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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**

**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.

Regional Field Director for Africa & Asia, Anthony Muchiri, served as KGSA’s owner’s representative for the dormitory project.
2021: QUICK STATS

62,460 square feet constructed
5802.72 square meters

$398,640 raised

79% project managers identify as female

36% project managers identify as BIPOC

100% project managers local to region

12,628 annual users

16 projects
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 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.
Kibera Girls Soccer Academy
Kibera, Kenya
80 Annual Users

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

Koutière, Natchibore, Togo
1,542 Annual Users

Kingdom Home
Busia, Uganda
128 Annual Users

Kibera Girls Soccer Academy
Kibera, Kenya
80 Annual Users

OUR PROJECTS
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

Expedia Group Solar
Vieques, Puerto Rico
4,000 Annual Users

Nicolas Armand Hospital
Arachale, Haiti

Pallet Shelter
Everett, Washington
21 Annual Users

Pallet Shelter
Ashland, Oregon
10 Annual Users

Pallet Shelter (2)
Portland, Oregon
48 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
Arachale, Haiti
4,000 Annual Users

Pallet Shelter
Vieques, Puerto Rico
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

- 338,645 square feet constructed (31461.15 square meters)
- 19 countries
- 85 projects
- 1,827 local laborers employed
- 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
- 99% projects delivered on-budget
- 87% projects delivered on-time
- 99% projects source local materials
- 1,827 local laborers employed
**Total Assets**
$370,557

- **Total Liabilities** $150,207
- **Net Assets** $220,350

**Revenue**
$1,568,745.97

- **5%** Government Grants $78,457.50
- **11%** Foundations $181,389.95
- **5%** Corporate $79,100.00
- **4%** Individual Donors $59,692.94
- **23%** Program Service $362,702.52
- **52%** In-Kind Donors $817,161.32

**Expenses**
$1,836,213.71

- **6%** Admin & Operations $116,720.53
- **70%** Program & Projects $1,278,393.57
- **24%** Payroll $441,099.61
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

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