

Rancho del Niño San Humberto

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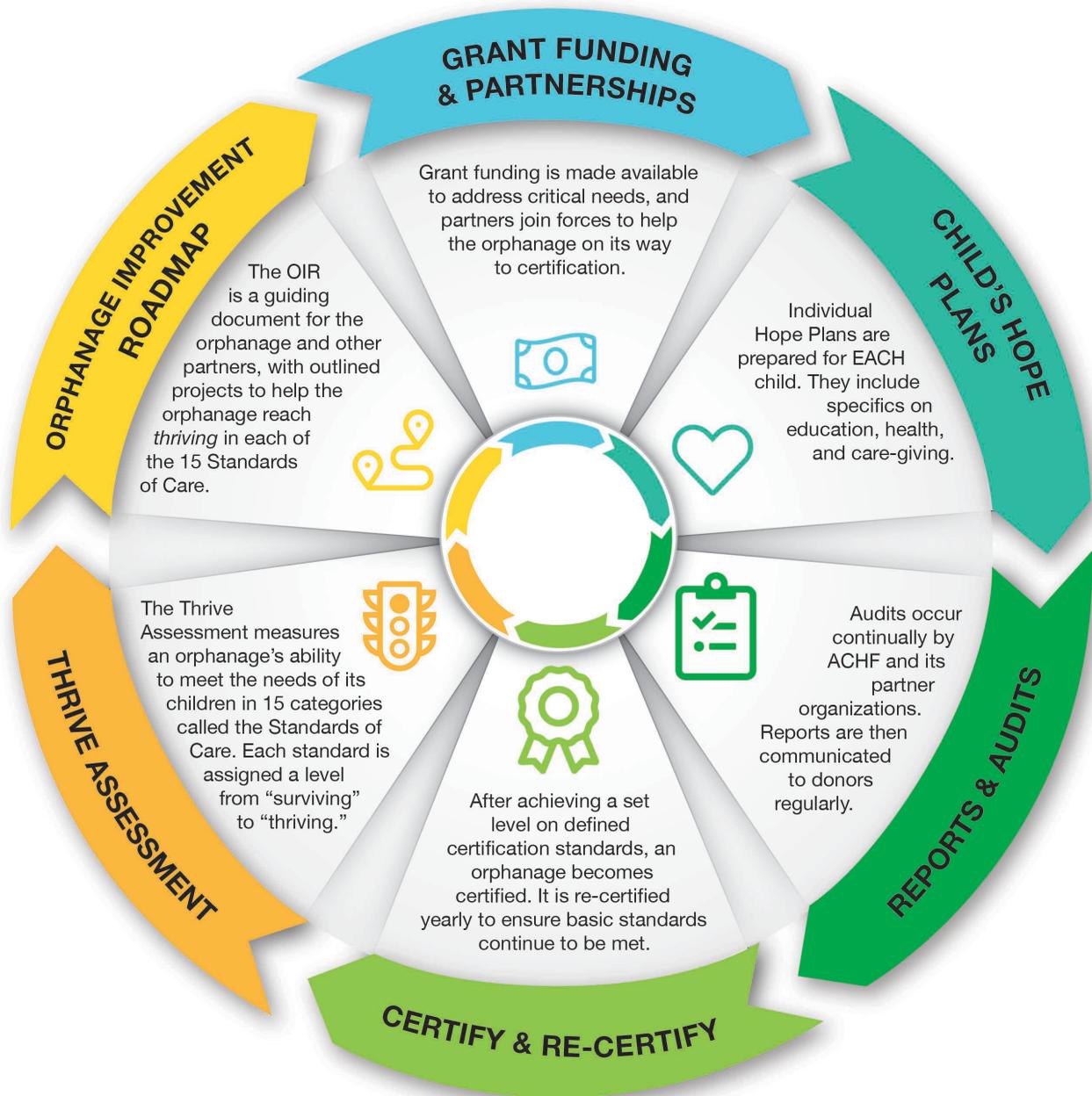


ORPHANAGE IMPROVEMENT ROADMAP

March | 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 re-certified 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.

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Overview of Orphanage

Background

We are an institution with the name Rancho del Niño San Humberto Orphanage, an institution that receives abandoned children, orphans or children from families with social, economic, addiction or other problems. Everything we do is with the purpose of providing a home with a family-like structure, values and religion. We try to create a space where the children reside with love in this stage of personal and productive development, being able to be inserted at the right time to society. Founded on March 15, 1972, to date, the house is home to up to 50 residents, ranging from newborns to those finishing their college education (average age 24 to 29 years old). The maximum age for admission is 6 to 7 years old.

We currently have 32 residents in this facility. To ensure that each child lives in an authentic family environment and can find understanding, attention and maternal affection, we have the support of four religious volunteers of the Order of Missionaries of Christ Child, who also receive spiritual and religious counseling from the Diocese of Ciudad Obregón A.R., belonging in care to the jurisdiction of the Community of Christ the King, in the municipality of Empalme, Sonora.

Mission

Mission: To assist sheltered minors, promoting fundamental actions in the Respect for their Rights, Love, Acceptance and Protection to cover Physical, Material, Spiritual, Affective and Fulfillment needs and in accordance with their Personal Development.

Vision: To form people who develop their abilities and virtues to the fullest, who profess them in favor of others and for self-fulfillment, reintegrating themselves in the future to their families or society, showing themselves as healthy and responsible individuals with a fruitful life project based on values.

What Makes Orphanage Unique?

Our daily experiences with the children tell us that every home and orphanage is unique. Each Casa Hogar has its own specific culture, we think differently and we advocate for the children in a particular way. At Rancho del Niño San Humberto we believe that each child has talents and abilities that are different from one another, and with them specific opportunities to develop and above all, to change their destiny. We raise our children with a high sense of love for God and respect for each child's life. We see in each child a member of our family who deserves to be treated with love, tenderness, care and attention. We are part of their development, growth, discipline, education and also of their dreams and mischief. We are a big family in which we profess love for each other and we teach them to be grateful for everything we have.

Long-Term Vision

To improve the children's immediate and long-term quality of life. To make the boys and girls responsible people and in the future, women of integrity who promote the healthy development of their families. And with the support of the social worker and psychologist, achieve a breakthrough in obtaining resources and strategies to help each child to overcome trauma and live happily.





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 DEL NIÑO SAN HUMBERTO ORPHANAGE

This process began on: March 2021

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

CERTIFICATION ASSURANCES		
COMPLETED	CHILD RIGHT	QUESTION
3	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)
3	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)
0	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)?
0	Right to be Protected from Abuse and Neglect	Has all staff and ancillaries received training on positive discipline techniques and alternatives to corporal punishment?
0	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?
0	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?

CERTIFICATION ASSURANCES		
COMPLETED	CHILD RIGHT	QUESTION
4	Nutrition	Do children get the proper amount of caloric intake each day?
4	Nutrition	Is protein provided daily?
4	Healthcare	Are soap and water readily available in a hygienic manner near the dining area, toilet facilities, and nursing area?
2	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.
0	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?
0	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?)
0	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.

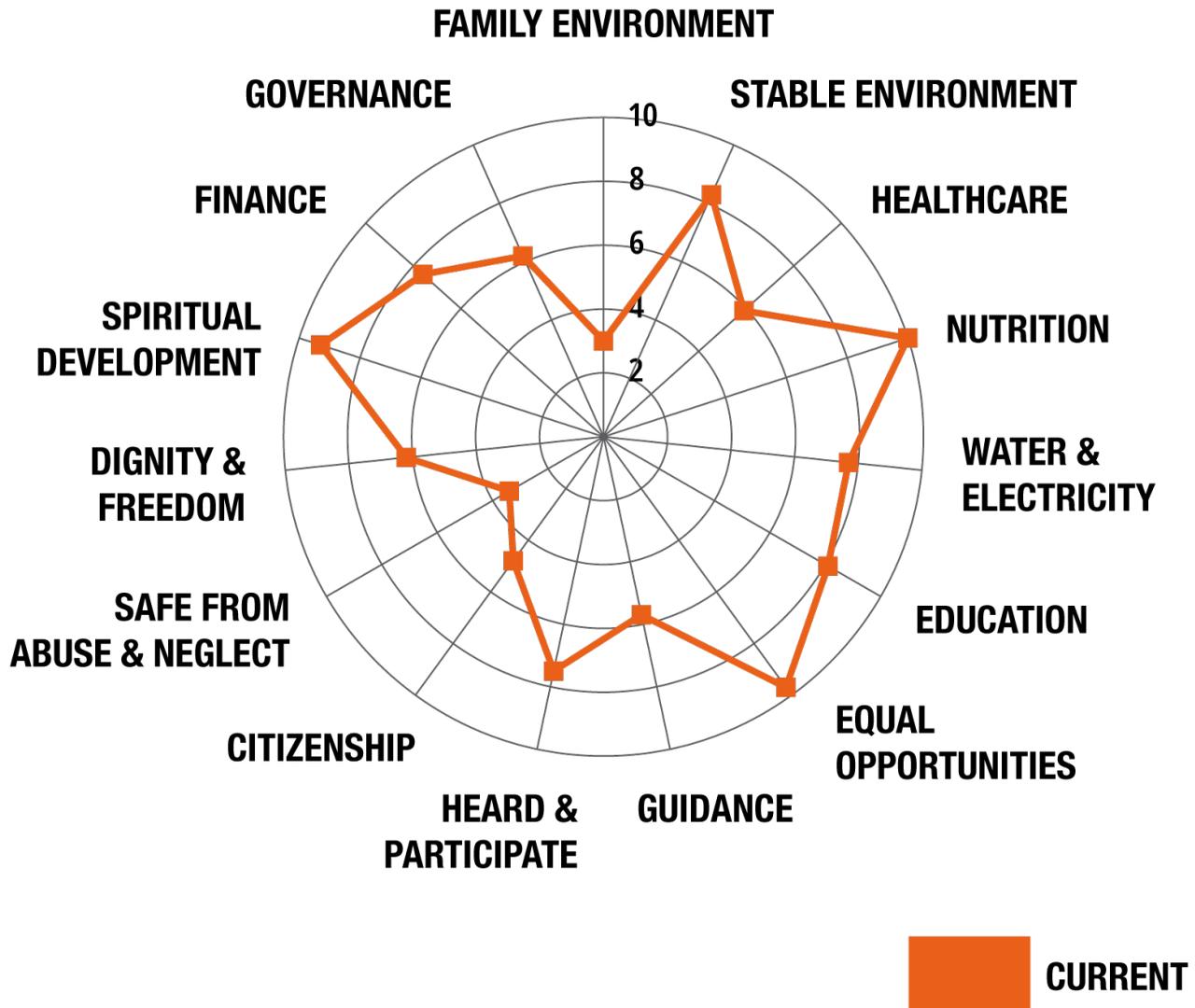
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of 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 del Niño San Humberto is **FAILING** in this category. The orphanage does not work under a family model, but rather together with the nuns in charge of the children they form a big family. The orphanage recently underwent an audit by DIF, who visited the home in March. Based on their observations, it is necessary to bring in more staff since there are only three caregivers for 32 children. According to the law for Social Assistance Centers in the state of Sonora, a staff member cannot and should not hold more than one position at a time. Although here the children have the opportunity to spend time with their siblings daily at key moments such as lunch, television time and playtime, most of them do not receive visits from their siblings. The vast majority of them do not receive visits from their relatives or biological parents on a constant or frequent basis; on the contrary, only one of the 32 children currently in the house has this opportunity.

In order for Rancho del Niño San Humberto to advance to the next category, more childcare support is needed with at least two day care workers to help with the children's daily activities. There also needs to be adequate training for caregivers in child care in general.

- Bring in two additional daytime caregivers to fulfill DIF requirements and provide help to the nuns, which is \$494 USD per month
- Provide training for caregivers and staff on child care



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Currently Rancho del Niño San Humberto is at a **SUSTAINING** level. The small team working at the orphanage in recent years has remained stable; however, due to the mission of the nuns, they rotate every three years to attend to other activities. Even with this, the children have had a stable system of rules; the consequences of their actions are explained to them and the nuns try as much as possible to provide strategies to maintain and enforce those rules.

However, they have not received any training on this subject, nor do they have the support of a specialist to provide them with constant guidance on how to create alternatives to improve some of the behavioral problems presented by the children. The mothers are 100% involved in all activities related to the children, from their general care and feeding to their education and health. In addition, they know each of the children not only from the history of their arrival at the orphanage but also on a day to day basis.

All the children have an important level of attachment and respect with the three nuns, however, because they do not have more staff to care for the children, the nuns do not have any days off and are not exclusive to only one activity per day. For Rancho del Niño San Humberto to move to the next category, in addition to what has already been mentioned in the Right to Live with a Family, it is necessary to have a therapist to provide the caregivers with the necessary tools and skills to deal with the children's behavioral situations, which present them with great challenges on a daily basis.

- Bring in a therapist to provide caregivers and staff the tools and skills necessary to improve the children's behavior, for \$145 USD per month



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto is currently at the **SURVIVING** level in this category. Children receive annual general medical check-ups. The mothers make sure that the children brush their teeth at least twice a day and wash their hands and face properly. The home provides everything necessary for proper hygiene. In general, the children are very healthy, but for those cases that present any symptoms of illness or an accident during the day, the nuns have the support of a nearby doctor who is in charge of providing medical attention. In more complex cases, they go to the nearest hospital in the municipality.

The orphanage does not have a fund for medical emergencies; everything that has turned out to be an emergency in this area, the mothers have had to seek support from other donors or local resources but it has taken a long time to get it. The orphanage has an infirmary that is in the process of being equipped. They also have a first aid kit with the necessary materials to attend to minor injuries and situations, however the material in it is not enough to attend to all the children. The children have individual medical records, but these are not updated with the most relevant health data. They also do not have 100% of the children's vaccination records, and some of the existing ones are not up to date. According to the DIF audit and in order to comply with the requirements established by the law of their state, the home must have a nurse to provide these follow-ups and make the necessary arrangements to cover all the health needs of the children. In the last year and a half, they have not had routine dental and vision checkups, which is why they do not know the needs of these areas in their children.

In order for Rancho del Niño San Humberto to advance to the next category, it is necessary to hire a part-time nurse to assist with updating records, manage the resources and local support needed to immediately attend to the children's health needs. In addition, the nurse should follow up on priority cases and assist in obtaining medical documents proving that the children have been vaccinated. It is also necessary to have an emergency medical expenses fund, since due to the age of the children and their level of activity, accidents happen every day and it is necessary to have a fund to support medical expenses.

- Create an emergency fund
- Hire a nurse to fulfill DIF requirement and help with the paperwork of the children's files- \$145 USD per month



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Rancho de Niño San Humberto is currently **THRIVING** in this category. The children receive a healthy diet, are given protein daily and two to three servings of fruits and vegetables daily. These vary according to what is in season or available in their cupboard. Meals are tasty and appetizing. Their kitchen is ventilated, clean and free of pests or toxic substances. They have an excellent system of order, cleanliness and storage of food, dishes and cooking utensils, which guarantees that each meal is cooked with cleanliness and order. The orphanage has a group from New Mexico, USA called “Amigos de Rancho del Niño” that donates funds needed to feed the children on a monthly basis. Also, a local grocery store donates products on a monthly basis, with which they are able to sustain this area. Recently, a nutritionist was added to their donor group who reviews the children’s feeding menus and performs monthly weight and height checks. This ensures that the children at Rancho del Niño San Humberto are fed in a nutritious and healthy manner.

No next steps needed



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

El Rancho del Niño San Humberto is currently at the **SUSTAINING** level. The orphanage has safe water available for drinking whenever the children choose to do so. However, one of the recurring problems is that the vegetation in the area has the tendency to invade and break the subway pipes of the house, interrupting the normal flow of water until the necessary repairs are made. Another important situation is that due to the small work team and the lack of a maintenance manager in the house, it is not possible for the nuns and Arturo to attend to the preventive or corrective maintenance needs of the electrical installations on a regular basis.

In terms of lighting, the electrical installations are safe and adequate to power the entire orphanage. They also have an alternative source of energy in case of a power outage; however, the external lighting, due to the size of the property, is not sufficient to ensure the safety of the children with respect to the surrounding community. It is worth mentioning that there have already been situations in which people from outside the orphanage have entered its facilities. In order for Rancho del Niño San Humberto to improve in this category, sufficient external lighting needs to be installed around the property.

- Install external lights around the property for improved security



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto is currently at the **SUSTAINING** level in this category. Eighty percent of the children are enrolled in school and due to the closure of these spaces due to the COVID pandemic, the children are attending school from home. For those children who are not enrolled, due to lack of identity documents or school registration and who depend directly on DIF, the nuns and the teacher in charge of the school area design activities for them according to their learning level.

During the last few weeks, it has been one of the nuns who is assuming all the activities of supervision and school follow-up of the children. However, it is only one person who attends to all school levels, making this activity very difficult to coordinate. The children are at a basic level of reading, math operations and use of learning technologies, as they lack regular school support, as well as adaptations or attention plans to improve in these areas. In order for Rancho del Niño San Humberto to improve in this category, it is necessary to have a preschool teacher who attends to the youngest children, who are the ones that require more attention, and thus between two teachers provide better quality care, monitoring, evaluation and adaptation of content to all children.

- Hire a preschool teacher to work throughout at-home teaching

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto is at a **THRIVING** level in this category. The children have their own space to store their belongings and have equal educational opportunities without any distinction based on gender, age, or physical or intellectual disability. The adults caring for them serve as role models and, when necessary, have made the necessary adjustments for the children to achieve their learning milestones. As for extracurricular activities, there are two determining factors for the children's lack of participation: one is that the work team is too small to attend to all the needs of the home and the children, which is why they are limited in the possibility of going out to manage spaces for the children to have activities.

On the other hand, there is the factor of distance, since the home is located on the outskirts of the municipality of Guaymas and the activities take place at a distance from the home. In order for Rancho del Niño San Humberto to improve its rating in this area, they need to have a person on staff who can work directly in the management of the children's activities. This person should also look for local resources that support the development of the children in areas such as sports, arts and dance, among others that are of interest to the children. With the opinion of the mothers and the administrator, it is considered that this would be one of the key activities of the social worker, which was also requested as a requirement by the DIF audit.

- Once the social worker is hired, she will create a plan for implementing extracurricular classes in the home. The social worker's monthly pay would be \$370 USD a month



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

In this category, Rancho del Niño San Humberto is at the **SURVIVING** level. The mothers do a great job of providing protection and care for the children and offer them everything they can. They teach them about respect and love for others, attend to their doubts and guide them with the information they have available at the moment, but this is not enough. Due to the different life histories of the children and the situations that necessitated their separation from their families of origin, the children need the support of a psychologist to provide personalized counseling, as well as to develop group strategies for psychological care for the children.

For the time being, the only contact the children have had with a psychologist was during their stay in the temporary DIF shelter before being transferred to the orphanage. Therefore, there is no proper follow-up after their integration into the orphanage. In order for Rancho del Niño San Humberto to advance in this category, a therapist is needed to develop an individual and group care plan for the children. In addition, this individual will need to provide staff training to help provide better guidance and follow-up in the emotional, behavioral and intellectual areas.

- Hire a therapist for the kids, who will also train the caregivers on the follow-ups of each child. The psychologist's monthly pay would be \$370 USD a month
- Create a work plan for the psychologist to work with the kids and caregivers



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

In this category, Rancho del Niño San Humberto is at the **SUSTAINING** level. Here, the children have the opportunity to decide what to do with their free time. In the house, actions have been taken to encourage the children's leadership by assigning homework. One of the most enjoyed activities is the celebration of birthdays, where everyone participates equally and gives their opinion for the preparations. The children choose their clothes to wear each day.

In the cases of older adolescents, the nuns support them by guiding them in making decisions in the academic area or in job training. They have even involved these children in support activities at the orphanage to help them develop job skills so that they can learn a trade that will eventually allow them to access local employment opportunities and generate their own income for their independence.

To advance in this category, it is considered that this area will remain a priority once the other people are added to the team. Having more staff will impact several different categories of this improvement path.

Currently there won't be any next steps until we can resolve the various areas of the OIR



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto **FAILED** to qualify in this category. A large part of this is due to the fact that not all of the children have a birth certificate, because since their admission to the orphanage sent by DIF, the children are already missing this document. The DIF agency has not been able to make progress in this procedure so that the children can have their document. This is due to the fact that some of the children were not born in the state of Sonora and the DIF itself has not done all the necessary diligence in order for the children to have their identity documents.

On the other hand, the team of Rancho del Niño San Humberto, because they are attending to the endless activities of the house and the children, does not have a person who is in charge of achieving all these steps both in requests via official letters and visits to offices and agencies that should do this follow-up. This is why the orphanage team considers that one of the main activities of a social worker at the orphanage would be to concentrate his or her efforts on obtaining these documents. In the future, having a social worker will also mean fewer problems for the young people in obtaining other personal and school documents

- When the social worker is in place, he or she will need to follow up with DIF to obtain the kids' missing birth certificates.



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

In this evaluation, Rancho del Niño San Humberto **FAILED** in this category. One of the strongest concerns of the nuns in charge is that they have experience in child care, yet they have never been trained in positive discipline techniques. They are very clear that corporal punishment is not an alternative to discipline, and the techniques they use sometimes do not bring about the change or improvement in behavior that they would hope for. Their resources become limited. They also have not received any training to deal with crisis or trauma situations, and not having a therapist on site makes their work even more challenging.

As for policies to prevent any form of abuse or mistreatment of children by a caregiver, no strategy has been implemented. However, the nuns are completely confident that this does not happen because their training as religious and the vocation to the service of the children of the only three caregivers that they are, gives them the peace of mind that this is not a practice among them.

Regarding the security of the place, there is a significant degree of concern because the home's facilities do not have a perimeter fence to protect those who live there in relation to the surrounding community. On numerous occasions, intruders have entered their property and on occasion have used it as a hiding place from the authorities.

For the people who visit the home, there is no written code of conduct in which they can be informed of what is expected of them during their visit, in terms of their behavior.

In order for Rancho del Niño San Humberto to improve in this category, a perimeter wall construction project needs to be created on the property. A code of conduct for visitors also needs to be written and a therapeutic work plan needs to be in place.

- Build a surrounding fence around the perimeter of the property
- Create a written code of conduct for visitors
- When the psychologist is hired, she/he will have to create a work plan



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto is currently at the **SURVIVING** level in this category. The children have an adequate and sufficient play area for all ages. The children have their own beds and everything they need for proper personal space and hygiene. In terms of safety protocols, there is some emergency equipment and appropriate signage. However, it is necessary for the staff to resume the corresponding training in the use of equipment such as fire extinguishers. They should also resume training in strategies to safeguard the safety of children in case of emergency, maintain the fire extinguishers, paint the internal and external meeting point of the house, and have the internal civil protection plan updated and validated by the corresponding local authorities.

In order for Rancho del Niño San Humberto to move to the next category, it is necessary to have a corrective maintenance work plan, carried out by a maintenance manager or contractor. This will be done based on the areas that could pose a risk to children according to civil protection regulations. It is also important that staff be trained in safety strategies such as use and handling of fire extinguishers, search and rescue, and evacuation. Finally, they should hire an external consultant to carry out the entire process of construction and validation of the internal civil protection plan.

- To have a corrective maintenance plan for areas that could pose a risk to children.
- Contract a fire extinguisher service provider for maintenance and emergency signaling.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently Rancho del Niño San Humberto is at the **THRIVING** level. The children have the opportunity to participate and belong to a spiritual community; they actively participate in religious celebrations. In this orphanage the Catholic religion is practiced and therefore the children are prepared to receive the sacraments once they have taken the appropriate training. They are taught about God and religion. Within the orphanage facilities there is a chapel where the children go at least once a week for mass. In the home they are taught about good and evil and how to remedy or compensate for their wrongdoings. The home has books and religious materials available and within their reach.

- No steps needed



Finance Standard

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto is at the **SUSTAINING** level in this category. The orphanage has a good system for recording income and expenses. The record books are validated by a certified accountant and are available for review. Specifically, it is mother Angelica who is in charge of doing the bank reconciliation and monitoring each and every one of the movements in her bank account. At the administrative level, there is no proper division of duties since four people take care of the children and manage the administration of the orphanage. Because of this, the tasks for each one are diverse and they are overloaded.

As for the orphanage budget, although an annual budget is designed for the home, it has been very difficult to operate the orphanage according to the budget ideal. In reality, the income is below the annual budget necessary to operate and cover all the needs of the children and the orphanage.

In order for the orphanage to move up in this category, it is necessary that upon hiring the social worker, she works on a local plan to seek resources, support, volunteers and local donors who want to join the cause and support the growth of the orphanage's real annual budget.

- Hire a social worker to be in charge of scouting for local support and increasing the home's budget



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Rancho del Niño San Humberto is at the **SURVIVING** level in this category. The current employees do not have a document describing their work, since the team performs a little of all the functions of the house. Although there is a vacation policy, it has only been applied in the case of the cook and the administrator, since the nuns in charge of the children's care do not have a single day off. In the case of vacations, these have to be conditioned until they have some extraordinary support from their parish or the bishopric defines whether or not to send another nun to cover the vacations or absence of one of the mothers. As for staff training in child care standards, child participation, and other child-related topics, the team has received only minimal training and has had no follow-up or evaluation. Thus, they operate under common sense and in some cases using strategies that have worked with other children.

Regarding licensing and governance requirements, the orphanage will soon begin the construction of the necessary plans and programs to have an internal civil protection plan. Also, the management and processing of other important documents to obtain its operating license. Although progress has already been made, it is necessary to have the support of an external consultant to carry out all the operational work and integration of documentation in order to achieve certification.

In order for the orphanage to move up a level in this category, it is necessary to have an interdisciplinary work team, a social worker, psychologist and nurse, who will join their efforts to make a correct distribution of work in the orphanage. This would cover important areas of management and training, in which each position provides feedback to the other and in turn helps the caregivers to improve their attention to the children by having less workload in other areas.

- Any progress in this area depends on hiring personnel and having a specific work plan for each area (social worker, psychologist, nurse, two caretakers and maintenance manager) which was already mentioned in other categories
- Hire the support of a local consultant to carry out the internal civil protection plan

Strategic Initiatives

HIRE TECHNICAL TEAM

PROJECT OWNER	Erendira/Valery
ESTIMATED FUNDING	\$5k-\$10k Yearly

IMPROVEMENT OF SECURITY MEASUREMENTS

PROJECT OWNER	Erendira/Dave
ESTIMATED FUNDING	<\$5k

CIVIL PROTECTION INTERNAL PLAN

PROJECT DESCRIPTION	Erendira/Valery
ESTIMATED FUNDING	<\$5k (Only the cost to hire the local consultant)



A CHILD'S
NOPE
FOUNDATION