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*Alejandra R. attended Heavy Metal Summer Experience at Hermanson Company in Kent, Washington. She credits HMSE with preparing her to be safe while working in the shop and on a job site. Her drive to learn and willingness to step up to challenges so impressed her instructors that she was hired as a Material Handler just weeks after finishing the program.*

### Theory of Change

Between May and July, we participated in a Theory of Change facilitated by Sam Levine of Social Leadership Solutions and Leisha Muraki of RORA, a venture design and social purpose consultancy. A Theory of Change is a comprehensive illustration of how we work, who we work for, and the change we hope to create. Together we identified and prioritized social infrastructure in low-resourced communities in the Americas and Africa Region.

### Heavy Metal Summer Experience

HMSE is a 6-week program introducing young people to trade opportunities in construction, which began in the summer. CfC's Melanie Warren, Administration and Operations Manager, served as project manager for this innovative pilot project, led by Hermanson and Western Allied Mechanical with support from SMACNA Western Washington and the Auburn School District. The vision is to expand this program regionally and nationally over the coming years.

### Fully Remote

After three years at the 4800 Airport Way South office, we officially went fully remote in July. Five Seattle-based staff spent a day reminiscing, sorting, recycling and packing. Our small but mighty team loaded a moving truck and unloaded boxes at a nearby storage unit in under two hours.

## 2021: A YEAR IN REVIEW



*Regional Field Director for Africa & Asia, Anthony Muchiri, served as KGSA's owner's representative for the dormitory project.*

### CfC Retreat

In July, team members from the Americas and Africa regions gathered in Seattle for a CfC Retreat to determine the next five-year outlook. The results from our Theory of Change informed our strategic efforts. Through individual, partner, and group workshops, we better articulated our vision, mission, purpose, and positioning to focus on construction management and owner's representation.

### Annual Event

In September, we held our annual fundraising event, with this year's theme titled "Champion the Cause." The night highlighted the construction work recently completed for Kibera Girls Soccer Academy in Kenya. Our virtual fundraiser raised \$115,880 with platinum donations from AGC Washington and SMACNA Western Washington.

### Construction Inclusion Week

In October, we participated in the first CIW (Construction Inclusion Week) – an effort to harness the collective power of general contractors, specialty contractors, subcontractors, and suppliers. CIW aims to build awareness of the need to improve diversity and inclusion in the construction industry. Our goal was to identify ways we can advance equity in our organization as we plan ahead for 2022 and beyond.

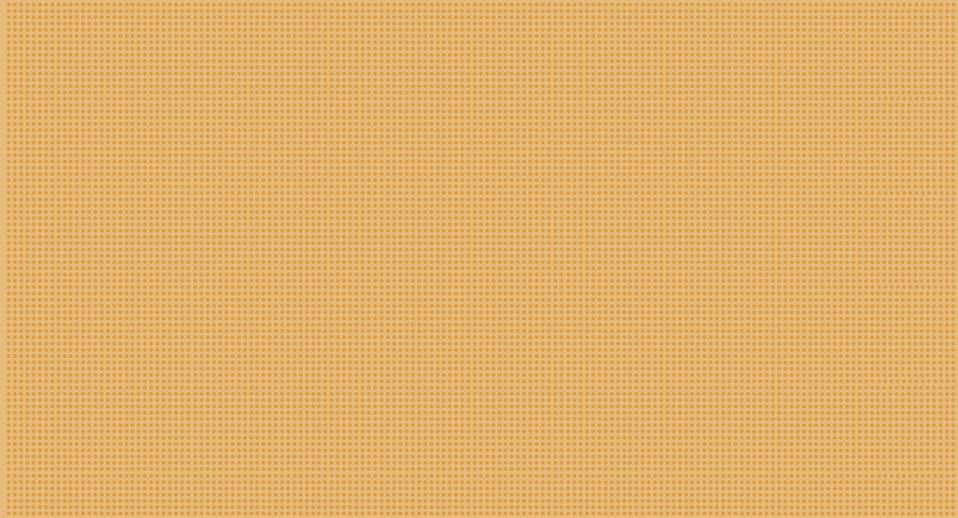
### Changes

At the end of 2021, Kevin Hunter stepped down from his role as CfC Executive Director. Mr. Hunter wrote, "My stepping away, while the Board initiates a search for a new Executive Director that can focus on the operational needs of CfC, will create space and opportunity for the next ED to come in with full freedom to drive updated processes and operational mindsets." During this transitional time, we are fortunate to have the Board's Executive Committee increasing their involvement in each of their unique knowledge and impact areas.

## 2021: QUICK STATS

**62,460** square feet constructed  
5802.72 square meters

**\$398,640** raised



**12,628**  
annual users



**16**  
projects



project managers  
identify as female



project managers  
identify as BIPOC



project managers  
local to region

**Every building is an opportunity to provide communities and individuals access to life-improving services, yet disparity exists globally for under-resourced populations.**

**Our vision is to see everyone included and enabled by resilient and sustainable social infrastructure, regardless of age, gender, location, or socioeconomic status.**

**Our mission supports  
better access to social infrastructure  
through collaborative and resolute  
solutions that empower, advance,  
and respect communities in need.**

**From the ground up,  
we create a lasting space for  
positive change.**

# OUR PROGRAMMATIC APPROACHES

## ***Our primary objective is to deliver inspired, purposeful, and quality social infrastructure.***

Our first goal is to assist as many clients as possible to gain lasting access to facility maintenance, renovation, or build completion so they can work to their full impact in critical services.

## ***Representation matters – from the way we work to whom we work with.***

Unlike traditional construction management firms, we serve our clients as owner representatives. In addition, our project managers are local to the project site and are knowledgeable in language, cultures, and customs.

## ***We believe the best solutions are designed locally and with a global network of partners.***

Our long-standing partnerships with local and global design professionals allow us to match specific client needs with highly customized management solutions.

## ***We prioritize local labor, employment opportunities, and women in leadership.***

The US industry standard for women in construction is just 7%. Since starting our gender equity efforts in 2015, 59% of all CfC project managers have been women. In 2021, women represented over 80% of our project management staff.

## ***Our hub model empowers local operations and equitable global communications.***

We've arranged service delivery into a network consisting of an anchor office (hub) in Nairobi and Seattle that offers admin and operational services. These are then complemented by project sites that offer construction and field services. An example of our hub model is shown on the left, depicting the Africa Region.

2021

Administrative assistance to satellite hub is provided by Hub office.



PROJECTED 2026

Increased project builds at satellite hub warrants formation of new hub office, creating multi-hub network.



- HUB OFFICE
- SATELLITE HUB
- REGIONAL OFFICE
- PROJECT PARTNER BUILD SITE
- ADMIN SERVICES
- ..... LINES OF COMMUNICATION

# OUR PROJECTS

## AFRICA



**Integrate Health**  
Keptab, Togo  
1,728 Annual Users

**Integrate Health**  
Solidarité, Guerin-Kouka, Togo  
2,239 Annual Users

**Integrate Health**  
Naware, Togo  
2,718 Annual Users

**Integrate Health**  
Koutière, Natchibore, Togo  
1,542 Annual Users

**Kingdom Home**  
Busia, Uganda  
128 Annual Users

**Kibera Girls Soccer Academy**  
Kibera, Kenya  
80 Annual Users

# FEATURED PROJECT

## INTEGRATE HEALTH

In Togo, Africa, over 70% of the population lives without access to adequate healthcare. Integrate Health, or Santé Intégrée, partners with the government to ensure the highest quality primary healthcare services are delivered to women and children across every community.

Integrate Health hired CfC to assist in the management of four clinic renovations: Koutière, Solidarité, Kpetab and Naware. All four sites lacked drinking water, and toilets and were prone to sanitation issues. Some had no access to electricity, were infested with bats, or were defective due to water damage. The Naware building required extension as it was too small for the population, which contributed to the low utilization of the center.

Led by our Togolese project manager, Ayawavi Attisso, CfC resolved the various issues on the sites. At Naware, a new maternity hospital was built. At other locations, translucent sheets in the roof were incorporated to add light and deter bats, new doors and window were made, toilets for patients and staff were built, and access to water supplies were introduced.

***CfC has bolstered the infrastructure of once unmaintained clinics, allowing Integrate Health to provide medical care to thousands of patients.***



# OUR PROJECTS

## AMERICAS

**Pallet Shelter**  
Everett, Washington  
21 Annual Users

**Pallet Shelter (2)**  
Portland, Oregon  
48 Annual Users

**Pallet Shelter**  
Ashland, Oregon  
10 Annual Users

**Pallet Shelter**  
Reseda, California  
52 Annual Users

**Pallet Shelter**  
Grand Junction, Colorado  
10 Annual Users

**Pallet Pallet Shelter**  
Aurora, Colorado  
30 Annual Users

**Pallet Shelter**  
Madison, Wisconsin  
30 Annual Users

**Nicolas Armand Hospital**  
Archaie, Haiti  
4,000 Annual Users

**Expedia Group Solar**  
Vieques, Puerto Rico

# FEATURED PROJECT

## PALLET SHELTER

Unsheltered homelessness is a traumatic experience and a matter of life and death. The faster people are moved off the street and into transitional housing, the earlier their path to stability can begin. Pallet Shelter is a social purpose company working to end unsheltered homelessness and give people a second chance at employment. Pallet shelters combine temporary housing solutions with 24/7 case management from a local service provider.

Working alongside Pallet, CfC was in charge of recruiting volunteers, training and deploying onsite project managers for each rapid build installation. Every single shelter was capable of being assembled in under an hour, while shelter villages require additional human resources.

Led by Shannon Benya McIntyre, CfC Project and Construction Manager for the Americas Region, and joined by Deployment Manager Carolyn McGunagle, CfC completed sheltering units in eight different cities across the country to provide safe temporary housing.

*CfC contributed to more than 200 users' safety annually through its partnership with Pallet and the building of dignified housing units.*



# OUR GLOBAL IMPACT TO DATE

All time numbers 2009-2021

**338,645** square feet constructed  
31461.15 square meters

**354,080** lives impacted annually



**1 in 3**  
project managers  
are BIPOC



**3 in 5**  
project managers  
identify as female



**19**  
countries



**85** projects



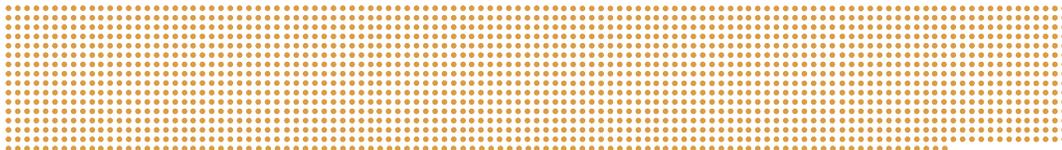
99%  
projects delivered  
on-budget



87%  
projects delivered  
on-time



99%  
projects source  
local materials



**1,827**  
local laborers  
employed

# FINANCIALS

## Total Assets

\$370,557

Total Liabilities  
\$150,207

Net Assets  
\$220,350



## Revenue

\$1,568,745.97

23%  
Program Service  
\$362,702.52

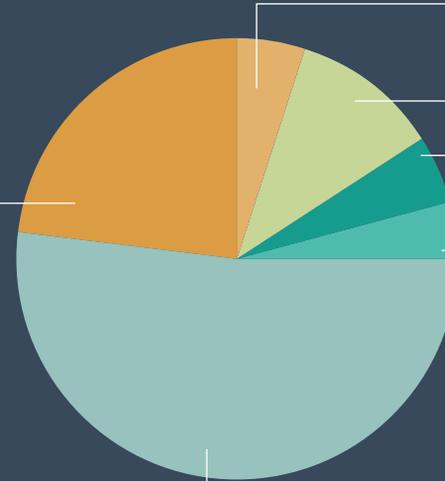
52%  
In-Kind Donors  
\$817,161.32

5%  
Government Grants  
\$78,457.50

11%  
Foundations  
\$181,389.95

5%  
Corporate  
\$79,100.00

4%  
Individual Donors  
\$59,692.94



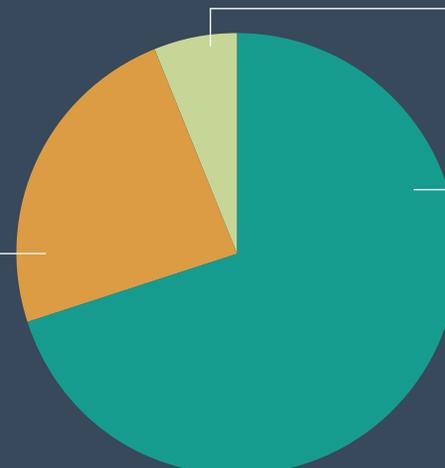
## Expenses

\$1,836,213.71

24%  
Payroll  
\$441,099.61

6%  
Admin & Operations  
\$116,720.53

70%  
Program & Projects  
\$1,278,393.57



## DONORS & IN-KIND SUPPORTERS

**AGC of Washington**

**Adaptiv Architecture**

**BNBuilders**

**California Sheet Metal**

**Cinematic Creative**

**CollinsWoerman**

**Columbia Bank**

**DeLille Cellars**

**Estate Four**

**HDR - Design 4 Others**

**Hermanson Company**

**Holmberg Mechanical**

**Howard S. Wright**

**Johansen Mechanical, Inc.**

**McKinstry**

**M.J. Murdock Charitable Trust**

**Oles Morrison**

**Pallet Shelter**

**Sellen**

**SMACNA - Western Washington, Oregon**

**SMACNA - Oregon & Southwest Washington**

**The Willows Inn**

**Turner Construction**

**Western Allied Mechanical**

**Westlake Consulting Group**

## BOARD OF DIRECTORS

**Scott Lewis, Board Chair**

*President*

5th Element Group PBC

**Julie Muller, Board Vice Chair**

*Executive Vice President*

SMACNA WW

**Troy Leland, Secretary**

*Managing Director*

Savills North America

**Mark Washington, Treasurer**

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**Meghan Douris**

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Lincoln Property Company

**Jackie Jensen**

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Mix Sanders Thompson

**Ellie Perka**

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Lane Powell

**Adam Rohde**

*Executive VP – Chief Operating Officer*

Sustainable Living Innovations

**Bryan Boettger**

*Principal & Lead Strategist*

Estate Four

