



All Hands and Hearts

# 2021 ANNUAL REPORT

A year of adaptation, perseverance, resilience and commitment.



## A LETTER FROM OUR FOUNDERS

Friends:

Welcome to All Hands and Hearts' first digital annual report! The switch to paperless is emblematic of the subtle yet significant changes we have made this year. Whereas 2020 saw All Hands and Hearts (AHAH) making innovative adaptations to get back to work safely under COVID-19 conditions, fiscal year 2021 was a time for reevaluating our disaster relief mission through a social and environmental justice lens. The physical impact of disasters on communities is evident, but it is crucial to acknowledge that they exacerbate existing human disparities and are more severe as a result of an increasingly compromised natural environment.

Alongside successfully operating 11 programs, mobilizing 578 volunteers, impacting 3,392 disaster survivors directly and over 1.4 million indirectly during a time when travel remained restricted, deep organizational reflection resulted in exciting steps forward:

- Our commitment to diversity, equity and inclusion (DEI) gained momentum when we appointed Mika'il Petin as chief of the newly established DEI department. Under his leadership, we have made internal policies more equitable. In addition, while we have always aimed to serve the greatest

need after disasters, we recently enhanced our criteria to appropriately prioritize the most vulnerable and marginalized groups.

- Recognizing our increasing role in the humanitarian space, we joined the movement among aid agencies to safeguard those we serve from sexual harassment, exploitation and abuse. Turning our gaze inward, we put in place a "wellbeing" framework that addresses the mental and physical strain of humanitarian work on our staff and volunteers.
- After eight years of exceptional growth under Erik Dyson, we welcomed Perry Maddox as our new Chief Executive Officer (CEO) to lead us into the next chapter.

It is with profound gratitude that we thank you, our donors, partners, volunteers and community members, for your trust and support during unsettled times. With you beside us, All Hands and Hearts can continue making the daily commitment to serve our mission thoughtfully and equitably, allowing each of us the opportunity to make a difference in the world we share.

David Campbell and Petra Němcová





## OUR MISSION

All Hands and Hearts effectively and efficiently addresses the immediate and long-term needs of the communities impacted by disasters. We directly communicate with local leaders and community members and then deploy our unique model of engaging volunteers to enable direct impact, thus helping to build safer, more resilient schools, homes and infrastructure.

## DIVERSITY, EQUITY, AND INCLUSION STATEMENT

To us, diversity is the acknowledgment, promotion and celebration of our differences and similarities. All racial identities, ethnicities, sexes, nationalities, gender identities and expressions, physical and mental abilities, sexual orientations, ages, spiritualities (or lack thereof), points of view and socioeconomic statuses can fit in with us.

Through our stance on diversity, we unite individuals from around the world and serve with purpose the communities affected by disasters. Response, recovery, resilience and renewal are why we exist—nevertheless, it is respect for humanity that drives us forward every day.

**Everyone is welcome.**



## OUR IMPACT TO DATE

**1,204,000+**  
DIRECTLY IMPACTED

**1,410,000+**  
INDIRECTLY IMPACTED

**62,000+**  
VOLUNTEERS

**144**  
VOLUNTEER NATIONALITIES

**128**  
DISASTER PROGRAMS

**22**  
COUNTRIES SERVED

**314**  
SCHOOLS COMPLETED

**115,000+**  
CHILDREN BACK TO SCHOOL





A group of construction workers are working on a site, likely preparing for a concrete pour. They are wearing hard hats and safety gear. In the background, there is a large semi-trailer and several tall, thin trees. The workers are focused on their task, with some wearing purple shirts and others in white. The scene is set outdoors under a clear sky.

# OUR STORIES



## ADAPTATION

We are at our best when we are out in communities—adapting to unforeseen events and making change happen. COVID-19 challenged us to be innovative in a new way. We were determined to find a safe and appropriate way for our volunteers, a key pillar of our mission and organization, to return to programs and fulfill commitments. The health and economic impacts of the COVID-19 crisis increased the urgency of our work while also complicating our ability to carry it out in the ways we were accustomed to.

During the six-month suspension of our on-base operations, team members from across the organization worked together to design a new volunteer model called Disaster Management - 12 weeks of service (DM12) to mitigate the risks of volunteers spreading the virus. With extensive safety measures in place, we launched our first DM12 cohort in September 2020 on The Bahamas Hurricane Relief Program, engaging participants in hands-on volunteering, skills training and professional development opportunities. Over the next year, we continued to update the DM12 model as needed to effectively assist communities without putting them at greater risk while also delivering a positive and meaningful experience for the volunteers. By August 2021, we had mobilized over 550 volunteers in 20 cohorts across nine programs. We are incredibly grateful to our volunteers for their dedication and flexibility. Because of their selfless commitments of time and energy, communities were able to receive the critical assistance they needed during a time of uncertainty and unique challenges.







As we continued disaster relief work, we saw the opportunity to apply our volunteer model to a new program that would address the urgent needs in communities hit hardest by COVID-19. Our Los Angeles COVID-19 Relief Program ran from October 2020 to July 2021, with three passionate DM12 cohorts focusing on filling gaps where local resources were overwhelmed. In collaboration with our partners, we helped pack more than 4.5 million pounds of food to feed over 900,000 people and provided back-of-house support to help orchestrate over 360,000 COVID-19 tests and over 140,000 vaccines. Our teams also distributed masks and sanitizer kits alongside local non-profits. The scope of this program was new for All Hands and Hearts and we found that its impact was powerful.

The global community continues to deal with a public health crisis and the economic crisis it created and the frequency and intensity of disasters also increase. As a result of this collision of crises, our team adapted to ensure we would meet our commitments to already vulnerable communities and to enable All Hands and Hearts to make new, additional commitments. Every day, we continue to adapt in order to serve our mission and help rebuild resilient communities.



## PERSEVERANCE

It has been a tough year for us all. At All Hands and Hearts, we have worked through the challenges posed by COVID-19, persevering to stay true to our aims and commitments.

We have redoubled our efforts to think creatively, act thoughtfully and serve with purpose, recognizing that for many communities affected by disasters, the long road to recovery is now evermore complex owing to the pandemic.

Nowhere was this more keenly felt than in The Bahamas, where our teams saw communities still struggling to recover from the destruction caused by 2019's Hurricane Dorian and falling even further behind owing to COVID-19. This, to us, was unacceptable. After our six-month operational suspension, we not only returned to work in The Bahamas but also expanded to two programs using our new DM12 volunteer model.

Thanks to this increased effort and the generous support of our donors, our partners and the 680 volunteers who joined us over the past two years, we have impacted the lives of 2,340 people in The Bahamas.







Along with our response and recovery activities in homes, which included debris removal, mucking and gutting, mold sanitation and resilient roof repairs, our primary focus was on supporting local schools. Many schools were deemed unsafe as a result of the devastating damage. Over 10,000 students were displaced in Great Abaco alone. Educational disruption can have severe social impacts and can affect a country's economy and thus its ability to recover and rebuild, which is why aiding children back into safe learning environments remains a key part of our recovery work. Having made a commitment to the people of Great Abaco that we would be there for the long haul and fulfill our ideal of arriving early and staying late, it was incredibly important to us that we persevered alongside this community.

We completed work on eight schools in total, including St. Francis De Sales Catholic school; Central Abaco Primary School, a large-scale rebuild and renovation project for the largest school in Great Abaco serving over 800 students; Every Child Counts, the only school for students with disabilities on the island; and Little Darlings Academy, a much-loved local preschool that largely supports immigrant minority families in need through scholarships.

"No amount of words can express our gratitude to the people who left their families, their homes and their lives to come and support us. September 1, 2019, was horrible, but September 2, 3, 4... to this present day are better... because you [All Hand and Hearts] came. If we have learned anything, it is the value of helping others. We will pay it forward. The people of Abaco, especially the children of Abaco, thank you all!" - Dominique Russell, District Superintendent, Ministry of Education



## RESILIENCE

This year's launch of our first wildfire mitigation and recovery program is a reminder that building resilience—one of the pillars of All Hands and Hearts' disaster relief mission—involves the flexible application of a variety of strategies.

According to the Rockefeller Foundation, resilience is the capacity to survive, adapt and thrive in the face of chronic stresses and acute shocks and even transform when conditions require it. For All Hands and Hearts, bolstering community resilience has historically meant reconstructing or repairing disaster-damaged or destroyed schools, homes and other structures in accordance with the principles set by governments and international humanitarian standards. This means we use durable water-, wind- and/or seismic-resilient materials and techniques to mitigate damage from future stressors.

Landscape-based mitigation strategies can be key to building resilience, like in the mountain villages of Nepal, where All Hands and Hearts constructed gabion walls to keep terraced land from washing out under and above homes and schools. An environmental approach is critical and increasingly relevant for wildfire mitigation. Driven by increasingly hot, dry conditions and strong winds, the rapidly changing climate has exacerbated the severity of wildfire season in the western U.S.; it is lasting longer and laying waste to exponentially larger swaths of land.







Record-breaking megafires in 2020 galvanized All Hands and Hearts to explore how our volunteer model could be of service. With fires and a pandemic still raging in California last fall, we deployed a team to consult with the California Office of Emergency Services and community leaders in fire-affected areas. We learned that well-managed volunteers are a much-needed labor force for local fire mitigation projects. Chainsaw-skilled crews are particularly suited for mitigation activities, such as selectively removing a fire's fuel—flammable vegetation—and restoring forest and soil health by planting indigenous, fire resilient saplings.

Since February 2021, our Wildfire Relief Program has been doing just that at the epicenter of the infamous 2018 Camp Fire in Paradise, California. Eighty-five lives and 14,000 structures were lost in the fire. So far, AHAH chainsaw teams have felled 526 trees, contributing 10 acres to the fuel break that the Butte County FireSafe Council is coordinating around Paradise. Along with our partners, we employ strategies that include 1) removing charred trees and flammable vegetation on 16 home sites and a park, thus slowing or even stopping a fire's spread and providing a foothold from which firefighters can control it and 2) planting saplings, which cools down the landscape and reduces erosion. This decreases the likelihood that winter rains falling on scorched land will lead to a secondary disaster: mudslides.

The program was piloted by developing the needed skill sets through a chainsaw certification program for our volunteers. The success of the pilot has us planning to operate the concept year-round. In California alone, hundreds of thousands of people live in communities considered at very high risk of severe wildfires. Our goal is to be there to help as many as possible "survive, adapt and thrive" in the face of them.



## COMMITMENT

Standing with disaster-affected communities is core to All Hands and Hearts. We ask how we can commit to working together toward resilient futures. Nowhere is the depth of our commitment to communities better demonstrated than our Nepal Earthquake Relief Program this year, where a team of unwaveringly dedicated people delivered on a promise to bring two safe schools to 350 students.

Commitment to Nepal in the wake of the 2015 earthquake began with connecting to those impacted. We asked what was needed and we gathered local and global volunteers to get to work. Side by side, we rubble-d, cleared debris and constructed community shelters and seismic-resilient homes. We responded. The debris was cleared and we stayed to build schools. Nepali masons worked alongside volunteers from around the world. Women in villages brought home new opportunities through construction training. Students gained access to safe water and a hygienic environment at school. Young girls were equipped with the resources to stay in school with confidence. Our Nepali engineers led construction to be disaster-resilient and locally relevant. Year after year, the work continued, improved and deepened. Year after year, we found communities still living with the impacts of the earthquake. By October 2019, the 23rd and 24th school campuses were under construction in Marin, Nepal.







Thakureshwor and Janakalyan schools were halfway to completion when, on March 11, 2020, COVID-19 was declared a pandemic. All Hands and Hearts made the difficult decision to suspend international volunteer activity until it was safe to resume. Under the circumstances, we could not bring volunteers to Nepal. However, we had made a promise to the community. The families of Marin entrusted us to work with them in solidarity, building safe schools and capacity to mitigate the impacts of future disasters. In January 2021, All Hands and Hearts saw a path to fulfilling this commitment and bringing the students of Thakureshwor and Janakalyan back to school. Although international volunteers were unable to return, the dedicated team of Nepali staff and masons would return to the schools. Eager to get back to work and with the Marin community eager to have us back, this team picked up right where the volunteers had left off.

Construction was again underway, but our commitment was more than buildings. The infrastructure of the schools is reinforced by members being equipped with the tools to face future events. Our commitment was to build resilience with the communities and we intended to do so wholeheartedly.

Together, our team and contractors constructed two beautiful campuses where parents can be certain that their children are safe. They led trainings for parents, teachers and students on protection, disaster risk reduction, hygiene and menstrual health. Today, strength and confidence permeate not only these schools but also the people in and around them.

This team faced steep challenges presented by COVID-19 and missed the bright energy of the volunteers, but throughout everything, they maintained the joy and dedication at the heart of our reason for being in Marin—our commitment to stand with communities in resilience.



## OUR AFFILIATES

### ALL HANDS AND HEARTS MEXICO

In July 2021, we celebrated the opening of two resilient schools, ensuring a brighter future for children in the state of Oaxaca, Mexico. This new educational infrastructure offers a safe place for more than 240 students to learn, play and thrive. This latest accomplishment brings the total number of completed schools in Mexico to 20.

### ALL HANDS AND HEARTS CANADA

We are completing the formation of All Hands and Hearts Canada to support existing donors and volunteers in Canada and provide a platform to encourage more Canadians to support our work worldwide.

### HAPPY HEARTS FUND CZECH

In 2021, Happy Hearts Fund Czech contributed to the rebuilding of two schools in Nepal, benefiting 350 children. In total, Happy Hearts Fund Czech has helped rebuild 10 safe, resilient schools around the world, benefiting over 2000 children.

### HAPPY HEARTS INDONESIA

In 2021, Happy Hearts Indonesia rebuilt 36 schools, which brings the total to 239 schools rebuilt in Indonesia since inception. In addition to the schools, Happy Hearts Indonesia has rebuilt 9 libraries and safely managed to conduct 58 trainings on Water, Sanitation and Hygiene (WASH), Disaster Readiness, Library Management and School Management.





## LOCAL PARTNERS

Our work would not be possible without the facilitation and support of our valued local partners, who help us to understand the local context, provide important advice, guidance and resources and assist us in engaging affected communities to ensure we are meeting their greatest needs.

Asociación de Amigos del Desarrollo y la Paz (ADP)  
Butte County Fire Safe Council  
Coastal Bend Disaster Recovery Group (CBDRG)  
CORE (Community Organized Relief Effort)  
Eden Community Access Centre Incorporated  
Habitat for Humanity Butte County  
Hope Crisis Response Network  
Kedren Community Health Center  
Los Angeles Regional Food Bank  
North Florida Inland Recovery Group (NFIRG)  
Peruvian Project Association/Asociación Proyecto Peruanos (APP)  
Relief Nepal  
SBP  
The Fuller Center for Housing  
Youth Empowerment Through Soccer International (YESI)



## BOARD OF DIRECTORS

**David Campbell**

Co-founder, Chairman

**Petra Nemcova**

Co-founder, Vice Chair

**Erik Dyson**

CEO, All Hands and Hearts (Through, 08/31/2021)

**Stefanie Chang**

Chair, People Development Committee/Manager, Deloitte & Touche LLP

**Alan Eland**

Chair, Governance Committee/Retired (Through, 09/08/2021)

**Mike Pehl**

Chair, Finance and Audit Committee/Managing Partner, Guidepost Growth Equity

**Oliver Dachsel**

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Assistant Professor of Biological Sciences, Bronx Community College

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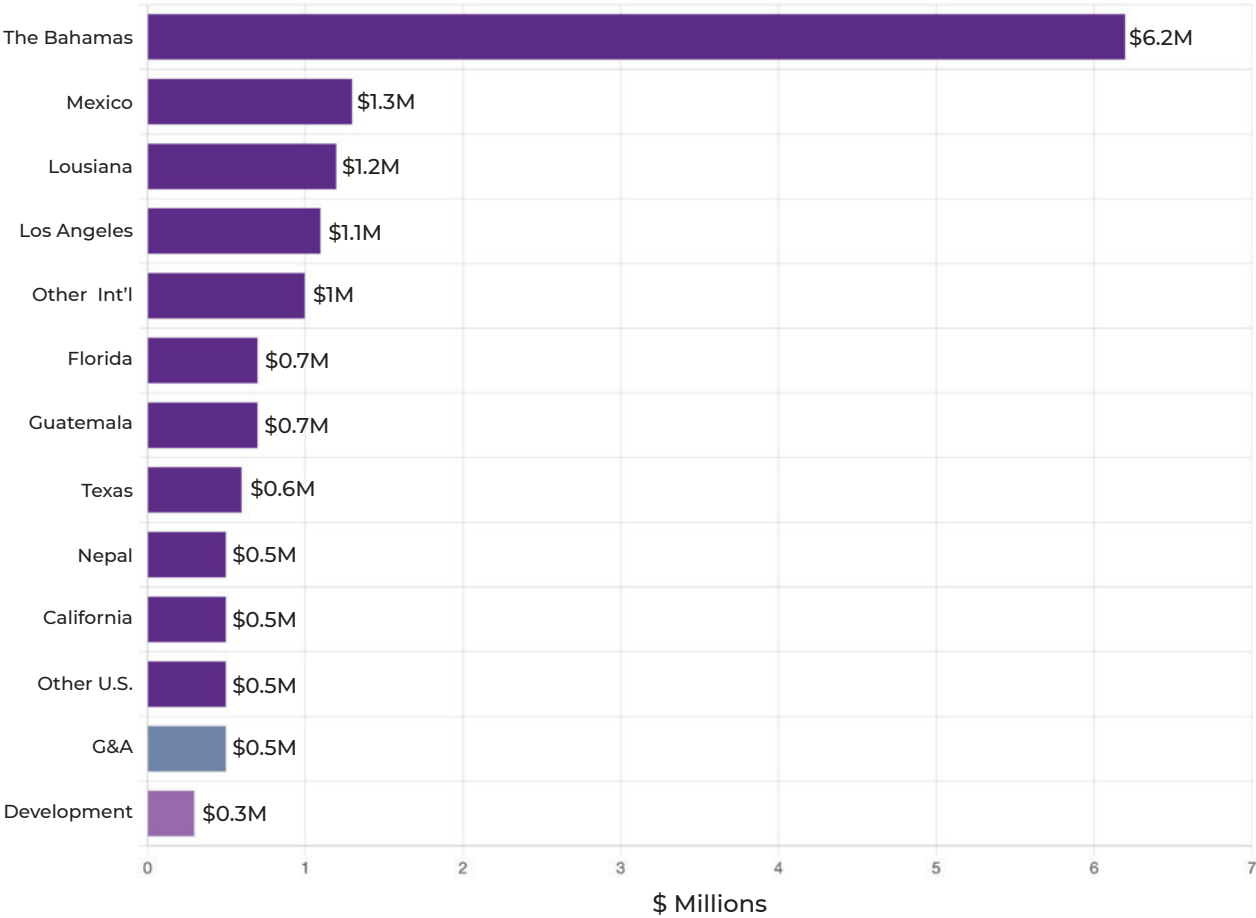
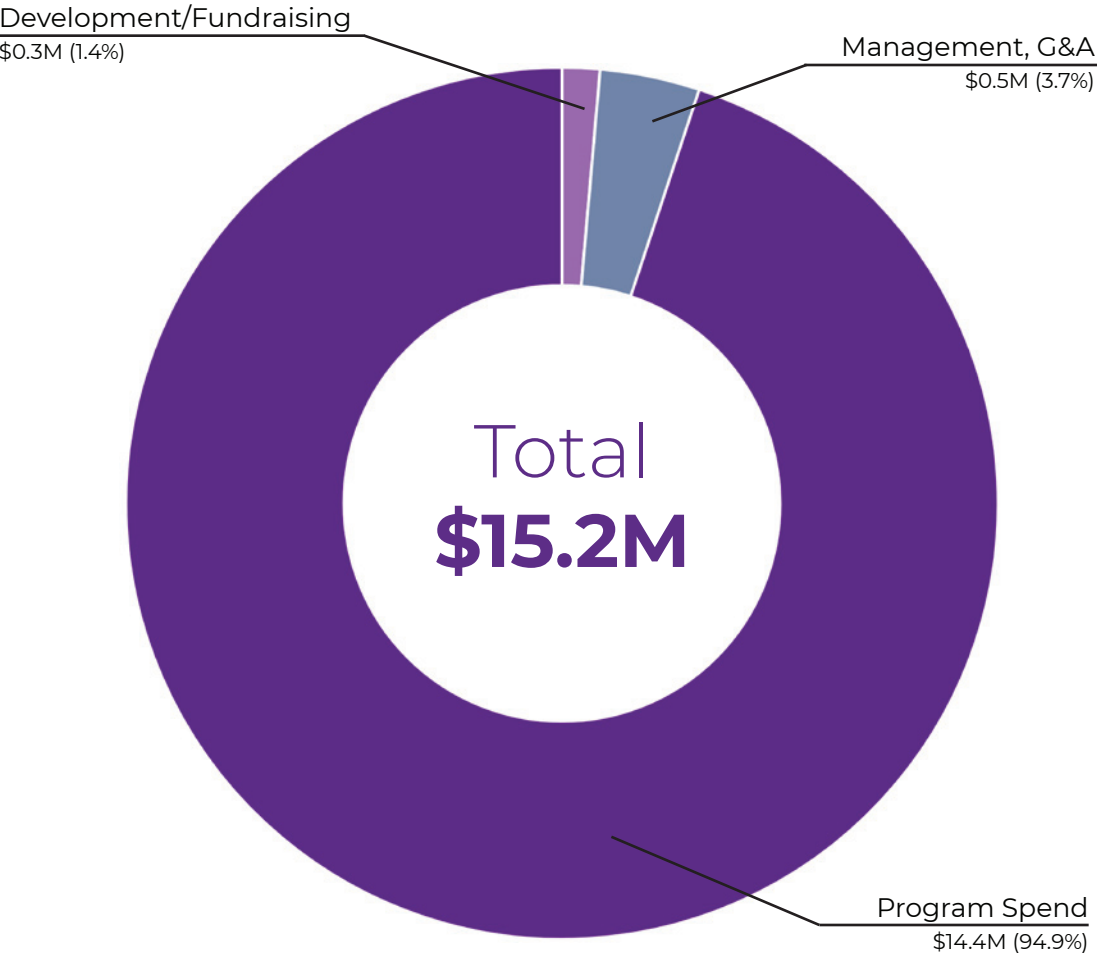
Ex-Officio Board Member



# OUR FINANCIALS

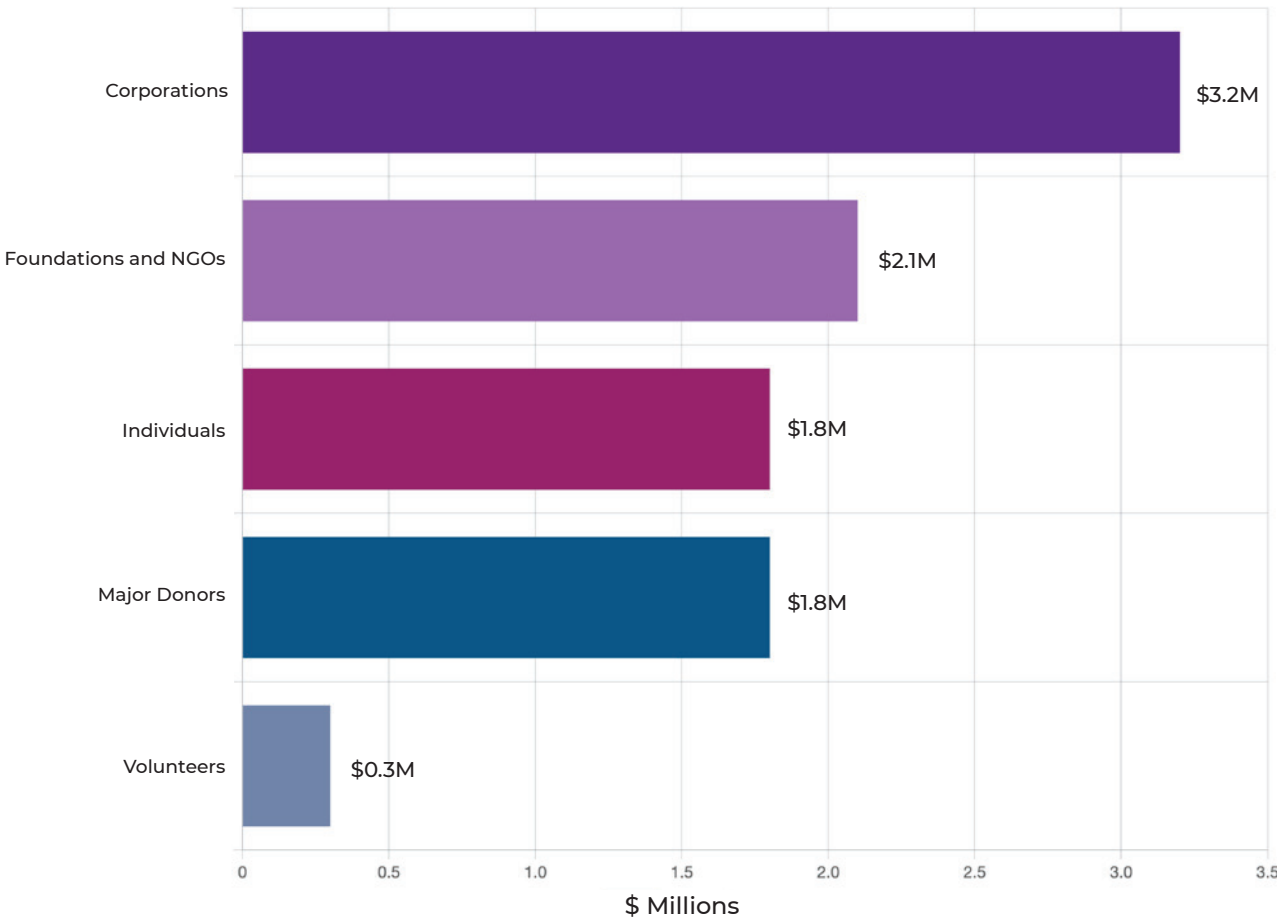
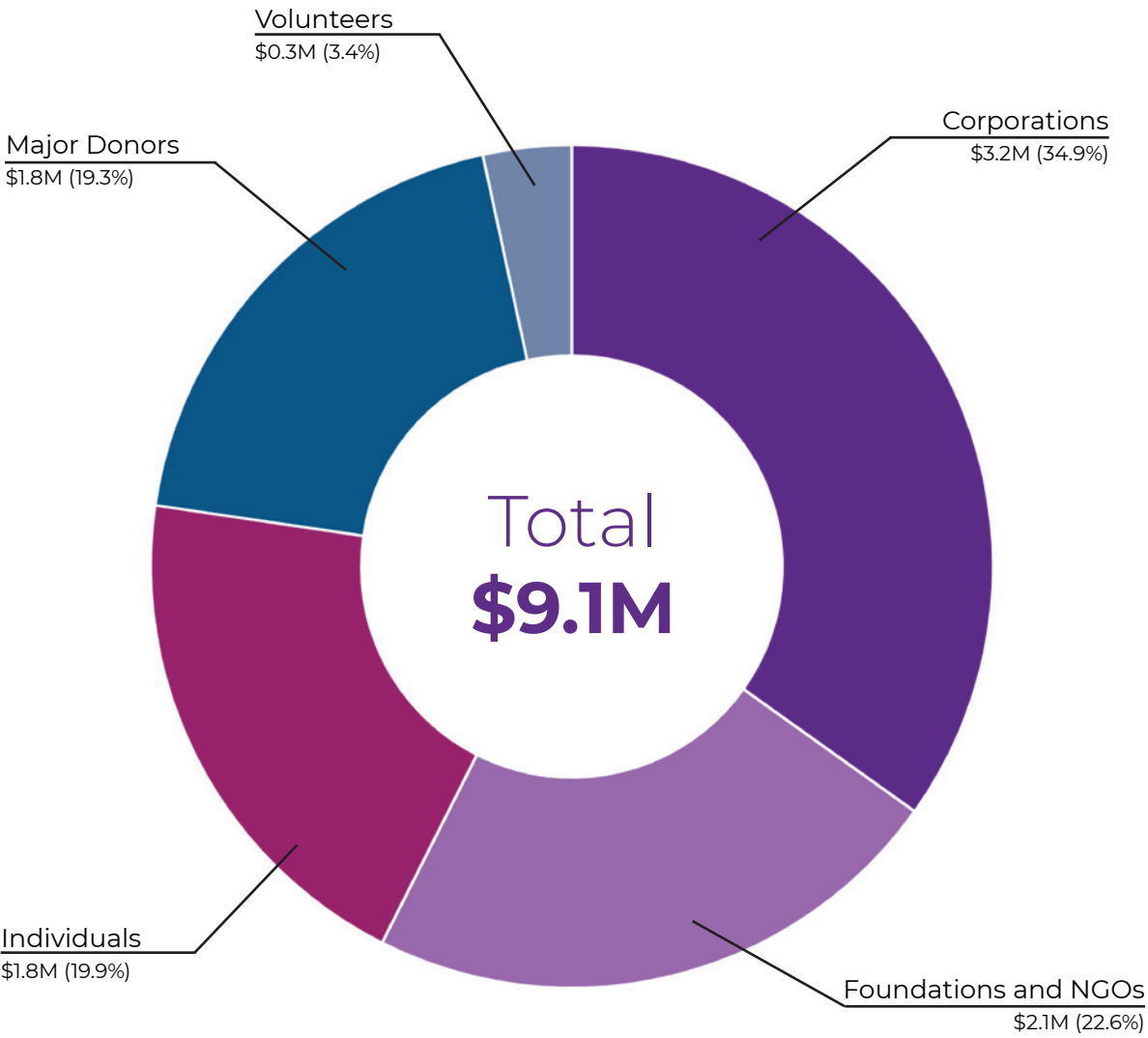
## FY21 Preliminary, Unaudited Expenses Total - \$15.2M

In FY2021, we adapted to the financial and operational challenges of the COVID-19 pandemic to fulfill existing program commitments, create impact in new geographies and preserve our organizational capacity. We leveraged designated funds from the prior year to return to work quickly and utilized gift-in-kind support to allow our work to continue in a safe and viable way. These actions enabled us to devote **95% of our total spending toward program efforts throughout the world.**





**FY21 Preliminary, Unaudited Revenue**  
**Total - \$9.1M**







## MAKE AN IMPACT IN 2022

All Hands and Hearts addresses the immediate and long-term needs of communities impacted by natural disasters. We have earned a 4-star rating by Charity Navigator for the seventh year in a row. This year only seven percent of rated non-profits received this distinction for financial and operational efficiency.



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