabilized HI USA's financial footing. We have retained a diverse hostel network of 15 hostels in urban centers and coastal areas and continue to work with our licensed affiliates around the country.

**National Focus on Equality and Justice:** The self-examination occurring throughout our nation has sparked an internal assessment of diversity, equity, and inclusion. Through the hostel experience, we pride ourselves in embracing all cultures and backgrounds, and for that reason it is appropriate that we not only confirm but expand our organization-wide commitment.

While we acknowledge the continued evolution and impact of these challenges, we are certain that HI USA's foundation positions the organization to move forward with thoughtful optimism.

**Hostels:** The current world environment persuades us that the most important thing we deliver is a safe and meaningful hostel overnight for our guests. One that actively pursues, embraces, and creates connections with different perspectives and backgrounds. HI USA hostels, closed or at limited capacity for half of 2021, now stand ready to welcome guests from around the world and the US.

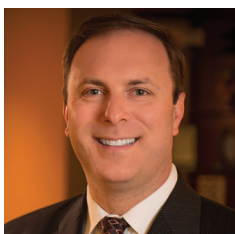
**Programs:** Travel scholarships have restarted with six young people of diverse backgrounds receiving financial assistance and pre-trip training through our Explore America program. After a one-year hiatus, the Great Hostel Give Back reopened applications in 2021 and will feature six groups, primarily high school and college students, discovering our hostels at no cost as they pursue community service projects as volunteers.

**Virtual:** The pandemic has motivated us to expand virtual programming and CEO/Chair updates to reach current supporters and attract new audiences. We delivered 85 virtual programs in 2021 that explored topics of identity and travel, an initiative that will continue even as on-site programming returns.

**Worldview:** In August 2022, HI USA will welcome 24 young people from Egypt, France, Germany, Lebanon, Tunisia, and the US for a two-week intensive cultural exchange at our Chicago hostel. We took the program virtual in 2021 and are ready to meet with our participants again face to face. This program, IOU Respect, was created after 9/11 with sister organizations from these five nations to explore and understand our differences and undeniable similarities.

Featured in this report are profiles of HI USA staff and volunteers, examples of people who help transform lives through the impact of the programs we deliver and the intercultural dialogue we encourage. The many faces of HI USA reflect the many facets of our impact and the community of global citizens we are building. Our mission has taken on heightened meaning and relevance in an ever-changing world.

We are deeply grateful for your support – and look forward to your continued active engagement.



A handwritten signature in black ink that reads "Charles Hokanson".

**Charles Hokanson**  
Chair



A handwritten signature in black ink that reads "Russell Hedge".

**Russell Hedge**  
HI USA President and CEO



## Advancing HI USA's Mission

To help all, especially the young, gain a greater understanding of the world and its people through hostelling.

### Hostel Overnight Experience

HI USA is recognized as the premier provider of a hostelling experience that has a positive impact on culturally diverse travelers based within or traveling to the US. Our hostels offer friendly, affordable, secure, and environmentally responsible overnight accommodations with opportunities for cultural exchange and understanding – through the physical design of the hostel and the experiential learning activities available to guests. All hostels opened in 2021 and overnights totaled around 200,000, up 19% from 2020, with overall guest satisfaction scores remaining strong at 89%. Guest-focused volunteer programming was slowly reintroduced in 2021 at properties with 78 volunteers contributing 1,083 hours to HI USA programming.

### Hostel Legacies

Due to the COVID-19 pandemic and financial necessity, four hostels closed permanently in 2021. We celebrate the contributions of staff, donors and volunteers who were dedicated to each – and the guests who stayed at each over the years. Each hostel and key supporters will be honored through displays and room namings at other locations.

Note - all numbers below reflect 5-year operation totals



#### HI Marin Headlands

Established: 1980

Overnights: 96,180

Programs: 9,392 Participants



#### HI San Diego Point Loma

Established: 1980

Overnights: 64,336

Programs: 4,952 Participants



#### HI Richmond

Established: 2015

Overnights: 27,500

Programs: 5,700 Participants



#### HI San Francisco City Center

Established: 2001

Overnights: 268,000

Programs: 21,345 Participants

### HI USA Hostels

#### Urban / Metropolitan

HI Boston, Boston, MA

HI Chicago, The J. Ira & Nicki Harris Family Hostel, Chicago, IL

HI New York City, New York, NY

HI New Orleans, New Orleans, LA

HI Sacramento, Sacramento, CA

HI San Diego Downtown, San Diego, CA

HI San Francisco Downtown, San Francisco, CA

HI San Francisco Fisherman's Wharf, San Francisco, CA

HI Santa Monica, Santa Monica, CA

#### Rural / Small Town

HI Hyannis, Hyannis, MA

HI Martha's Vineyard, Vineyard Haven, MA

HI Pigeon Point Lighthouse, Pescadero, CA

HI Point Montara Lighthouse, Montara, CA

HI Point Reyes, Point Reyes, CA

HI Truro, Truro, MA

Note - Other hostels independently owned around the US are licensed as affiliates by but not operated by HI USA. A list of affiliated hostels is located at [hiusa.org](https://hiusa.org).



## Advancing HI USA's Mission



### Scholarships

HI USA's belief that travel transforms lives through exposure to diverse cultures inspired the creation of Explore the World and Explore America scholarships to reduce barriers to travel that many under-represented and under-resourced young people face. Each provides funding and counsel for international and domestic travel that can help meet personal and educational goals. Due to the pandemic, Explore the World scholarships were not offered in 2021, while six Explore America recipients embarked on their domestic trips across HI USA hostels.



### Great Hostel Give Back

The Great Hostel Give Back was launched originally for the Martin Luther King Day Jr. of Service to use hostels as a base for community impact. Each year now in January and February, groups (primarily college and high school) of eight or more can receive free hostel stays when they volunteer in our communities. While the program paused during 2021 due to the pandemic, six groups have been approved for early 2022 participation. By comparison, in 2020 HI USA hosted 40 groups with 686 participants.



### Sleep for Peace

HI USA created the program Sleep for Peace to celebrate the peace-building power of hostel stays and travel. Held on the UN International Day of Peace, this program is now offered in dozens of countries. Each hostel celebrates in ways that are meaningful to its location and vibe. As with other programming in 2021, Sleep for Peace went virtual with an international Twitter chat and online program on the importance of travel and peace-building efforts.



### Programming

Experiential learning is at the core of HI USA's mission – through the hostel overnight experience and programs. Activities led by community volunteers provide an intercultural experience while exploring the surrounding area. Limited programming was reintroduced in 2021, offering 115 activities to guests across the network. HI USA offers a range of lively and educational virtual programs, including workshops on why and how to travel. Results were encouraging in 2021 as over 1,300 individuals participated in 87 virtual events; 39% of registrants indicated no prior involvement with HI USA.



### IOU Respect

To help bridge the gulf of misunderstanding between Western and Arabic cultures revealed by 9/11, the national hostelling associations from Egypt, France, Germany, Lebanon, Tunisia, and the US created the program IOU Respect. Twenty-four young people from the six nations come together for two intensive weeks in hostels for facilitated dialogue around topics ranging from privilege to identity to conflict. In 2021 IOU Respect went virtual, including a special IOU Respect Reunion, bringing program alumni together. The US will host IOU Respect in August 2022 at HI Chicago.



### Sustainability

HI USA has a strong record of environmental responsibility through the green operating practices within our hostels through recycling, energy conservation and water use management. The reuse and repurposing of existing older and historic buildings as our hostels is an illustration of HI USA's long commitment to sustainability.

# HI USA's Mission

## Through the Many Faces of HI USA

### Our Staff and Volunteers

The following profiles are representative of HI USA staff and volunteers who work together to deliver rewarding hostel overnight experiences, great activities, and enriching programs – with the collective goal of fostering and supporting intercultural understanding and global citizenship.



#### Isabel Cruz

General Manager, HI New York City

**"I enjoy watching guests interact with people from many cultures and I've seen the personal growth of staff as they learn from people from around the world. While we've had few international guests during the pandemic, guests from short distances tell us how easy it is to meet others compared to a hotel. HI USA has influenced my family to travel and connect with other cultures."**

Isabel just celebrated her 20-year anniversary with HI USA, beginning her career as Assistant General Manager in 2008 and becoming General Manager in July 2021.

#### Tom Judge

Chicago Volunteer

**"Hostellers interact in ways that would be difficult in a traditional hotel. We help them learn about the city and each other. I meet guests who can afford more expensive accommodations but they prefer a hostel so they can meet people from around the world. I improve the image of Chicago through my walking tours and my work at the information desk by offering my perspective of history, architecture, and people."**

Tom, who began volunteering 53 years ago, led walking tours for the former Chicago summer hostel. Since the 2000 opening of HI Chicago, the J. Ira & Nicki Harris Family Hostel, he has operated the information desk and led overview walking tours. He spent most of his career in the railroad industry, including as editor of an industry trade journal.



#### Autumn Raggett

Guest Services Associate, HI Santa Monica

**"Our guests enjoy the community atmosphere of our hostel, including our kitchen. It is amazing to see people from all over the world getting to know each other during meals they've cooked together. A guest from Spain was so appreciative about my touring help that she cooked me a delicious meal. I recognize something like that would never happen in a hotel."**

While working on a degree in psychology at Santa Monica College, Autumn is part of a six-member guest services staff at HI Santa Monica where she has worked since 2017. She sometimes works overnight when travelers tend to be working through jet lag, and she enjoys hearing their life stories which she reports they love to share.



## Willa Rosen

Austin Volunteer

**"When we shifted to virtual programs because of the pandemic, it reduced barriers to participation. We now attract people from the US and around the world. In my traveling solo workshops, I feel good that I am giving new travelers of all ages the permission to travel independently and move beyond their comfort zone."**

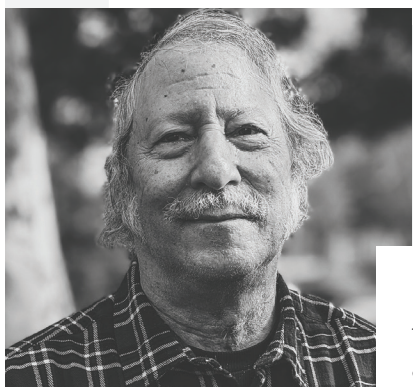
Willa, who began volunteering with the former HI Austin hostel in 2010, was influenced by travel training she received in the '90s before circumnavigating the globe. She is a social worker by training and provides counselor training for area schools. Her interest in community education and passion for travel attracted her initially to volunteering.

## Candice Washington

Director of Education

**"Education is not the exclusive responsibility of the education department. We want to infuse education into every aspect of HI USA – the hostel overnight stay, the hostel vibe, virtual and on-site programs, and the activities. Every staff member and volunteer has a role in expanding guest and participant appreciation for travel and understanding of other cultures."**

Candice came to HI USA in 2014 to strengthen the organization's educational elements. She believes her interest in intercultural understanding stems from her small town Indiana roots and college in New Orleans. She takes pride in applying Association of American Colleges and Universities VALUE rubrics to program outcomes.



## Henry Milich

San Francisco Volunteer

**"I take hostel guests on an active four mile walk through Russian Hill, Nob Hill, and Telegraph Hill. It is long enough that people from around the world come together as a group and get to know each other individually. I give them a list of things not to do, like referring to cable cars as trams or trolleys and referring to the city as Frisco!"**

Henry began as a volunteer in 2006 at HI San Francisco Fisherman's Wharf. He likes that the walking tour he leads, the Hills of San Francisco, accomplishes strenuous activity and a concentrated time for guests to relate to each other. An accountant by profession, Henry has also volunteered at Travelers Aid stations in airports and three different food pantries.



## Marcella McCoy-Deh

HI USA Board Member

**"For the Great Hostel Give Back, our campus has organized five groups of 30 college students, mostly freshmen, to stay at a HI USA hostel and participate in a community service project. The hostel and its vibe blow their minds – encountering other cultures, talking with staff, reading messaging on walls and signs. Travel changes the trajectory of how young people see themselves. Travel within our country can be as transformative as international travel, particularly through a hostel lens."**

Associate Professor of American Studies at Thomas Jefferson University in Philadelphia, Marcella has served on the HI USA Board for six years. From her Board perspective, she believes that the Great Hostel Give Back is a way to introduce young people to hostels and the rich experiences they provide.

## Zirma Escobar

HI San Francisco Downtown Manager of Housekeeping

**"The pandemic created new cleaning challenges for our housekeeping staff but we've always had high standards. Guests know that we enjoy interacting with them. I particularly enjoy seeing families from different countries getting to know each other. Working here has exposed me to new worlds."**

Zirma came from her native El Salvador in 2013, interviewing for and beginning as a housekeeper at the former HI San Francisco City Center. Since 2018, she has been Manager of Housekeeping at HI San Francisco Downtown, managing a staff of 12 for the 320-bed hostel.



## Aaron Chaffee

Vice President, Head of Hostel Network

**"While the pandemic could have devastated HI USA, we have created a smaller sustainable network of hostels that provides urban cultural access and locations with direct coastal access. We retain ambitions for new hostel development as travel strengthens, but for now, it is all about maximizing impact through the overnight stay and programs. I know how hostels influenced me at a young age and I want our hostels to remain committed to that impact."**

Aaron spent a semester in Denmark, where he discovered Europe through hostels. He believes those experiences helped him avoid making assumptions about unfamiliar cultures. He began with HI USA 19 years ago as a hostel manager in Seattle. He has overseen hostel operations and developed new hostels.



## HI USA's Mission Through the Many Faces of HI USA Hostel Guests & Program Participants

The following is representative feedback received from hostel guests and program participants, expressing the impact they feel from the hostel overnight stay, activities, and programs.

### Hostel Overnight Guests

"The physical design of the place enhanced the positive and easy psychological and social environment. I felt very much at home being with people or being by myself. I felt valued."

"Community has new meaning. I love the sense of community I feel when I stay at HI hostels."

"I am happy that there exists moderately priced accommodations that are well-maintained and take into consideration the needs of travelers while affording opportunities to meet people of different backgrounds and parts of the world."

"The staff and management keep this hostel so clean, interesting, and unique that it fosters an ambiance of home and warm interpersonal connection between cultures."

### Great Hostel Give Back Participants

"A hostel is a perfect place for student groups to stay. We went to the Chicago Women's Park to help run their Fire and Ice Festival and we made lunch packs for the homeless community around the loop."

"I thoroughly enjoyed meeting people from around the world in the hostel. It's understood that you are supposed to talk with each other rather than a hotel where people refrain from talking."

### Scholarship Recipients

"I have gained a newfound appreciation and respect for cultural differences and I seek to incorporate some of these values into my new life in the US."

"I learned so much about myself and what I want in the next few years. I developed emotionally and mentally in ways I could not back home."

"I didn't think I could handle traveling in a foreign country without my parents, but now I know I can, and I'm already planning when to go back!"

### IOU Respect Participants

"Interacting with others and learning more about the world, we begin to foster a sense of global citizenship, and feel more accountable for the world that we live in."

"We all came to the realization that the things we had in common are way more than our differences and the only cultural shock we faced was the lack of cultural shock."



# 2021 Financial Statements

AMERICAN YOUTH HOSTELS INC | APRIL 1, 2020 - MARCH 31, 2021

## CONSOLIDATED STATEMENT OF ACTIVITIES

<b>OPERATING REVENUES</b>	
Hostels, programs and education	\$4,994,985
Contributions	\$713,313
Investment income	\$541,334
Other	\$64,229
<b>TOTAL OPERATING REVENUES</b>	<b>\$6,313,861</b>
<b>OPERATING EXPENSES</b>	
Hostels, programs and education	\$23,211,356
Supporting services	\$4,951,808
<b>TOTAL OPERATING EXPENSES</b>	<b>\$28,163,164</b>
<b>NET OPERATING INCOME/(LOSS)</b>	<b>(21,849,303)</b>
<b>NONOPERATING ACTIVITIES</b>	<b>\$11,194,948</b>
Gain on sale of assets	\$425,198
<b>TOTAL NONOPERATING ACTIVITIES</b>	<b>\$11,620,146</b>
<b>CHANGE IN NET ASSETS</b>	<b>(\$10,229,157)</b>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

<b>ASSETS</b>	
Cash	\$10,130,221
Investments, receivables, inventory & prepaids	\$1,711,663
Property held for sale	\$7,874,732
<b>TOTAL CURRENT ASSETS</b>	<b>\$19,716,616</b>
<b>LONG TERM PORTION OF RECEIVABLES, NET</b>	<b>\$27,792</b>
<b>INVESTMENTS, NET OF CURRENT POSITION</b>	<b>\$13,658,369</b>
<b>PROPERTY AND EQUIPMENT, NET</b>	<b>\$74,636,382</b>
<b>TOTAL ASSETS</b>	<b>\$108,039,159</b>
<b>LIABILITIES AND NET ASSETS</b>	
Accounts payable and accrued liabilities	\$2,868,175
Current portion of long-term debt	\$5,780,641
Deferred income	\$2,070,322
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$10,719,138</b>
<b>LONG TERM PORTION OF DEBT &amp; UNAMORTIZED DEBT ISSUANCE COSTS</b>	<b>\$54,764,497</b>
<b>OTHER LIABILITIES</b>	<b>\$1,193,087</b>
<b>TOTAL LIABILITIES</b>	<b>\$66,676,722</b>
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>	<b>\$27,924,461</b>
<b>NET ASSETS WITH DONOR RESTRICTIONS</b>	<b>\$13,437,976</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$108,039,159</b>



Our fiscal year started on April 1, 2020, and HI USA operations were severely disrupted by the pandemic for the entire 12 months that followed. All hostels were closed for health reasons by mid-April 2020. Extensive COVID responsive procedures were then designed for the handful of hostels that could reopen in the fall. Most hostels did not reopen until after fiscal year 2021 ended on March 31, 2021. As a result, guests during the fiscal year totaled less than 5% of the previous fiscal year total. Operating expenses were slashed to help preserve cash. To assure a financially sustainable hostel network and increase cash to meet debt payments and other obligations, 13 hostels were permanently closed through the sale of owned buildings or the termination of leases. PPP loans also were secured. HI USA ended the fiscal year with sufficient cash to carry us through the next two years of soft but strengthening overnight demand.

# We Are Grateful for Your Support

## Individual Donors

### \$25,000 and above

Walt Knoepfel  
Gary Lee Koerner  
Ane Powers

### \$10,000-24,999

Nicholas Andrade  
Lisa Gurwitch  
Margaret Stevens

### \$5,000-9,999

Ping and Richard K. Cunliffe  
Bruce Marsden  
Eileen L. Oehler  
Paul W. Snider  
Randy Traweek

### \$2,500-4,999

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Joel Balgley  
Aaron Chaffee  
Joel M. Chusid  
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David J Madson  
Danielle Brumfitt Norris  
Eric Oetjen  
Dean Papademetriou  
Nancy Reynolds  
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Nicole and Victor M Sandoval

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Joseph Santandrea  
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Malcolm Smith  
Kristin R Steuerle  
Peter J. Tannen  
John N Verdi

### \$500-999

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E B  
Corinne Bradley  
Barrett Brewster  
Erika Byrnison  
Winston Cavert  
Bonnie Chan  
Dorothy Cloud  
Marianne Constable  
Andrew Dannenberg  
Bartley Deamer  
Roberta Deering  
Denise J Drazy-Shedd  
Gary Emich  
Sigmund Casey Fredericks  
Keith Giles  
Sherry J. Hardin  
Edwin Sungmoon Hong  
Philip M. Hubbard  
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Alan G Johnson  
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Aimee Wyatt  
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Jane Sommer  
Buddy Steves  
Roberta Stoll  
Judy Streeter  
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Estela Vazquez  
Barbara Wein  
Bernhardt J Wuensch  
Juliet Wurr  
Michael and Marie Zeller

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Dale Akita  
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Elliott Barry Alterman  
Judith Amtmann  
Sharon B Anderson  
Thomas J. Andrews  
Samuel K Appavu  
Rick Atkinson  
Stephen B Austin  
Eugene H Baber  
Barbara Begale  
Diane Baker  
James P Baross  
Tony Barrett  
James Bateman  
V Andree Bayliss  
Robert Bennett  
Michael Bitsko  
Clarence W Blom  
Roxanne Blumenthal  
Gerald Bonecutter

Amy Borglum  
Bernard Borglum  
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Beverly Branaman  
Thomas Brauch  
Frank Braun  
Marcos V. Bravo  
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Terrell Jay Brown  
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Dale E Hammerschmidt  
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Joseph G Hugo  
Robert Hutton  
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Jimmie L Jackson  
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Marc Johnson  
S.Bud Johnson  
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// Hostelling is well known in Europe and abroad, but as I learned myself this was not always the case in the Americas. I actively and proudly promote hostelling to my global network and friends. As a donor I get to contribute and encourage others to foster the organization's mission. //

**JOEL CHUSID,  
DONOR & MEMBER,  
HOSTELLING LEGACY SOCIETY**



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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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# In Memory of Our Friend and Colleague

## Peggy Stevens



January 1949 – June 2021

Peggy Stevens began her relationship with HI USA through serving on the HI USA Transition Board in 2011–2013, a time when the organization was merging with 26 local and regional hostelling councils. Her insights into organizational dynamics and bond with our mission were invaluable. Peggy served on the HI USA Board a total of 10 years, including three as Chair. Peggy's professional life ranged from working at several managed health care companies to most recently leading the Northern Virginia Conservation Trust. Her active volunteer leadership life also included board positions on three different Girl Scout Councils, Vice President of the World Foundation for Girl Guides and Girl Scouts, and Chair for Virginia's United Land Trusts. Peggy and her husband Jonathan, who lived most recently in Fredericksburg, VA, loved travel and hiking. Her spirit, sense of humor, experience, intelligence, and steady hand as a leader will be remembered by HI USA board members and staff who worked with her and enjoyed who she was. To honor her commitment to HI USA and the growth of young people, the Peggy Stevens Explore America Memorial Fund has been established to grant travel scholarships annually to current/former Girl Scouts.

## Our Core Values

Hostelling International USA's core values are our compass, guiding how we seek to fulfill our mission of intercultural understanding. These values underlie the actions we take, the strategies we employ, and how we work together to build a better world.



### Community

We grow an inclusive movement of travelers grounded in exchange, respect, and diversity. As industry leaders, we foster a worldwide network of travel champions, whose shared experiences catalyze intercultural understanding, creating global citizens.



### Integrity

We prioritize honesty, equity, and fairness in all circumstances. We encourage and support challenging conversations and accountability among our employees, leadership, partners, guests, and additional stakeholders.



### Respect

With courage, empathy, and open minds, we facilitate a deeper appreciation of how we are similar and different from each other and deliberately show the strength that can flow from that diversity. We foster active listening and amplify the dignity of all present in our hostels and programs.



### Relationships

We believe our collective health and welfare depends on valuing one another and educating ourselves on the inter-connectivity between people, perspectives, and planet as we balance social, financial, and environmental responsibility.

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