

Comrades

Allies

Supporters

Collaborators

*A Tribute to* **Partners**

Colleagues

Friends



**Hostelling International USA  
Golden Gate Council  
Annual Report 2006**

# Welcome

Dear Friends,

We are pleased to present this annual report, covering fiscal years 2005 and 2006. We have chosen partnerships as the theme for our report. "Partnership" is defined as a relationship between individuals or groups, characterized by mutual cooperation and responsibility, as for the achievement of a specified goal. For the Golden Gate Council, the word has special meaning as it applies to so many organizations and individuals with whom we cooperate to achieve our mission and vision.

We are extremely proud of our accomplishments, and wish to acknowledge the contributions of the many partners who share our success.

- Our ten Northern California hostels provided safe, clean, friendly accommodations to nearly 200,000 guests during each of the past two years. With newly adopted quality standards to guide us, our hostels have been making positive changes to their facilities, programs, and operations. Most importantly, our hostels provide daily opportunities for social interaction, encourage intercultural exchange, and promote world peace.
- Celebrating its 20th anniversary, the Hostel Adventure Program enriched the lives of more than 1,400 youth from 50 schools and agencies last year. Using three coastal hostels as a base for exploration, HAP is the only residential outdoor education program that primarily targets underserved children from San Francisco and the East Bay. Most of these children have never before touched the ocean or seen deer in the wild. Donations to our scholarship fund help to ensure that even the neediest of students can participate. Providing an appreciation for the natural world, physical and mental challenges, and an ethic of stewardship, HAP delivers an outdoor experience these children will never forget.
- Financially, we have weathered the lowered demand for overnights that followed 9/11. For the third year in a row, operations have generated sufficient cash to fund substantial investment in our physical plants, including payments towards the acquisition of our first Council-owned hostel. Overnights increased for the first time in five years, which we take as a positive signal for the future.

We are grateful to the many people who have helped us along the way, from our dedicated board of directors and talented staff to our generous donors and supporters. Our many and varied partnerships help make our organization the best that it can be. As the Beatles sang, "We get by with a little help from our friends." Our gracious appreciation goes out to all of our many friends.

Sincerely,



Walter Knoepfel  
President, Board of Directors



Barbara Wein  
Executive Director

# Partnering with *government*

## **From its earliest beginnings**

in Germany at the turn of the 20th century, the hostelling movement has found partners in governments and nongovernmental agencies. The very first hostel was a castle in Altena, given by the town to the schoolteacher, Richard Schirrmann, as a permanent place to bring students to spend the night. Since then, many other national and local governments have lent their assistance, with financial support and contributions of real property. From a sailing ship given by the City of Stockholm, to the lighthouses along the California coast, Hostelling International has delighted governmental partners by its historic restoration and adaptation of sites for public use.

At seven of the nine hostels it operates, the Golden Gate Council enjoys public-private partnerships with governmental allies including the National Park Service, US Coast Guard, US Fish and Wildlife Service, California Department of Parks and Recreation, and the City of Sacramento. The Council has also received support from the California Coastal Conservancy, the California Coastal Commission, and the City and County of Sacramento for capital and program development.

## *National Park Service*

**Brian O'Neill** is superintendent of the Golden Gate National Recreation Area, home to the Marin Headlands and San Francisco Fisherman's Wharf hostels.

Hostelling International has been a valued partner of the National Park Service at the Golden Gate National Parks for several decades. The reason our partnership has flourished is that HI has worked hard to make the two magnificent hostels in the park more than just a pleasant and affordable place for national and international visitors to bond as fellow travelers.

Hostels reach a special audience—diverse, international, and with a special affinity for adventure and a special reverence for national parks.



**"Hostels reach a special audience—diverse, international, and with a special affinity for adventure."**

Hostels are places to add value to the experience of visiting a national park.

By providing information on both the well known and lesser known destinations in the park, and by promoting appropriate ways to enjoy the park, Hostelling International has done a wonderful job in linking a stay in the park with the values and mission of the National Park Service.

# California State Parks

**Paul Olson** is a ranger with California State Parks, custodians of the lands on which the Pigeon Point Lighthouse and Point Montara Lighthouse hostels are based.



eyes and ears for what is happening with the parks' resources, and they assist State Parks staff with protecting historic, cultural, and natural resources, by deterring inappropriate activities and notifying us when appropriate.

This relationship has been beneficial for both parties and has specifically assisted California State Parks with fulfilling many aspects of our mission. Both hostels' locations offer children and adults from around the world an opportunity to explore the parks' rich history, culture, and diversity, and to learn about and understand the role that each plant and animal plays in our environment, whether on the land, in the air, or under the ocean, all while trying to take in breathtaking views.

Hostel staff have always gone out of their way to provide a friendly and helpful atmosphere to park visitors and hostel guests. They are often the

**"It is important for our society to have places where people can go to relax, recreate, and enjoy the company of others in a beautiful and natural setting."**

The hostels themselves provide an opportunity for people of all ages and backgrounds to have extended overnight stays in our parks at an affordable rate, which offers access

to our parks that would not be available if it were not for our partnership.

It is important for our society to have places where people

can go to relax, recreate, and enjoy the company of others in a beautiful and natural setting. The partnership between us allows this special opportunity to exist, and we look forward to many years of continued cooperation together.

# City of Sacramento

When the Golden Gate Council received the gift of a mansion in our state capital, it took several years of political maneuvering and fundraising to make the hostel a reality. The City of Sacramento donated land and more than \$3 million to move the mansion and open its doors (twice!). Mayor **Heather Fargo** was a strong supporter of the project from the beginning, when she served as councilwoman for that district.

Throughout its long history in the region, the Sacramento Hostel has promoted mutual friendships and provided a valuable resource for tourists, students, and visitors, allowing travelers the opportunity to explore the culture, rich history, and diversity of Sacramento.

Personally, I have found the Sacramento Hostel beautiful, inviting, and the perfect home away from home.



## US Fish & Wildlife Service

For 11 years the Common Murre Restoration Project has been restoring seabird colonies on a small seastack known as Devil's Slide Rock, on the San Mateo County coast just 15 miles south of San Francisco. The Devil's Slide breeding colony held close to 3,000 Common Murres (*Uria aalge*) as recently as the early 1980s, but was wiped out as a result of human-caused mortality.

Tens of thousands of murres in central California were drowned in gill nets between the late 1970s and mid-1980s. Then, in the winter of 1986, the oil barge Apex Houston accidentally discharged some 26,000 gallons of oil while en route from San Francisco to Long Beach Harbor. About 9,900 seabirds were killed as a result of the spill, of which about 6,300 were murres. After the spill, no murres were known to breed on Devil's Slide Rock and the colony disappeared.

Led by the US Fish and Wildlife Service, the Murre Project uses a technique known as social attraction to restore murre colonies, employing such tools as murre decoys (including those of adults, chicks, and eggs), three-sided mirror boxes, and CD players projecting amplified

murre calls to lure the highly colonial birds back to Devil's Slide Rock.

To help the Murre Project monitor and research the growing colony and provide public access, two remote-controlled video cameras were installed last year on Devil's Slide Rock. Signals from the cameras are transmitted to the nearby Point Montara Lighthouse Hostel, and from there streamed live over the Internet.

Visitors to the hostel can enjoy interpretive displays and watch the murres on a 17-inch LCD TV hardwired right to the video receiver for high quality picture, while a live video feed is also available online at:

[www.fws.gov/sfbayrefuges](http://www.fws.gov/sfbayrefuges).

Viewers can follow the nesting season of the murres along with other seabirds, such as Brandt's Cormorants (*Phalacrocorax penicillatus*) and Western Gulls (*Larus occidentalis*). Seasonal patterns to look for include courtship and pair bonding (March to late April), egg laying and incubating (May to June), chicks hatching (June to July), and chicks fledging (July to August).



# Partnering with *nonprofit peers*

## *STEP — Strategies to Empower People*

BY STEVE HAYNES  
GENERAL MANAGER, HI-SACRAMENTO

The last hosteller has checked out for the morning, and those staying over are on their way to explore the sights of Sacramento. As the hostel quiets down from a hectic morning, David puts his belongings away on a kitchen shelf, then stops by the front desk to greet Amy. They exchange pleasantries and he continues down the narrow back stairs to the basement.

After collecting his different supplies, he sets to work cleaning and mopping the bathrooms. With pride in his work, he does a thorough job of sanitizing toilets, scrubbing sinks, polishing mirrors, and making sure the shower curtains are free of mold. When lunchtime rolls around, David is in the hostel dining room eating a sandwich and reading one of the action novels he's partial to. This would be a pretty routine workday for any hostel employee, except that David is completely blind and deaf as a result of a childhood illness at the age of two.

For the past six years, the Sacramento Hostel has employed and partnered with the nonprofit group STEP—Strategies to Empower People.

The mission of STEP emphasizes the individuality of disabled persons and the refusal to label or make preconceived judgments about their abilities. Independent and communal living arrangements combined with meaningful work allow these individuals to live active and productive lives in the Sacramento community.

STEP requires funding from both the private and governmental sectors to remain economically viable. Last year, Governor Schwarzenegger's state budget threatened the funding of the STEP program and others like it statewide. We at the hostel were privileged to witness our STEP employees take control of their own destiny and march on the state capitol building, demanding that their funding remain intact.

They were successful! This state funding allows STEP to offer their services to the hostel at a substantially lower rate, which contributes

much needed assistance to the hostel while providing the meaningful work required for STEP to fulfill its goals—a win-win situation for both organizations.

Our STEP employees assist the hostel mainly with weekday cleaning chores; in addition they work on special projects such as polishing the beautiful decorative woodwork of the mansion. The hard work of STEP employees allows our hostel staff

**"The staff and I receive the daily inspirational gift of watching and working with people who overcome mighty obstacles every day of their lives."**

to focus on the personal or more esoteric needs of our guests, thereby providing a superior hostel experience. In addition to these obvious benefits, the staff and I receive the daily inspirational gift of watching and working with people who overcome mighty obstacles every day of their lives, just to perform the tasks you and I take for granted.

As an active part of our communities, HI should always actively seek out and support like-minded organizations. In doing so, we not only fulfill our mission on a global level, but just as importantly we fulfill it with our neighbors.

*For more information about STEP, visit [stepsite.com](http://stepsite.com).*



## Girl Scouts USA

Girl Scouts have long been among the most consistent group users of hostels. During the past few years, Hostelling International USA has embarked on a strategic partnership with Girl Scouts USA that has blossomed into a rewarding relationship for both organizations.

The possibilities of a partnership became apparent in November 2003, when HI and Girl Scouts representatives from the San Francisco Bay Area and Denver, Colorado, met for a Friendship Tour of the Golden Gate Council hostels along the coast. Based on the success of that tour, the program was expanded to include the entire Western Region, with HI councils bringing their local Girl Scout representatives to San Francisco to tour coastal hostels and discuss collaboration. Subsequent Friendship Tours have now taken place in Chicago and Portland, Oregon.

To meet the needs of Girl Scouts, HI has developed and adapted pro-

**"Hostels are a virtually untapped resource for Girl Scouts. They can help us move through an appropriate travel progression by providing troops with local overnight facilities as well as travel preparedness workshops, and then serve as a more distant destination in an exotic locale."**

**—Tanya Tulloch, Girl Scouts USA  
Columbia River Council**



grams such as World Travel 101 and Opening Doors, Opening Minds. The Sacramento Hostel piloted a Cultural Kitchen program in conjunction with the Scouts' World Thinking Day, promoting understanding of a new culture through their cuisine and customs. The Hostel Adventure Program has become a favorite for Girl Scout troops in the San Francisco Bay Area, following a one-day adventure held at the Marin Headlands last fall. The partnership has also led to the creation of a Girl Scouts hostelling patch, a co-branded HI youth membership, and an HI-Girl Scouts program "passport."

Why does this partnership work so well? The two organizations have a strong overlap in mission and values, particularly in the areas of intercultural exchange, community service, building life skills, and environmental stewardship. Girl Scouts love to

travel, and the hostels offer a variety of city and scenic rural settings to choose from, as well as a commitment to affordability and safety.

Later this year, the Golden Gate Council has several programs planned for local Girl Scouts. For younger girls, the Council will again offer a one-day environmental program at the Marin Headlands. Older girls will participate in a one-day travel planning workshop called "You Go Girl," and a two-day Urban Trekking Adventure between San Francisco and Sacramento, where scouts will use public transportation and hostels to test what they know about being a responsible world traveler. In addition, the Council will again offer Cultural Kitchen weekends in conjunction with World Thinking Day (Juliette Gordon Low meets the Iron Chef!). For the future of this partnership, the sky's the limit.

# Partnering with *donors & volunteers*

## **The Golden Gate Council is extremely grateful**

for the support of our many donors and volunteers. Here, in their own words, are three such partners.

---

## *Leigh & Ivy Robinson*



*Thanks to a generous gift from Leigh and Ivy Robinson, the Golden Gate Council was able to develop the City Center Hostel in San Francisco. The hostel café is named Ivy's Place in their honor.*

I first heard about Hostelling International in college, where I met people who were traveling and staying at hostels. I didn't get the opportunity until my mid-20s when Ivy and I got married. We did a one-year, around-the-world trip for our honeymoon.

We got our membership cards from the local San Francisco hostel office and a Pan-Am around-the-world flight pass and took off. We stayed in hostels everywhere, except India, where accommodations were very cheap. We met a lot of people by using hostels, some of whom we're still in contact with today.

Ivy was the spender and I was the

saver. I put her on a budget of \$1 a day for lunch. In those days, Frommer had his books out on traveling for \$5 a day, and you really could do it. With the Pan-Am world pass,

you had a lot of flexibility. You could come home on a day's notice. We went with very little, just a carry-on, but we kept a separate set of clothes just for the flights, since we were in first class.

We became involved in the Golden Gate Council in the late 70s, after our trip. Bert Schwarzschild (then executive director) knew we were in the apartment business and asked if we could spare any paint or linoleum for the new hostel being developed in San Francisco. Of course we gave him whatever we could.

When I meet someone who's never heard of hostelling, I tell them about

how friendly people at hostels are and how one can meet people from around the world. At a hostel you fraternize more. When you stay at a hotel, you never meet anyone, but at a hostel you talk with the other guests and soon find what you have in common with them. It makes travel a more broadening experience.

It's important to me to support HI because I want to see more students traveling. I was a high school teacher in Richmond, California. I saw how little the poorer students got out into the world. I'd give each of my students \$10 and take them to San Francisco. Many had never been to San Francisco, even though they

**"We got our membership cards from the local San Francisco hostel office and a Pan-Am around-the-world flight pass and took off."**

lived right across the Bay. I saw them light up at the experience of new things. I wish kids from other areas could just go to San

Francisco and Sacramento and experience what they have to offer. Poor kids just don't get the opportunity. Hostels make that possible.

## Steve Chiolero



*Steve Chiolero and Hartwell Consulting have been providing in-kind services to the Golden Gate Council since 1995.*

I'm an information technology (IT) professional specializing in network/systems engineering for small to medium-sized organizations. I really enjoy working with people to bring technology to a usable and understandable level, and always within their budget limitations.

My experiences with Hostelling International have been absolutely amazing and mind altering. I have never met a more dedicated, caring group of people committed to furthering human enlightenment and understanding by sacrificing for a noble cause. The friendliness and openness of HI is an inspiration, to me personally and others on the staff of Hartwell Consulting. I've seen the organization go through the great Y2K scare, the turmoil of 9/11, and the subsequent decline in travel. That was and is no mean feat. Their continued dedication to expand and adapt hostelling in a changing world is admirable indeed.

**"HI represents the awesome possibilities of comfortable travel on a budget, exotic places and interesting sites, coupled with meeting and interacting with other world travelers."**

To me, HI represents the awesome possibilities of comfortable travel on a budget, exotic places and interesting sites, coupled with meeting and interacting with other world travelers as

a bonus. In a world where so much misinformation is espoused through every conceivable media, it's more important than ever to meet, touch, and share experiences with each other. That is even more apparent today, with the growing mistrust of peoples of

differing ethnic, cultural, and religious backgrounds by others who would demonize or dismiss their fellow man. There is no better way to understand a person than to

share travel stories, food and drink, and a good laugh in a warm and comforting hostel.

## Gene Plant



*Gene Plant has been volunteering for the Golden Gate Council since 1980.*

I came to San Francisco from New York City in 1978, retired and eagerly

looking for worthwhile volunteer activities with nonprofit organizations. I began volunteering for several nonprofits, and when I read a short

**"I'm the 'old man' of San Francisco hostelling."**

piece in the local paper about a hostel opening at Fort Mason, I thought this would be another organization that I would enjoy being part of. I came over a couple of weeks before the hostel officially opened and spoke with the first manager.

I'm the "old man" of San Francisco hostelling. I've been a volunteer at the Fort Mason (Fisherman's Wharf) hostel since before it opened in 1980. Most of my volunteering has involved staffing the information desk, although over the years I have also helped with special events, such as the Great San Francisco Bike Adventure, walking tours, and spaghetti dinners.

The Fort Mason hostel is much more than a "cheap sleep." It's a great way to come into contact with other travelers, visitors from abroad as well as natives.

# Celebrating 20 years

## *Hostel Adventure Program*

**Over the past 20 years,** the Hostel Adventure Program has introduced more than 20,000 young people to the exhilarating wonders of the natural world, fostering a sense of environmental stewardship that can last a lifetime. Wildlife, tide pools, hiking trails, native plants, and star-filled skies are all part of the adventure, as urban youth explore State and National Parks around the Marin Headlands, Point Montara Lighthouse, and Point Reyes hostels.

Using a curriculum that takes advantage of the hostels' unique coastal settings, students—many of whom have never before seen the ocean—investigate natural habitats through problem-solving initiatives, trust-building exercises, and cooperative games. In addition, they are introduced to the world of hostelling, an experience in community living that can be transformative, as children interact with other guests from around the world.

*What do you do when a Hostel Adventure Program participant grows up and becomes an environmentalist as a result of this early experience? You hire him!*

**Michael Yoshioka** applied to become a naturalist with the Hostel Adventure Program last spring. His previous work at Sequoia Kings Canyon National Park, Muir Woods, and Forest Forever was proof that he had the requisite outdoor enthusiasm and environmental ethic, but not yet the necessary experience working with youth. He was hired as an intern to give him the opportunity to learn more about leading groups of children in the outdoors, and in May he was promoted to a naturalist position.

When I was an elementary student growing up in Northern California, I attended a field trip to HAP's Marin Headlands program. It was a trip I will never forget, and one to which I attribute many of my present day passions.

For the last five years of my life I have been strongly committed to a course of wilderness appreciation and conservation. After closely studying the political, personal, and physical modes aimed toward this course of change, I came to a simple realization: that sincere social con-



cern for our natural environments, and effective political protection for the physical spaces they occupy, are successfully achieved when individuals are given the opportunity to experience the

natural world in a way that further fosters an appetite for the awesome and wonder-filled gifts that it has to offer. Working as a naturalist for the Hostel Adventure Program is a rewarding way to facilitate such experiences for younger people in my community.

The most important thing that I have learned by working as a naturalist is just how surprisingly much we receive when we share—how we get just as much as we give when we share our knowledge, our ap-

**"HAP was a trip I will never forget, and one to which I attribute many of my present day passions."**

preciations, and ourselves. Whether talking with kids about tide pool ecology or challenging a class to work together as a

team, I am always taught important lessons by the students' wonder and curious explorations. To me, Hostelling International is a network of these rare and critical spaces where people are free and welcome to share themselves and their appreciations for their natural and social environments.

*Thanks to the support of funders and donors, the cost of the Hostel Adventure Program per student is roughly half the price of comparable programs, and scholarship funds are available for the most disadvantaged schools.*

Dear Donor,

The children and parents of Bungalow E would like to thank you for your kind and generous support for the overnight field trip at Marin Headlands. The Hostelling International program opened many opportunities for the children to experience the natural world around them, learning about plants, animals, and using the five senses, as extension activities to our Forest Habitat Lesson.

This is the first time for most of the children (seven to eight years old) to experience staying in a hostel environment. Staying at the hostel enabled them to learn, share, and do chores together, which reinforces teamwork. This type of teamwork integrates into our "Tribes" model of classroom management: attentive listening, mutual respect, appreciations, no put-downs, and the right to pass.

Additionally, the concept of Recycle, Reuse, Repair, and Reduce satisfied the physical, life, and earth science standards for the second grade curriculum. Cleaning up the beach gave the children a different perspective on preserving nature than just the daily recycling of paper and plastic bottles in our classroom.

The value and benefits of the Hostelling International program are endless, and this event is not just a field trip but an end-of-the-year celebration and a tribute to successful learning. I have participated in this program for five years, and this experience is memorable, rewarding, and educational for everyone involved. I look forward to our next year's overnight field trip. Once again, we really appreciate your understanding and support.

Sincerely,

Mrs. L. Tanabe  
Teacher, Clarendon Alternative Elementary School

The Hostel Adventure Program serves approximately 50 schools and agencies each year.

Over the past decade, several public schools have participated in HAP year after year, representing long-term partners to the program:

**Claire Lilienthal Alternative K-8 (SF)**  
**Clarendon Alternative Elementary (SF)**  
**Cragmont Elementary (Berkeley)**  
**Japanese Bilingual-Bicultural Program West (SF)**  
**Lafayette Elementary (SF)**  
**Lincoln Elementary (Oakland)**  
**Rooftop Elementary (SF)**  
**Ruus Peixoto Elementary (Hayward)**  
**Sarah Winnemucca Elementary (Reno, Nevada)**  
**Sierra Gardens Elementary (Roseville)**

Other groups served in the past two years include **CORO Exploring Leadership Youth Fellows**, exemplary 11th grade students from San Francisco and the East Bay who participate in a summer intensive leadership program; **Waldorf Schools**, a private school system that emphasizes environmental education; **Home Away from Homelessness**, serving children who are currently homeless or in a transitional housing situation; and **Girl Scouts**—10 troops in the past year alone.



Celebrating 25 years

# *San Francisco Fisherman's Wharf Hostel*

# *Point Montara Lighthouse Hostel*

The Golden Gate Council is proud to celebrate 25 years hosting people of all ages and nationalities at both the San Francisco Fisherman's Wharf Hostel and the Point Montara Lighthouse Hostel.

Cheers to the early volunteers and board members of the Golden Gate Council who had a vision of a chain of hostels in Northern California! They ceaselessly provided the leadership—as well as the blood, sweat, and tears—necessary to make their vision a reality.

In those days there was little money, for hostel development or anything else. A generous gift from Sybil Jean Logan gave the group the confidence to move forward. The board members actually personally co-signed

loans from American Youth Hostels and the International Youth Hostel Federation, and helped to raise the needed funds from foundations and individual donors.

Past board member Beryl Kay recalls:

*We were all scrambling 'round on*

*the morning of opening day, getting ready for the event, when two volunteers approached me to point out that there were no wastebaskets in the dorms. They offered to go out and buy some, so we consulted with the Council bookkeeper, Lucy Dilworth. She looked at the books and informed us that, after paying all the bills to get the hostel open, the*

*Council could only just meet its next payroll. The volunteers placed brown paper shopping bags in the dorms!*

Little did our early founders know how successful the hostel in Fort Mason would be. On April 1, 1980, when the ribbon was cut and San Francisco's first hostel opened its doors, visitors were already waiting on queue to register. That



<b>1980</b>		<b>2005</b>
American Youth Hostels	Organization name	Hostelling International USA
245	AYH/HI-USA hostels	99
4	Golden Gate Council-operated hostels	9
385,000	Annual AYH/HI-USA overnights	916,495
33,041	Annual Golden Gate Council overnights	188,687
16,061	Annual HI-San Francisco Fisherman's Wharf overnights	44,902
800	Annual HI-Point Montara Lighthouse overnights	7,935

popularity has continued through these 25 years. Oft times filled to capacity, the hostel has consistently served about 50,000 people per year, for a total of nearly 1.3 million visitors.

The original vision was that the hostel in Fort Mason would be a flagship, and other hostels in the area, existent and future, would be the fleet. A new member of the fleet was soon to come into being at the Point Montara Lighthouse.

In 1978, the California Department of Parks and Recreation developed a Coast Hostel Facilities Plan, which delineated 38 properties (most on

public lands) from Oregon to Mexico on which to establish a chain of hostels, each a day's bike ride apart from the next. The first two links in this chain were two abandoned lighthouses along the San Mateo coast. Under the leadership of Golden Gate Council board member Robert Coppock, the Council was successful in turning both of these derelict properties from vandalized eyesores into popular hostels and members of the fleet. The Point Montara Lighthouse Hostel opened in 1980, followed by the Pigeon Point Lighthouse Hostel one year later.

For many years, Bob Coppock could be seen at the lighthouses painting

the picket fences, bringing needed equipment, or making repairs. If he were alive today, he would be so proud of the Point Montara Lighthouse Hostel, its native plant garden, and the Common Murre Restoration Project (see page 3). Bob's legacy is a beautiful historic hostel, well loved by thousands of individual travelers and groups of all kinds. In its first 25 years, the hostel has served more than 229,000 guests, most of them from the San Francisco Bay Area. And each year, Boy Scouts and Girl Scouts carry on for Bob the annual painting of the picket fence.



# Partnering with *staff & board*

**The Golden Gate Council welcomes** the fresh perspectives of new staff and board members. Here, in their own words, we introduce three of the most recent additions to our team.

---

## *Kaci Elder*

*Kaci Elder became general manager of HI-Redwood National Park in March 2006.*



Back in college, back in Berkeley, I sat on the board of my student housing cooperative. Student co-ops are the second cousins of hostels—a primer of sorts on community living—and my 85-person co-op taught me the value of sharing one toilet among many. One night in early 1999, I drove my Ford Festiva to HI-Marin Headlands for a board retreat. I didn't know what a hostel was. And even though I lived in a co-op, I was intimidated by the unknown. But I loved it, I returned by myself during my senior year, and four seasons later (after "finding myself" in Europe), I returned to HI-Marin Headlands as a Hostel Assistant II.

For eight glorious months I lived and worked by the Monterey Cypress trees at Fort Barry, in the capacity of front desk staffer/cleaner. Mike Byrnes was my boss, co-worker Ryan Forsythe my lover, and the hostellers became portholes into a nomadic ether, parting the gossamer fog as they entered, and then left, our enshrouded hostel. But after eight months, the lover became the husband and the honeymoon became the trip that would part the fog for us, for good. We left HI-Marin Headlands. And spent five years late-night

talking the hostel-bookstorecafe-communitycenter we must have known we'd someday run.

Before returning to HI, I was a journalist and mama. And honestly,

the demands of caring for a baby had put a temporary halt to those late-night talks. Then I caught wind of an opening at a hostel I'd never been to, in a national park I'd never seen. I make my decisions instinctually; they don't arrive gift-wrapped in rationality. So when I closed my

**"Why choose to work for a hostel? Because once upon a time, I was alone in a strange country."**

eyes and could see, in full-color 3-D, our family making their nest in the redwoods, I knew that was it.

Why choose to work for a hostel? Because once upon a time, I was alone in a strange country, knowing no one and having no home except for a bunk bed in a hostel in Copenhagen. I spent four days alone in museums, and four nights alone in movie theatres, watching overpriced American films and wanting to go home. But on my fifth night in the hostel, I decided to stay inside and cook my pasta in the little basement kitchen.

Cooking her meal on the other stove was an Israeli, a young woman who slept in one of the other five beds in our dorm. We'd walked past each other for four days and couldn't speak, still encased in our protective shells. This time, we decided to talk. She was Dorit, and the next day we visited a Danish bakery together, and the next nights we stayed up late in our room with two Aussies and a Japanese girl.

Soon Dorit was on a train going her way, and I took another train going mine. But she had pried open my shell, and taught me to trust new people. This lesson I never would have learned in a dead-bolted motel room—a luxury I couldn't have afforded anyway.

Why work for Hostelling International? A popular motto for hostellers, when speaking of their first time in an unknown hostel, is "You never know what you're gonna get." The hostel could be a converted convent in Venice, or a Cold War-era factory in Berlin. Maybe it's someone's spare bedroom. You never do know. But if it's an HI hostel, at least you're assured the sheets will be clean, the toilet unclogged, the beds soundly constructed, the staff professional, and the price reasonable. As an HI staff member, I'm proud of its history, its inclusiveness, and its integrity as an organization that hasn't lost sight of its mission to make traveling accessible to all.

## Jose Lima

*Jose Lima became general manager of HI-San Francisco City Center in May 2006.*



I came to California from Brazil, where I was working as a manager at the Pituba Plaza Hotel. My plans were to stay here for six months and complete an advanced degree in marketing, but I fell in love with the Bay Area and decided to stay.

I was fortunate to join HI-San Francisco City Center when it first opened. I started working as a front desk clerk in July 2001, and was promoted to front desk manager in April 2003, then to assistant general manager a few months later. Last August I resigned to pursue an opportunity in marketing—my second passion—but eventually I returned to HI-San Francisco City Center as the general manager.

Hospitality is my passion—it is addicting—and HI has an amazing mission. To be able to combine these two elements is what makes me love to work for HI. Each hostel is a tool “to help all, especially the young, gain a greater understanding of the world and its people through hostelling.” Travelers from diverse cultures live together for a

**“Especially after 9/11, our mission of ‘promoting understanding’ has become even more important.”**

day or more, they share accommodations, meals, stories, experiences, and hopefully they learn about each other.

Working for HI has helped me gain a better comprehension of the world. The opportunity to meet and to help people from all over the world is an amazing one. Especially after 9/11, our mission of “promoting understanding” has become even more important. Although it’s hard to see the results in our daily activities, I’m sure that we are doing our part at HI-San Francisco City Center.

## Vatche Kalfayan



*Vatche Kalfayan became a member of the Golden Gate Council’s board of directors in May 2005.*

I joined the Golden Gate Council board because it was an opportunity to perpetuate the undervalued goal of intercultural exchange, not only through HI’s primary focus of hostelling, but through the great Hostel Adventure

**“My experience on the board of directors has reinforced my belief that the value of one’s effort is not always reflected in material gain.”**

Program that allows children from urban areas to experience natural settings like the Marin Headlands. Given the current state of international affairs, the value of pursuing this goal is both evident and amplified.

My experience on the board of directors has reinforced my belief that the value of one’s effort is not always reflected in material gain. The organization is run by devoted, faithful, and hard-working people who genuinely want the best for staff and visiting guests.

My vision for the organization is “sustainability through planning,” which would include provisions to allow the organization to overcome unanticipated declines in business and strengthen its self-governance capabilities.

*Vatche Kalfayan is president, CEO, and co-founder of Aris Clinical, Inc., and has more than 16 years of experience in the bio-pharma industry. He has held various research positions at Syntex Pharmaceuticals, Sequus Pharmaceuticals, and Gilead Sciences, and has supported the development of leading drugs for the treatment of cancer and HIV disease. He has also served as executive council director for the nonprofit Homenetmen Ani (Armenian General Athletic Union).*

# Financial Reports

Golden Gate Council of American Youth Hostels, Inc.  
Statement of Activities for the years ending March 31, 2006 and 2005

	<u>2006</u>	<u>2005</u>
Operating Revenue:		
Hostels and education	\$ 4,998,801	\$ 4,733,373
Membership	73,734	82,004
Contributions	47,558	22,491
Interest and dividend income	32,736	27,263
Sales and miscellaneous	247,894	247,527
Total Operating Revenues	<u>5,400,723</u>	<u>5,112,658</u>
Operating Expenses:		
Hostels and education	\$ 4,963,622	\$ 4,580,583
General and administrative	587,017	575,414
Total Operating Expenses	<u>5,550,639</u>	<u>5,155,997</u>
Change in net assets before nonoperating activities	\$ <149,916>	\$ <43,339>
Nonoperating activities	<25,066>	<25,840>
Change in net assets	<174,982>	<69,179>
Net assets, beginning of year	\$ 3,612,306	\$ 3,681,485
Net assets, end of year	<u>\$ 3,437,324</u>	<u>\$ 3,612,306</u>

**Golden Gate Council of American Youth Hostels, Inc.**  
**Statement of Financial Position as of March 31, 2006 and 2005**

	<u>ASSETS</u>	
	<u>2006</u>	<u>2005</u>
Current Assets:		
Cash and cash equivalents	\$ 826,662	\$ 816,260
Accounts receivable	50,191	56,557
Reimbursable hostel relocation costs	3,858	3,858
Minority interest equity share receivable	72,462	59,629
Note receivable - current portion	40,000	-
Inventory	32,824	22,144
Prepaid expenses	130,785	79,593
Deposits	92,012	56,782
Total Current Assets	1,248,794	1,094,823
Long-Term Assets:		
Restricted cash	149,767	223,146
Notes receivable - long-term portion	40,000	139,500
Loan costs, net of accumulated amortization	140,871	168,351
Property and equipment, net of accumulated depreciation and amortization	9,537,140	9,725,527
Total Long-Term Assets	9,867,778	10,256,524
Total Assets	\$ 11,116,572	\$ 11,351,347
<u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities:		
Mortgage loan payable, current portion	\$ 254,033	\$ 237,875
Accounts payable and accrued expenses	494,365	444,954
Advance deposits	396,606	305,835
Hostel relocation costs payable	-	-
Minority interest equity share payable	-	-
Total Current Liabilities	1,145,004	988,664
Mortgage loan payable, net of current portion	6,194,607	6,448,640
Total Liabilities	7,339,611	7,437,304
Minority Interest	339,637	301,737
Commitments		
Net Assets:		
Permanently restricted	300	300
Temporarily restricted	7,016	11,121
Unrestricted	3,430,008	3,600,885
Total Net Assets	3,437,324	3,612,306
Total Liabilities and Net Assets	\$ 11,116,572	\$ 11,351,347

# Thank You

HI-USA Golden Gate Council donors, April 1, 2004 - August 15, 2006

*We apologize for any inadvertent errors or omissions.*

## LEADERSHIP CIRCLE

<u>\$1,000 and up</u>	<u>\$500 - \$999</u>	<u>\$250 - \$499</u>
Vatche Kalfayan	Kathleen Bernard	Anonymous
Walt Knoepfel	Gary Emich	Harris Bostic II
David Madson	GAP Foundation	Monica Conrady
Margaret DeSyl- vester Charitable	Ed & Mary Hackie	Dana Eng
Foundation	Dennis Isaac	Ursula Gummett
Marshal Merriam	Barry & Carol	HI-USA
Leigh & Ivy	Livingston	Deena Maise
Robinson	Kathleen McAdam	Mary Marsden
	Jeff & Gretchen	Tobey Roland
	Shopoff	Barbara Wein
	Richard Spear	Richard Winer
	Judy Tierney	WR Wisecarver
	Alek Vernitsky	

### \$100 - \$249

Nicholas Andrade  
Marilyn Bancel  
Karen & Bud Banker  
Michael & Nina Berg  
Clorox Company Foundation  
Robert Cole  
Bartley Deamer  
Gerald Dickinson  
Mike Eaton  
Tim Ernst  
Ben & Mary Ann Fleming  
Christa Foerchtgott  
Roger & Muriel Fry  
Fred Fukasawa  
Mary Gordon  
Kenneth & Jane Griffith  
Eleanor Mary Guilford  
Russ Hedge  
Christopher Hest  
Don & Ellen Irie  
Joyce Johnston  
John Kaeuper  
James Kaumeyer  
Beryl Kay  
Charlotte Knoepfel  
Neal Kramer  
Lew & Suzanne Litzky

Barbara Lorentz  
John & Bonita Luts  
Mary & Gary MacGabhann  
Richard Martyr  
Stanley McConner  
Marshall McDonald  
Dana Merryday  
Gloria Newhouse  
Dale Olsen  
Glenn Reed  
Jean Reyes  
Barbara Robben  
Thomas J. Schroeder  
Aimee Scott  
Michael Sears  
Peter Semiraro  
Joseph Vondracek II  
Dick Wilhelm

### \$25 - \$99

Anonymous  
Carol Bailey  
Ann Baurmeister  
Olive Bavins  
Andrew Betancourt  
Sheila Bigler  
Gary Blagg  
Fred & Julie Bohmfalk

Jan Brodehl  
Robert A. Brown  
Phillip Brownell  
Carrolyn Bryant  
Ali Cannon  
Janice Cattolica  
William Dallas  
Gary Dalton & Teresa Crespin  
Wayne Dawson  
Hendrika de Jong  
Robert Dickerson  
Darlene Fong  
Lois & John Foster  
Charles Eugene Gaenslen  
Thomas Gaman  
Isabelle Gecils  
BJ Gerton  
Charles & Carol Glass  
Anne Goldberg  
Edward Goldberg  
Jonathan & Roxanne Gray  
Patricia Harris  
Ronald Heinrich  
Robert Henderson  
Christine Holmstrom  
William & Lois Hoskins  
Nina Janopaul  
Shirley Johnson  
Foster Jones  
Jones Lang Lasalle Americas  
Patricia Kasper  
Robin Kehoe  
Vicki Knoepfel & John Cane Jr.  
John Knox  
Diane Kotta  
Nancy Lawrence  
Joanne Leggitt  
Lyn Meadows  
Milt Mendes  
Joyce & Antone Mihanovich  
Gloria Miyashiro  
Kat Morgan  
Theron Nelson  
William & Ruth Nelson  
Jeanne Powers  
Lois Revak  
Jeffrey Rigo  
Shea Rosen & Susan Silber  
Joanne Rovno  
Miriam Schafler

Gwen Schmelling  
Lois Schwarze  
Janet & James Scott  
Arleen Shippey  
Ann Short  
Dianne Silva  
Charles Stadelman  
Toni Stevens  
David Stevenson  
Ulf & Mona Teigen  
Lynn Thompson  
Shirley Twitchell  
Herbert & Francesca Tyrnauer  
James Walsh  
Josephine Ward  
Janice Wood  
Anne Wurr  
Robert Wyckoff

### In-Kind

Another Planet  
Aris Clinical  
Bistro Yoffi  
Nick Boodrookas  
Ali & Jessica Cannon  
Charette Communication  
Design  
Dancing Cat Productions  
Fat Tire Planet  
Foreign Cinema  
Green Tortoise  
Hartwell Consulting  
Hostelling International: Seattle,  
San Diego, Santa Monica,  
Yosemite Bug  
The Independent  
Mary & Gary MacGabhann  
Michael J. Moore & Megan L.  
Sheer, Porchlight Productions  
Obester Winery  
Round Table Pizza  
Safeway  
Sebastiani Winery  
STA Travel  
Joe Thorn  
Trader Joe's  
George Winston

BOARD OF DIRECTORS

Victor Bekhet  
Harris Bostic II  
Vatche Kalfayan  
Walt Knoepfel  
David Madson  
Andrew Mowat  
Aimee Scott  
Alek Vernitsky  
Richard Winer

COUNCIL MANAGEMENT STAFF

Barbara Wein *executive director*  
Javier Bujanda *finance manager*  
Molly Mitoma *marketing & communications manager*  
Ali Cannon *educational programs coordinator*  
Mercedes Abraham *office manager*

SAN FRANCISCO MANAGEMENT STAFF

Jeanne Comaskey *director of operations*  
Danny Case *food services manager*  
Alexa Chausse *activities coordinator*  
Nannette Mickle *group sales*

HOSTEL MANAGEMENT STAFF

HI-Marin Headlands  
Mary Gabriel-MacGabhann *general manager*  
Hanna Morris *assistant general manager*

HI-Pigeon Point Lighthouse  
Jeffrey Parry *general manager*

HI-Point Montara Lighthouse  
Christopher Bauman *general manager*

HI-Point Reyes  
Bob Baez *general manager*

HI-Redwood National Park  
Kaci Elder *general manager*

HI-Sacramento  
Steve Haynes *general manager*

HI-San Francisco City Center  
Jose Lima *general manager*  
Sam Hussein *assistant general manager*  
Yvonne Garcia *facilities manager*  
Tobyn Peterson *front desk manager*

HI-San Francisco Downtown  
Jim Diskin *general manager*  
Chaka Miller *assistant general manager*  
Molly Salyer *front desk manager*

HI-San Francisco Fisherman's Wharf  
Jeanne Comaskey *general manager*  
Michael Byrnes *assistant general manager*  
Jon Dockery *facilities manager*  
Jennifer Tsang *front desk manager*

Hostelling International USA  
Golden Gate Council  
425 Divisadero Street Suite 307  
San Francisco, CA 94117  
T: (415) 863-1444  
F: (415) 863-3865  
hiayh@NorCalHostels.org  
NorCalHostels.org  
SFHostels.com

Founded in 1958, HI-USA Golden Gate Council is a private, nonprofit 501(c)(3) organization.

OUR MISSION

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

OUR VISION

Hostel guests become caring global citizens who are catalysts for intercultural exchange and understanding, and stewards of the earth.

HOSTEL LOCATIONS

Marin Headlands  
Pigeon Point Lighthouse  
Point Montara Lighthouse  
Point Reyes National Seashore  
Redwood National Park  
Sacramento  
San Francisco City Center  
San Francisco Downtown  
San Francisco Fisherman's Wharf  
Hidden Villa  
(operated by the Trust for Hidden Villa)

