

# Rancho La Hermosa

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Primo Tapia

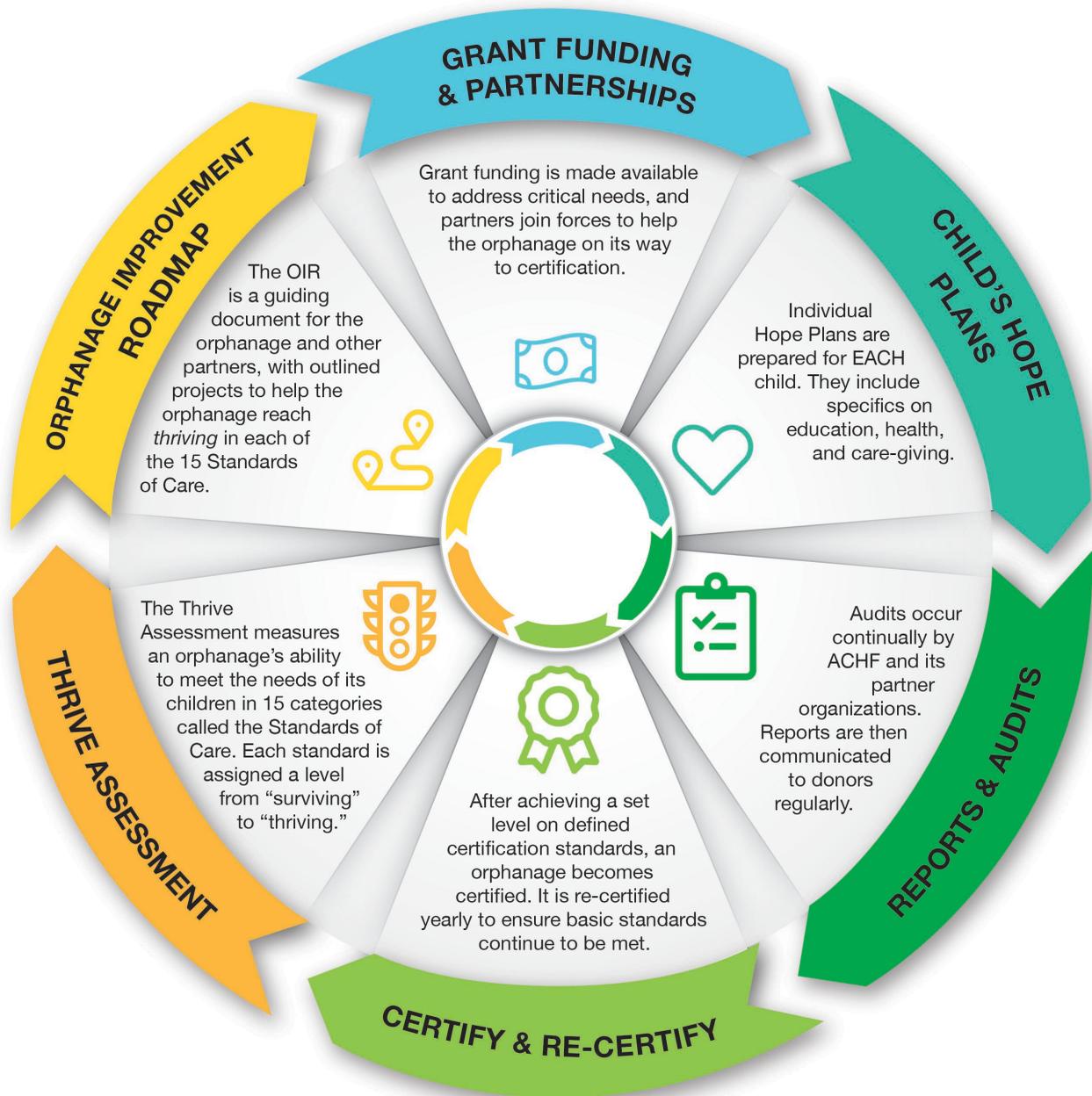


# ORPHANAGE IMPROVEMENT ROADMAP

February | 2021



# The Thrive Plan





## Thrive Plan Agreement

A Child's Hope Foundation (ACHF) has a unique approach to “Lift Orphans from Surviving to Thriving.” We are dedicated to programs that offer long-term success. Through vetted relationships and clear priorities, we help connect donors to programs that are already working.

Each Orphanage Improvement Roadmap (OIR) is built with the orphanage leadership after reviewing the results from the Thrive Assessment. In order to provide children with better outcomes, orphanage leadership prioritizes initiatives and works with A Child's Hope Foundation (ACHF) to create a plan for the next six months and beyond. The result is a document that allows donors and other parties to clearly see how they can contribute to improving the environment that will allow orphaned children to thrive.

Achieving certification demonstrates the ability of the Orphanage Leadership to provide a place where children can thrive, heal, and be prepared for a joyful and productive life. For most orphanages, the certification process takes a year. ACHF is deeply committed to our orphanage partners, and we demonstrate that commitment through grants made to help achieve strategic initiatives, coordinating with a network of partners to help address needs, and building strong, ongoing relationships with orphanage leadership to provide support, coaching, expertise, and advocacy.

Orphanages will be recertified annually, using the Thrive Assessment and building a new OIR every six months, while providing regular reports back to ACHF. ACHF then reports back to donors, sharing the orphanage's progress towards their goals. A Child's Hope Foundation works as a partner with orphanage leadership to ensure that improvements are maintained and that children have the best opportunity to thrive.

# Table of Contents

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## 2 OVERVIEW OF ORPHANAGE

- 2 Background
- 2 Mission
- 3 What Makes Orphanage Unique?
- 3 Long-Term Vision



## 4 CERTIFICATION ASSURANCES

- 5 Certification Assurances Checklist

## 7 THE THRIVE ASSESSMENT

- 7 What is the Thrive Assessment?
- 8 Current Thrive Scale for Orphanage



## 21 STRATEGIC INITIATIVES



# Overview of Orphanage

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## Background

Rancho La Hermosa Orphanage is in its third year of caring for kids! The building of the Ranch was conducted over four years. We are one of the few fully licensed and accredited orphanages in Baja. Our orphanage was born out of many years of prayer and an unwavering determination to provide excellence in orphan care. We are growing and expanding with the focus of receiving more kids and changing more lives!

## Mission

Rancho La Hermosa Orphanage exists to love and care for orphaned and abandoned children. We are a child-centric home where children in distress can find peace, comfort and stability. Our mission is to provide a healing environment where kids can learn to thrive. We strive to provide excellent care and to nurture our kids. We focus on spiritual and physical health as well as education, nutrition and equipping our kids for a productive life.

# What Makes Orphanage Unique?

Rancho La Hermosa is a beautiful blend of Mexican and American leadership. We have an amazing team dedicated to the health and well-being of our kids. We are intentional about raising kids in smaller dorm groups with loving dorm parents. Each dorm has dorm parents committed to providing the stability and nurturing environment necessary for formative healing and growth.

## Long-Term Vision

Our goal is to continue expanding our facilities and staff to care for 70 children. In addition, we will be embarking on the building of discipleship houses in town to house kids aging out of traditional orphanages. Our discipleship home will provide mentoring, educational support and care designed to launch young adults into highly productive, self-sustaining lives.





# Certification Assurances

The following pages outline the assurances an orphanage must guarantee in order to become ACHF Certified. Certification opens the door to many more opportunities, resources, and partnerships for the orphanage. The goal is for orphanages to be certified within 12-18 months. The certification assurances checklist are questions that are part of the Thrive Assessment and is the baseline that orphanages need to achieve certification.



# Certification Assurances Checklist

## RANCHO LA HERMOSA

This process began on: February 2021

*The Certification Assurances are rated on a scale of 1-4, 4 being the best.*

CERTIFICATION ASSURANCES		
COMPLETED	CHILD RIGHT	QUESTION
4	Water	Does the home have water that is safe to drink (free from chemicals, bacteria & decaying pipes)?
4	Water	Do children have access to water whenever they would like a drink?
4	Water	Does home have a safe disposal method for sewage and wastewater that does not contaminate the drinking water source?
4	Dignity & Freedom	Do children have access to their own bed? (bed, bedmat, sleeping area)
4	Education	Is every child enrolled and able to attend school 80% + of the time?
4	Stable, Loving Family	Are consequences for infractions of rules, positive discipline based and appropriate to age? (ex: no time out all day, etc)
4	Right to live with Family	Do house groups live as a stable family group (Do house parents commit to 2+ years of service and staying with kids 5 days or more of the week so they have consistent caregivers)?
3	Right to be Protected from Abuse and Neglect	Has all staff and ancillaries received training on positive discipline techniques and alternatives to corporal punishment?
4	Right to be Protected from Abuse and Neglect	Does the home implement a child protection program/policy that ensures children are not abused (physically, verbally, emotionally, etc.) by house parents?
2	Right to be Protected from Abuse and Neglect	Are caregivers trained every six months in how to recognize/ prevent abuse?
4	Equal Opportunities	Do both male and female mentors/adults act as role models and are available for counsel?
4	Nutrition	Do children get the proper amount of caloric intake each day?
4	Nutrition	Is protein provided daily?

<b>CERTIFICATION ASSURANCES</b>		
<b>COMPLETED</b>	<b>CHILD RIGHT</b>	<b>QUESTION</b>
4	Healthcare	Are soap and water readily available in a hygienic manner near the dining area, toilet facilities, and nursing area?
4	Healthcare	Do all children receive and have documentation of their vaccinations?
4	Dignity & Freedom	Are children bathed/showered weekly and proper safety precautions taken for infants?
4	Governance & HR	Land and improvements are secured so that they can't be sold for personal gain.
4	Governance & HR	Are house parents given a written document that details their terms of employment and a job description outlining the responsibilities of their position?
4	Governance & HR	Does home comply with all licensing, audit, and governance requirements? (If not fully licensed are you actively working to receive it?)
4	Finance	Do you have a form of tracking your income and expenses?
4	Finance	Are records maintained and available for review?
4	Finance	Do you keep receipts and create a profit and loss statement by month?
4	Finance	Are controls in place and followed to minimize opportunities for misuse of funds? (ex: Is purchase policy in place and followed for procuring non-recurrent/recurrent items?)
4	Finance	Does a qualified accountant validate the books for the organization?



# The Thrive Assessment

## What is the Thrive Assessment?

The United Nations (UN), an international organization, has worked tirelessly to find ways to promote a better quality of life so that basic needs are met. In 1959, the UN adopted the Declaration of the Rights of the Child, which defines children's rights to protection, education, healthcare, shelter, and nutrition.

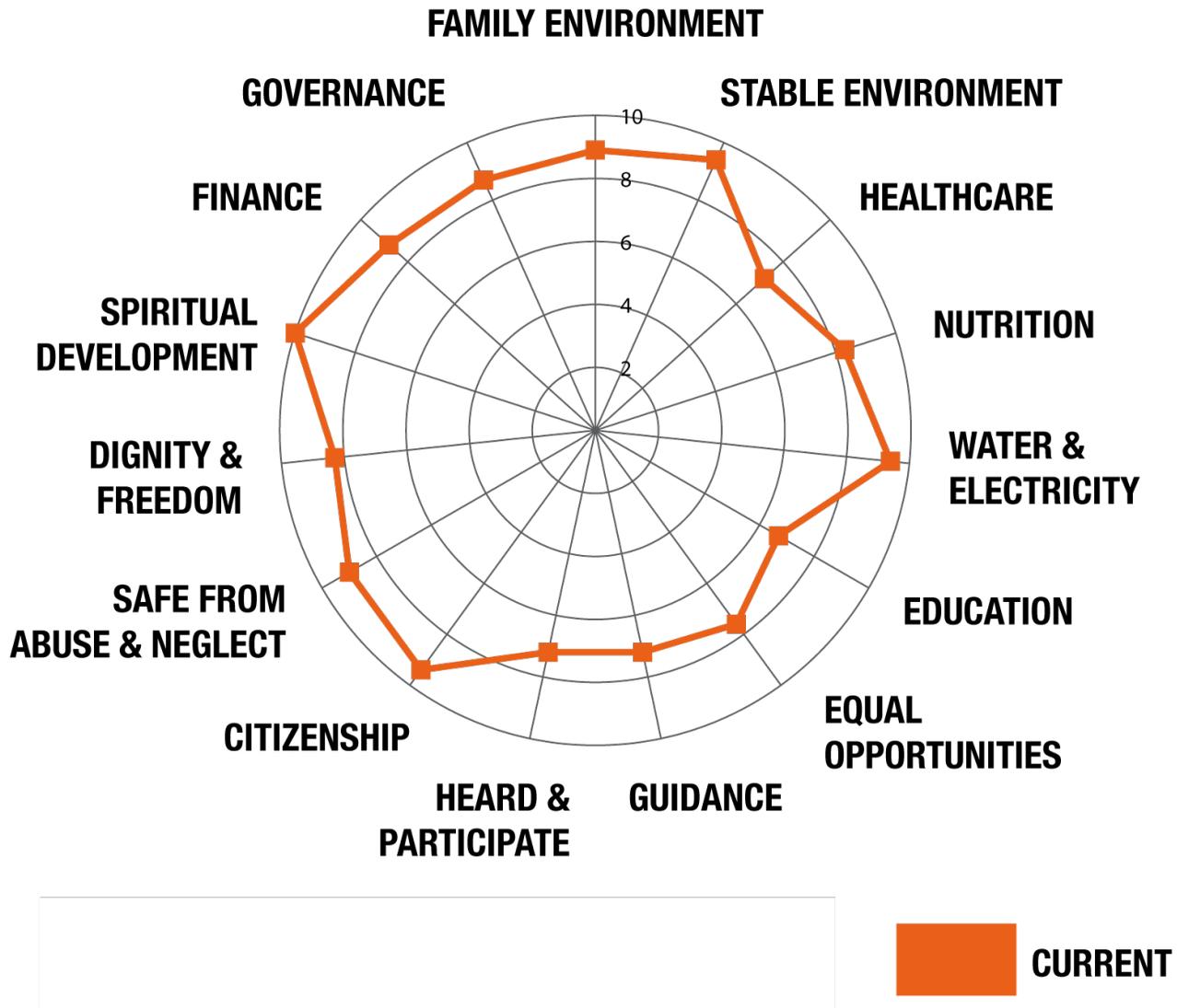
Based on the adopted declaration, The Miracle Foundation ([miraclefoundation.org](http://miraclefoundation.org)), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of the rights to the children in their care. This Thrive Scale not only gives child care facility leaders a picture of how they're doing, but specific and practical steps to improve.



With permission, A Child's Hope Foundation has revised The Thrive Scale to make it adaptable for orphanages. We have codified all 12 Rights, as well as a Finance, Governance, and Human Resource standard, resulting in a total of 15 ACHF standards. These standards ensure that children receive care that truly helps them to thrive, now and in the future.

The Thrive Assessment will be administered every 6 months to chart the progress of each standard. It, along with the Orphanage Improvement Roadmap and individual Child's Hope Plans, will measure and help obtain these rights for each child.

# Current Thrive Scale for Orphanage





## Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho La Hermosa is at the **THRIVING** level. Sibling groups have the opportunity to spend time together during their daily activities and if gender and age allow it, they share the same bedroom. It is very rare for children who live in Rancho La Hermosa to have visits authorized by DIF from a biological family, however, in those cases where visits have been authorized, the director encourages the children to maintain that relationship with their family. The family visits the Church where the kids regularly congregate in order to make it a more neutral and safe space for children during visits.

Rancho la Hermosa has a ratio of 5 children to a caregiver, however, they have a high percentage of staff turnover since the vast majority of caregivers have not been committed for a period greater than 1 year. In other cases, they have not renewed a second contract after the first six months of work because the caregivers have not fulfilled the expectations of the position. An important factor has been the lack of follow-up in the induction and training processes, as well as the lack of tools and skills in child care.

For Rancho la Hermosa, it is very important that all those who are interested in being part of the team have a general understanding of the mission and vision of the orphanage—that they are people with well-established values, who profess love of God and that they have a high sense of duty towards children. Due to these factors and the little promotion of the house, they have not been able to have and develop a stable, solid team of caregivers that commits themselves to the cause for 2+ years.

For Rancho La Hermosa to improve its rating in this category, it is necessary to create a recruitment plan. This plan shall include promotion of service, presentation of orphanage vacancies and generating alliances with other spaces where women and Christian couples congregate (Churches, Sunday Schools and Community Centers etc.) where there might be an interest in being part of the team.

It is also necessary for a specialist to train staff in the standard of informed child care and trauma, so that caregivers develop the necessary skills to help children more effectively.

- Create a recruitment plan that includes promotion of service and presentation of orphanage vacancies
- Generate alliances with other spaces where women and Christian couples congregate (Churches, Sunday schools and Community Centers etc.) and might be interested in being part of the team
- Specialist to train staff in the standard of informed child care and trauma, so that caregivers develop the necessary skills to help children more effectively (Churches, Sunday schools and Community Centers etc.) and might be interested in being part of the team



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at **THRIVING** level. The home has a system of clear rules for all children based on positive discipline. Children understand the consequences if they break any of the house rules and these measures are according to age. Boys and girls are treated with respect and are called by name; belittling nicknames are avoided at all costs. The caregivers spend quality time with the children, get involved in the children's activities and play with them at different times of the day. They have their own traditions, such as movie nights. Before the pandemic, more activities could be carried out outside the orphanage, so for now, ice cream in the park once a week has become a favorite; the simple fact of getting in the truck and going to the park has now become a great adventure for them. To avoid burnout, the caregivers have two days off a week. Weekly and monthly meetings are held with a psychologist to discuss children's behavior situations and strategies to improve.

For Rancho La Hermosa to improve its rating in this category, it is necessary to have the advice of a specialist to guide caregivers on how to create a more stable, loving and enriching environment at home.

- Have the advice of a specialist to guide caregivers on how to create a more stable, loving and enriching environment at home, how to create a stronger bond with the kids under their care, and a plan to carry out activities



## Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **SUSTAINING** level. The children have the necessary items to wash their hands and for personal hygiene. They brush their teeth at least twice a day and have been taught the importance of maintaining good personal care. The director has identified a doctor to whom they can turn in case of emergency. The doctor is in the community near the orphanage; if it is determined that the case is an emergency, the doctor himself sends the patient to the nearest Red Cross for further care. The family home also has a first aid kit to attend to accidents and minor injuries. They have the support of a nurse who goes to the home every 6 months to review the vaccination records. If necessary, they make use of their contacts and schedule appointments with specialized doctors at the nearest general hospital.

Rancho La Hermosa provides basic medical services when any of the children present any symptoms or conditions. However, they have not performed annual medical, dental and visual check-ups on the children that reveal a general state of health to later provide the pertinent follow-up. To attend to these medical needs, the director and the board of directors have been in charge of looking for donors who want to support this expense. Although most of the time they manage to obtain the funds, the house does not have an emergency fund for medical emergencies. Rancho La Hermosa has one child with an intellectual disability. She travels to another municipality on a monthly basis to receive medical care and therapy for her condition. So far, this care has been effective, however, more adults in the home need to get involved in the follow-up that must be performed at home with her. For this, they will need to train at least two caregivers to support the follow-up actions.

In order for Rancho La Hermosa to go from SUSTAINING to THRIVING, it is necessary for the children to have a complete health check that includes physical, dental and visual exams to ensure their healthy development. They will also need to create a fund to help cover the cost of any health expenses that may come up. They must also implement staff training on how to support children with disabilities or special conditions.

- Complete health checks that include physical, dental and visual exams for the children, to ensure their healthy development
- Create a fund for health expenses, to help cover the costs of any medical emergencies that might arise
- Implement staff training on how to support children with disabilities or special conditions that might arise



## Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Rancho La Hermosa is currently at **SUSTAINING** level in this category. The home provides three meals a day prepared in a hygienic, appetizing and varied way. Some form of protein is included daily. The children receive three servings of fruits and vegetables a day during meals and they receive seasonal fruit between lunch and dinner. The director of the place, Aleyda, wants to ensure that tasty and healthy food is provided, however, she has no way of confirming that the food content provides what is necessary for the healthy growth of the children. The cook does an excellent job in the kitchen, but has not received training in healthy infant feeding so that she can implement healthier menus. The kitchen facilities are well-ventilated and illuminated. They are free of pests and toxic substances.

For Rancho La Hermosa to be able to advance from SUSTAINING to THRIVING in this category, it is necessary to have the advice of a nutrition specialist to help them design more nutritious menus that provide an adequate consumption of calories per day, ensuring that children are receiving the nutrients necessary for their growth. The nutritionist should also advise and train the cook in ways of preparing food that provide better nutrition for children.

- Have the advice of a nutrition specialist to help them design more nutritious menus and train the cook in ways to prepare food that provides better nutrition



## Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho La Hermosa is on a **THRIVING** level. The home has enough clean drinking water for all their needs: to drink, prepare food, wash and carry out personal hygiene and household chores. Although the house is not connected to the city's drinking source, they have developed a culture of good use of their water resource; there is always water available and they have a reserve in case the water supplier is late for delivery. Children have easy access to drinking water whenever they need it. They have been instructed on the use of filled bottles or cylinders so that they can hydrate when they need it. They always carry a jug of water and glasses are available to allow the children to drink water in the classroom. They have adequate electricity at home. They have electrical wiring and lighting in all their facilities: they have solar panels in all buildings and double recharging batteries that power the entire facility. There is one small problem, however: in one of the rooms where refrigerators are kept to store frozen goods, often when there is cloudy weather it becomes a challenge for the solar panel battery to cover the power to keep the refrigerators working.

To improve on a THRIVING level, they need to implement an improvement project for the electrical infrastructure in the room where the food coolers are located so that the energy is sufficient for the needs and to ensure that the equipment is connected safely.

- Implement an improvement project for the electrical infrastructure in the room where the food coolers are located so that the energy is sufficient for the needs and to ensure that the equipment is connected safely



## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **SUSTAINING** level. Without a doubt, providing quality education to children during the pandemic has presented a significant challenge for the director and team at Rancho La Hermosa. All the children are enrolled in a public school near the home, but since March of 2020, the children have not attended due to the closure of schools upon health guidelines. The public schools lack homeschooling strategies and the home is very limited in options because of the internet connection they currently have. The principal of the public school and the members of the board of directors carried out a fundraising campaign to pay the salary of three teachers, however, it can only cover the salaries until April 2021. The hired teachers visit the home to carry out lectures and support in the regularization of those who are a little behind. The results of this modality of education for children has been more effective, since the children are divided by ages and learning levels. Because the groups are smaller, the quality of care for the child has made a huge difference as this allows them to have 1 on 1 sessions.

The children have been evaluated with qualified resources in an Educational Center that provides their current level of reading and writing, and mathematical thinking and learning. This allows the teachers to know in which area the child needs more support. They are also supported by a volunteer who has "Storytelling" sessions to stimulate a taste for reading and develop imagination. In addition, the children have enough books available in their language to exercise their reading.

At the moment Aleyda, the director on site, reviews the grades and progress of the children. Together with the teachers in the home, they design strategies to support the kids to succeed in their areas of improvement.

The home has some computers for the use of the children, however they are not yet installed and a few do not work. Most of the children do not know how to use the computers since they have not received any training. Additionally, their internet cannot sustain more than 5 simultaneous devices in use because their signal becomes weak. They are also limited in school and learning materials, as well as supplies, toys, and materials to use according to age and developmental needs.

At the moment there is no plan such as a budget and accommodation for children to continue studying after their time with the institution or after reaching their legal age.

For Rancho La Hermosa to be able to go from SUSTAINING to THRIVING, it is necessary to make improvements to the internet so that children can make use of this resource for their education. It is also necessary to create a fund to cover the payment of teachers' salaries for the rest of the school year. Finally, they need to be able to provide educational materials, art materials, toys and supplies so that children have what is necessary for their intellectual development.

- Make improvements to the internet throughout the facility so that children can make use of this resource for their education
- food coolers are located so that the energy is sufficient for the needs and to ensure that the equipment is connected safely
- Create a fund to cover teachers' salaries for the rest of the school year
- of this resource for their education
- food coolers are located so that the energy is sufficient for the needs and to ensure that the equipment is connected safely
- Provide educational materials, art materials, toys and supplies so that children have what is necessary for their intellectual development
- of this resource for their education
- food coolers are located so that the energy is sufficient for the needs and to ensure that the equipment is connected safely

# Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **SUSTAINING** level. Children have a designated space for their belongings such as gifts, letters, photographs and everything that has significant value to them. Everyone has the same opportunities to go to school. Adults in the family home serve as role models and are available to guide the children. Aleyda and her team have been in charge of looking for local alternatives for extracurricular activities, starting with dance classes. However, due to the COVID 19 pandemic, that activity had to be canceled in accordance with the health measures indicated by the Mexican government. In Rancho La Hermosa, there is a girl who has a speech impediment; she is being treated by a specialist in speech therapy on a monthly basis. The therapy is great but it is not enough, since her appointments are widely spaced and there are no follow-up strategies in the home. No plans have been established for teens transitioning into adulthood, nevertheless, it is a good time for Rancho la Hermosa to begin creating those plans with their older teens.

In order for Rancho La Hermosa to go from SUSTAINING to THRIVING in this category, it is necessary to have a plan for extracurricular activities that will support the development of children according to their interests and talents. It is also necessary to have the support of a speech therapist who will attend to the disability needs, and who provides alternatives to the caregivers on how to follow up with this therapy at home.

- Have a plan of extracurricular activities that support the development of children according to their interests and talents
- Have the support of a speech therapist to attend to the disability needs
- A speech therapist provides training to the caregivers on how to follow up on this therapy from home.



## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **SUSTAINING** level. At home, the children are taught about respect. The caregivers and directors teach and reinforce positive behaviors in the children. The home has the support of a psychologist who visits 4 hours a week to give counseling to the children and in some cases to the caregivers. With this support, they have been able to deal with issues of misbehavior and specific cases have been followed up to help with trauma.

In order for Rancho la Hermosa to move from SUSTAINING TO THRIVING in this category, a specialist on the subject needs to train caregivers how to mentor the children regarding responsible sexual behavior, healthy expression of affection, and hygiene and personal care. It is also necessary that staff are trained in strategies to develop independence in children so that they can put into practice their self-reliance skills from a young age.

- Train caregivers in responsible sexual behavior and healthy expression of affection
- Training on hygiene and personal care
- Staff are trained in strategies to develop independence in children so that they can put into practice their self-reliance skills from a young age



## Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the level of **SUSTAINING**. Most of the time, the children are able to choose what they wear and what they do in their free time. They also have participation in what they eat on special dates such as holidays and birthdays. The children can also make suggestions for vacation plans and leisure activities outside of the home. The cook announces the meals that will be prepared each day, but wishes in the near future to be able to publish this information to the children in a more creative and fun way so that they can give their opinion and make suggestions about the menus.

To go from SUSTAINING to THRIVING, the family home needs to develop child participation strategies such as having a committee of children who exercise their leadership skills and participation in decision-making that fosters a sense of agency.

It will also be necessary to start with the implementation of Child's Hope Plans to design strategies that allow children to put their life projects in writing and the adults involved in it direct all resources to achieve those goals.

- Initiate the implementation of the Child's Hope Plans



## Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho La Hermosa is on a **THRIVING** level. All children have been assigned chores according to their age and are expected to perform them as assigned. They understand the importance of being responsible with the use of resources and the role they play in their home. They understand the importance of actively participating in maintaining their space in a dignified way. Children are constantly engaged in service to others who are less fortunate either by their own will or promoted by the church where they congregate. The pastors and Aleyda, the director, have taught the children to share what they have with others and practice values such as compassion, effort, humility and work. Children are aware of what is happening in their community and environment and dare to ask questions if they have doubts about what is happening.

Children have a high sense of responsibility and care for life; they especially practice these values in caring for the pets they have at home.

- No steps needed in this section.



## Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **THRIVING** level. Each child has their own bed and they are provided with what is necessary for their personal hygiene. Their clothing, footwear and uniforms are in good condition for their use. The children's bedrooms are separated by gender and are clean and tidy. Aleyda and her team encourage children to be kind to each other and are corrected when they make derogatory comments to others. Children know the consequences for wrongdoings and know that there are always ways to rectify them. The home meets all the security protocols required by authorities. Collaborators of the home have been trained in fire fighting, use and handling of fire extinguishers, search and rescue, evacuation and protection. Art supplies are available for children, but these are not sufficient for all children. They have sufficient safe spaces and play areas for all children, according to all ages.

For Rancho La Hermosa to remain at this THRIVING level, it is necessary to provide art materials such as paints, brushes, cardboard, paper, scissors, clay, colors, markers, pencils, coloring books, drawing books and all kinds of materials that help develop creativity and art in children of all ages.

- Provide art materials such as paints, brushes, cardboard, paper, scissors, clay, colors, markers, pencils, coloring books, drawing books and all kinds of materials that help develop creativity and art in children of all ages. This requires \$150 USD per month.



## Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

**THRIVING**

Currently, Rancho La Hermosa is on a **THRIVING** level. Children have private spaces to bathe, use the toilet and dress. The bedrooms are separated by gender and age and the home has a policy that no adult can be alone with any child. The caregivers and director carry out training exercises at least once a year with all the household staff on the subject of violence and abuse prevention, positive parenting, alternatives to corporal punishment, and tools to detect abuse.

The home has the support of two psychologists who provide individual attention to the children, if they so request. The psychologists continuously follow up on the children who have been identified as having a greater need due to their family history or with those who have a history of violence, abuse or mistreatment.

Rancho La Hermosa is a bit vulnerable in terms of security in relation to the surrounding community; there is one section of the property where there is no fence or wall that delimits the property.

For Rancho La Hermosa to continue advancing in this category, it is necessary to develop and implement a solid training plan that includes children and the entire team of collaborators on tools that allow everyone to identify and avoid abuse in all its forms.

It is also necessary to have a written code of conduct so that all staff and visitors know the rules of coexistence and behavior expected during their visit. With this document, they would commit themselves with a signature, not to exercise any practice that puts children and young people in situations of violence, abuse or neglect.

- Develop and implement a solid training plan that includes children and the entire team of collaborators on tools that allow everyone to identify and avoid abuse in all its forms
- Have a written code of conduct so that all staff and visitors know the rules of coexistence and behavior expected during their visit and commit themselves



## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **THRIVING** level. One of the cornerstones of Rancho la Hermosa is the education and spiritual development of children. In this area, children have the opportunity to participate in an active way and belong to a Christian community that has directly and indirectly supported the home since its creation. The children participate in community prayer, spiritual rituals, read the Bible inside and outside the home, and participate in Sunday school. The pastors of this church are very close to the home and together with Aleyda, the director, the children are taught about God and religion. At home they are taught about good and evil and how to remedy or compensate for their wrongdoings. With the support of their spiritual community, they develop a bond with God and maintain faith.

- No steps needed in this section.



## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Currently Rancho La Hermosa is at the **THRIVING** level. The home has the probative documentation that the property where the home is built belongs to the organization and is intended only to provide accommodation to children in situations of abandonment or orphanhood. Therefore, any construction or improvement that is made to the place is, and will only be, for the benefit of the children. The home has all the permits and licenses for its operation. The staff has been trained in security and civil protection issues, as well as first aid and care of sick children.

The home has a board of directors that meets at least twice a year and participates in a very active way in making decisions that affect or benefit the home. Aleyda also has weekly 1-on-1 meetings with the staff to discuss issues of concern and process improvements. The caregivers have had training sessions on attachment and child development. They are also constantly being trained on the value of a family and how to create a family environment. The caregivers have a written document with a description of their position and details of their activities and responsibilities. Employment contracts are renewed every six months for all collaborators and this is determined by a 1-on-1 evaluation with the director.

For Rancho La Hermosa to improve and remain at this level, weekly meetings are required with staff to receive guidance and support on their jobs, as well as having a mentor assigned during the first month of each new employee.

- Establish weekly meetings with staff to receive guidance and support on their jobs
- Assign a mentor during the first month of each new employee



## Finance Standard

SURVIVING

SUSTAINING

**THRIVING**

Currently Rancho La Hermosa is at the **THRIVING** level. Aleyda, in conjunction with Dave Edmonson, who is one of the founders of the home, have designed a financial review and management system that has been very effective. On a weekly basis they have work meetings to record and take 100% control of their income and expenses. Aleyda keeps and manages the files of notes and receipts on a monthly basis and together with Dave they reconcile their bank account. All of these records, files and evidence of expenses are available for review upon request. They recently hired the services of a certified accountant to validate their books and records in accordance with Mexican law.

The house has administrative measures necessary to minimize the misuse of resources. They are also committed to showing their donors in a transparent way the use of the donations they receive. The home operates with an annual budget, however, it is in constant motion and adjustment to be able to solve emergent and unplanned expenses. These expenses are often due to preventive and corrective maintenance, payment of licenses and certifications among other major expenses related to the safety and well-being of the kids. The home has a clear and efficient division of functions; Aleyda is in charge of the daily operation of the home, Dave Edmonson of finances and donations, and Penny Edmonson of Communication and Marketing, thus filling out a solid and organized team.

For Rancho La Hermosa to improve its qualification in this area, the certified accountant needs to validate the books or accounting records of the organization and they must implement an internal or external audit system on their monthly finances.

- Validate the books or accounting records of the organization by a certified accountant.
- Implement an internal or external audit system on their monthly finances.

# Strategic Initiatives

## TEACHER FUND

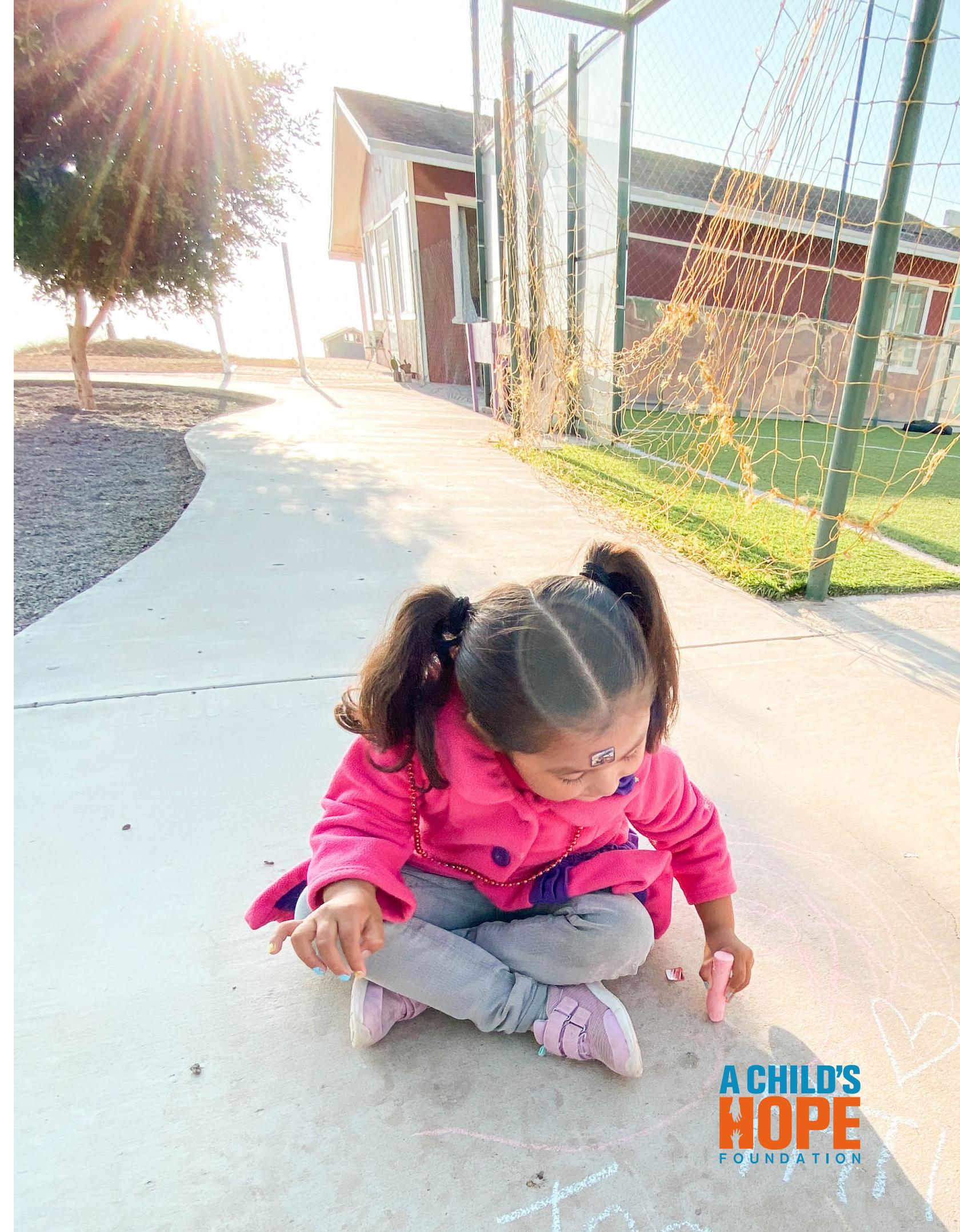
<b>PROJECT DESCRIPTION</b>	Create a fund to cover teachers salaries for the rest of the school year.
<b>ESTIMATED FUNDING</b>	\$10,000+

## IMPROVE ELECTRICAL INFRASTRUCTURE

<b>PROJECT DESCRIPTION</b>	Implement and improving electrical infrastructure in the refrigeration room.
<b>ESTIMATED FUNDING</b>	\$5,000 - \$10,000

## BUILD THE PERIMETER WALL

<b>PROJECT DESCRIPTION</b>	Construct a wall around the entirety of the orphanage property.
<b>ESTIMATED FUNDING</b>	\$10,000 - \$15,000



**A CHILD'S  
HOPE**  
FOUNDATION