

Committed to making miracles happen every single day.



## Community Rehabilitation Center

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A community-based rehabilitation center dedicated to serving the needs of physically-challenged individuals living in poverty in Ciudad Juárez, Chihuahua.

  
siembra2013

  
LOS OJOS  
DE DIOS

Los Ojos de Dios, A.C.  
Miguel de la Madrid #8768 – Parque Industrial Aerojuárez  
Cd. Juárez, Chih. Mexico, 32696 • Tel/Fax: (656) 288-0759 y 288-0760

September, 2013 – Cd. Juárez, Chihuahua

The driving force behind this project is an acute understanding of the social context in which our work is undertaken. We have been recognized by both federal and state government agencies as well as international NGO's for our commitment to remain environmentally sustainable while continuing to provide the highest quality care to our residents: neglected and abandoned children with physical and neurological challenges. At **Los Ojos de Dios**, each child receives an individualized treatment plan based on his or her specific needs, rooted in the idea that their long-term medical prognosis is inextricably tied to the present and future health of their community.

Our holistic approach aims to help each child maximize their potential and identify those skills that will nurture and enrich their lives and the lives of those around them, regardless of where their life journeys may take them. And for those children who, due to their physical or neurological challenges, are unable to participate in a larger social framework outside our organization, we strive to create a place where they can explore and experience the world around them in a way that suits their unique sensory abilities.

Currently, we are working to expand our roster of rehabilitative services to individuals with physical and neurological challenges living in poverty in the Valley of Ciudad Juárez. Our goal is to provide essential physical therapy, completely free of charge, to the surrounding community through a new 2,500 sq. ft. Community Rehabilitation Center adjacent to our children's home. This facility will be a precedent-setting step forward in addressing the specialized medical needs of thousands of marginalized citizens each year. As a privately-funded non-profit organization, we are very proud of the key role we play in bridging the sizeable gaps in local, state and federal social services and continue to seek out and implement environmentally-friendly alternatives in all areas of our operation in order to insure our organization's long-term sustainability.

Once built, the Community Rehabilitation Center will be the first of its kind in Latin America and is designed to provide:

- A total of 48,000 physical therapy sessions per year, focused on children and young adults living in poverty;
- Measurable improvements in the quality of life and overall health of patients who would otherwise have no access to specialized rehabilitation services;
- Increased public awareness and acceptance of adoption of special needs children;
- 178,000 therapy hours per year;
- Fair-wage employment for over 85 low-income individuals as well as 25 medical professionals, and
- Heightened awareness of environmentally-responsible alternatives that are locally relevant.

**Los Ojos de Dios** continues to redefine the concept of what a social-purpose institution can be through a commitment to administrative transparency and environmental stewardship. And we strive to be proof-positive that a shared ownership by government, community and corporate entities, coupled with the efforts of ordinary private citizens, can effectively address today's most pressing social issues and become a multi-tiered community investment with minimal risk and the highest of returns.

Sincerely,



Patricia Silis Lagos  
Executive Director & Founder

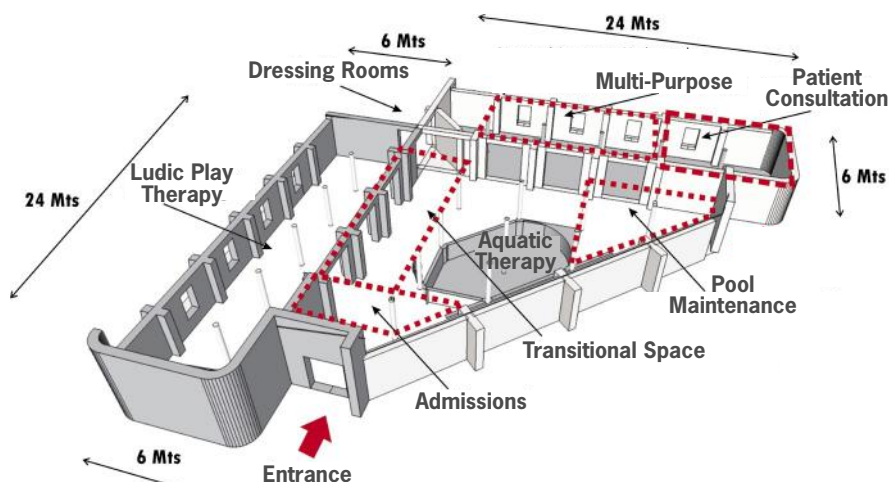


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## PROJECT OVERVIEW

Currently, **Los Ojos de Dios** provides 24-hour-a-day care in a residential group home to 50 children with severe physical and neurological disorders. Our experiences in both building and growing this community home for special-needs children has given us a profound understanding of the peculiar challenges and unique circumstances surrounding this level of rehabilitative care.

It is with the knowledge gleaned from this undertaking that we have designed this new, community-based rehabilitation center. All our services will be at no charge to the patient, but we will request in-kind contributions from the families seeking our services in the form of volunteering their time in either the children's home or the rehabilitation center.



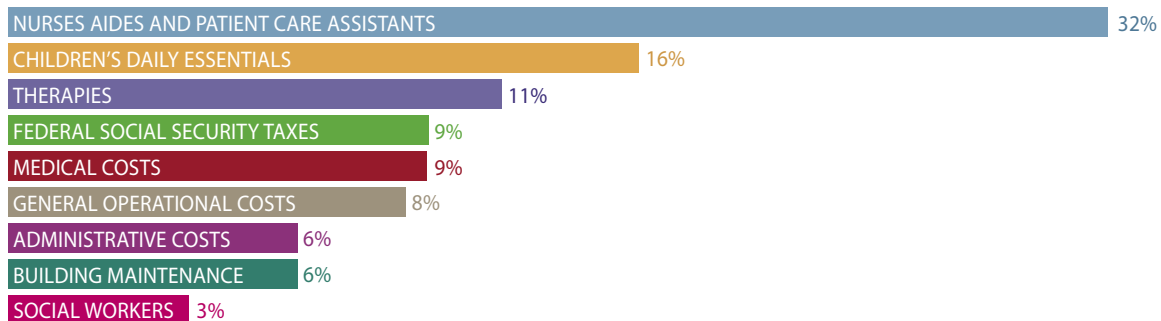
## EXECUTIVE SUMMARY AND FUNDING REQUEST

The mission of the Community Rehabilitation Center is to provide specialized medical care to people living in poverty in Ciudad Juárez, with an emphasis on children and young adults. Our area of expertise is in physical and neurological rehabilitation as well as palliative care for children with conditions such as cerebral palsy and spinal muscular atrophy. Today, this knowledge is the launching point for our current effort to open a 2,500 sq. ft. facility adjacent to our children's home so that we may provide vital therapies to people living in our community, completely free of charge. Absent this community center, the majority of physically-challenged individuals in our immediate vicinity would likely never have access to the outpatient care we can provide, with a majority having never received even the most basic medical attention their conditions require.



Patients of the Community Rehabilitation Center will receive a thorough medical evaluation followed by an individualized treatment plan with suitable components from the roster of therapies we currently offer, which include: Mechanotherapy, Electrotherapy, Hydrotherapy, Equine Therapy, Psychology, Speech Therapy, Zootherapy, Horticultural Therapy and Physical Rehabilitation. Our approach is family-centric and we aim to equip family members with the necessary skills to continue therapeutic techniques with the patient in the home, thereby maximizing each person's potential for healing and improved quality of life for the long term.

### ANNUAL OPERATIONAL BUDGET BY CATEGORY – Fiscal Year 2013/14



DESCRIPTION	COST
NURSES AIDES/PATIENT CARE ASSISTANTS	\$ 218,876.00
CHILDREN'S DAILY ESSENTIALS	\$ 109,933.00
THERAPIES	\$ 72,090.00
FEDERAL SOCIAL SECURITY TAXES	\$ 61,128.00
MEDICAL COSTS	\$ 58,247.00
GENERAL OPERATIONAL COSTS	\$ 55,371.00
ADMINISTRATIVE COSTS	\$ 42,697.00
BUILDING MAINTENANCE	\$ 37,304.00
SOCIAL WORKERS	\$ 18,876.00
<b>TOTAL</b>	<b>\$ 674,522.00</b>



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## DETAILED ANNUAL OPERATIONAL BUDGET – Fiscal Year 2013/14

### EXPENSES FOR STAFFED LABOR

DESCRIPTION	# OF EMPLOYEES	MONTHLY SALARY	MONTHLY TOTAL
NURSES AIDES/PERSONAL CARE ASSISTANTS – 1st SHIFT	25	\$ 262.00	\$ 6,550.00
NURSES AIDES/PERSONAL CARE ASSISTANTS – 2nd SHIFT	25	\$ 262.00	\$ 6,550.00
NURSES AIDES/PERSONAL CARE ASSISTANTS – 3rd SHIFT	14	\$ 262.00	\$ 3,668.00
RESIDENTIAL SUPERVISORS	3	\$ 487.00	\$ 1,461.00
JANITORIAL STAFF	3	\$ 262.00	\$ 786.00
KITCHEN STAFF	4	\$ 262.00	\$ 1,048.00
LAUNDRY STAFF	1	\$ 262.00	\$ 262.00
RANCH HANDS	3	\$ 337.00	\$ 1,011.00
ADMINISTRATIVE STAFF	5	\$ 599.00	\$ 2,996.00
HUMAN RESOURCES COORDINATOR	1	\$ 562.00	\$ 562.00
<b>SUBTOTAL MONTHLY STAFFED LABOR</b>			<b>\$ 24,906.00</b>
<b>ANNUAL TOTAL</b>			<b>\$ 298,872.00</b>
<b>TOTAL LABOR HOURS</b>			<b>178,080</b>

### EXPENSES FOR NON-STAFFED PROFESSIONAL SERVICES

DESCRIPTION	# OF STAFF	MONTHLY COST	MONTHLY TOTAL
DOCTOR	1	\$ 1,124.00	\$ 1,124.00
NURSING SUPERVISOR	1	\$ 674.00	\$ 674.00
NURSES	8	\$ 382.00	\$ 3,056.00
PHYSICAL THERAPISTS	2	\$ 644.00	\$ 1,288.00
HYDROTHERAPIST	1	\$ 561.00	\$ 561.00
HYPOTHERAPIST	1	\$ 749.00	\$ 749.00
TEACHING ASSISTANT	1	\$ 300.00	\$ 300.00
PHYSICAL THERAPISTS	7	\$ 352.00	\$ 2,464.00
PSYCHOLOGIST	1	\$ 644.00	\$ 644.00
SOCIAL WORKER	1	\$ 674.00	\$ 674.00
SOCIAL WORKER	1	\$ 899.00	\$ 899.00
<b>MONTHLY SUBTOTAL NON-STAFFED LABOR</b>			<b>\$ 12,433.00</b>
<b>ANNUAL TOTAL</b>			<b>\$ 149,196.00</b>
<b>TOTAL THERAPY HOURS</b>			<b>48,000</b>



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## DETAILED ANNUAL OPERATIONAL BUDGET – Fiscal Year 2013/14

### GENERAL EXPENSES

DESCRIPTION	TOTAL
LIVESTOCK FEED & SUPPLIES	\$ 337.00
CLEANING SUPPLIES	\$ 524.00
COPIER	\$ 60.00
PEST CONTROL	\$ 262.00
PROPANE (KITCHEN, LAUNDRY, HEATERS)	\$ 749.00
GASOLINE	\$ 749.00
VEHICLE MAINTENANCE	\$ 75.00
BUILDING MAINTENANCE	\$ 375.00
OFFICE SUPPLIES	\$ 225.00
ELECTRICITY	\$ 524.00
TELEPHONE	\$ 225.00
AUTOMOBILE INSURANCE	\$ 60.00
COURIERS/SHIPPING	\$ 30.00
PUMP MAINTENANCE	\$ 30.00
FIRE EXTINGUISHER MAINTENANCE	\$ 15.00
TWO-WAY RADIOS	\$ 375.00
<b>MONTHLY SUBTOTAL</b>	<b>\$ 4,615.00</b>
<b>ANNUAL SUBTOTAL</b>	<b>\$ 55,380.00</b>



### CHILDREN'S DAILY ESSENTIALS

DESCRIPTION	TOTAL
PANTRY	\$ 2,247.00
DRINKING WATER	\$ 135.00
PERSONAL HYGIENE SUPPLIES	\$ 1,873.00
CLOTHING	\$ 337.00
SHOES	\$ 337.00
MEDICINE	\$ 3,745.00
PHYSICIAN APPOINTMENTS	\$ 150.00
LABWORK	\$ 187.00
EDUCATIONAL SUPPLIES & MATERIALS	\$ 150.00
<b>MONTHLY SUBTOTAL</b>	<b>\$ 9,161.00</b>
<b>ANNUAL SUBTOTAL</b>	<b>\$ 109,932.00</b>



### FEDERAL TAX PAYMENTS

DESCRIPTION	TOTAL
MONTHLY SOCIAL SECURITY TAX <sup>1</sup> (\$3,596.00 PER MO. x 12 MONTHS)	\$ 43,152.00
BIMONTHLY WORKER HOUSING TAX <sup>2</sup> (\$2,996.00 PER MO. x 6 MONTHS)	\$ 17,976.00
<b>ANNUAL SUBTOTAL</b>	<b>\$ 61,128.00</b>

<sup>1</sup> PROJECTED BASED ON IMSS CONTRIBUTIONS MADE IN 2012

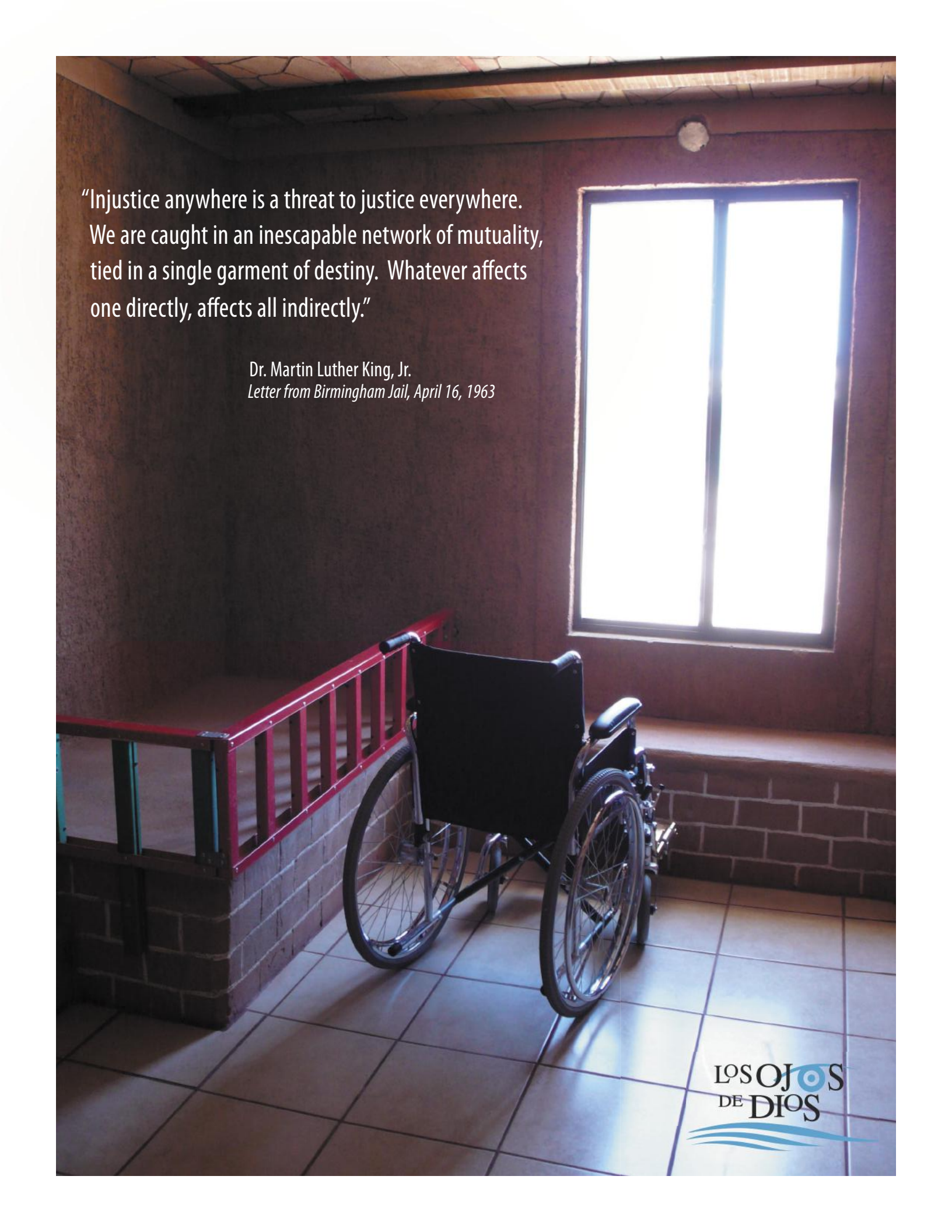
<sup>2</sup> EXCLUDES FEDERALLY-MANDATED EMPLOYEE CONTRIBUTIONS WHICH ARE DULY REPORTED TO INFONAVIT



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A photograph of a prison cell. A black wheelchair is positioned on a tiled floor, facing a large window. The window is set into a brick wall and is brightly lit, creating a strong contrast with the dimly lit interior. To the left of the wheelchair is a red metal railing. The ceiling is made of wooden planks.

"Injustice anywhere is a threat to justice everywhere.  
We are caught in an inescapable network of mutuality,  
tied in a single garment of destiny. Whatever affects  
one directly, affects all indirectly."

Dr. Martin Luther King, Jr.  
*Letter from Birmingham Jail, April 16, 1963*



## **ROSTER OF SERVICES – Medical Department**

1. Cardiac and Metabolic Wellness Program – Managing patient weight and glucose levels through ongoing nutritional evaluation in order to prevent and/or control:
  - Type 2 Diabetes
  - Hypertension
  - High Cholesterol
  - Pulmonary Hypertension
  - Urinary Tract Infections
2. Infectious Disease Control Protocol – Preventing the spread of seasonal influenza, pneumonia, bronchitis and other airborne infections through appropriate medical protocols, including:
  - Strategies to boost and maintain healthy immunological responses;
  - Manual stimulation to promote effective swallowing during feeding and while administering oral medications;
  - Creating adequate isolation wards as dictated by patient pathology;
  - Maintaining effective hygiene strategies for minimizing contamination
3. On-Site Physician Consults – Each child is regularly seen by an attending physician and monitored seven days a week by nursing staff for the effective diagnosis and treatment of any illness or disease, as well as to provide a continuum of care specially suited to the issues surrounding their individual medical conditions.
4. Off-Site Specialist Consults – In order to provide adequate care, effective rehabilitation and improved quality of life to the patient, appropriate consultations are conducted with specialists in the areas of:
  - Neurology
  - Cardiology
  - Gastroenterology
  - Endocrinology
  - Nephrology
  - Orthodontics
  - Orthopedics
5. Nursing Care
  - Administration of patient medication
  - Monitoring of vital signs
  - Wound care
  - Monitoring of glucose levels
  - Pre- and post-operative care
  - Administration of IV treatments and medication
  - Immediate medical intervention for convulsions, respiratory distress, cardiac arrest, hemorrhaging and lesions
  - First aid
  - CPR
  - Defibrillations and tracheal intubations
  - EKG and cardiac monitoring
  - General nursing care
  - Monitoring of pharmaceutical supplies and minimization of drug intervention through the use of successful wellness and preventive therapies





## **ROSTER OF SERVICES – Nurses Aides and Patient Care Assistants**

Currently, we employ 80 nurses aides and patient care assistants who are directly responsible for the 24-hour-a-day care of a total of 50 children with special needs. Our employees receive wages at or above the fair wage standards for our region and rotate in three daily shifts lasting eight hours each.

The protocol for child care at our facility is based on UNICEF's *Basic Rights of Children*:

- Equality
- Protection
- Identity
- Quality of Life
- Integration
- Love
- Education & Play
- Assistance
- Solidarity

This staff provides the following services to our residents:

- Permanent personal care
- Daily bathing and feeding
- Coordination with the Medical Department
- Transport to therapy sessions, school and play areas along with individual assistance with their interaction in these activities
- Continuum of care
- Play therapy
- Daily cleaning of residential areas
- Guardianship during off-site medical visits and therapies, including round-the-clock supervision in the event of hospitalization



Candidates for this vital and delicate work require honesty, integrity, a loving spirit, maturity and generosity in combination with a high level of altruism and a deep sense of community. As part of their professional preparation, each staff member receives 170 hours of vocational training.

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## **ROSTER OF SERVICES – Psychology Department**

We offer Educational Psychology (Psychopedagogy) as part of our holistic approach to child development, identifying and later implementing strategies that best suit the individual needs of each child based on his or her unique cognitive profile.

- Speech Therapy – Aims to give children of varying cognitive levels the verbal and non-verbal skills to formulate ideas and communicate with others in the manner best suited to their physical and neurological profiles.
- Psychomotor Therapy – Targets the emotional, physical, cognitive, and symbolic responses and reactions in the body, relying on the child's own abilities to interact positively in social and cultural environments. This therapy aims to strengthen a child's internal process of perception and management of emotions and experiences.
- Occupational Therapy – Helps each child achieve maximum independence and is rooted in 10 adaptive abilities: communication, academic abilities, hygiene, health, use of communication, play and recreation, social skills, work, spacial recognition and housekeeping.
- Cognitive Therapy – Assists in the creation of neural pathways to improve both empirical and non-empirical learning in daily activities as well as for improved academic success.
- Behavioral Therapy – Focuses on a child's emotions, self esteem and sense of identity as well as their conduct regarding aggression and sexuality, with the goal being to give children the best opportunity for successful social integration by cultivating positive social skills and a healthy sense of self.



- Escuela de Los Ojos de Dios A.C. – Our on-site, Montessori-based educational program is designed to prepare children for academic opportunities appropriate to their age and cognitive profile, whether through eventual mainstream schooling or special education programs tailored to their individual needs.
- Inclusion & Integration Initiative for Special Needs Children – We actively seek to expand opportunities to integrate special needs children into mainstream schools in our community both to improve our children's social landscape as well as to create increased awareness and acceptance of the unique benefits afforded by a truly diverse student population.

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## **ROSTER OF SERVICES – Physical Therapy and Rehabilitation Department**

The Physical Therapy and Rehabilitation Department encompasses every therapeutic area of physical rehabilitation as well as appropriate diagnostic and preventive medical protocols. Physical therapy gives children with physical challenges a myriad of direct and indirect benefits while also improving the overall health and quality of life of patients who are able-bodied. We utilize specific therapeutic approaches to improve patient strength, coordination, range of motion, circulation, balance and flexibility, with positive secondary benefits such as enhanced self esteem and increased independence resulting from these therapies.

The majority of our residents have been diagnosed with cerebral palsy, which is an umbrella term used to describe a group of non-progressive, non-contagious motor conditions that result in physical disability. This central motor dysfunction affects muscle tone, posture and movement, resulting from permanent, non-progressive defect or lesion of the immature brain. The medical consensus is that cerebral palsy is neither genetic nor a “condition” but rather arises in the vast majority of cases as congenital, meaning that it comes at or about the time of birth and is often diagnosed at a very young age. When used within a coordinated, comprehensive treatment plan, therapy plays a vital role in managing the child’s physical impairment while maximizing mobility potential. Most importantly perhaps, when implemented as part of an early intervention program while the child is still developing, physical therapy can greatly reduce their risk of developing associative conditions.

The Physical Therapy and Rehabilitation Department focuses on providing therapeutic intervention for:

- Spastic Diplegia
- Delayed Motor Skills
- Hydrocephalus
- Schizencephaly
- Infantile Cerebral Palsy
- Anencephaly
- ACC (Agenesis of the Corpus Callosum)
- Microcephaly
- Autism
- Down Syndrome
- Encephalocele
- Encephalopathy
- Sturge–Weber Syndrome
- Leber Congenital Amaurosis

The goal of this therapy is to improve fine motor skills and balance via:

- Direct Stimulation
- Improved Muscle Memory
- Restored Functionality
- Expanded Mobility and Range of Motion
- Repetitive Exercise

Techniques used include:

- Therapeutic Massage
- Heat Therapy
- Cryotherapy
- Mechanotherapy



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## ROSTER OF SERVICES – Hydrotherapy Department

Hydrotherapy involves a broad range of approaches and therapeutic methods that capitalize on the physical properties of water, such as temperature and pressure, to stimulate blood circulation, manage pain and reduce inflammation. A variety of medical issues can be effectively alleviated by this therapy, including:

- Rheumatism – Assists in pain management of conditions including rheumatoid arthritis, ankylosing spondylitis, autoimmune deficiencies, osteoporosis, osteoarthritis and tendinitis.
- Neurologic Diseases – Addresses a myriad of patient symptoms arising from traumatic brain injury, spina bifida, cerebral paralysis, hydrocephalus, microcephaly, schizencephaly, anencephaly, autism and other neurological conditions.
- Cardiological and Pneumological Conditions – Improves lung function for patients with asthma, bronchitis and COPD.
- Orthopedic and Trauma-Related Injury – Promotes healing for patients who have sustained orthopedic injuries such as bone fractures, sprains, strains and torn ligaments, as well as for patients recovering from surgery.

The physiological effects of this therapy are:

- Mechanical – Through the combined benefits of weightlessness and temperature, the patient experiences increased flexibility, enhanced mobility and improved circulation.
- Thermal – Water temperature is calibrated between 1° and 46° C in order to achieve a specific therapeutic effect on the patient, based on the following general parameters:

TEMPERATURE	RESULTING EFFECT
1° to 18° C	Stimulant and Tonic
18° to 36° C	Sedative
36° to 46° C	Sedative and Analgesic



- Psychological – In addition to their physical responses, patients respond emotionally to this therapy, with many non-verbal patients communicating their positive sensory experience with smiles, cooing and laughter. Each clinical temperature range produces a specific psychological response, with cooler temperatures acting to invigorate the patient while warmer temperatures have a calming effect.
- Analgesic – Hydrotherapy with warm water increases the threshold of nociceptors, the sensory neurons that respond to potentially damaging stimuli by sending nerve signals to the spinal cord and brain, thereby reducing pain.
- Sedative – The soothing sensation of warm water on the skin's nerve endings have a sedative effect on patients.
- Circulatory – Water improves elasticity in connective tissue and promotes increased blood circulation throughout the body, thus effectively increasing patient flexibility and range of motion.

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## *ROSTER OF SERVICES – Equine Therapy Department*

The Equine Therapy Department provides diverse therapies adapted to the unique needs of each child, with the goal being to help them increase their independence, improve their self-esteem, connect with the world around them and enjoy an overall improvement in their quality of life.



We use specially-trained horses to provide physical, psychological and social rehabilitation to our children based on these key areas:

- Physiotherapeutic – Addresses neurological, degenerative and traumatic disorders
- Psychological – Addresses sensory and psychomotor disorders
- Recreational – Adaptive therapy for physically-challenged patients

Hippotherapy utilizes the movement of the horse to improve motor control, coordination, balance, attention, sensory processing and performance in daily tasks through:

- Neuromuscular Exercises
- Equilibrium Exercises
- Psychomotor Coordination Exercises
- Core Strengthening Exercises

The reciprocal, multi-dimensional movement of the horse helps with the development of fine motor skills, visual motor skills, bilateral control as well as cognition.

Therapeutic horsemanship also offers increased recreational opportunities to individuals with disabilities by lending independence and mobility, giving them the physical and psychological benefits of healthy outdoor activities they have previously been unable to participate in.



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## **ROSTER OF SERVICES – Horticultural and Animal-Assisted Therapy Department**

The focus of the Horticulture and Animal-Assisted Therapy Department is to provide patients with additional opportunities to gain independence and continue to define their sense of self through a variety of sensory experiences.

1. **ANIMAL-ASSISTED THERAPY (Zootherapy)** – The animals who work alongside our certified therapists are full-fledged partners in the therapeutic intervention, acting not only as facilitators to the therapy, but also by becoming a source of comfort or a needed stimulus, as well as by offering the patient a new way of communicating through open, non-judgemental interaction. Sessions are carried out both on a group basis as well as individually depending on the patient's changing needs.

Currently, our program includes:

- Horses
- Donkeys
- Rabbits
- Birds
- Canines

The physical effects of this therapy include:

- Lowering of blood pressure
- Improved muscle tone
- Refined motor skills
- Increased mobility
- Improved emotional outlook

The mental effects of this therapy include:

- Reductions in feelings of anxiety and isolation as well as improved stress management
- Improved sense of well-being
- Augmented concentration and focus
- Elevated self-esteem

The social effects of this therapy include:

- Heightened social interaction
- Improved communication

Our therapists currently work with children affected by:

- Developmental delays
- Cerebral paralysis
- Autism
- Physical and/or neurological challenges

2. **HORTICULTURAL THERAPY** – Through our on-site greenhouses and orchards, we connect patients with the natural world and contextualize their existence within the natural cycles of tilling, sowing and harvesting. Additionally, we offer vocational training in horticulture to high-functioning residents, giving them additional tools with which to remain connected to the world around them by cultivating a sense of purpose.



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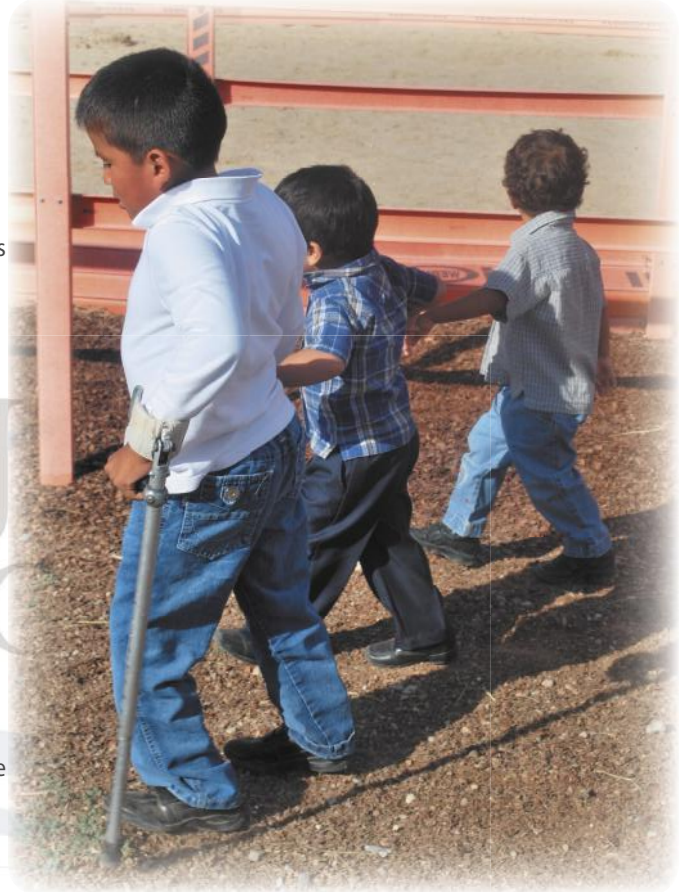


## SOCIAL INTEGRATION & INVESTMENT

No plan of this scale could be viable without a clear understanding of the vital role played by the civic and government organizations tasked with addressing the social issues that contribute to the dearth of reliable, accessible medical care in this community. Currently, no government or non-government initiative exists or is planned that would adequately tackle the urgent need for physical rehabilitation services for this marginalized population. Thus, the initiative we have taken in this project is the result of first-hand knowledge of an existing, profound need coupled with what we view as our ever-increasing expertise in this area of community-based rehabilitation services.

Recognizing how essential social integration and investment is to our goals, **Los Ojos de Dios** sought to lay the foundation for a rehabilitation center that, once built, would partner with existing community initiatives in order to maintain its long-term viability as well as to effectively tap resources already in play at the community level. To that end, we have secured a formal agreement with the Mexican government's health and human services department, known as SEDESOL, an acronym for Secretaría de Desarrollo Social. Under the terms of this agreement, **Los Ojos de Dios** will donate the land for the rehabilitation center in exchange for a 100-year gratis lease and a strategic alliance that will provide transportation between the rehabilitation center and four of SEDESOL's community centers in the valley of Cd. Juárez.

Through this private-public partnership, **Los Ojos de Dios** is compelling the continued participation of local, state and federal resources in expanding and improving the foundations of what we have begun. In addition, this unique coalition enables us to serve as a testing ground for similar efforts across Mexico and Latin America with the hope that the example of lives transformed here will inspire other such partnerships across the continent and around the world.



**TRANSPARENCY AND ACCOUNTABILITY:** *We are committed to utilizing the donations we receive in a fiscally-responsible and transparent manner, and thus the only administrative costs incurred by **Los Ojos De Dios** are for essential office personnel who carry out daily administrative tasks. The organization's founders draw no salary and no portion of our current or projected budget is used for consultants, advisors or other superfluous staff.*

## ENVIRONMENTAL RESPECT

Our remote location on the sandy dunes that lie on the outskirts of Ciudad Juárez is challenging on a great many levels – chief among them the unforgiving desert climate. During the planning stages for our children's home, **Los Ojos de Dios** partnered with the College of Architecture at the Universidad Autonoma de Cd. Juárez to design and build facilities that would be energy-independent, relying exclusively on wind and solar power for all their needs. In addition, we investigated and implemented the most reliable water reclamation options available to insure a minimum impact on our environment while promoting community-wide awareness of the need for conservation of this most vital resource. All our buildings are solar-passive and combine centuries-old adobe building methods with optimum thermal design practices to limit our dependence on mechanical and electrical climate control, as well as to best utilize native resources and heritage building practices that can be shared and replicated with the surrounding community.



The building plans for the rehabilitation center have been designed to follow and improve upon this engineering approach, combining energy-independence with solar-passive techniques to achieve long-term sustainability from both an environmental and fiscal perspective. The proof of concept that resulted from the successful completion of our first building has been steadily and diligently refined with the construction of each additional building, giving us a unique vantage point in designing future projects.

During the Winter of 2010, when the region experienced unprecedented, record-smashing freezing temperatures and then into the Summer of 2011 when record highs and a severe drought threatened lives, livestock and agriculture, **Los Ojos de Dios** withstood the formidable test against the extreme climate with little or no structural or mechanical damage.





## COMMUNITY PARTICIPATION

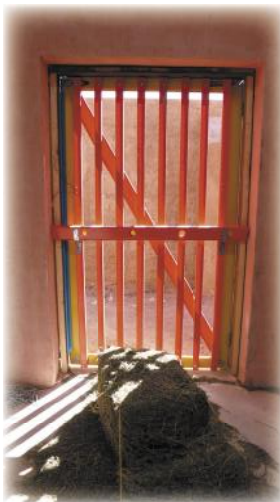
In keeping with our goal to be truly community-based, **Los Ojos de Dios** draws on the talents, ingenuity, commitment and good will of the people who live and work in the surrounding community. We actively collaborate with local tradesmen – from carpenters to stone masons to farmers – to fulfill daily and project-based needs, creating much-needed earning opportunities for them and their families.



We source our caregiving staff of nurses aides and patient care assistants from the neighborhoods immediately adjacent to our facility, thereby positively impacting the livelihoods and, hopefully, the long-term success of numerous single-parent homes in our community. Through our partnership with local schools and civic organizations, we share our passion for social responsibility with at-risk youth via both paid and volunteer internships in all areas of our daily operations, including building maintenance, animal husbandry, physical therapy and office management. As with our children's home, all personnel needed for the daily operation of the Community Rehabilitation Center will be sourced from our local community and we are pleased that this facility will create long-term, fair-wage employment opportunities for so many of our neighbors.

We also work with many industrial, commercial and corporate neighbors to continuously identify new opportunities to jointly improve our collective reality as people and as organizations. One example of this principle in practice came from the most unlikely of places. When the staff of **Los Ojos de Dios** realized that hundreds of linear feet of fiberglass ladder railing were being discarded every day at the local landfill, we approached the manufacturer – who is a twin plant operation for a large U.S.-based company – to ask if we could re-purpose these components.

Today, what would have otherwise been non-biodegradable industrial waste has become a colorful, practical and long-lasting building material that we have utilized for everything from barn doors to fences to animal enclosures. These types of innovative, real-world solutions are exactly what we strive to uncover every single day in our dealings with the community we serve. And through this and other lessons learned, we continue to reaffirm our belief in the limitless potential of communities working together.





## *PERCEPTION VS. REALITY – Why Your Donation Is So Important*

We rely on a wide and deeply diverse network of individuals and organizations (both for-profit and non-profit) who volunteer their time, energy and resources to help us in our mission to change the lives of physically-challenged individuals living in poverty. Because these volunteers often represent the cutting edge of their respective fields, they bring a level of professionalism and expertise that we could frankly never afford to pay for on the open market. This brochure and all the beautiful architectural renderings it contains are prime examples of the caliber of professional services our advisory board and other volunteers donate, completely free of charge, to help us achieve our goals.

Their collective efforts – in architecture, graphic design, public relations, web design, printing, marketing, advertising and much more – may lend the impression that we are a well-capitalized venture, flush with cash. The reality is that, like many non-profits, we live and die on the strength of our fundraising. As a privately-funded organization, we have committed ourselves to building the best possible lives and most abundant futures for these children cognizant of our financial responsibilities, but not shackled by them.



Thus, our deeply-held belief is that excellence is an ideal to be pursued independently of the resources at hand. Over the years, we have had many uncomfortable moments with well-intentioned would-be supporters wondering why we so adamantly refuse to depict our children as sad, vulnerable, isolated individuals to be pitied. The reason is that, like the pictures you see here, our children are well-cared for and deeply loved. They are fed nutritious, home-cooked meals by nurses aides who devote themselves to their care as if they were their own biological children.

We believe that showing this reality – happy children surrounded by people who love them – is the truest testament to how we use the donations we receive. The financial support you give us is a responsibility we take seriously and for which we are willing to answer for openly and transparently. And should you decide to partner with us in this mission, you can rest assured that the wisdom of your investment will be clearly evident in the faces of the people whose lives you will have helped transform.

**Los Ojos de Dios** is a not-for-profit organization under section 501(c)(3) of the Internal Revenue Code and 100% of your tax-exempt donation is used for the custody, care and medical expenses of our children and for the free healthcare services we will offer through the Community Rehabilitation Center. Donations can be made securely via our website at [www.OjosDeDios.org](http://www.OjosDeDios.org) or you can send your donation by check or money order to:

**Los Ojos de Dios – Administrative Offices**  
500 Thunderbird, Suite 87 • El Paso, Texas 79912







LOS OJOS  
DE DIOS

"How wonderful it is that nobody need wait a single moment  
before starting to improve the world."

Anne Frank



**Children's Home & Community Rehabilitation Center**

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Ciudad Juárez, Mexico 32696  
Tel/Fax: (656) 288-0759 & (656) 288-0760

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