

Casa de SAM

A home for lifetimes.

Founder's Vision

Opening Pages of the Long-Form Vision Document

Founding context

Initial vision drafted in Summer 2026 for public awareness, prospective founding board members, and early professional review. Casa de SAM is not yet a registered nonprofit and is not accepting donations.

Protect the residents. Protect the promise. Protect the home.

Summer 2026

About This Document

Summer 2026

This document preserves the initial long-form vision for Casa de SAM before the organization is legally formed. It is written to explain the vision clearly, invite thoughtful founding-board participation, and create a record of the promises the future organization is intended to protect.

As of the writing of this document, Casa de SAM has not yet been legally established as a nonprofit organization. No application for nonprofit status has been submitted. Casa de SAM is not accepting donations. No land has been purchased, no formal board has been seated, and no residents have been admitted.

This document is not a contract, legal instrument, final governing document, medical policy, operating manual, fundraising prospectus, or guarantee that every practical detail will happen exactly as described. It is an initial founding document.

It is intended to help prospective board members, professional advisors, families, and interested members of the public understand the home Casa de SAM hopes to build and the principles that should guide the legal documents, budgets, buildings, staffing plans, and operating policies developed later.

Casa de SAM expects this document to be reviewed, expanded, corrected, and finalized before applying for nonprofit status. Qualified professionals in Paraguay and the United States will eventually need to review its legal, financial, medical, architectural, employment, agricultural, and governance details.

Laws will change. Medical knowledge will improve. Construction plans will become more exact. Financial projections will mature. Future board members may identify better methods than the ones described here. Those changes are expected.

The principles are intended to endure.

Why write it now?

Organizations drift. The best time to name the values is before there is money, land, staff, donor pressure, public attention, or institutional habit. The purpose of this document is not to predict every decision. It is to establish the promises those decisions should protect.

The details may change. The promise must not.

A Letter from the Founder

Summer 2026

Casa de SAM began with one child.

My son, Samuel, was deeply wanted long before I knew him. I used fertility treatment to conceive him, and I intentionally chose to become a single mother. I knew motherhood would be difficult. I knew I would carry much of the responsibility on my own. I made that choice willingly and joyfully.

What I could not know was how different my perfect prince would be.

Samuel is autistic and nonverbal, with developmental disabilities that are likely to require lifelong support. He experiences the world in his own way. He communicates differently. He needs patience, protection, routine, and people who are willing to know him well rather than measure him by what he cannot do.

He is also funny, determined, affectionate, curious, and entirely himself.

As the years have passed, one question has become harder for me to ignore:

What happens to Sam when I am no longer here?

Because I am raising him on my own, that question is never far away. I do not have another parent standing beside me who will automatically take over. I cannot simply assume that a sibling, cousin, church member, or family friend will one day be able to provide the level of daily care Samuel may need.

Even loving families have limits.

People age. They become ill. They die. They move away. They raise children of their own. Life changes in ways no one can predict decades in advance. A family may love someone completely and still reach a point where it cannot safely provide lifelong care.

I know I am not the only parent carrying that fear.

I am not the only mother wondering who will understand a child's routines, favorite foods, communication, fears, medical history, and the hundreds of tiny details that make up a life. I am not the only person who worries that, after years of devoted care, the future may ultimately depend on whatever bed happens to be available.

Paraguay has become home to me.

I have come to love its people, its pace of life, its warmth, its open-air rhythms, and its deep sense that relationships matter. Families here often remain connected across generations.

Neighbors know one another. Daily life is shared in ways that can be difficult to sustain in more isolated cultures. That strength is one of the reasons I believe Casa de SAM belongs here.

Paraguay is not simply the place where this project happens. Paraguay is part of why it can exist at all.

The climate makes shaded patios, open walkways, gardens, orchards, farm life, and daily outdoor movement part of an ordinary home rather than an occasional program. The land may allow a human-scaled community with real space between private resident life and public activity. The culture offers a foundation of family, belonging, hospitality, and shared life that Casa de SAM should honor rather than replace.

Casa de SAM is not an American institution being imported into Paraguay. It is a Paraguayan home being built with the strengths already present here, while also recognizing a need that even strong family systems cannot carry forever.

Parents still age. Siblings still have responsibilities of their own. Families still experience illness, financial pressure, migration, exhaustion, and loss. Love does not eliminate the realities of time.

Casa de SAM is not meant to replace the family.

It is meant to stand beside the family, carry what eventually becomes too heavy for one household alone, and remain when parents and primary caregivers no longer can.

Although Samuel inspired this vision, Casa de SAM is not being built only for him.

Many future residents will likely be autistic because autism is central to Samuel's life and because a large generation of autistic children is already growing toward adulthood. Others may have different developmental disabilities but share the same need for lifelong support, stability, protection, and home.

Children grow into adults.

Parents grow old.

The need does not disappear simply because childhood ends.

Casa de SAM exists because adulthood deserves as much planning, dignity, and care as childhood - especially for people who will never live completely independently.

The promise at the center of Casa de SAM is simple to say and difficult to keep:

Once a resident is ours, they are ours until death.

That promise requires far more than kindness.

It requires thoughtful governance, careful admissions, trained caregivers, sound financial stewardship, protected reserves and endowment funds, resilient leadership, well-designed homes, and an organization willing to think not only years ahead, but generations ahead.

That is why this document exists.

It was written before Casa de SAM legally exists because I believe an organization's values should be written down before there is money, land, influence, or institutional pressure.

As of the summer of 2026, Casa de SAM is not yet a nonprofit organization. We are not accepting donations. We have not purchased land. We have not admitted residents. This document is not a legal contract or final operating manual.

It is the first complete expression of the promise we hope to build.

Many details will evolve.

Architects will improve the designs. Medical professionals will strengthen the care plans. Lawyers will refine the governance. Farmers, builders, accountants, caregivers, families, and future board members will see problems I cannot yet see and find solutions I do not yet know.

I hope they do.

The methods may improve. The promise must not.

I am building Casa de SAM because some families simply do not have a safe backup plan.

They do not have another parent waiting in the wings. They do not have a sibling who can assume full-time care. They may not have the financial resources to privately arrange lifelong support. Many have spent decades holding everything together themselves.

Casa de SAM is meant to be the parachute when no other safe landing exists.

Every full-time resident accepted by Casa de SAM will receive a promise from this organization.

That promise began with me.

It began as a mother's promise to herself: that my own son would not be abandoned, displaced, or left to the mercy of whatever option happened to be available after I was gone.

I am extending that same promise to every future resident.

We will build the homes, systems, finances, protections, and leadership structure as though every resident were our own family.

Future leaders may never meet the parents who first entrusted their children to Casa de SAM. Those parents may no longer be alive. But the promise should feel just as personal as it did on the day it was first made.

You are trusting us with the person you love most.

We will never forget the weight of that trust.

We will not treat your loved one as a bed to fill, a case to manage, a worker to use, or a cost to reduce.

We will know them.

We will protect them.

We will make room for joy.

We will give them a home.

This is a mother's promise to herself, to her son, and to every future resident of Casa de SAM.

A promise that should outlive me.

A promise future boards will inherit.

A promise every decision in this document is intended to protect.

Protect the residents. Protect the promise. Protect the home.

Amie Marse

Founder, Casa de SAM

Summer 2026

Why “SAM”?

Casa de SAM carries the name of Samuel, the child whose life inspired this vision. But the name is intentionally larger than one child.

SAM also names three words that describe the kind of life Casa de SAM hopes to protect:

Sãso

Health and wellbeing. Casa de SAM is not built around productivity, performance, or forcing independence. It is built around the whole person: physical safety, emotional regulation, dignity, comfort, meaningful choice, and the widest safe life possible.

Alegría

Joy. Care should not merely prevent harm or keep a body alive. A good home should contain laughter, music, favorite foods, celebration, comfort, friendship, rest, and ordinary happiness. Joy is not an extra added after care is complete. Joy is part of good care.

Morada

A true home. Not a placement, program, ward, temporary bed, or facility. A permanent place designed to remain through disability, aging, illness, grief, medical complexity, and the death of family caregivers. A home for lifetimes.

Together, Sãso, Alegría, and Morada express the culture Casa de SAM hopes to build: health and wellbeing, joy as part of care, and a home that does not disappear when life becomes harder.

Samuel gave this dream a name. Future residents and families will give it its continuing purpose.

Sãso. Alegría. Morada.

Why Casa de SAM Exists

A growing, under-planned reality

Autistic children and other children with lifelong developmental support needs grow into adults. Their parents and caregivers age. Families are left asking what comes next. Casa de SAM exists because adulthood deserves as much planning, dignity, and care as childhood.

Autism is central to the founding story of Casa de SAM because Samuel is autistic and because many future residents are likely to be autistic. Casa de SAM is not limited to autistic residents, nonverbal residents, or one diagnosis. It is intended for adults with developmental disabilities and lifelong support needs whose care can be safely provided within the Casa de SAM model.

Autistic people have widely different abilities and needs. Many live independently or with limited support. Others need daily assistance, communication support, supervision, help with personal care, medical coordination, protection from exploitation, or a lifelong residential home.

Current data show why long-range planning matters. The World Health Organization estimated that about 1 in 127 people worldwide were autistic in 2021. In the United States, CDC monitoring identified autism in about 1 in 31 eight-year-old children in 2022. A CDC-supported analysis of 2016 surveillance data found that 26.7% of autistic eight-year-olds in the studied communities met the research definition used for profound autism.

These figures are not a prediction of exactly how many people in Paraguay will need residential care. They should not be used to suggest that every autistic child will need Casa de SAM. They do show that a large generation of autistic children is already alive, and a meaningful portion will need substantial support throughout adulthood.

The children identified today will be adults by the time Casa de SAM opens. They will later become middle-aged adults and older adults. By 2075 and beyond, residential systems will be caring for older autistic adults whose needs were rarely planned for when they were children.

Planning cannot begin only after a parent is sick, a caregiver dies, or a family is already in crisis. The homes, money, legal protections, trained people, and community systems must be built years before they are needed.

Data commitment

Casa de SAM will speak carefully and transparently about data. We will distinguish worldwide estimates from U.S. surveillance, diagnosis from support need, and current evidence from future projection. We will never overstate what the evidence can prove in order to create fear or raise

money.

The need is lifelong. The planning must be long-term.

Why Paraguay

Paraguay is not a backdrop to Casa de SAM. It is one of its foundations.

Paraguayan life is deeply relational. Families often live close to one another. Daily life happens outdoors. Neighbors know each other. Meals, faith, work, family, and community are often woven together rather than separated into formal programs.

Casa de SAM does not want to import a cold institutional model and place it on Paraguayan soil. It wants to build with the strengths that already exist: family connection, hospitality, shared daily life, practical resilience, outdoor living, and a strong sense of belonging.

The climate supports open walkways, shaded patios, natural light, gardens, orchards, sensory trails, and daily fresh air. Open-air design is not only an aesthetic choice. It can be a care decision for residents who regulate through movement, sunlight, nature, repetition, and space.

The land goal - approximately 8 to 12 contiguous hectares - is not about creating an oversized institution. It is about giving residents enough room for calm, clear separation between public and private areas, real family-style homes, food production, sensory paths, outdoor movement, future growth, and space that does not feel crowded or controlled.

Paraguay also has real gaps in lifelong adult disability care. Strong families often carry those gaps privately. Casa de SAM hopes to support the strengths of the family system while providing a permanent answer when one household can no longer carry full-time care alone.

Paraguay is not where this project happens. Paraguay is why it can exist at all.

What Casa de SAM Is

- A future lifelong residential nonprofit community in Paraguay for adults with developmental disabilities and lifelong support needs.
- A collection of small family-style homes where residents have private rooms, familiar routines, trusted caregivers, safe community life, and support that adapts as they age.
- A home designed for residents who may need daily support, full-time supervision, communication help, medical coordination, personal-care assistance, and protection throughout adulthood.
- A long-horizon project built around governance, financial sustainability, farm and bakery revenue, community partnership, careful admissions, aging in place, and end-of-life dignity.
- A promise that begins only after careful acceptance and then lasts for life.

A home for lifetimes.

What Casa de SAM Is Not

- It is not a hospital, though residents will receive medical support and may age or die at home when possible.
- It is not a school. Residents are never required to take classes or remain in constant training.
- It is not a work program. Residents are never required to work in the bakery, farm, events, or any other venture.
- It is not a behavior project. Distress and behavior are treated first as communication, not disobedience.
- It is not a temporary placement or revolving door after full acceptance.
- It is not a charity display, tourist attraction, donor project, or source of inspirational content.
- It is not built around forcing independence when lifelong support is the safer and more honest reality.
- It is not a private-pay facility where a resident keeps their home only while a family can afford the bill.

Residents do not earn their place through productivity.

The Core Promise

The promise

Once a resident is fully accepted, Casa de SAM becomes their lifelong home. The organization accepts the responsibility to protect that resident through family death, aging, illness, medical complexity, changes in support needs, financial pressure, leadership change, and the ordinary uncertainty of a long life.

The promise is not ownership. A resident who can safely choose another life must not be imprisoned by Casa de SAM. The promise is lifelong protection, not lifelong possession.

The promise is also not casual language. It creates obligations for admissions, staffing, buildings, medical planning, governance, finances, endowment growth, reserves, succession, and future board conduct. Casa de SAM must not promise a lifelong home to anyone it is not prepared to protect.

Every later chapter in this vision document asks the same practical question: what must be built now so that this promise still holds after the founder and the resident's parents are gone?

Once a resident is ours, they are ours until death.

Founding Principles

A home for lifetimes.

Care should never require displacement.

Residents do not earn their place through productivity.

Safety without punishment.

Freedom with quiet support.

The room adapts. The resident does not have to leave.

Residents are never required to work.

Residents are never required to take classes.

Built for calm, joy, and home.

Once a resident is ours, they are ours until death.

Lifelong protection, not lifelong possession.

The endowment is sacred.

Money can help build Casa de SAM. It cannot buy Casa de SAM.

Protect the residents. Protect the promise. Protect the home.

How to Read This Vision Document

This document moves from promise to protection and from resident life to organizational structure. It is intentionally detailed because the details are part of the protection.

Resident rights and founding protections

What every resident is owed, what future leaders must affirm, and which promises should not be reversed.

Governance and mission continuity

How the organization is built to survive founder death, leadership turnover, donor pressure, conflict, and mission drift.

Care, health, homes, and daily life

What lifelong support should feel like in ordinary practice, including medical nuance, aging, rooms, household life, family partnership, and end-of-life care.

Community relationships and financial sustainability

How volunteers, churches, donors, ventures, reserves, the farm, bakery, and endowment may support the home without taking control of it.

The roadmap to 2035

How Casa de SAM hopes to move from research and foundations to land, farm, construction, staffing, and opening day on March 16, 2035.

This vision is intentionally ambitious. It describes the home Casa de SAM hopes to become while acknowledging that the path will require patience, professional review, disciplined stewardship, and the willingness to wait rather than weaken resident protection.

Protect the residents. Protect the promise. Protect the home.

Source Note for the Opening Section

The autism figures included in this opening section are contextual, not predictive. They should be updated during later editorial and legal review if authoritative sources change.

- World Health Organization, Autism fact sheet: estimated global prevalence of approximately 1 in 127 people in 2021.
- U.S. Centers for Disease Control and Prevention, Autism and Developmental Disabilities Monitoring Network: approximately 1 in 31 eight-year-old children identified with autism in 2022 across monitored U.S. communities.
- Hughes et al., 2023, CDC-supported population surveillance analysis: 26.7% of autistic eight-year-olds in the 2016 dataset met the study definition of profound autism.

Casa de SAM will not present U.S. surveillance data as Paraguayan prevalence data, and it will not claim that every autistic person needs residential care. The figures are included to explain why adult-life planning cannot remain an afterthought.

Casa de SAM

A home for lifetimes.

Financial Sustainability, Revenue Streams, and the Endowment in Practice

Core promise

Financial sustainability is not a business preference. It is resident protection. The residents should never be at risk because Casa de SAM failed to plan.

The endowment is sacred.

Money can help build Casa de SAM. It cannot buy Casa de SAM.

Protect the residents. Protect the promise. Protect the home.

1. Financial Sustainability as Resident Protection

Financial sustainability is a cornerstone of Casa de SAM because the promise is lifelong. Casa de SAM is not only caring for residents today. It is accepting responsibility for adults whose parents, siblings, guardians, and primary caregivers may one day be gone.

The residents of Casa de SAM should never be placed at risk because of poor planning, weak reserves, donor pressure, failed projects, debt, short-term panic, or one charismatic leader leaving the organization.

When Casa de SAM accepts a full-time resident, it is making a promise to that resident and to the people who love them: you will not lose your home because your parent died, because a donor changed priorities, because a business project failed, because the founder is gone, or because the organization failed to plan.

Anchor: The endowment is sacred.

2. The Protect the Promise Fund

The public name for the Casa de SAM endowment may be The Protect the Promise Fund. The promise is the lifelong commitment Casa de SAM makes to residents and families: once a resident is ours, they are ours until death.

Casa de SAM's long-term financial goal is to build an endowment of at least \$30 million USD. Until the endowment reaches that amount, the fund should be treated as growth-only. Money should go into the endowment, not out of it.

Each year, a defined percentage of Casa de SAM's budget should be directed into the endowment. This annual contribution should be treated as a core obligation, not an optional leftover after expenses.

Before the endowment reaches \$30 million, withdrawals should not be made except in an extraordinary circumstance. Such a withdrawal should require the highest level of board approval allowed by the bylaws, written documentation, professional financial and legal review, and a clear explanation of why no safer option is available.

Once the endowment reaches \$30 million, Casa de SAM may consider a limited annual draw, such as approximately 3% per year, to support the lifelong mission. The exact draw policy should be set by the board with professional financial guidance and should protect the endowment's long-term value.

The specific legal vehicle should be determined by qualified legal and financial professionals. The fund may be held through a trust, foundation structure, brokerage custodian, investment account, or other protected legal structure. The principle is more important than the mechanism: the endowment must be legally protected, professionally managed, U.S.-dollar based, and preserved for the long-term benefit of residents.

Anchor: Money grows so the promise can hold.

3. Local Operating Reserves

Once operations begin, Casa de SAM should maintain local operating reserves equal to approximately 150% of the annual operating budget. These reserves should be available in Paraguay, in local currency or otherwise readily usable for local operations.

The operating reserve protects residents from banking delays, currency issues, donor interruptions, emergencies, inflation, political uncertainty, business downturns, and unexpected expenses. Residents should not feel a financial crisis before the board has time to solve it.

The endowment should remain in U.S.-based, U.S.-dollar investments. The operating reserve should keep daily life stable in Paraguay.

In the early years, if Casa de SAM is not yet fully funded, protecting the required operating reserve may be one of the rare extraordinary circumstances that could justify limited endowment access before the \$30 million goal. This must still be treated as extraordinary, documented, and heavily restricted.

Anchor: Reserves protect the promise before panic begins.

4. Money Buckets and Accounting Boundaries

Casa de SAM should maintain clear financial separation between donated funds, endowment funds, restricted gifts, resident-care operations, and business revenue. Every dollar needs a name, a purpose, and a boundary.

The major giving buckets are Mission Giving, Endowment Giving through The Protect the Promise Fund, and Restricted Giving. Business revenue is separate from all three.

Each major revenue venture should also have its own accounting bucket, budget, committee, and reporting structure. The bakery, farm, orchard, rentals, events, guest programs, water park, digital products, apps, or other future ventures should not be blended together as one vague business revenue category.

Some ventures may support one another. The farm may feed the bakery. The orchard may supply seasonal products. Events may promote the bakery. A digital product may generate unrestricted revenue. But each venture still needs its own budget, expenses, income tracking, board oversight, and approved loss cap.

Bucket	Primary purpose	Boundary
Mission Giving	Resident care, homes, staffing, food, medical support, safety, room renewal, direct mission operations.	Does not rescue failing ventures.
Protect the Promise Fund	Endowment growth for lifelong resident protection.	Growth-only until \$30M except extraordinary approval.
Restricted Giving	Approved purpose named by donor and accepted by board.	Can be refused if it creates risk or mission drift.
Business Revenue	Income from ventures such as bakery, farm, rentals, apps, events, or future water park.	Tracked by separate venture; subject to budgets and loss caps.

Anchor: Blurry money creates blurry accountability.

5. Donation Money Is Mission Money

Donation money is separate from business revenue. Whether a donation comes through the website, a bakery donation jar, a gala, a fundraiser, a church gift, a family gift, a major donor, a public campaign, or a community event, it must be treated as donated mission money.

Unless a gift is clearly designated for the endowment or an approved restricted purpose, donation money should be directed toward the core mission of Casa de SAM: resident care, resident housing, food, staffing, medical support, safety, utilities, resident homes, care operations, room renewal, emergency protection, and other mission-directed needs.

Donation money should not be casually absorbed into bakery operations, farm expansion, event costs, water park development, speculative ventures, or business experiments. People who give to Casa de SAM should know their gifts are protecting residents, not covering business losses.

Specific endowment campaigns, legacy gifts, estate gifts, and events may be clearly announced as Protect the Promise Fund giving. In those cases, the promise should be stated plainly: those dollars are for the endowment and will be protected under the endowment policy.

Anchor: Donation money protects the promise. It does not feed the ventures.

6. Residents and Families Are Not Indebted

When Casa de SAM accepts a full-time resident, Casa de SAM accepts the financial responsibility of lifelong care with open arms. Residents and their families are not indebted to Casa de SAM for the cost of that care.

Casa de SAM should not pursue residents, parents, siblings, guardians, estates, heirs, or family members for repayment of ordinary care costs after a resident is accepted for full-time residency. The organization should not treat lifelong care as a hidden loan, delayed bill, recoverable debt, or future claim against the family.

Families may give gifts, maintain trusts, provide personal spending money, pay for approved extras, or donate to Casa de SAM if they choose. But those gifts are voluntary unless otherwise established through a clear, separate, lawful agreement approved before acceptance.

The promise is not, “We will care for your child and bill you later.” The promise is, “Once a resident is ours, they are ours until death.”

Anchor: Casa de SAM accepts the responsibility. Families do not carry a hidden debt.

7. The Bakery and Farm as a Sustainability Engine

The Casa de SAM farm, orchard, and bakery are intended to become part of the financial ecosystem that supports the home. The farm should help feed the residents, reduce food costs, supply household kitchens, and provide ingredients for the bakery.

The bakery should become a serious revenue stream, not only a nice community project. The long-term vision may include up to ten bakery locations throughout Greater Asunción and Central, supported by farm production, orchard harvests, delivery vans, trained staff, strong branding, and a bakery committee that submits budgets to the board.

The bakery may sell breads, pastries, seasonal treats, American-style baked goods, Paraguayan-American fusion items, preserves, fruit-based desserts, and products shaped by what the farm and orchard produce well. For example, if the orchard produces mangoes, the bakery may become known for mango pastries, mango cakes, mango preserves, and seasonal mango specials.

The farm is not expected to produce everything. Some ingredients, such as flour, may be more practical to purchase locally. The goal is not to pretend Casa de SAM can grow every supply. The goal is to use the farm wisely where it actually strengthens the bakery and lowers costs.

The likely order is land first, then orchard, then farm infrastructure, then bakery operations. If the long-term opening target is 2035, the orchard and farm should begin years earlier so that the land is already producing food and bakery inputs when residents arrive.

The bakery is allowed to be creative, beloved, and profitable. But it must never forget its purpose. The bakery exists to support the home. The residents do not exist to support the bakery.

Anchor: The bakery helps sustain the home. The residents never sustain their place through work.

8. Property Rentals, Events, and Guest Use

Casa de SAM may rent parts of the property for weddings, retreats, trainings, community events, legal clinics, conferences, celebrations, and other approved uses. These rentals may provide meaningful revenue and may help the broader community know and value Casa de SAM.

Rental activity must never turn the resident homes into event space. Resident privacy, quiet, safety, routines, and access always come first. Guest houses, meeting areas, event lawns, public gardens, bakery spaces, or designated buildings may be used when appropriate. Resident bedrooms and homes are not public event spaces.

In the early years, Casa de SAM may have more open rooms than permanent residents. Empty rooms and flexible areas may be used for respite care, transition stays, caregiver relief, community programs, legal clinics, trainings, retreats, events, or other mission-aligned services. These activities are secondary to permanent residents.

Anchor: The property may serve the community. The home belongs to the residents.

9. Future Water Park and Major Ventures

A future water park may become part of the Casa de SAM campus if it is financially realistic, legally safe, mission-aligned, and able to serve both the public and the residents without disrupting the home. The water park is not required for Casa de SAM to fulfill its core mission. It should be treated as a later-stage project, not an opening-day requirement.

If built, the water park may provide recreation, sensory joy, family connection, community visibility, and a possible revenue stream. It may also create major costs, staffing demands, insurance needs, liability exposure, maintenance requirements, and safety concerns.

For that reason, the water park must have its own board-approved business plan, legal review, insurance review, safety plan, staffing plan, maintenance plan, budget, committee, and hard loss cap before development begins.

If the water park cannot be operated without threatening resident safety, privacy, finances, or peace, Casa de SAM should not build it. If it is built and later becomes financially dangerous, the board must be willing to close, lease, sell, restructure, or repurpose it.

Anchor: The dream may grow. The promise comes first.

10. Venture Discipline and Loss Caps

Casa de SAM may develop revenue-generating ventures, including the bakery network, farm products, orchard products, property rentals, guest programs, educational events, consulting, respite services, apps, digital products, and a future water park if that project becomes realistic and mission-safe.

Before launching any major revenue venture, the board must approve a written business plan and a defined loss cap. This loss cap should state the total amount Casa de SAM is willing to risk over the life of the venture before the venture must be paused, restructured, sold, closed, or replaced.

The board may also set soft warning limits that trigger review before the hard cap is reached. However, the hard cap must be treated as a true boundary. Once the venture reaches the hard cap, Casa de SAM must stop the bleeding.

This rule applies even if the venture has been profitable in some years but later enters a sustained loss pattern. It also applies during extraordinary circumstances. Casa de SAM may take wise risks to build sustainability. It may not gamble with the residents' future.

Anchor: Revenue streams may serve the promise. They may not threaten it.

11. Debt, Ownership, and Tight-Money Protection

Casa de SAM should own its land and buildings whenever possible. The goal is to pay cash, avoid mortgages, and avoid debt that could threaten residents' security. These are high dreams, but they are part of the protection.

A resident should never lose their home because Casa de SAM borrowed beyond its promise. Debt secured against resident homes, core land, or essential care buildings should be avoided and, if ever considered, should require extraordinary board review, legal review, financial review, and clear proof that resident security is not being placed at risk.

If money is tight, Casa de SAM should enter protection mode. The first priorities are resident housing, food, medication, staffing, safety, utilities, essential maintenance, and direct care. Optional projects, public-facing programs, expansion plans, events, and experimental ventures should wait.

If money is abundant, Casa de SAM should not become careless. Extra funds should strengthen the endowment, improve reserves, complete approved capital priorities, support room renewal, expand resident safety, improve staff stability, and move carefully through the long-term roadmap.

Anchor: Growth may wait. Resident protection may not.

12. Naming Rights and Donor Boundaries

Casa de SAM may accept major gifts, naming gifts, building sponsorships, room sponsorships, garden dedications, bench dedications, equipment gifts, and other forms of donor recognition when the board determines that the recognition is appropriate.

A donor's name may appear on a building, garden, program area, room, plaque, trail, bakery space, event area, or other approved part of the property when the recognition does not distort the mission.

A donor may help build Casa de SAM. A donor may not control Casa de SAM. No gift gives a donor authority over resident admissions, staffing, medical care, daily life, spiritual life, programming, public messaging, room use, board decisions, or the use of the endowment.

Casa de SAM should not become dependent on one donor, one family, one church, one business, or one funding source. Dependency creates pressure. Pressure can threaten the promise.

Casa de SAM may refuse restricted gifts or naming gifts that create future risk, donor control, debt, reputational harm, legal complications, or mission drift.

Anchor: Money can help build Casa de SAM. It cannot buy Casa de SAM.

13. Staff Profit-Sharing From Side Ventures

Casa de SAM may create a staff profit-sharing pool funded by a board-approved percentage of net profit from approved side ventures. This pool should come only from venture profits after expenses, not from donation money, endowment principal, required reserves, emergency funds, restricted gifts, or money designated for direct resident needs.

Each year, the board may approve a percentage of eligible venture profit, such as 3%, 5%, or another appropriate amount, to be set aside for staff bonuses. The percentage may vary based on financial health, venture performance, resident needs, reserves, and board judgment.

This recognizes that staff stability is part of resident protection. Casa de SAM cannot promise lifelong care without honoring the people who carry that care day after day.

The staff bonus pool should be structured clearly and fairly. It should not reward exploitation, overwork, pressure on residents, or cutting care costs. It should reward faithful service, teamwork, retention, reliability, and the shared success of mission-aligned ventures.

Anchor: When ventures prosper, the people who protect the home may share in that blessing.

14. Audits, Oversight, and Financial Transparency

Casa de SAM should maintain serious financial oversight from the beginning. The board should receive regular financial reports, review budgets, compare actual income and expenses to approved plans, monitor reserves, and require clear reporting from each venture committee.

No more than two years should pass between official third-party audits or equivalent third-party financial reviews, depending on the size and legal structure of the organization at that time. As Casa de SAM grows, the board should move toward the strongest reasonable audit standard.

The board should establish an investment policy statement for the endowment, define who may hire or remove investment managers, and make clear that no individual board member, founder, donor, staff member, or executive director may unilaterally direct investments or withdraw funds.

Casa de SAM may publish an annual financial summary for families, supporters, and the community when appropriate. Transparency should build trust without exposing resident privacy.

Anchor: Financial clarity is part of resident safety.

15. Closing Commitment

Casa de SAM's financial structure exists for one reason: to keep the promise safe. The organization may grow businesses, build bakeries, plant orchards, rent event space, open guest programs, develop digital products, and one day consider a water park. But none of those dreams are the mission by themselves.

The mission is the resident who needs a home when their parent is gone. The mission is the adult child whose family trusted Casa de SAM with the most precious person in their life. The mission is the promise that care should never require displacement.

Casa de SAM must be strong enough to survive hard years, leadership changes, failed experiments, donor shifts, and economic pressure. It must be humble enough to stop ventures that no longer serve the home. It must be disciplined enough to grow the endowment. It must be clear enough that future leaders know what cannot be sold.

The money is not the mission. The money protects the mission.

Anchor: Protect the residents. Protect the promise. Protect the home.

Casa de SAM

Long-Form Vision Document

Community Partnerships, Volunteers, Visitors, and Public Engagement

Protect the residents. Protect the promise. Protect the home.

Casa de SAM welcomes the wider community, but no outside relationship may weaken the home, expose residents, or turn residents into a project, spectacle, workforce, ministry object, research subject, or fundraising tool.

Purpose of This Section

Casa de SAM is not meant to be hidden from the world. It should be rooted in community, connected to neighbors, supported by churches and civic groups, strengthened by professional partnerships, and loved by the people around it. The farm and bakery may welcome volunteers, customers, and work-exchange helpers. Families may visit freely. Churches may support residents. Medical providers, universities, and community organizations may help strengthen the mission.

But the resident homes are not public spaces. Residents are not available for casual access. A person may support the property without being trusted with residents. A donor may give generously without receiving control. A church may love the community without treating residents as ministry targets. A university may learn from Casa de SAM without making residents into research material.

Protect the residents. Protect the promise. Protect the home.

1. The Outside World Is Welcome, But Not in Charge

Casa de SAM should be part of real community life. A home that is cut off from the world can become lonely, narrow, and fragile. Residents deserve safe connection with neighbors, friends, churches, customers, volunteers, relatives, and trusted community members.

At the same time, Casa de SAM must never become a place where outside people decide what residents need, pressure residents to perform gratitude, walk through private homes for tours, take photographs for publicity, or remove residents from the property without clear authority.

The outside world may bless Casa de SAM. It may not control Casa de SAM.

Community connection should widen life, not weaken protection.

2. Property Volunteers and Resident-Facing Volunteers

Casa de SAM may welcome volunteers, work-exchange participants, farm helpers, bakery helpers, maintenance volunteers, visiting church groups, service teams, and other community supporters. Some volunteers may help with the farm, bakery, gardens, grounds, events, repairs, cleaning, cooking, or other property needs. These roles may be valuable to the mission, but they do not automatically create access to residents.

Casa de SAM should clearly distinguish between property volunteers and resident-facing volunteers.

Property volunteers

Property volunteers may support the land, bakery, farm, buildings, or events without being approved for direct resident interaction. This may include work-exchange participants, farm

helpers, bakery production helpers, grounds volunteers, visiting service groups, construction helpers, maintenance volunteers, and event support volunteers.

Resident-facing volunteers

Resident-facing volunteers must be separately approved before spending meaningful time with residents. This approval should include an application, reference review when appropriate, orientation, clear boundaries, and a background check or local equivalent.

In Paraguay, this may include the police background report commonly used for residency and formal applications. At the time of drafting, this report costs approximately 64,000 PYG. Casa de SAM may require this or a comparable background review for anyone applying to serve directly with residents.

No volunteer, work-exchange participant, church visitor, donor, intern, or community helper may be alone with a resident unless they have been specifically approved for that level of responsibility.

Helping the property is not the same as being trusted with a resident.

3. Supervision Boundaries for Volunteers

Volunteer involvement should be generous, clear, and limited by role. A volunteer may be kind, skilled, faithful, and helpful while still not being approved for direct resident care. Casa de SAM should avoid vague roles that allow people to drift into resident access without review.

Volunteer rules should be simple enough to explain and firm enough to enforce:

- No unapproved volunteer may be alone with a resident.
- No volunteer may enter resident bedrooms unless specifically approved for a documented care, maintenance, or safety reason.
- No volunteer may assist with bathing, toileting, dressing, medication, or intimate care unless formally qualified and assigned.
- No volunteer may discipline, restrain, correct, or manage a resident as if they were staff.
- No volunteer may take photographs, videos, or recordings of residents without approval.
- No volunteer may take a resident off property without specific authorization.
- No volunteer may use resident relationships for fundraising, social media, ministry promotion, or personal storytelling.

These boundaries do not exist because volunteers are unwanted. They exist because residents are adults with private lives, not public access points for good intentions.

Kindness does not replace clearance.

4. Work-Exchange and Residential Volunteer Programs

Casa de SAM may use work-exchange programs or similar arrangements for farm, bakery, garden, maintenance, grounds, or hospitality support. These arrangements may allow someone to exchange work for temporary housing, meals, training, or experience when legally and financially appropriate.

Work-exchange participants are not residents. They are not family members. They are not automatically staff. They are not automatically resident-facing volunteers.

Their access should be based on their approved role. A person who is approved to help with chickens, vegetables, bread production, landscaping, guest housing, or repairs does not thereby receive permission to spend unsupervised time with residents.

If a work-exchange participant wishes to volunteer directly with residents, they must complete the same resident-facing volunteer process as anyone else.

Temporary helpers may support the mission. They do not become part of the resident household.

5. Churches, Wards, Parishes, and Faith Communities

Casa de SAM may be rooted in Christian conviction while still protecting religious freedom and resident dignity. Churches, wards, parishes, Bible study groups, religious charities, and other faith communities may provide friendship, meals, music, worship opportunities, holiday support, transportation, practical help, pastoral care, and community belonging.

Faith communities should be welcomed when they respect the resident, the family, the legal decision-making structure, and the home. They should never treat residents as ministry projects, emotional objects, pity examples, or proof of the church's goodness.

Residents are never required to attend religious services, receive religious instruction, participate in prayer, be photographed for a church, give testimony, respond in a certain way, or perform gratitude. Religious support must remain support, not pressure.

Faith may comfort residents. It must never be used to control them.

6. Church Services and Off-Campus Community Activities

Residents may attend church services, religious gatherings, community events, family activities, classes, outings, or other off-campus activities when the outing is safe, approved, and consistent with the resident's wishes and care plan.

Casa de SAM should not prevent a resident from participating in familiar church or community life simply because they live in a protected home. A resident who wants to attend Sunday services, youth or adult activities, holiday programs, Bible studies, ward events, parish meals, or other appropriate gatherings should be supported whenever possible.

However, no outside person or group may casually arrive and remove residents from the property.

Any recurring off-campus pickup must be approved in advance. The approved person or organization must be known to Casa de SAM, documented, and authorized for the specific resident or group of residents involved. The first outing should require clear approval, emergency contact information, transportation details, supervision expectations, medication planning when needed, and a return plan.

For example, if a local ward, parish, church member, family friend, or trusted community group is approved to pick up a resident for Sunday services or church activities, that may be welcomed. But Casa de SAM must know who is taking the resident, where they are going, when they are expected back, and who is responsible during the outing.

Residents should be free to remain connected to the communities they love. They should never be treated like people anyone can sign out and transport without protection.

Community life is welcome. Resident movement must be protected.

7. Individual Approval Is Not Group Approval

Approval for one resident to attend an outside activity does not automatically create approval for other residents to attend.

Casa de SAM may approve a resident to be picked up by a known church member, family friend, ward member, parish volunteer, or community contact when that outing reflects that resident's own relationship, wishes, history, faith, or care plan.

That approval does not mean the same person or organization may take a group of residents off property.

Group outings require separate review. Casa de SAM must consider staffing, transportation, supervision ratios, medical needs, communication needs, resident consent or preference, emergency planning, and whether the outing belongs to the residents involved.

This prevents outside groups from turning one resident's community connection into a general recruitment or transportation opportunity for the whole house. A church may support one resident's church life. It may not casually "take everybody."

One resident's relationship is not a group permission slip.

8. The Farm, Bakery, and Public-Facing Work

The Casa de SAM farm and bakery may be important parts of the long-term sustainability of the community. The farm may feed the bakery and the household kitchens. The bakery may sell bread, pastries, preserves, and other goods to the public. Both may create useful volunteer roles, work-exchange opportunities, training opportunities, and community connection.

But the bakery exists to support the home. The residents do not exist to support the bakery.

Residents may participate in farm or bakery life if they genuinely enjoy it and if participation is safe and appropriate. A resident may help water plants, collect eggs, decorate cookies, sit near the oven, smell bread, sort napkins, greet a familiar customer, or simply enjoy being nearby. Another resident may never participate at all. Both are equally at home.

Volunteers and customers should understand that buying bread, helping in the garden, or supporting the farm does not purchase access to residents. The public-facing work of Casa de SAM should strengthen the mission without exposing the residents.

The bakery helps sustain the home. The residents never sustain their place through work.

9. Visitors

Casa de SAM is a home, not a visiting facility. Families, guardians, loved ones, approved friends, church members, and community supporters may visit in ways that respect the resident, the household, and the daily rhythm of the home.

Visitors should be welcomed with warmth and clear boundaries. A visitor may be present for morning coffee, lunch, birthdays, holidays, quiet evenings, religious support, transition support, illness, grief, or end-of-life care. Casa de SAM should not create unnecessary visiting hours that make the home feel like a hospital.

At the same time, every visitor is a guest in a shared home. Visitors do not supervise the house, direct staff, correct other residents, enter private rooms, reorganize shared spaces, or change household routines unless specifically invited and approved.

Reasonable sign-in procedures, safety checks, quiet hours, and visitor documentation may be used to protect the home. These are not meant to separate residents from people they love. They are meant to keep everyone safe.

Homes welcome family. Good homes also protect everyone who lives there.

10. Tours and Open Houses

Casa de SAM may need to show parts of the property to donors, families, regulators, future residents, professionals, neighbors, churches, and community partners. Transparency matters. Trust matters. But resident privacy matters more.

Tours should be designed so that Casa de SAM can explain the mission without turning residents into a display. Whenever possible, public tours should use a visitor center, model room, bakery, farm, gardens, outdoor areas, chapel or gathering space, and non-private community areas.

Resident homes should not become routine tour paths. Resident bedrooms should not be shown to the public. Bathrooms, personal storage, medical equipment, behavior plans, personal schedules, and private routines should remain private.

If a resident chooses to greet visitors or participate in an open house, that participation should be voluntary, supported, and free from pressure. A resident who stays in their room or avoids visitors should be just as respected as a resident who enjoys saying hello.

People may tour the mission. They may not tour residents' private lives.

11. Photography, Video, and Storytelling

Casa de SAM must be especially careful with images and stories. Disability organizations can easily slide into pity-based storytelling, inspiration marketing, or fundraising built on the private lives of vulnerable people. Casa de SAM must not do that.

Residents should not be photographed, filmed, named, quoted, or described in public materials without appropriate approval. When possible, the resident's own preference should be honored. Family or legal decision-maker approval may be required depending on the resident's legal status, communication, and the intended use.

Public storytelling should avoid humiliation, pity, private medical details, bathroom issues, crisis behavior, family trauma, or images that a resident would reasonably find embarrassing if they could fully understand the audience.

Stories may be told, but they should be told with dignity. Casa de SAM may share the mission, celebrate ordinary joy, show the beauty of the home, and invite support without exposing residents.

Residents are people with stories. They are not content.

12. Donors, Naming, and Influence

Donors may help build Casa de SAM. They may fund homes, gardens, bakery equipment, medical infrastructure, endowment growth, scholarships, emergency reserves, vehicles, furniture, and long-term repairs. Their generosity may be deeply valuable.

But donors do not buy authority over residents, admissions, care plans, staffing, theology, medical decisions, photography, room access, or organizational direction. A donor may be thanked. A donor may be honored. A donor may not purchase control.

Naming opportunities, if used at all, should be carefully limited. Casa de SAM should avoid names that make resident homes feel owned by corporations, political groups, churches, or wealthy individuals. A bench, garden, bakery room, scholarship fund, or support fund may sometimes carry a name. A resident's home should not feel branded.

Money can help build Casa de SAM. It cannot buy Casa de SAM.

13. Schools, Universities, Internships, and Training

Casa de SAM may partner with schools, universities, seminaries, medical programs, therapy programs, social work programs, nursing programs, special education programs, agricultural programs, culinary programs, and nonprofit leadership programs. These partnerships may help train future professionals and strengthen the organization.

However, Casa de SAM is not a teaching hospital, research lab, or student observation site. Residents are not practice material.

Any student or trainee involvement should be reviewed, supervised, and limited by role. Students may learn from the model, support the farm, assist with structured activities, observe professional practice when appropriate, or participate in approved service. They may not replace qualified staff, take on intimate care without proper training and authority, or use residents for assignments without approval.

Education may happen at Casa de SAM. Residents are not educational material.

14. Research and Evaluation

Over time, researchers may become interested in Casa de SAM. The model may raise important questions about lifelong care, aging, autism, developmental disability, family transition, farm-based community life, sensory design, nonprofit governance, and long-term residential protection.

Research may be considered only when it protects residents, respects legal and ethical requirements, and serves a purpose consistent with the mission. Research should require formal review, informed consent or proper legal consent, the resident's assent or comfort whenever possible, privacy protection, opt-out rights, and clear limits on data use.

No resident should lose privacy, routine, dignity, sleep, health, or calm so that a researcher can gather data.

Learning from Casa de SAM must never come at the cost of residents.

15. Media, Influencers, and Public Attention

Casa de SAM may receive media attention if the mission grows. Journalists, documentary makers, YouTubers, influencers, bloggers, podcasters, churches, donors, and public officials may want access. Public attention can bring support, but it can also bring pressure, distortion, and exploitation.

The board and leadership should be very cautious with media access. Resident homes should not be opened for public curiosity. Residents should not be filmed in vulnerable moments. Staff should not be pressured to produce emotional scenes. Families should not be asked to tell painful stories for fundraising unless they freely choose to do so and the resident's dignity is protected.

Casa de SAM may explain its mission publicly without making residents perform for the public.

The mission may be public. The residents' lives remain private.

16. Community Events

Casa de SAM may host community events such as bakery markets, farm days, holiday celebrations, volunteer days, church service days, donor gatherings, family meals, training events, and open houses. These events can build friendship and support.

Events should be planned around resident safety and calm. Staff should consider noise, parking, wandering risk, crowd size, bathroom access, food safety, allergies, sensory impact, medication schedules, rest needs, and whether residents have a clear path to opt in or opt out.

A good community event should never require residents to be on display. Some residents may enjoy music, food, visitors, animals, or greeting familiar people. Others may need quiet, private space. Both choices should be honored.

Community celebration should add joy, not pressure.

17. Access Levels

Casa de SAM should use clear access levels so that people understand the difference between general community support and resident trust. The following framework may be adapted by future leadership:

Access Level	Examples	Resident Contact
Public / Customer	Bakery customers, market visitors, public event guests	No private resident access
Property Volunteer	Farm, bakery, grounds, maintenance, event support	No direct resident role unless separately approved
Resident-Facing Volunteer	Reading buddy, church visitor, activity helper, companion volunteer	Approved, oriented, documented, and supervised as needed
Authorized Outing Contact	Approved church member, ward contact, family friend, community driver	May transport only specific approved resident(s) under documented plan
Staff / Care Role	House caregiver, nurse, trained care staff, approved professional	Role-specific access according to training, law, supervision, and care plan

Clear access protects residents and protects good volunteers from unclear expectations.

18. When Someone Crosses a Boundary

Casa de SAM should respond promptly when a visitor, volunteer, donor, staff member, student, church member, or partner crosses a boundary. Boundary violations may include entering private spaces, photographing residents without permission, pressuring residents, ignoring staff direction, attempting to remove residents without approval, sharing resident information, using residents for fundraising, or creating safety concerns.

The response should fit the seriousness of the situation. Casa de SAM may give a reminder, require retraining, limit access, suspend volunteer privileges, end a partnership, notify family or legal decision-makers, document the event, contact authorities, or take other protective action.

The goal is not to punish honest mistakes harshly. The goal is to protect the home before small boundary problems become serious safety failures.

A boundary that is not enforced is only a suggestion.

19. Closing Statement

Casa de SAM should be known, loved, and supported by the wider community. Volunteers may help grow food, bake bread, repair buildings, plant flowers, sing hymns, celebrate holidays, and bring friendship. Churches may help residents remain connected to faith. Families may come and go as families do. Donors may build something lasting. Professionals may strengthen the care. The public may see the beauty of the mission.

But all of it must remain ordered around the residents.

The home is not a stage. The bakery is not a doorway into private lives. The farm is not a reason to bypass screening. A church relationship with one resident is not permission to take the whole house. A background check is not coldness. A sign-in sheet is not mistrust. A closed bedroom door is not secrecy. These are the ordinary protections required when adults with lifelong support needs live together in a home that intends to keep its promise.

Casa de SAM welcomes the community because residents deserve a full life. Casa de SAM protects the community boundaries because residents deserve a safe home.

Protect the residents. Protect the promise. Protect the home.

Casa de SAM

A home for lifetimes.

Families, Guardians, and Lifelong Partnership

Core Anchor: Lifelong protection, not lifelong possession.

Families are not surrendering their loved one to Casa de SAM. They are entrusting their loved one to a home that promises to love, protect, and know them for the rest of their life.

Purpose of This Section

This section explains how Casa de SAM relates to families, guardians, loved ones, and long-term caregivers after a resident enters the community. Casa de SAM is not built to replace family love. It is built to protect the resident when family care becomes too heavy, too fragile, too uncertain, or no longer possible.

The family role remains meaningful. The guardian role remains respected. The resident remains an adult. The home remains stable. Casa de SAM must be warm enough to welcome family and firm enough to protect the lifelong promise.

Anchor: Lifelong protection, not lifelong possession.

1. Families Remain Family

Casa de SAM should never make a parent, sibling, grandparent, aunt, uncle, cousin, or long-term caregiver feel erased. Many residents will arrive with years of family knowledge behind them. That knowledge matters. Families often know the first signs of pain, fear, hunger, grief, illness, fatigue, overstimulation, joy, or peace before anyone else can see them.

Family connection should be welcomed throughout the resident's life. Families may visit, call, send gifts, share traditions, attend celebrations, join care conversations, and remain emotionally close. Some may be deeply involved for decades. Others may step back for a season because they are exhausted, aging, grieving, poor, far away, sick, or simply unable to continue daily involvement.

Casa de SAM should not punish a family for needing rest. A parent who has carried daily care for thirty or forty years may need months of quiet before they can return with strength. That parent should be welcomed back without shame.

Anchor: Families remain family. Casa de SAM becomes home.

2. Resident Choice, Family Voice, and Legal Authority

Whenever possible, decisions should begin with the resident. Casa de SAM should honor the resident's known preferences, direct choices, communication style, body language, repeated patterns, comfort, distress, and long-term wishes. When a resident can meaningfully participate in a decision, they should be supported in doing so.

When legal decision-making is required, Casa de SAM follows the proper legal authority. Family members, guardians, and loved ones may be heard and respected, but the organization must follow the correct legal line.

The goal is not to silence families. The goal is to protect the resident from confusion, conflict, and competing control.

Families are loved and welcomed. Resident protection remains secure.

Anchor: Resident voice first. Legal authority when required.

3. Full-Time Residency Requires Legal and Medical Clarity

Casa de SAM can only accept a full-time permanent resident when the organization has the legal authority needed to protect that resident's care. This is especially important for medical decisions, emergency decisions, end-of-life decisions, long-term care planning, and safety decisions that affect the household.

A resident cannot be fully protected if Casa de SAM is responsible for daily care but an outside person can repeatedly override the care plan, demand unsafe changes, refuse needed treatment, remove the resident without planning, or treat the home as a temporary backup whenever family plans change.

This does not mean families are unimportant. It means Casa de SAM must be able to fulfill the promise it makes. Once a resident is under the legal and financial protection of Casa de SAM, care decisions must be stable, documented, resident-centered, and mission-aligned.

Anchor: Family voice is honored. Resident protection remains secure.

4. Family Funds, Trusts, Gifts, and Outside Spending

Families may maintain personal funds, trusts, belongings, savings, inheritance, gifts, or designated resources for the resident. These resources may provide comfort, backup support, personal spending, special experiences, clothing, travel, favorite items, or additional opportunities.

However, once a resident is under the legal and financial protection of Casa de SAM, the resident's care plan cannot be controlled by outside family spending, pressure, or preference. A family may choose to personally pay for an additional therapy, service, item, specialist, or experience only if Casa de SAM determines that it is safe, appropriate, non-disruptive, and consistent with the resident's care plan.

Family money may bless a resident's life. It may not override Casa de SAM's duty of protection.

Anchor: Money can help bless a resident. It cannot control the home.

5. Pre-Approval and the Bridge Into Lifelong Residency

Casa de SAM may build long-term relationships with future residents and families before full-time residency begins. Some individuals may become known to Casa de SAM years before move-in

through visits, respite, family planning conversations, community events, medical review, or pre-approval.

Pre-approval does not mean immediate residency. It means Casa de SAM has begun the careful work of knowing the future resident, understanding their needs, preparing for transition, and determining whether the home may be able to receive them when the time comes.

For many residents, full-time residency may begin when a parent, grandparent, sibling, or primary caregiver is aging, ill, retiring from daily care, or no longer able to safely continue. Casa de SAM exists for that moment. The goal is not crisis placement after everything collapses. The goal is a prepared bridge from family care into lifelong residential protection.

Anchor: Prepared transition is better than crisis placement.

6. Respite Care During the Bridge Years

In the early decades of Casa de SAM, some resident rooms may remain open while the community grows. These rooms may be used for respite care, trial stays, family transition support, emergency caregiver relief, and pre-approved future residents who are not yet ready for full-time move-in.

Respite care should support the lifelong mission, not distract from it. It may help families rest, help future residents become familiar with Casa de SAM, and help Casa de SAM better understand whether a person may one day belong in full-time residency.

Respite does not create a right to permanent placement. Permanent residency requires separate approval, legal readiness, financial planning, medical decision authority, and a clear determination that Casa de SAM can safely make a lifelong promise to that resident. As homes fill, respite availability may decrease. Casa de SAM's first duty is always to permanent residents.

Anchor: Respite may build the bridge. Lifelong residency is the promise.

7. Flexible Space Without Resident Displacement

Casa de SAM is built for lifelong residential protection, but future leaders must have enough flexibility to steward the property wisely across changing seasons. If Casa de SAM has open rooms, an unused house, or a long period with few or no new permanent residents, the board may designate certain rooms or one home for flexible use.

Flexible use may include respite care, transition stays, family caregiver relief, short-term supported stays, visiting specialists, staff housing, training space, emergency shelter related to resident care, or other mission-aligned uses.

This flexibility must never come at the expense of a permanent resident. No permanent resident may be removed from their room, moved out of their home, displaced from Casa de SAM, or

Families are loved and welcomed. Resident protection remains secure.

pressured to accept a major relocation simply because the organization wants to use the space differently.

If there is ever a long gap in new full-time residents, Casa de SAM may adjust how empty space is used while still preserving the ability to receive future residents when appropriate. The board should document the reason for any flexible-space designation, review it regularly, and ensure that the decision does not quietly transform Casa de SAM into a different kind of organization.

Anchor: Empty rooms may be flexible. Promised rooms are not.

8. Individual Admissions and Family Relationships

Every admission decision at Casa de SAM is made for the individual resident. Family relationships are valued and may provide important history, comfort, and continuity. However, the acceptance, denial, or continued residency of one family member does not automatically determine the acceptance, denial, or continued residency of another.

Each prospective resident is evaluated individually according to Casa de SAM's admission standards, available resources, the needs of the existing community, compatibility with the home, and the organization's ability to make a lifelong commitment.

Whenever appropriate, siblings or relatives may live within the Casa de SAM community. They may even live in the same home if doing so benefits both individuals and the household. In other situations, separate homes - or the decision not to admit one family member - may better protect everyone involved.

Anchor: Casa de SAM welcomes families. It admits residents one person at a time.

9. Families Are Welcome

Casa de SAM is a home, not a visiting facility. As a general principle, Casa de SAM does not establish traditional visiting hours. Homes do not have visiting hours. Hospitals and institutions do.

Family members, guardians, and loved ones are welcome to visit in ways that respect the resident, the household, and the daily rhythm of the home. Morning coffee, shared meals, birthdays, holidays, quiet evenings, and ordinary visits are all part of family life.

Because residents live together in shared homes, visits should also respect the privacy and comfort of other residents. Staff may ask visitors to adjust the timing, location, or nature of a visit when necessary to protect another resident's rest, medical care, privacy, safety, or peace.

Casa de SAM may establish reasonable quiet hours, security procedures, and sign-in expectations, but these should exist to protect the home - not to separate residents from the people they love.

Anchor: Homes welcome family. Good homes also respect everyone who lives there.

10. Families Are Guests in the Shared Home, Not Supervisors of It

Family members may be close, present, helpful, and deeply loved. They may make breakfast for their loved one, sit beside them, go for walks, watch movies, help with familiar routines, attend appointments, and stay through difficult seasons when approved.

But family members are guests in a shared resident home. They do not supervise staff, discipline other residents, direct house rules, reorganize the household, interfere with another resident's care, or use their presence to control the home.

This boundary protects everyone. It allows families to remain close without destabilizing the household or turning one resident's family into the authority over another resident's home.

Anchor: Families may be close. The shared home remains protected.

11. Extended Family Presence Without Family Residency

Casa de SAM is designed for families who may not have another safe backup person. Some residents may have slept beside a parent or primary caregiver since childhood. Some may need that caregiver close during transition, illness, grief, anxiety, medical decline, or end-of-life care. Casa de SAM should not treat this kind of family presence as a problem. For many families, this is exactly the kind of support Casa de SAM exists to provide.

When appropriate, a parent, sibling, guardian, or long-term caregiver may stay on the property for an extended period of time to support the resident. There should not be an automatic time limit if the arrangement remains safe, respectful, and beneficial to the resident and household.

However, extended family presence is not the same as family residency. Any family member staying for a long period must maintain a separate home or backup living arrangement outside Casa de SAM. This protects the family member as well as the organization. If the resident dies suddenly, requires hospitalization, transfers to a higher level of medical care, or no longer needs the same level of family presence, Casa de SAM must not be left as the family member's only housing.

Family members may come close. They may stay long. They may help, grieve, work, rest, and walk through hard seasons with the resident. But Casa de SAM remains the resident's home.

Anchor: Family may stay close. The lifelong home belongs to the resident.

12. Casa de SAM Is Not Housing for Non-Residents

Casa de SAM is a lifelong home for residents. It is not a housing solution for staff members, family members, volunteers, or long-term visitors.

A full-time live-in caregiver may live on the property as part of the house model. This role may or may not include a separate backup home outside Casa de SAM. However, it is wise for any live-in caregiver to have somewhere else they can safely go during severe illness, injury, family crisis, leave, burnout, or role transition.

All other staff members should maintain their own homes outside the Casa de SAM property. Family members, guardians, siblings, friends, and visitors may be welcomed for visits, holidays, transition support, illness, grief, or end-of-life care when appropriate. In some cases, a family member may stay for extended periods to support the resident. However, that person must still maintain a home outside Casa de SAM.

Casa de SAM must not slowly become the primary residence of people who are not residents. This boundary protects the residents, the household, the staff structure, the legal identity of the organization, and the meaning of the lifelong promise.

Anchor: Casa de SAM may welcome many people. It is home to the residents.

13. Approved Emergency Family Housing

Casa de SAM is not family housing, but family emergencies are real. With appropriate approval, Casa de SAM may provide temporary housing or extended on-property support for a resident's family member during serious illness, injury, grief, transition, travel disruption, housing crisis, medical crisis, or end-of-life care.

This should be handled with compassion and common sense. The purpose is to support the resident and stabilize the family situation without turning Casa de SAM into permanent housing for non-residents. Temporary family housing should be documented, reviewed, and limited to what is reasonable for the situation.

Anchor: Compassion allows room for crisis. The lifelong home still belongs to the resident.

14. Leaving Casa de SAM for Family Visits, Travel, and Vacations

Casa de SAM is a home, not a prison. Residents may leave for family visits, meals, holidays, church, community events, weekends away, vacations, medical travel, or meaningful personal experiences when it is safe, approved, and consistent with the resident's care plan.

A resident does not lose their home because they leave for Christmas, spend a weekend with siblings, travel with family, or take a planned vacation.

For longer planned absences, such as travel lasting more than 30 days, Casa de SAM may review how the resident's room should be handled during the absence. If appropriate, and only with approval, the room may be used temporarily for respite care, transition stays, or another mission-aligned purpose.

When this happens, Casa de SAM should protect the resident's belongings, remove or secure personal property as needed, prevent unnecessary wear and tear, and return the room to the resident in a familiar and respectful condition. The resident's room remains their home.

Anchor: A resident may leave home. They should not have to earn the right to return.

15. Outings, Holidays, and Family Traditions

Residents may join families for meals, holidays, church, family reunions, cultural events, vacations, and meaningful outings when appropriate. Casa de SAM should support these experiences with planning rather than fear.

Approval should consider the resident's safety, medication plan, communication needs, transportation, emergency contacts, legal authority, supervision, sensory needs, medical vulnerability, and return plan. The goal is not to make family connection difficult. The goal is to make it safe and sustainable.

Casa de SAM should also help preserve family traditions inside the home when outside travel is not possible. A resident's favorite holiday meal, birthday song, Christmas routine, spiritual practice, old family recipe, or familiar celebration may carry deep meaning even when the resident cannot explain it in words.

Anchor: The resident's life is bigger than the property.

16. Family Wishes and the Two-Year Review

Casa de SAM will make reasonable, documented efforts to stay connected with each resident's existing family, guardian, or long-term loved ones, even when those relatives are not highly active.

At least every two years, Casa de SAM should attempt to hold a family review meeting for each permanent resident. This meeting should include the resident when appropriate, the resident's family or guardian when available, and the house caregiver or appropriate substitute. If language is a barrier, Casa de SAM should provide a suitable interpreter, bilingual staff member, or alternate representative so the conversation can be meaningful.

The purpose of this meeting is not to give family members control over daily care. The purpose is to preserve family knowledge, update wishes, and honor the resident's story.

- Holiday preferences and family traditions
- Food traditions, spiritual or religious wishes, birthdays, and important dates
- Visiting and communication preferences
- Medical suggestions, comfort routines, grief history, aging concerns, and end-of-life wishes
- Funeral or memorial preferences, updated contacts, and changes in family availability

Family members may offer suggestions, memories, preferences, and concerns. Casa de SAM should listen seriously and document what is shared. Final care decisions remain with Casa de SAM according to the resident's legal authority, care plan, safety needs, medical guidance, and lifelong protection.

Anchor: Families help preserve the resident's story. Casa de SAM protects the resident's home.

17. Family Disagreements

Families may disagree. Parents may disagree with each other. Siblings may disagree with guardians. Extended family members may disagree about holidays, treatment, spending, religious practice, visits, or end-of-life choices.

Casa de SAM should listen respectfully, document concerns, and seek clarity. However, staff should not become trapped inside family conflict. Whenever possible, the resident's own wishes come first. When legal decision-making is required, Casa de SAM follows the proper legal authority.

This protects the resident from being pulled between competing family voices and protects the household from instability.

Anchor: Resident voice first. Legal line when needed.

18. Family Gifts and Resident Belongings

Families may give personal items, furniture, clothing, bedding, electronics, sensory items, photos, books, religious items, art, comfort objects, and special equipment when appropriate. These gifts should be reviewed for safety, space, hygiene, durability, medical impact, sensory impact, and compatibility with the resident's room and care plan.

A gift should not create a hazard, burden staff, disrupt the household, overwhelm the resident's room, or become a way for family members to control care decisions.

Resident belongings belong to the resident. Childhood quilts, stuffed animals, photos, heirlooms, memory boxes, communication tools, favorite objects, and personal possessions should be treated

with dignity. They do not become Casa de SAM property merely because they are kept in a Casa de SAM room.

Anchor: Personal belongings carry memory. They should be protected with care.

19. Family Members as Staff, Volunteers, Donors, or Board Members

Some family members may one day serve Casa de SAM as staff, volunteers, donors, advisors, or board members. This can be a blessing when handled carefully. Family love can deepen the mission, preserve resident knowledge, and protect the home from becoming cold or institutional.

However, family relationship does not replace qualification. A parent is not automatically hired. A sibling is not automatically placed on the board. A donor does not gain control over the resident's care. A family member who becomes staff or a volunteer must accept supervision, boundaries, training, documentation, and accountability.

If a family member serves Casa de SAM in an official role, that role must not give them improper authority over their own resident or another resident. Conflicts of interest should be named and managed.

Anchor: Family love may serve the mission. It must not override the safeguards.

20. When Parents Can No Longer Advocate

Many families come to Casa de SAM carrying one question: Who will love and protect my child when I am gone? This question is not theoretical. It is the reason Casa de SAM exists.

Parents age. Siblings move away. Guardians die. Families shrink. Some residents will eventually outlive every person who knew them as a child. Casa de SAM must be ready for that day before it arrives.

When family members can no longer advocate, Casa de SAM becomes the keeper of the resident's story. The organization should preserve photos, memories, comfort routines, favorite songs, family traditions, spiritual preferences, birthday customs, medical history, grief history, communication patterns, and the small details that make the resident known.

No resident should become a stranger simply because their last active family member has died.

Anchor: Once a resident is ours, they are ours until death.

21. Death, Grief, and the Family Afterward

When a resident dies, Casa de SAM should treat the family with dignity, tenderness, and clarity. Families should be contacted according to the resident's plan and legal requirements. Memorial wishes, spiritual preferences, burial or cremation instructions, and family traditions should be honored whenever possible.

Casa de SAM should also remember that grief is not only medical paperwork. Staff, housemates, caregivers, and family members may all grieve. The resident's room, belongings, photos, and memory objects should be handled slowly and respectfully. No room should be cleared in a way that feels like the resident was erased.

If a family member has been staying on the property for a long period, Casa de SAM should respond with compassion while still maintaining the boundary that Casa de SAM is not that family member's permanent home.

Anchor: The promise includes dignity after death.

22. Travel, Respite, and Future Networks

Casa de SAM may one day develop relationships with trusted homes, respite providers, or partner communities in Paraguay, the Americas, or other regions. These relationships could make family travel, temporary care, emergency support, or specialized respite more possible.

Any future network must follow the same resident-centered principles: safety, dignity, legal clarity, medical readiness, communication, and respect for the resident's home. Travel should expand a resident's life when appropriate. It should never make their home feel uncertain.

Anchor: The world may open. The resident's home remains secure.

23. Practical Summary for Families

Families may...	Families may not...
Visit without traditional visiting hours	Treat Casa de SAM as their own permanent housing
Stay for long periods when approved and helpful	Supervise staff or control the household
Maintain trusts, savings, gifts, and personal funds for the resident	Use outside money to override the care plan
Take residents on approved visits, outings, holidays, and vacations	Assume a room is lost because a resident travels
Share memories, traditions, wishes, and concerns	Pull staff into family power struggles
Serve as volunteers, staff, donors, or board members when properly approved	Use family status to bypass qualifications or safeguards
Rest, step back, and return without shame	Treat Casa de SAM as a revolving door

Families are loved and welcomed. Resident protection remains secure.

Closing Statement

Casa de SAM is built for a holy and practical tension: families remain loved and welcomed, while resident protection remains secure. Families carry history. Casa de SAM carries the lifelong promise. These roles should strengthen each other, not compete with each other.

The resident should not lose family because they gain a home. The family should not lose their place because Casa de SAM gains legal responsibility. At the same time, no resident should be left vulnerable because family wishes, money, conflict, exhaustion, or fear pull the home away from its mission.

Casa de SAM receives residents with the full seriousness of a lifelong promise. Families may come close, stay long, visit freely, share traditions, travel, grieve, rest, and remain part of the resident's life. But the resident's home must remain stable, protected, and clear.

Anchor: Lifelong protection, not lifelong possession.

Protect the residents. Protect the promise. Protect the home.

Casa de SAM

Long-Form Vision Document

Community Life, Daily Rhythms, and Meaningful Living

Built for calm, joy, and home.

A home for lifetimes. Care should never require displacement.

Visual Concept Placeholders

Casa de SAM 2040 aerial masterplan / bakery / sensory trail visuals
Image placeholder - source asset was not available in this working folder.

Purpose of This Section

Casa de SAM is not only a safe place to sleep. It is a place to live. After the legal protections, governance model, care philosophy, medical supports, and resident-room design are in place, the next question is simple and serious: What does daily life feel like for the people who live here?

This section explains the community life of Casa de SAM. It describes ordinary rhythms, shared spaces, friendship, faith, food, animals, farm life, the bakery, visitors, celebrations, quiet time, and privacy. These are not extras. These are part of the promise.

Casa de SAM must never become a place where adults with developmental disabilities are merely kept alive. It must be a place where residents are safe enough to have favorite mornings, familiar chairs, ordinary meals, preferred activities, trusted people, real rest, and joy that does not have to be earned.

Core anchor: Built for calm, joy, and home.

Life Is Not a Therapy Schedule

Casa de SAM is not a therapy schedule with bedrooms attached. Therapy, medical care, communication support, movement support, and structured learning may all be helpful for some residents at different times. But those supports are not the center of the home. The resident is the center of the home.

A good day at Casa de SAM may look very ordinary. It may include waking slowly, drinking something familiar, sitting near the kitchen, walking outside, listening to music, visiting the bakery, resting in a favorite chair, watching the same movie again, helping water plants, taking a nap, joining a meal, or choosing to be left alone for a while.

Ordinary life is not wasted life. A resident does not need to be improving, producing, performing, or being measured every hour in order to be living a meaningful life.

A meaningful life includes ordinary days.

Residents Do Not Earn Community

Casa de SAM rejects any model that treats belonging as something a resident earns through productivity. Residents are not required to work. Residents are not required to take classes. Residents are not required to participate in activities. Residents are not required to perform social skills for the comfort of others.

Some residents may enjoy being active in the community. Others may prefer the same quiet routine most days. Some may love group meals, music, gardening, animals, or holiday parties. Others may enjoy those things only from a distance. Some may need long periods of privacy. All of these patterns can belong inside Casa de SAM.

Participation may be invited, supported, and celebrated. It must never be demanded as proof that a resident deserves their place.

Residents do not earn their place through productivity.

Daily Rhythms, Not Institutional Schedules

Casa de SAM should have rhythms, not rigid institutional schedules. A rhythm gives structure without turning the home into a program. It helps staff plan meals, medication support, transportation, cleaning, safety checks, worship opportunities, medical appointments, and rest. It also protects residents who need predictability.

Morning may include waking support, hygiene, breakfast, medication support when needed, communication check-ins, opening curtains, feeding house animals if approved, and choosing whether to join community activity. Some residents may wake early. Some may need a much slower start.

Afternoon may include lunch, rest, errands, walks, farm visits, sensory time, music, baking nearby, gardening, therapy appointments, family calls, or quiet activities. Evening may include dinner, baths or showers, favorite shows, prayer or reflection if desired, snacks, phone calls, and settling into the home. Late evening should remain calm, protected, and adult-respecting.

The goal is not to fill every hour. The goal is to make the day understandable, safe, and livable.

Freedom with quiet support.

Community Spaces Belong to the Residents

The Casa de SAM property may include homes, walking paths, gardens, a bakery, farm areas, gathering rooms, quiet rooms, outdoor seating, a chapel or prayer room, therapy or medical support spaces, guest areas, and community dining. Every space must exist to support resident life first.

Visitors, donors, staff, board members, volunteers, churches, and community partners may all have a place at Casa de SAM. But the campus must never be designed around tours, fundraising events, public image, or outsider comfort. Residents are not exhibits. Their home is not a stage.

Any public-facing part of Casa de SAM, including the bakery, gardens, farm products, events, or donor visits, must be planned so residents are protected from being displayed, pressured, photographed without permission, interrupted, or used as emotional proof of the mission.

Protect the residents. Protect the promise. Protect the home.

The Bakery Supports the Home

The Casa de SAM bakery is a revenue stream. It may be fed by the Casa de SAM farm, using produce, eggs, herbs, fruit, or other ingredients grown on the property when possible. The bakery may sell breads, pastries, cookies, preserves, prepared foods, or other goods to help support the long-term financial sustainability of the community.

The bakery is not a work program for residents. It is not vocational rehabilitation. It is not a requirement for belonging. It is not a place where residents must earn their care, prove their value, or contribute to the budget.

Residents may participate if they genuinely enjoy it and if it is safe and appropriate. One resident may love decorating cookies. Another may like sorting napkins. Another may enjoy sitting nearby and smelling bread. Another may never want to enter the bakery at all. All of these are acceptable.

The bakery must be able to function without resident labor. If no resident participates on a given day, the bakery should still operate. Resident involvement should be for joy, rhythm, sensory experience, pride, friendship, or personal interest - never because Casa de SAM depends on residents to produce revenue.

The bakery helps sustain the home. The residents never sustain their place through work.

The Farm Supports Food, Revenue, and Home

The Casa de SAM farm may support the community in several ways. It may provide food for resident homes, ingredients for the bakery, outdoor work for paid staff, education for visitors, beauty for the property, and a revenue stream when farm products are sold.

Farm life can also bring ordinary joy. Residents may enjoy seeing animals, smelling herbs, touching soil, picking fruit, watering plants, collecting flowers, or walking near growing things. Some residents may enjoy simple farm tasks. Others may only enjoy watching. Others may avoid the farm completely.

Residents are never responsible for farm output. They are not responsible for harvests, animal care, sales, cleaning, feeding, watering, or production goals. The farm belongs to the Casa de SAM operating model. It does not create obligations for residents.

The farm may feed the bakery. It must never feed a labor expectation.

Animals at Casa de SAM

Casa de SAM may include animals as part of community life, but residents are not expected or permitted to own personal pets as a standard part of residency. This protects residents, animals, staff, and the home from unclear responsibility and long-term liability.

Farm animals may be part of the larger Casa de SAM property when they can be safely housed, properly cared for, and clearly managed by the organization. These animals may bring joy, routine, sensory interest, outdoor activity, and connection to the land. They are not therapy equipment and they are not props. They are living creatures whose care must be planned, funded, and supervised.

A full-time house caregiver may be allowed to bring a personal dog or cat into a resident home on a case-by-case basis. This is not automatic. Approval must consider the needs of every resident in that home, including allergies, fear of animals, sensory concerns, aggression risk, hygiene, noise, animal temperament, emergency planning, and the caregiver's ability to remain fully responsible for the animal's care.

No resident should be required to live with an animal that makes them afraid, unsafe, dysregulated, or medically vulnerable. Residents may enjoy animals, help with simple animal care when appropriate, visit farm animals with support, or build relationships with a caregiver's approved pet. But residents are not responsible for animal ownership, veterinary costs, daily care, or long-term animal planning.

Animals may add warmth to Casa de SAM, but they must never add risk, burden, or confusion to a resident's home.

Animals may belong at Casa de SAM. Animal ownership does not belong on residents.

Movement, Nature, and Sensory Freedom

Casa de SAM should support movement without forcing exercise. Walking paths, sensory trails, shaded seating, gardens, courtyards, water features, swings, rocking chairs, and safe outdoor spaces can help residents regulate their bodies and emotions.

Some residents may need to move often. Some may pace, rock, walk loops, sit outside, touch plants, watch animals, or repeat a route many times. Others may prefer very little movement. The goal is not to make everyone active. The goal is to make safe movement available.

Outdoor spaces should be designed with quiet support. Residents should be able to experience freedom without being placed at unnecessary risk. Gates, sightlines, shaded resting points, staff awareness, lighting, and clear boundaries can make movement safer without making the property feel like a locked institution.

Safety should make ordinary life possible.

Faith, Worship, and Spiritual Life

Casa de SAM may have Christian roots and may be shaped by the conviction that every resident is created in the image of God. That conviction should produce humility, protection, patience, and reverence for the resident. It must never become pressure.

Residents and families may come from different religious backgrounds. Some may be Latter-day Saint, Catholic, Protestant, Messianic, Jewish, another faith tradition, or no formal religion. Casa de SAM should protect religious freedom and family conscience while maintaining its own mission identity.

Prayer, scripture, worship, chapel time, spiritual music, blessings, pastoral visits, sacramental visits, or quiet reflection may be offered when desired and appropriate. No resident should be forced to attend religious services, repeat prayers, receive religious instruction, or perform belief for staff, donors, families, or visitors.

For residents with limited communication, spiritual preference should be handled carefully. Family history, known practice, observable comfort, distress signals, and resident response should all matter. The goal is not to erase faith. The goal is to honor faith without coercion.

Faith should protect dignity, not pressure performance.

Friendship, Companionship, and Boundaries

Residents at Casa de SAM may form real friendships and favorite companionships. They may have preferred people to sit near, walk with, eat beside, greet, avoid, or seek out. These relationships should be taken seriously. Friendship is part of adult life.

Staff should support healthy connection without forcing socialization. A resident who wants company should not be isolated simply because support is inconvenient. A resident who wants privacy should not be treated as rude or noncompliant. Belonging includes the right to be with others and the right to be alone.

Casa de SAM should also protect residents from exploitation, possessiveness, bullying, unwanted touch, sexual risk, emotional dependence, and social pressure. Warmth does not remove the need for boundaries.

Casa de SAM supports friendship, companionship, affection, and community belonging. It is not designed as housing for residents who are able to safely maintain an independent adult romantic partnership, shared domestic life, or marriage-like relationship. A person whose primary need is supported couple housing may need a different model of care.

Co-ed community does not mean careless privacy.

Visitors and Family Connection

Casa de SAM should welcome family connection whenever it is safe and healthy for the resident. Family members, guardians, siblings, church friends, long-time caregivers, and approved visitors may remain important parts of a resident's life.

Visiting should be generous but not careless. Visits must respect the resident's preference, privacy, schedule, health, household boundaries, and emotional safety. Visitors should not disrupt other residents, enter private rooms without permission, take photos without approval, pressure residents to perform, or treat the home like a public facility.

Overnight family presence may be appropriate in limited situations such as transition, serious illness, grief, end-of-life, or specific care needs. This should be case by case. It must not turn a resident room into family housing or give any visitor control over the household.

Family connection can protect belonging. It must not override the resident's home.

Celebrations, Culture, and Memory

Casa de SAM should celebrate real life. Birthdays, Christmas, Easter, Paraguayan holidays, family traditions, cultural traditions, resident milestones, baptism anniversaries, adoption days, memorial days, and ordinary household celebrations may all have a place.

Celebrations should be resident-centered. Some residents may love music, candles, decorations, guests, and cake. Others may need a quieter version. Some may prefer to watch from the doorway. Some may need the same food every year. Some may not understand the event but still enjoy the rhythm.

Memory also matters. Residents may lose parents, siblings, caregivers, friends, housemates, pets, or abilities over time. Casa de SAM should make room for grief in ways residents can understand. A lifelong home must know how to celebrate and how to mourn.

A home remembers.

Quiet Spaces and the Right to Withdraw

Community life must include quiet. Some residents need sound, activity, people, and movement. Others need silence, dim light, familiar objects, pressure, privacy, or long stretches without social demand. Many residents need both at different times.

Casa de SAM should provide quiet rooms, sensory spaces, shaded outdoor areas, calm corners, private bedrooms, and staff awareness for residents who need to withdraw. A resident should not have to escalate in order to be given quiet.

Withdrawing is not failure. Quiet is not punishment. Privacy is not isolation when it is chosen or needed. Staff should learn each resident's signs of overload and support regulation early.

Freedom with quiet support.

Nighttime in a Shared Home

Residents are adults. Casa de SAM should not impose unnecessary bedtime rules simply because it is easier for staff. Some residents may naturally stay awake later, wake during the night, need water, use the bathroom often, rest without sleeping, watch something quietly, pray, pace safely, or use sensory supports.

Shared homes still need nighttime boundaries. Quiet hours protect everyone. Residents should not enter another resident's bedroom, disturb sleeping housemates, use unsafe kitchen equipment, play loud music, leave the home or approved supervised area, or use outdoor spaces at night without a safety plan and staff approval.

The goal is adult dignity with household peace. Nighttime should not become punishment. It should also not become chaos.

Adults do not need a bedtime. Shared homes do need nighttime boundaries.

Volunteers, Donors, and the Danger of Display

Volunteers and donors may help Casa de SAM in meaningful ways. They may support the bakery, farm, maintenance, fundraising, transportation, events, worship, repairs, professional services, or community connection. Their support can be valuable.

But volunteers and donors are guests in the residents' home. They must be trained, supervised, and limited according to resident safety. They should not have open access to homes, bedrooms, bathrooms, medication areas, private information, or unsupervised resident contact.

Casa de SAM should never trade resident privacy for financial support. Residents should not be used as emotional marketing material. Their stories, images, diagnoses, behaviors, grief, communication, and daily life must be protected.

Money can help build Casa de SAM. It cannot buy Casa de SAM.

When a Resident Declines

A resident may say no through words, gestures, refusal, body language, distress, withdrawal, aggression, silence, or repeated patterns. Casa de SAM should take refusals seriously, even when communication is not conventional.

Declining an activity, meal, visit, religious gathering, farm visit, bakery activity, party, walk, or social event should not be treated as a moral problem. Staff may need to assess health, safety, communication, pain, fear, fatigue, sensory overwhelm, grief, or trauma. But the starting point should be respect.

Residents should not have to perform happiness in order to prove that the home is good. Some days are hard. Some seasons are quiet. Casa de SAM must have room for both joy and refusal.

No is communication.

Closing Statement

Life at Casa de SAM is intentionally ordinary. The goal is not to keep residents busy every hour. The goal is to give them a place where they can wake up safely, make choices, enjoy familiar routines, build friendships, experience joy, grieve losses, celebrate milestones, rest without pressure, and belong without having to earn it.

A good life is not measured by constant activity. It is measured by whether a person is safe enough to live as themselves. Casa de SAM should be calm enough for regulation, joyful enough for celebration, structured enough for safety, flexible enough for real adults, and humble enough to remember that home is not a program.

Casa de SAM is built for lifetimes. Its community life must reflect that promise.

Built for calm, joy, and home.

Policy Summary for Future Drafting

Area	Boundary
Resident participation	Invited and supported, never required.
Bakery	Revenue stream for Casa de SAM; must operate without resident labor.
Farm	Supports food, bakery, beauty, and revenue; residents are never responsible for output.
Resident-owned pets	Not part of the standard residency model.
Caregiver dog or cat	Case by case only, with resident allergies, fear, safety, hygiene, and animal welfare reviewed.
Farm animals	Organization-managed only.
Faith life	Christian roots with protected religious freedom and no forced participation.
Friendship	Supported with boundaries, privacy, and protection from exploitation.
Romantic partnership	Casa de SAM is not designed as supported couple housing or marriage-like domestic housing.
Visitors	Welcomed when safe; resident privacy and household boundaries come first.
Volunteers and donors	Guests in the residents home; no display,

	pressure, or unsupervised access.
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Protect the residents. Protect the promise. Protect the home.

Casa de SAM Vision Document

Homes and Resident Rooms Built for a

The room adapts. The resident does not have to leave.

Homes, Not Wards

Casa de SAM homes are designed to feel like real homes. Small family-style houses of roughly 6–9 residents, private bedrooms, shared living areas, household kitchens, and a live-in or dedicated house caregiver help create belonging rather than institutional care. A home should hold real life, not just manage bodies.

Resident Rooms Are Part of the Care Plan

A resident's room supports safety, sleep, identity, regulation, communication, privacy, family connection, and lifelong care. The included illustration is a concept only. Final architecture will depend on land, budget, law, professional design, safety review, and resident needs.

Personalization

A lifelong room should begin with the resident's own story. Families and residents help choose colors, bedding, lighting, artwork, comfort objects, communication supports, photos, storage, furniture layout, sensory items, and meaningful spiritual items where desired. Preferences may be expressed through speech, pictures, repeated choices, body language, family knowledge, or long-known patterns.

Preparing the Room

Once accepted, the room is prepared as a long-term home rather than temporary placement. Flooring, paint, fixtures, bedding, accessibility features, and communication supports may be updated before move-in because the resident may live there for decades.

Renewal Across a Lifetime

Rooms deserve planned renewal through ordinary maintenance, aging-in-place upgrades, dignity improvements, medical adaptations, and periodic refreshes—generally every five to ten years or sooner when safety or major life changes require it. Renewal should preserve familiarity whenever possible.

Quiet Safety

Hidden infrastructure, lift-ready ceilings, silent alerts, accessible bathrooms, emergency power conduits, safe storage, visual supports, and future medical capacity should increase freedom without making the room feel institutional. Safety should make ordinary life possible.

Household Life

Each home includes a household kitchen or kitchenette with snacks, water, allergy-aware storage, labeled foods, and staff-supported nighttime access. Adults do not need a bedtime, but shared homes require quiet hours, protected privacy, and overnight boundaries.

Bathrooms and Privacy

Bedrooms tell the resident's story. Shared Jack-and-Jill bathrooms protect care through standardized layouts that support hygiene, accessibility, staff familiarity, continence care, and aging in place. Co-ed homes may exist, but bathrooms and bedroom pairings are normally same-sex, with no resident-to-resident overnight visits.

Budget Commitment

Casa de SAM should maintain a standing Resident Room Onboarding and Renewal Fund covering move-in preparation, personalization, repairs, furniture, sensory supports, safety adaptations, medical access, and future refreshes. Room preparation is part of the lifelong care plan, not decoration.

Closing

Casa de SAM homes are built for whole adult lives, not temporary programs. The home must be personal enough to belong to the resident, safe enough to protect them, flexible enough to age with them, and stable enough to preserve familiarity. Residents should never need to become easier, younger, or less disabled to remain at home. The room adapts. The resident does not have to leave.

Casa de SAM

Founding Protections

Resident Rights, Board Alignment, Money, Influence, and Long-Term
Protection

Working Draft for the Casa de SAM Long View

This document is intentionally detailed. The details are part of the protection. Casa de SAM is not only a dream; it is a founding intent.

Concept illustrations and future design documents will be handled separately. This PDF focuses on policy language, resident rights, board alignment, and financial guardrails.

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Closing Statement

Note: Page numbers are intentionally omitted in this working draft because This section will later be combined with other sections of the *Casa de SAM Long View*.

Document Note and Use

This working PDF contains two back-end sections of the Casa de SAM Long View. These sections are intentionally specific because they are designed to protect future residents from mission drift, donor pressure, governance confusion, and financial risk.

This draft is not legal advice, tax advice, medical advice, or a final governing document. It is founding-intent language to be reviewed later by qualified legal, tax, accounting, medical, and governance professionals in Paraguay and the United States.

Core purpose

Protect the residents. Protect the promise. Protect the home.

Resident Rights and Board Alignment

This section contains Appendix B and Appendix C. Appendix B explains what residents are owed. Appendix C explains what board members and mission-shaping leaders must affirm in order to protect those rights.

Appendix B: Resident Bill of Rights

Purpose of This Bill of Rights

Casa de SAM exists to provide lifelong home, care, safety, dignity, and belonging for adults with developmental disabilities.

This Resident Bill of Rights is not a marketing statement. It is a founding protection.

These rights are meant to guide future board members, caregivers, donors, administrators, volunteers, families, and staff. They explain what Casa de SAM owes to the people who live there.

Residents are not projects.

Residents are not charity objects.

Residents are not workers.

Residents are not children.

Residents are not guests in someone else's dream.

Residents are adults who belong.

Once Casa de SAM fully accepts a resident after the mutual-fit period, the resident becomes part of the Casa de SAM community for life.

Goal

Residents should be safe, known, loved, and protected until death.

1. The Right to Lifelong Home After Full Acceptance

After the mutual-fit period and full acceptance, residents have the right to lifelong belonging at Casa de SAM.

Casa de SAM is not a temporary placement. It is not a short-term program. It is not a service that ends when care becomes harder.

A resident does not lose their home because their parents die, their family stops visiting, their family cannot donate, their needs become more expensive, they age, they become ill, they experience grief or behavioral distress, they stop making progress, or they need more support than they used to need.

Casa de SAM's first response to changing needs must not be, "Where can we send this person?" The first response must be, "What does this resident need now, and how can Casa de SAM adapt?"

Casa de SAM is designed to adapt around the resident whenever medically, legally, and ethically possible.

Founding principle: Once a resident is ours, they are ours until death.

2. The Right to Leave When Independent Life Becomes Possible

Residents have the right not to be held at Casa de SAM against their will when independent life becomes genuinely possible.

Casa de SAM makes a lifelong promise to residents and families. That promise means Casa de SAM will not abandon a resident when care becomes hard, expensive, medically complex, or inconvenient.

But the promise does not mean the resident owes their life to Casa de SAM.

If future medical advances, assistive technology, communication support, therapy, personal development, or other changes make it possible for a resident to live safely outside Casa de SAM, and the resident clearly and consistently wants to leave, Casa de SAM must take that desire seriously.

A resident who can safely live independently, or with a different support arrangement of their own choosing, should not be forced to remain at Casa de SAM simply because Casa de SAM once made a promise to their family.

Any such transition must include serious review, legal and medical safeguards when needed, and a careful plan. Casa de SAM must protect both truths: the resident has the right to leave if they can safely live outside Casa de SAM, and Casa de SAM has the duty not to pretend a resident is independent when they are not.

Founding principle: Casa de SAM's promise is lifelong protection, not lifelong possession.

3. The Right Not to Earn Belonging

Residents have the right to belong without earning their place through performance.

Residents do not earn their place by working, speaking, behaving perfectly, becoming independent, participating in activities, attending classes, making progress, being easy to support, being pleasant to visitors, or making the organization look good.

A resident who needs lifelong support is not failing. A resident who cannot work is not failing. A resident who communicates without speech is not failing.

Casa de SAM does not measure a resident's worth by productivity.

Founding principle: No one earns their place here. They belong because they are a person.

4. The Right Never to Be Required to Work

Residents have the right never to be required to work at Casa de SAM.

Casa de SAM may include bakeries, farms, gardens, waterpark programs, events, public-facing spaces, and community activities. Residents may choose to participate in meaningful work or activity if it is safe, appropriate, and genuinely voluntary.

But residents are never required to work. Residents may not be required to work in the bakery, work on the farm, clean public spaces, entertain visitors, help with fundraising, perform for donors, produce goods, volunteer labor, contribute to the organization's income, or "give back" in order to justify care.

Work, chores, and activities must never become a condition of belonging, good standing, better treatment, or continued residence.

Founding principle: Casa de SAM's enterprises exist to support residents. Residents do not exist to support Casa de SAM's enterprises.

5. The Right Never to Be Required to Take Classes or Programs

Residents have the right not to be forced into classes, programs, therapies, or activities in order to stay in good standing.

Casa de SAM may offer life-skills support, communication support, sensory activities, recreation, music, art, garden time, exercise, faith opportunities, community events, therapy-informed activities, and learning opportunities.

But participation must not be used as a test of worthiness. A resident may not be punished, shamed, removed, downgraded, isolated, or treated as noncompliant because they do not want to participate.

Casa de SAM is a home, not a school.

Founding principle: Support may be offered. Belonging may not be conditioned on participation.

6. The Right to Be Treated as an Adult

Residents have the right to be treated as adults.

Some residents may need help with daily life. Some may communicate differently. Some may enjoy objects, routines, shows, games, foods, or comforts that other adults may associate with childhood. That does not make them children.

Residents should not be infantilized, mocked, spoken over, managed like toddlers, or treated as mascots.

Adult residents have the right to personal style, privacy, adult rooms, adult clothing, adult routines, meaningful choices, respect, relationships, and quiet protection of their vulnerabilities.

Founding principle: Residents may need care. They do not lose adulthood.

7. The Right to Personal Space and Personal Style

Residents have the right to a room that belongs to them.

Casa de SAM resident rooms are not meant to be identical institutional spaces. Residents should be allowed to personalize their rooms as much as safely possible.

Residents may have their preferred colors, favorite bedding, family photos, art, shelves, comfort objects, collections, books, music, sensory items, religious items if they choose, seasonal decorations, memory objects, communication supports, and familiar furniture when appropriate.

A resident's room should not be cleared, rearranged, or standardized for staff convenience unless there is a real safety or care need.

Founding principle: A lifelong room should hold a lifelong story.

8. The Right to Communication Support

Residents have the right to be heard, even when they do not speak.

Casa de SAM must respect many forms of communication, including speech, AAC devices, picture cards, gestures, signs, facial expressions, body movement, sounds, behavior, routine changes, refusal, reaching, walking away, distress signals, and silence.

Staff should learn each resident's communication patterns over time. A resident's behavior should be treated as communication before it is treated as a problem.

Casa de SAM should provide communication supports where appropriate, including visual schedules, cue cards, yes/no supports, AAC charging areas, choice boards, and resident-specific communication notes.

Founding principle: Communication is not limited to speech.

9. The Right to Safety Without Punishment

Residents have the right to be safe without being treated like prisoners.

Casa de SAM may use safety systems, including silent window alerts, wearable safety charms, boundary alerts, door and gate notifications, staff supervision, icon-based wayfinding, environmental design, emergency call systems, soft lighting, safe walking loops, and secure but welcoming property edges.

But safety systems must be used to increase freedom, not to punish disability. Residents should not be caged, shamed, threatened, mocked, or unnecessarily restricted because they need supervision.

Casa de SAM should prefer design solutions over confrontation whenever possible.

Founding principle: Safety should make freedom possible.

10. The Right to Movement and Outdoor Access

Residents have the right to move.

Some residents regulate through walking, pacing, rocking, climbing, pushing, pulling, swinging, stretching, or repeated movement. Some need long walks. Some need fresh air. Some need to move before they can rest.

Casa de SAM should not treat movement as misbehavior.

The campus is designed to support movement through a property-wide sensory loop, shade tree walks, fragrance gardens, orchard paths, water sound pause points, rest shelters, movement regulation stations, accessible paths, familiar landmarks, safe boundaries, and quiet location support.

Residents should have access to outdoor space as part of ordinary daily life, not only as a scheduled activity.

Founding principle: Movement is a need, not a problem.

11. The Right to Rest, Quiet, and Low-Demand Time

Residents have the right to rest.

Not every moment needs to be productive, social, educational, therapeutic, or structured.

Residents may need quiet time, naps, solitude, low light, low noise, familiar routines, no demands, time away from groups, recovery after outings, sensory breaks, and emotional decompression.

Casa de SAM should not confuse rest with laziness or isolation. A resident who spends time alone may be regulating. A resident who repeats a routine may be calming themselves. A resident who refuses an activity may be communicating a real need.

Founding principle: A peaceful life is a valid life.

12. The Right to Food Dignity

Residents have the right to food that respects their needs, preferences, sensory realities, and health.

Food is not only nutrition. Food is comfort, routine, memory, culture, safety, and joy.

Casa de SAM should respect food preferences, safe foods, texture needs, sensory aversions, allergies, medical diets, religious or cultural food choices, appetite changes, routine meals, snacks, hydration, comfort foods, and eating support.

Food should not be used as punishment, reward manipulation, or public shame. Residents should not be forced to eat foods that cause distress unless there is a serious medical plan and appropriate support.

Founding principle: Food is care.

13. The Right to Respectful Health Care and Meaningful Refusal

Residents have the right to appropriate medical, dental, hygiene, and health-related care. Residents also have the right for their refusal, distress, fear, pain, or resistance to be taken seriously.

Casa de SAM must not treat refusal as meaningless simply because a resident is nonverbal, disabled, or under guardianship.

A resident who resists toothbrushing, bathing, medication, dental care, medical exams, therapy, or other care may be communicating pain, fear, sensory distress, trauma, confusion, or that the method, timing, person, environment, or tool is wrong.

Casa de SAM's first response should not be force. Casa de SAM's first response should be curiosity, adaptation, and support.

If refusal creates real medical risk, Casa de SAM must seek a careful plan that protects the resident's health while using the least restrictive, least traumatic approach possible. This may include changing the time of day, changing the staff person, using different tools, building tolerance slowly, offering choices, treating pain first, involving professionals, and documenting the care plan.

Emergency medical care is different. If a resident faces immediate danger, Casa de SAM may need to act quickly to protect life and safety. Outside emergencies, resistance should be treated as meaningful information.

Founding principle: A resident's refusal is communication. Care must protect health without erasing dignity.

14. The Right to Family and Familiar Relationships

Residents have the right to maintain safe, meaningful relationships.

Casa de SAM should honor the importance of parents, siblings, extended family, guardians, trusted friends, long-term caregivers, faith community if chosen, familiar visitors, and chosen companions.

When family relationships are safe and healthy, Casa de SAM should support connection.

At the same time, Casa de SAM's duty is to the resident. Family members, donors, or guardians may not use money, pressure, guilt, or status to override resident rights or founding principles.

Founding principle: Families matter. The resident remains central.

15. The Right to Equal Treatment Regardless of Family Wealth

Residents have the right to equal dignity and protection regardless of how much their family gives.

A resident whose family donates nothing is not worth less. A resident whose family donates generously is not worth more.

A resident's care, status, safety, housing, rights, and belonging may not be based on donations, family wealth, nationality, public visibility, board connections, naming gifts, social status, or fundraising value.

A family may give \$5 or \$5 million. The resident remains equal in dignity.

Founding principle: Money may support the mission. It may not change a resident's worth.

16. The Right Not to Be Used as a Marketing Prop

Residents have the right to dignity in public storytelling.

Casa de SAM may share its mission, invite support, and tell the story of the organization. But residents are not fundraising props.

Resident images, names, stories, diagnoses, medical needs, behaviors, distress, hygiene needs, or vulnerable moments must not be used casually for marketing, donor pressure, social media, or public sympathy.

Any public storytelling involving residents should be governed by strict consent, guardian involvement when appropriate, dignity review, and resident-centered judgment.

Founding principle: The mission can be public. Resident vulnerability is not public property.

17. The Right to Aging-in-Place Planning

Residents have the right to a home designed for changing needs over time.

Casa de SAM should expect residents to age. Rooms, bathrooms, paths, homes, care systems, and medical supports should be planned so residents are not forced to move because ordinary aging was ignored.

This includes planning for mobility changes, oxygen needs, seizures, dementia, cancer, chronic illness, vision or hearing loss, toileting support, bathing support, equipment needs, end-of-life care, grief, and decline.

The room should adapt. The home should adapt. The care plan should adapt.

Founding principle: Care should never require displacement.

18. The Right to Care During Illness, Behavioral Distress, and Decline

Residents have the right not to be abandoned when care becomes difficult.

A resident may become sick, afraid, aggressive, regress, lose skills, grieve, develop dementia, or need more staff, medical care, or patience.

Casa de SAM's responsibility does not disappear in those moments.

Behavioral distress should be approached with curiosity, safety, and support. Medical changes should be investigated. Pain should be considered. Trauma should be considered. Communication should be considered.

The resident should not be treated as disposable because care became harder.

Founding principle: Harder care does not erase belonging.

19. The Right to Privacy

Residents have the right to privacy.

Privacy includes the bedroom, bathroom, personal belongings, communication, medical information, family conversations, quiet time, body care, emotional distress, personal history, spiritual choices, and relationships.

Casa de SAM may use technology and staff supervision to protect residents, but private spaces require special care.

Cameras should not be used in bedrooms or bathrooms except under extraordinary circumstances with strict policy, legal review, guardian involvement when appropriate, and resident-centered protection.

Founding principle: A person who needs support still deserves privacy.

20. The Right to Safe Relationships and Bodily Protection

Residents have the right to friendship, affection, companionship, favorite people, and meaningful relationships.

Casa de SAM will not treat residents as if they are incapable of love, attachment, preference, closeness, or emotional connection simply because they have developmental disabilities.

Residents may have close friendships. Residents may have favorite people. Residents may enjoy sitting near someone, holding hands when appropriate, sharing routines, walking together, watching movies together, eating together, or spending time with people they love.

At the same time, Casa de SAM is designed for adults with lifelong support needs who cannot safely live independently. Many residents may have limited ability to understand sexual consent, pregnancy, contraception, sexually transmitted infections, privacy, power imbalance, coercion, or the long-term consequences of sexual relationships.

Because of this, Casa de SAM will be a sexually protected residential community. Sexual intercourse and sexual contact between residents are not permitted on Casa de SAM property.

This rule is not based on shame. It is not a denial that residents are adults. It is not a statement about every adult with a disability. It is a safety boundary for this specific community.

Staff, volunteers, contractors, visitors, board members, caregivers, and anyone in a position of authority may never have romantic or sexual relationships with residents. Any sexual contact,

grooming, sexualized comments, romantic pursuit, coercion, or boundary-testing by a person in authority toward a resident is abuse and must be treated as a serious violation.

Casa de SAM should support residents with clear, respectful boundaries, body-safety education at their level of understanding, privacy protections, supervision, and staff training.

Founding principle: Residents have the right to relationships. They also have the right to be protected from sexual harm.

21. The Right to Privacy in Bedrooms, Bathrooms, and Overnight Care

Casa de SAM may be co-ed at the house level. Men and women may live in the same family-style home, eat together, walk together, participate in community life together, and form friendships.

But co-ed community does not mean careless privacy.

Because every two bedrooms share a Jack-and-Jill bathroom, those paired bedrooms should normally be assigned to two men or two women, not one man and one woman.

This protects privacy during bathing, toileting, dressing, menstrual care, continence care, hygiene routines, and nighttime bathroom use.

Casa de SAM resident rooms may include king-size beds because some residents may need safe co-sleeping or close overnight presence with a parent, sibling, guardian, approved family member, or trusted caregiver during transitions, illness, grief, anxiety, medical decline, or end-of-life care.

This design choice is about comfort, attachment, regulation, and care. It does not allow resident-to-resident overnight visits.

Residents may not sleep in another resident's bed, share overnight visits in another resident's bedroom, or use private bedrooms for romantic or sexual contact.

Bedrooms are private resident spaces. Overnight co-sleeping is limited to approved family, guardians, or care-related support when it is part of a resident-centered care plan.

Founding principle: Co-sleeping supports care and comfort. It does not create resident-to-resident sexual or overnight access.

22. The Right to Relationships Without Abandonment

Residents may form close bonds, attachments, affection, and companion relationships.

Casa de SAM should take those relationships seriously. A resident's love, preference, and attachment should not be dismissed simply because the resident has developmental disabilities.

At the same time, Casa de SAM must not confuse affection with legal, medical, sexual, or independent-living capacity.

If residents say they want to leave Casa de SAM together, marry, live as a family, or build an independent life, Casa de SAM must respond with a serious review process.

The answer should not be automatic refusal. The answer should not be automatic permission.

The review should consider each resident's wishes, communication, capacity, safety, medical needs, legal status, vulnerability, risk of exploitation, ability to understand consent, ability to manage daily life, available outside supports, and the likely consequences of leaving.

Casa de SAM must honor residents' wishes without pretending that a wish is the same as capacity.

If independent life is not safe, Casa de SAM should still look for ways to honor the relationship inside the protected community, with dignity, affection, appropriate boundaries, and support.

Founding principle: Love should be honored. Vulnerable residents should not be abandoned in the name of freedom.

23. The Right to Faith Without Coercion

Casa de SAM may be shaped by the founder's faith and by the belief that every person has inherent worth.

But residents have the right not to be pressured into religious participation.

Residents should not be required to attend religious services, pray, accept religious teaching, participate in faith-based activities, perform belief, or be used as proof of anyone else's faith.

If residents or families desire faith practices, Casa de SAM may support them when appropriate and respectful.

Founding principle: Faith may shape dignity. Faith may not become coercion.

24. The Right to Be Known

Residents have the right to be known as individuals.

Casa de SAM staff should learn what comforts the resident, what scares the resident, what foods they like, what sounds bother them, how they show pain, how they show joy, how they communicate no, how they communicate yes, what routines help, what people matter, what objects matter, what places calm them, what changes cause distress, what signs may mean illness, and what helps them recover.

Care is not only completing tasks. Care is remembering the person.

Founding principle: The highest compliment is not "they are independent." It is "we know them, and they are safe here."

25. The Right to Die at Home When Possible

Residents have the right to end-of-life dignity.

When medically, legally, ethically, and practically possible, Casa de SAM should support residents through serious illness, decline, hospice, and death without unnecessary displacement.

No resident should be sent away simply because death is uncomfortable, expensive, or emotionally difficult.

Casa de SAM is being built so parents can die knowing their child will not later die abandoned.

When a resident is dying, the priority should be comfort, presence, pain relief, familiar surroundings, family connection when appropriate, spiritual care if desired, and dignity.

Founding principle: A home for lifetimes includes the end of life.

Resident Bill of Rights Closing Statement

This Resident Bill of Rights exists because Casa de SAM's promise must not depend on one founder, one board, one donor, one staff member, or one season of public attention.

The residents are the mission.

Decision test

Every building, business, policy, staff role, donation, board decision, and future expansion must be judged against this question: Does this protect the residents' lifelong home, dignity, safety, and belonging?

Appendix C: Board Alignment Affirmations

Purpose of This Appendix

Casa de SAM is not asking future board members to invent the mission. Casa de SAM is asking future board members to protect it.

This appendix is designed for potential board members, advisors, executive leaders, major donors seeking influence, and anyone who may one day hold decision-making authority over Casa de SAM.

These are not open-ended discussion questions. They are alignment affirmations.

The question

Not: What do you think Casa de SAM should become?

Instead: Can you faithfully protect what Casa de SAM already is?

A person may be talented, generous, experienced, well-connected, religious, respected, wealthy, or deeply sincere. But if they cannot affirm the founding principles of Casa de SAM, they should not hold governance authority over the organization.

How to Use These Affirmations

Each affirmation should be read carefully. The expected response is simple: Does this align with you? Yes or no.

A person who cannot answer yes to these affirmations should not serve on the Casa de SAM board or in a mission-shaping leadership role. These affirmations are not meant to shame anyone. They are meant to protect the residents.

1. Casa de SAM is a lifelong home after full acceptance.

After the mutual-fit period and full acceptance, Casa de SAM makes a lifelong commitment to the resident. Casa de SAM is not a temporary placement, short-term program, or conditional service that ends when care becomes more difficult. Residents are not removed because they age, become ill, lose mobility, become more expensive, develop dementia, experience behavioral distress, lose family support, or outlive their parents. Casa de SAM adapts whenever medically, legally, and ethically possible.

Founding principle: Once a resident is ours, they are ours until death.

Does this align with you? ☐ Yes ☐ No

2. Casa de SAM's promise is lifelong protection, not lifelong possession.

Casa de SAM promises not to abandon residents after full acceptance. But Casa de SAM does not own residents. If future medical advances, assistive technology, communication support, therapy, personal development, or other changes make it possible for a resident to live safely outside Casa de SAM, and

the resident clearly and consistently wants to leave, Casa de SAM must take that desire seriously. A resident who can safely live independently, or with a different support arrangement of their own choosing, should not be forced to remain at Casa de SAM simply because Casa de SAM once made a promise to their family.

Founding principle: Casa de SAM's promise is lifelong protection, not lifelong possession.

Does this align with you? ☐ Yes ☐ No

3. Residents are never required to work.

Casa de SAM may include farms, bakeries, waterpark operations, maintenance needs, gardens, events, and public-facing enterprises. Residents may be invited into meaningful activity when it is safe, voluntary, and truly good for them. But work is never required. Casa de SAM's enterprises exist to support residents. Residents do not exist to support Casa de SAM's enterprises.

Founding principle: Residents are never required to work.

Does this align with you? ☐ Yes ☐ No

4. Residents are never required to participate in classes or programs to stay in good standing.

Casa de SAM may offer classes, therapy-informed activities, life-skills support, spiritual opportunities, recreation, sensory activities, community events, or daily routines. But participation is not a condition of belonging. Residents are not removed, punished, downgraded, shamed, isolated, or treated as noncompliant because they do not participate. Casa de SAM is a home, not a school.

Founding principle: Residents are never required to take classes or participate in programs to remain in good standing.

Does this align with you? ☐ Yes ☐ No

5. Independence is not the highest measure of success.

Casa de SAM respects growth, learning, communication, and independence when those things are possible and good for the resident. But independence is not the main measure of a resident's value, success, or worthiness. A resident who needs lifelong support is not failing. Casa de SAM exists to make sure residents can live safely, fully, and with dignity whether or not independence is possible.

Founding principle: Support needs do not reduce human worth.

Does this align with you? ☐ Yes ☐ No

6. Harder care does not make a resident disposable.

A resident may someday develop cancer, seizures, dementia, aggression, trauma responses, severe anxiety, mobility loss, chronic illness, grief, or other complex needs. Casa de SAM's first response must not be: Where can we send them? The first response must be: What support does this resident need now, and how can Casa de SAM adapt?

Founding principle: Harder care does not erase belonging.

Does this align with you? ☐ Yes ☐ No

7. Medical advancement must be careful, ethical, and resident-centered.

Casa de SAM may support appropriate medical care, therapy, assistive technology, communication technology, medications, procedures, and future medical advances when they are medically justified and in the resident's best interest. Casa de SAM must not reject legitimate care simply because it is new, unfamiliar, expensive, or complicated. At the same time, residents must never be treated as test subjects, sales opportunities, research material, or convenient candidates for experimentation. Medical progress should serve the resident. The resident should not serve medical progress.

Founding principle: Casa de SAM welcomes real medical progress. It does not experiment on residents.

Does this align with you? ☐ Yes ☐ No

8. Residents are adults.

Casa de SAM may serve residents who communicate differently, need help with daily life, or have cognitive support needs. But residents are adults. They should not be infantilized, spoken over, mocked, managed like toddlers, displayed as charity objects, or treated as mascots for the organization.

Founding principle: Residents may need care. They do not lose adulthood.

Does this align with you? ☐ Yes ☐ No

9. Safety must not become punishment.

Casa de SAM may use safety systems, including silent window alerts, wearable safety charms, boundary alerts, staff supervision, icon-based wayfinding, emergency call systems, and environmental design. But safety systems must be used to increase freedom, not to punish disability.

Founding principle: Safety should make freedom possible.

Does this align with you? ☐ Yes ☐ No

10. Residents are not marketing props.

Casa de SAM may tell its story publicly. The bakery, waterpark, website, fundraising materials, and public communications may explain the mission. But residents are not props. Casa de SAM should never trade a resident's privacy for attention.

Founding principle: The mission can be public. Resident vulnerability is not public property.

Does this align with you? ☐ Yes ☐ No

11. Family wealth does not change resident treatment.

Residents are not ranked by family wealth, family giving, public visibility, nationality, board relationships, social status, or donor value. A resident whose family gives \$5 is not lesser. A resident whose family gives \$5 million is not greater.

Founding principle: A resident's worth is not determined by family money.

Does this align with you? ☐ Yes ☐ No

12. Money does not buy rule changes.

Casa de SAM welcomes generosity, but it does not sell authority over residents, care philosophy, admissions, governance, or founding principles. A donation may support the mission. A donation may not rewrite the mission. Money can help build Casa de SAM. It cannot buy Casa de SAM.

Founding principle: A donation may support the mission. A donation may not rewrite the mission.

Does this align with you? ☐ Yes ☐ No

13. Naming rights are recognition, not control.

Casa de SAM may accept major gifts, naming gifts, legacy gifts, and other public recognition gifts when they support the mission. A donor may be honored. A building may carry a family name. A plaque may tell the story of a gift. But recognition does not create authority. A name on the building is not authority inside the building.

Founding principle: Casa de SAM may offer recognition. It may not offer control.

Does this align with you? ☐ Yes ☐ No

14. Gifts to Casa de SAM are irrevocable and cannot hide private assets.

Casa de SAM must never be used by founders, donors, board members, resident families, staff, or insiders to hide personal assets, avoid creditors, preserve family wealth, or create private reserves. Once a gift is accepted by Casa de SAM, it belongs to Casa de SAM and must be used for the mission. A restriction is not ownership.

Founding principle: Once money is given to Casa de SAM, it belongs to the mission.

Does this align with you? ☐ Yes ☐ No

15. Public-facing enterprises serve the mission; they do not become the mission.

The bakery network, farm, waterpark, events, and future enterprises exist to support Casa de SAM's lifelong residential promise. They may increase revenue, awareness, and community connection. But they must never replace resident care as the central purpose.

Founding principle: Enterprises support the home. They do not replace the home.

Does this align with you? ☐ Yes ☐ No

16. Resident care comes before expansion.

Casa de SAM may grow over time. But expansion must not endanger resident care. Resident housing, food, staffing, medical support, safety, utilities, and long-term stability come before growth.

Founding principle: Stability before expansion.

Does this align with you? ☐ Yes ☐ No

17. The endowment is sacred.

The endowment exists to protect residents across decades. It is not available for experiments, ego projects, emergency expansion, donor preferences, prestige construction, or rescuing failing

enterprises. The endowment exists so residents are not left vulnerable when founders die, boards change, markets shift, donors disappear, public attention fades, or leadership priorities shift.

Founding principle: The endowment is sacred.

Does this align with you? ☐ Yes ☐ No

18. Board members are stewards, not owners.

Casa de SAM's board exists to protect the founding promises, not to reinvent the mission. Board members must accept that Casa de SAM has non-negotiables that cannot be changed by majority preference, donor pressure, religious pressure, future trends, business opportunities, or personal opinion.

Founding principle: Future leaders are stewards, not reinventors.

Does this align with you? ☐ Yes ☐ No

19. Casa de SAM must not be captured by one group.

Casa de SAM's board should be mission-aligned, but not captured by any single faith tradition, denomination, church network, donor family, resident family, business interest, professional class, nationality group, or social network. Board diversity is not decoration. It is protection.

Founding principle: Casa de SAM's board exists to protect residents, not to represent one group's control.

Does this align with you? ☐ Yes ☐ No

20. Faith may shape dignity. It must not become control.

Casa de SAM may be shaped by the founder's faith and by the belief that every person has inherent worth. But Casa de SAM must not become controlled by one church, denomination, or religious faction. Residents should not be required to participate in religious activities, perform belief, attend services, or become part of any faith tradition in order to belong.

Founding principle: Faith may shape dignity. It must not become coercion or control.

Does this align with you? ☐ Yes ☐ No

21. Casa de SAM is a sexually protected residential community.

Casa de SAM may be co-ed at the house level. Men and women may live in the same family-style homes, eat together, walk together, participate in community life together, and form friendships. Residents may have affection, favorite people, close friendships, crushes, and meaningful emotional bonds. Because Casa de SAM is designed for adults with lifelong support needs who cannot safely live independently, sexual intercourse and sexual contact between residents are not permitted on Casa de SAM property. Staff, volunteers, contractors, board members, caregivers, visitors, and people in authority may never have romantic or sexual relationships with residents. Shared Jack-and-Jill bathrooms should normally be paired by sex. King-size beds may support approved family co-sleeping or caregiver presence when appropriate. They do not permit resident-to-resident overnight visits, bed-sharing, or private sexual access.

Founding principle: Residents have the right to relationships. They also have the right to be protected from sexual harm.

Does this align with you? ☐ Yes ☐ No

22. Resident relationships must be honored without abandoning safety.

Casa de SAM residents may form close friendships, attachments, affection, and companion relationships. If two residents say they want to leave Casa de SAM together, marry, or live independently as a family, Casa de SAM must take their wishes seriously and begin a formal review. But Casa de SAM must not confuse affection with independent-living capacity. If the residents cannot safely live outside Casa de SAM, and no real support system exists to protect them, Casa de SAM should not abandon them into danger.

Founding principle: Casa de SAM honors love without abandoning safety.

Does this align with you? ☐ Yes ☐ No

23. Board service is stewardship, not employment.

Casa de SAM board members are entrusted with protecting residents, finances, founding principles, and long-term mission stability. Board members may be reimbursed for reasonable, approved expenses, but board service itself is not a paid job. Operational staff may be paid. Care workers must be paid. Executive leadership may be paid for real work. Governance authority should not become a personal income stream.

Founding principle: Board members may be reimbursed for service costs. They may not profit from control.

Does this align with you? ☐ Yes ☐ No

24. Paid professional work must be separate from board control.

Casa de SAM may occasionally need professional services from someone who also serves on the board or has another close relationship with the organization. A board member may be paid for professional work only when the work is separate from ordinary board service and the conflict is handled openly.

Founding principle: Board members may be paid for real professional work only when the conflict is disclosed, reviewed, approved, and documented.

Does this align with you? ☐ Yes ☐ No

25. Casa de SAM does not use insider no-bid contracts.

Casa de SAM may pay a board member or other insider for separate professional work only if the conflict is disclosed, outside options are considered, the insider does not vote, and disinterested board members approve and document the decision. Casa de SAM should normally seek at least two outside comparable options before approving paid work by a board member, board member's family member, major donor, resident family member, staff family member, or other insider.

Founding principle: Connected people may serve Casa de SAM. They may not bypass accountability.

Does this align with you? ☐ Yes ☐ No

26. Emergencies require action. Follow-up work requires accountability.

Casa de SAM's conflict-of-interest and competitive review rules must not prevent urgent action when resident safety, medical care, utilities, food, water, security, transportation, or property protection is at risk. In an emergency, authorized staff or leadership may hire the fastest qualified provider available, even if the provider is connected to Casa de SAM, when delay would create harm or serious risk. After the emergency is stabilized, the decision must be documented. Emergency authority may be used to solve the emergency. It may not be used to bypass competitive review for larger follow-up projects.

Founding principle: Accountability is required. Paralysis is not.

Does this align with you? ☐ Yes ☐ No

27. The board governs. Staff operate.

Casa de SAM needs strong governance, but it also needs daily operations that can function. The board should approve budgets, major policies, executive leadership, high-level strategy, and mission guardrails. Operational leadership and staff should manage daily care, staffing, repairs, food, schedules, resident support, vendor communication, and emergencies within approved policy and budget limits.

Founding principle: The board governs. Staff operate.

Does this align with you? ☐ Yes ☐ No

28. Approved vendors and emergency contacts should be reviewed before they are needed.

Casa de SAM should maintain a board-reviewed approved vendor list for routine and emergency needs. If an insider is included on the approved vendor list, the relationship must be disclosed and reviewed before approval. Staff may use approved vendors within budget and policy limits without seeking new quotes for every routine or urgent need.

Founding principle: Preparation protects residents.

Does this align with you? ☐ Yes ☐ No

29. Casa de SAM must remain transparent enough to be trusted.

Trust requires documentation. Major decisions should be recorded. Conflicts should be disclosed. Budgets should be reviewed. Restricted gifts should be tracked. Emergency exceptions should be documented. Resident-care funds should be protected. Insider transactions should be visible to disinterested decision-makers. Public-facing enterprises should keep separate books.

Founding principle: Casa de SAM should be clear enough to be trusted.

Does this align with you? ☐ Yes ☐ No

Board Alignment Closing Statement

These affirmations exist because Casa de SAM is being built for people who may not be able to protect the mission themselves.

A person who cannot affirm these principles may still be a good person. They may still be generous. They may still care about disability. They may still support Casa de SAM from a distance. But they should not govern Casa de SAM.

The assignment

Protect the residents. Protect the promise. Protect the home.

Terms Used in

Resident

An adult who lives at Casa de SAM after full acceptance.

Mutual-fit period

The early period before lifelong acceptance is confirmed.

Full acceptance

The point when Casa de SAM's lifelong responsibility begins.

Meaningful refusal

A resident's refusal, distress, or resistance is treated as communication, even if the resident does not use speech.

Insider

A board member, staff member, donor, family member, contractor, or closely connected person who may benefit from a decision.

Disinterested board members

Board members who do not personally benefit from the decision being made.

Public-facing enterprise

A business or activity open to the public, such as the bakery network or waterpark, that exists to support the mission.

Endowment

Protected long-term funds held to support resident care across decades.

Money, Influence, and Long-Term Protection

Purpose of the Financial Guardrails

Casa de SAM is making a lifelong promise. A lifelong promise needs money rules strong enough to survive founder death, board changes, donor pressure, emergencies, currency issues, banking delays, market losses, and exciting expansion ideas.

Good intentions are not a financial plan.

These financial guardrails explain how money should serve the residents without buying control over the mission.

Core financial principle

Money can help build Casa de SAM. It cannot buy Casa de SAM.

Resident Care First

Resident care comes before expansion, prestige, public-facing projects, donor preferences, leadership ego, and exciting new ideas.

Casa de SAM money must first protect resident housing, food, caregivers, medical support, safety, utilities, maintenance, transportation, medication support, aging-in-place adaptations, and emergency reserves.

Growth is good only when it strengthens the lifelong promise. Growth that weakens resident care is not success.

Founding principle: Resident care comes first.

Donations Support the Mission; They Do Not Rewrite It

Casa de SAM welcomes generosity, but it does not sell authority over residents, care philosophy, admissions, governance, or founding principles.

A donation may support the mission. A donation may not rewrite the mission.

No donor, family, business partner, or public official may use money to pressure Casa de SAM to change resident rights, weaken the lifelong promise, require resident labor, create special treatment, control admissions, override care staff, redirect protected reserves, alter board standards, or reshape Casa de SAM into something it was not founded to be.

Founding principle: A donation may support the mission. A donation may not rewrite the mission.

Naming Rights Without Control

Casa de SAM may accept major gifts, naming gifts, legacy gifts, and other public recognition gifts when they support the mission.

A donor may be honored. A building may carry a family name. A plaque may tell the story of a gift. A room, garden, bakery, fund, or program may be named in memory of someone.

But recognition does not create authority. A donor's name on a home does not give the donor control over residents, staff, house rules, admissions, care philosophy, schedules, food, room assignments, or the founding non-negotiables.

For example, in a future year, a family may give the equivalent of several million dollars in today's money to name one of the resident homes. Casa de SAM may choose to honor that gift by naming the building after the family. That name is recognition. It is not ownership.

Founding principle: A name on the building is not authority inside the building.

Irrevocable Gifts and No Hidden Ownership

Casa de SAM must never be used as a place for founders, donors, board members, families, staff, or insiders to hide personal assets.

Money or property given to Casa de SAM belongs to Casa de SAM. Once a gift is accepted, the donor no longer owns it, controls it, or has the right to take it back for personal use.

This applies to everyone, including the founder. If the founder gives \$50,000 to Casa de SAM, that money is no longer the founder's personal money. If a board member gives property to Casa de SAM, that property is no longer the board member's personal property.

Casa de SAM may honor donor restrictions that align with the mission, such as a gift restricted to the endowment, resident care, a building, the sensory trail, the bakery network, or another approved purpose. But a restriction is not ownership.

Casa de SAM should use legal structures that make this clear, which may include irrevocable charitable gifts, restricted funds, endowment policies, trust structures, gift agreements, or other legally appropriate tools approved by qualified counsel in Paraguay and the United States.

Founding principle: Casa de SAM is not a hiding place for personal assets.

Pledges, Monthly Gifts, and Promised Future Support

Casa de SAM may accept pledges, recurring donation commitments, verbal promises, written promises, campaign commitments, and future-giving intentions.

These promises can be encouraging. They can help with planning. They can show community support. But they are not the same as money in the bank.

Casa de SAM should not treat pledged money as available operating cash until the funds have actually arrived and cleared.

This applies to one-time pledges, monthly giving commitments, annual giving promises, campaign pledges, informal promises, donor conversations, future bequests, expected grants, expected matching gifts, and expected transfers from the U.S. Friends of organization.

A pledge may be included in planning notes, campaign tracking, or projected fundraising reports. But resident care, payroll, food, housing, medical care, safety, utilities, and operating reserves must not depend on a pledge as if it were already received.

Founding principle: Promised money is not protected money.

No Routine Lawsuits Over Unfulfilled Pledges

Casa de SAM should not normally sue donors for failing to fulfill a pledge.

A pledge is a promise of support, not a relationship Casa de SAM should turn into hostile collection whenever circumstances change.

There may be rare legal situations where a written pledge, naming gift, capital campaign commitment, or formal grant agreement requires legal review. But Casa de SAM's ordinary posture should be relational, not punitive.

If a donor stops giving monthly, misses a pledge, or cannot complete a promised gift, Casa de SAM should update its records and adjust planning. It should not treat the donor as a debtor in ordinary circumstances.

Founding principle: Casa de SAM does not build lifelong care on money it has not received.

Estate Gifts, Matching Gifts, and Grants

Casa de SAM may be named in wills, estates, trusts, matching gift campaigns, foundation grants, and future planned giving arrangements.

These gifts may become important sources of long-term support. But they should not be treated as protected funds until they are received, awarded, legally available, and cleared for use.

Estate intentions are not operating cash. Grant applications are not operating cash. Matching gifts are not operating cash until the match conditions are met. Future planned gifts are not operating cash until the funds arrive.

Casa de SAM may plan with hope. It must budget with reality.

Founding principle: Expected money is not received money.

In-Kind Gifts

Casa de SAM may receive offers of land, vehicles, food, equipment, furniture, medical supplies, construction materials, animals, bakery equipment, technology, or other non-cash gifts.

A free gift is not always free.

Before accepting an in-kind gift, Casa de SAM should consider whether the gift is actually needed, whether it aligns with the mission, storage costs, maintenance costs, repair costs, safety risks, legal or title issues, taxes or fees, transportation costs, staff time, insurance, replacement parts, hidden obligations, and mission drift.

Casa de SAM should be willing to say no to gifts that are generous but not helpful.

Founding principle: A gift that harms the mission is not a gift Casa de SAM should accept.

Land Gifts Require Special Review

Land may be one of the most valuable gifts Casa de SAM ever receives. It may also be one of the riskiest.

Before accepting land, Casa de SAM should require legal and practical review. This review should consider clear title, ownership disputes, family claims, liens, taxes, zoning or land-use limits, environmental issues, flood risk, road access, utilities, water access, security, distance from medical care, construction feasibility, future maintenance, and whether the land fits the long-term campus vision.

Casa de SAM should not accept land simply because it is offered.

Founding principle: Land must serve the residents, not trap the mission.

Restricted Gifts May Be Refused

Casa de SAM may accept restricted gifts when the restriction supports the mission.

A donor may restrict a gift to resident care, the endowment, a home, the sensory trail, the bakery network, the farm, medical support, or another approved purpose.

But Casa de SAM must refuse restricted gifts that attempt to rewrite the mission. Unacceptable restrictions include requiring residents to work, requiring residents to take classes, changing resident rights, creating special treatment for one family, controlling admissions, controlling house rules, requiring religious participation, bypassing privacy rules, weakening sexual safety policies, giving a donor authority over staff, using resident-care funds for prestige projects, or creating hidden donor control.

Founding principle: A restriction may guide mission use. It may not rewrite the mission.

Donor-Advised Funds and Third-Party Giving

Casa de SAM may receive gifts through donor-advised funds, foundations, workplace giving, matching platforms, or other third-party charitable tools.

These gifts should be welcomed when they support the mission and follow applicable law.

But third-party giving tools must not create private control over Casa de SAM. A donor may recommend support. A donor may not control Casa de SAM through the gift.

Founding principle: Giving tools may support Casa de SAM. They may not control Casa de SAM.

Naming Gift Morality and Mission Clause

Casa de SAM may offer recognition for major gifts, including naming rights for buildings, rooms, gardens, funds, or programs.

Recognition is not ownership.

Casa de SAM should reserve the right to remove, revise, or retire naming recognition if continued recognition would harm residents, damage the mission, violate Casa de SAM's values, or undermine public trust.

This may apply if a named person, family, company, or donor later becomes associated with abuse, exploitation, fraud, serious misconduct, public harm, or actions that conflict with Casa de SAM's founding promises.

Founding principle: Recognition is an honor, not a permanent claim against the mission.

No Donor Refunds Except Legal or Error Situations

Gifts to Casa de SAM are intended to be irrevocable.

Casa de SAM should not refund donations because a donor changes their mind, dislikes a board decision, disagrees with policy, wants leverage, or wants to reclaim control.

Possible exceptions may include duplicate charges, payment processing errors, donations rejected before acceptance, legal requirements, conditional gifts that Casa de SAM cannot accept, or other situations approved through legal and financial review.

Donations are not deposits.

Founding principle: Once money is given to Casa de SAM, it belongs to the mission.

Dual-Country Financial Structure

Casa de SAM is being built in Paraguay, but the long-term financial protection of the residents may require both Paraguayan and United States financial structures.

Casa de SAM should maintain a legal and financial structure that allows it to operate locally in Paraguay while also protecting long-term assets in stable, well-governed accounts.

Casa de SAM should be able to receive donations in Paraguay, receive donations in the United States through a properly structured U.S. Friends of organization, operate daily care in Paraguayan guaranies, protect long-term endowment funds in U.S. dollars, invest long-term endowment assets according to board-approved policy, and maintain clear records between operating money, restricted gifts, enterprise income, and protected long-term funds.

Founding principle: Local operations need local money. Lifelong promises need long-term protection.

Paraguayan Operating Funds

Casa de SAM's daily operations will happen in Paraguay. That means the operating budget must be held primarily in local Paraguayan currency and local Paraguayan accounts.

Operating funds should cover ordinary and emergency needs, including staff payroll, resident food, utilities, maintenance, transportation, medication support, medical care, caregiver supplies, cleaning and laundry, emergency repairs, resident activities, farm and kitchen operations, local taxes, filings, and legal compliance.

Casa de SAM should maintain a local operating reserve equal to at least 150% of the annual operating budget, held in Paraguayan accounts or other locally accessible instruments as approved by the board.

This reserve exists so resident care is not disrupted by delayed donations, banking issues, currency transfer delays, emergencies, political uncertainty, market changes, or short-term operating problems.

Founding principle: Resident care should not depend on money arriving just in time.

U.S. Dollar Endowment Protection

Casa de SAM's long-term endowment should be held primarily in U.S. dollars, with the intention of benefiting from long-term U.S. market growth and dollar-denominated stability.

The endowment is not ordinary operating money. The endowment exists to protect residents across decades.

The long-term endowment may be held through U.S. financial institutions, investment accounts, custodial accounts, or other board-approved structures, subject to legal and tax review in both Paraguay and the United States.

The endowment should be invested according to a written investment policy approved by the board at least once per year.

Founding principle: The endowment must be governed by policy, not personality.

Annual Board Approval of the Endowment Plan

The board must review and approve the endowment investment policy at least once per year.

This annual review should answer: Where is the endowment held? Who has access? Who manages or advises it? What is the investment allocation? What are the risks? What are the fees? What were the returns? What withdrawals, if any, were made? What changes are recommended? What events would trigger review before the next annual meeting?

If a board member recommends investments, manages funds, provides financial advice, or has any connection to an investment product, advisor, fund, platform, or service, that conflict must be disclosed. The board member may provide expertise, but may not use their role to direct endowment assets for personal benefit.

Founding principle: Long-term money requires long-term accountability.

Currency Balance Rule

Casa de SAM should hold enough money in Paraguay to operate safely, while keeping long-term protection money in U.S. dollars when appropriate.

A simple working rule is that local Paraguayan accounts should hold enough to cover at least 150% of the annual operating budget, and additional long-term reserves and endowment funds should generally remain in U.S. dollars unless the board approves a different strategy for resident protection.

Too little local money creates daily operational risk. Too much long-term money held only in local operating accounts may create currency, inflation, or investment risk. Casa de SAM must balance access and protection.

Founding principle: The operating reserve should be close enough to use. The endowment should be protected enough to last.

Paraguay Nonprofit and U.S. Friends of Organization

Casa de SAM should eventually have two legally compliant charitable structures: a Paraguayan Casa de SAM entity and a U.S.-based Friends of Casa de SAM organization.

The Paraguayan organization should hold the local mission, operate the residential community, employ local staff, manage local accounts, receive Paraguayan donations, and comply with Paraguayan law.

The U.S. Friends organization may receive U.S. dollar donations, pursue U.S. charitable status, support the Paraguayan mission, and help fund the endowment or approved projects.

Both organizations should have clear agreements explaining their relationship, fund control, grant or transfer approvals, donor restrictions, conflicts, reporting, compliance obligations, resident protection, and endowment governance.

The two-entity structure must not create confusion, hidden control, private benefit, or a way for donors to bypass Casa de SAM's founding rules.

Founding principle: Two countries may support the mission. Neither structure may weaken the promise.

Tax Benefits and Legal Review

Casa de SAM intends for both the Paraguayan organization and the U.S. Friends organization to be legally recognized charitable entities in their respective countries, with any available tax benefits handled properly.

Tax treatment must be confirmed by qualified professionals in each country. The vision document should not promise a donor that a gift is deductible until the relevant entity has the correct legal status and the donor's situation qualifies under applicable law.

Casa de SAM will seek proper charitable status and tax compliance in each country. Donors should rely on official receipts and their own tax advisors, not informal promises.

Founding principle: Compliance protects the mission.

The Endowment Is Sacred

The long-term endowment target is \$30 million.

The endowment exists to protect residents across decades. It is not a rainy-day fund for experiments. It is not available to rescue failing enterprises. It is not for prestige construction, donor-driven projects, or temporary borrowing that puts residents at risk.

The endowment exists so residents are not abandoned when founders, donors, boards, markets, and public attention change.

Founding principle: The endowment is sacred.

Investment Losses Are Not Resident-Care Excuses

Endowment funds and long-term reserves may experience market losses. Casa de SAM must plan for that reality.

A bad market year should not become an excuse to casually reduce resident food, staffing, medical support, safety, housing, or basic care.

The endowment policy should include conservative spending rules, reserve requirements, withdrawal limits, rebalancing rules, and emergency review procedures. Resident care should not depend on optimistic market assumptions.

Founding principle: The endowment must be managed for lifetimes, not headlines.

Operating Reserves

Operating reserves are separate from the endowment.

Casa de SAM needs operating reserves for payroll, food, utilities, maintenance, medical emergencies, repairs, legal needs, security, resident transition needs, and other urgent realities.

Operating reserves protect daily life. The endowment protects the lifelong promise. Both matter, but they are not the same fund.

Founding principle: Operating reserves protect today. The endowment protects tomorrow.

Separate Books for Enterprises

The bakery network, farm, waterpark, events, cafe, products, and future public-facing enterprises should have separate accounting.

Separate books help prevent the waterpark hiding losses, the bakery being treated like charity when it is failing, resident care subsidizing prestige projects, or donors misunderstanding where money goes.

Each enterprise should be evaluated on its own terms and in relationship to the mission.

Founding principle: Clear books protect clear priorities.

Enterprise Risk Rules

Public-facing enterprises may generate revenue, awareness, and community connection. But if they drain resident funds, demand resident labor, or distract leadership from care, they are failing the mission.

The bakery network, waterpark, farm, and future enterprises should have board-approved plans, budgets, staffing assumptions, risk reviews, maintenance plans, and exit or correction plans when appropriate.

Residents are never required to work in any enterprise.

Founding principle: Enterprises are tools. Residents are the mission.

Debt and Expansion Guardrails

Casa de SAM should not take on debt that threatens resident care.

Expansion should require a clear budget, separate accounting, risk review, operating plan, maintenance plan, exit plan if needed, board approval, and protection of resident-care funds.

No expansion should be approved simply because it is exciting, donor-friendly, visually impressive, or personally meaningful to leadership.

Founding principle: Expansion must not outrun stability.

Insider Contracts and Emergency Spending

Casa de SAM does not use insider no-bid contracts as a normal way of doing business.

If Casa de SAM considers hiring a board member, board member's family member, donor, resident family member, staff family member, or other insider for paid professional work, the work must go through a conflict-of-interest and competitive review process. Casa de SAM should normally seek at least two outside comparable options before approving the insider contract.

Emergency services are different. In an emergency, authorized staff or leadership may hire the fastest qualified provider available, even if the provider is connected to Casa de SAM, when delay would create harm or serious risk. Emergency authority may be used to solve the emergency. It may not be used to bypass competitive review for larger follow-up projects.

Founding principle: Emergencies require action. Follow-up work requires accountability.

Currency Transfer Delays and Banking Risk

Casa de SAM may hold funds in both Paraguay and the United States. This creates practical risks.

Transfers may be delayed by banking holidays, compliance reviews, paperwork, currency controls, exchange-rate changes, fraud reviews, or international transfer issues.

Casa de SAM should maintain enough local operating funds in Paraguay to protect residents even if U.S. dollar transfers are delayed.

Founding principle: Resident care should not depend on money arriving just in time.

Anti-Fraud Controls

Casa de SAM must be financially transparent enough to be trusted.

No one person should be able to move major Casa de SAM funds alone.

Casa de SAM should maintain anti-fraud controls including separation of duties, two-person approval for large transfers, board-approved bank access, clear spending limits, monthly bank reconciliations, restricted fund tracking, endowment reporting, written approval for major expenses, conflict-of-interest disclosures, documentation for emergency exceptions, vendor records, donor restriction records, receipt records, regular financial reports to the board, separate accounting for public-facing enterprises, secure online banking and accounting access, and immediate removal of access when someone leaves a role.

Casa de SAM should not rely on trust alone. Trust is good. Controls are better.

Founding principle: No one person should be able to quietly move the mission's money.

Independent Financial Review and Audits

Casa de SAM should use outside financial review to protect residents, donors, staff, and the mission.

Once Casa de SAM has meaningful operations, resident-care funds, enterprise income, or endowment assets, its books should be reviewed regularly by an independent third party.

At minimum, Casa de SAM should require a full independent audit at least every three years. In the years between full audits, Casa de SAM should seek an outside financial review, compilation, or accountant review appropriate to its size, legal requirements, and budget.

A full audit may also be required sooner if Casa de SAM receives a major gift, the endowment reaches a significant threshold, there is a leadership transition, there is suspected fraud, a major donor or grant requires it, the board identifies serious financial risk, public-facing enterprises become financially significant, or legal requirements demand it.

Casa de SAM should not treat audits as punishment. Audits are protection.

Founding principle: Outside review protects the residents from hidden problems.

Transparency and Annual Reporting

Casa de SAM should maintain enough transparency to be trusted by residents, families, staff, donors, regulators, and future leaders.

Casa de SAM should eventually publish or maintain an annual financial summary, endowment report, resident-care reserve report, enterprise performance report, restricted gift report, major conflict-of-interest disclosures, and a board-approved budget summary.

Not every detail has to be public, but the mission should be clear enough to be trusted.

Founding principle: Transparency protects the promise.

Closing Statement

Casa de SAM's money exists for residents.

Buildings, bakeries, waterparks, farms, donors, boards, and leaders are all secondary to the promise.

Money can build homes, fund care, grow bakeries, support a waterpark, strengthen the endowment, and protect the future. But money must never become the master of the mission.

Final line

Protect the residents. Protect the promise. Protect the home.

Casa de SAM

Governance, Leadership, and Mission Continuity

Working Draft for legal, financial, and board review

Built for succession. Built for resident protection. Built for the next hundred years.

Core sentence: The founder will die. The promise must remain.

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This section is a working governance draft. Exact legal requirements, board thresholds, voting procedures, tax language, and country-specific compliance rules must be reviewed by qualified counsel before adoption.

1. Purpose of Governance

Governance exists because Casa de SAM is meant to outlive the founder, the founding board, the first donors, the first staff members, and the first wave of public attention.

Casa de SAM is not being built around one person. It is being built around a promise.

The board is not responsible for reinventing Casa de SAM every few years. The board is responsible for protecting the mission, stewarding the money, holding leaders accountable, responding to local reality, and preserving the founding protections when pressure comes.

Good governance should not make Casa de SAM slow, cold, or bureaucratic. Residents need responsive care. Staff need practical authority. Public-facing enterprises need room to operate like real businesses.

But flexibility without structure becomes dangerous. Money, disability, family fear, donor influence, staff power, religious loyalty, and long-term care can all create opportunities for pressure or misuse.

Founding principle: Good governance protects the mission without smothering the work.

2. Succession as a Founding Purpose

Casa de SAM exists because love alone cannot be the long-term plan.

Parents die. Founders die. Caregivers age. Board members rotate off. Donors change. Staff leave. Public attention moves on.

Casa de SAM must be built so that the death, illness, incapacity, resignation, or failure of one person does not destroy the home.

The founder's death will matter personally. It will matter to Samuel. It may matter emotionally to the community.

But it should not collapse the organization.

The work must be documented, governed, funded, staffed, and protected so that Casa de SAM can continue for the next hundred years.

Founding principle: Casa de SAM is built for succession because every human leader is temporary.

Leadership Continuity

Casa de SAM should maintain written succession procedures for major leadership roles, including the founder role, board chair, executive director or president, treasurer or finance leader, key operations leaders, and country-level leadership.

Succession planning should include secure access to essential documents and systems, including bank contacts, legal files, property records, insurance records, donor records, resident-care policies, committee charters, accounting systems, passwords, emergency contacts, vendor lists, and founding documents.

A lifelong promise cannot depend on one person remembering where everything is.

Each year, the board should review succession readiness and confirm that Casa de SAM could continue if a key person died, became incapacitated, resigned, or had to be removed.

Founding principle: No leadership transition should leave residents unprotected.

3. One Governing Board

Casa de SAM should be governed by one central board responsible for protecting the founding promise across the whole organization.

Casa de SAM may operate in more than one country someday. It may also include homes, bakeries, farms, a waterpark, fundraising structures, public-facing businesses, and advisory bodies. But expansion should not create separate versions of the mission.

Committees may exist. Country committees may exist. Enterprise committees may exist. A U.S. Friends structure may exist for fundraising and compliance. But the Casa de SAM board remains the final mission-protecting authority.

The board is responsible for resident rights, board alignment, financial guardrails, endowment protection, expansion approval, admissions principles, resident-care standards, anti-capture protections, major budgets, executive leadership, mission continuity, and approval of major amendments to governing documents.

Founding principle: Casa de SAM may have many committees. It should have one protected mission.

4. Operating-Country Majority and U.S. Minority Rule

Casa de SAM may receive support from more than one country. The first residential home is planned for Paraguay. A future U.S. Friends of Casa de SAM organization may support the mission through fundraising, endowment stewardship, donor relations, and legal compliance in the United States.

That support is valuable. But support is not control.

Casa de SAM should be governed in a way that gives primary voting authority to the country or countries where residents actually live.

At least 51% of voting board authority should belong to representatives from the operating country or operating countries where Casa de SAM residential homes exist.

If Casa de SAM operates only in Paraguay, Paraguay-based representation should hold the operating-country majority. If Casa de SAM later operates in Paraguay and Chile, representatives from Paraguay and Chile together should hold the operating-country majority. If Casa de SAM later operates in additional countries, those resident-country representatives should continue to hold majority voting authority.

U.S.-based representatives may serve on the board and may provide valuable expertise, fundraising, endowment support, and professional knowledge. But unless Casa de SAM operates a residential home in the United States, U.S.-based representatives should remain below voting majority control.

This protects Casa de SAM from becoming a donor-country-controlled charity operating homes in other countries without enough local authority.

Founding principle: The donor country may support the mission. The resident countries must help govern it.

5. Board Size, Terms, and Service

Casa de SAM may begin with the minimum number of board members required by law in each country where it operates or organizes supporting entities.

A small founding board may be necessary at the beginning. But Casa de SAM should not remain permanently dependent on the smallest legally allowed board once residents, land, staff, enterprise income, or endowment funds are involved.

As Casa de SAM grows, the board should expand toward a size that is broad enough to resist capture and small enough to remain accountable. A mature operating board will likely need more than the legal minimum in order to include disability care experience, local-country knowledge, financial oversight, legal or governance skill, family perspective, and mission protection.

Board expansion is allowed. Casa de SAM is not designed to freeze the board at its founding size. But expansion must not be used to pack the board, weaken the founding principles, or allow one group to take control.

Founding principle: A larger board may strengthen Casa de SAM. A captured board may destroy it.

Board Terms

Board members should serve defined terms rather than indefinite lifetime seats.

Ordinary board members should normally serve three-year terms, with a limit of two consecutive terms before a required one-year break in service.

Longer service may be allowed only when the board documents why continuity is necessary and confirms that anti-capture protections remain intact.

Term limits protect Casa de SAM from quiet ownership, personality control, family control, donor control, and board stagnation.

Founding principle: Board service should be reviewed, renewed, and accountable.

6. Board Composition and Anti-Capture Rules

Casa de SAM should be governed by a board with varied experience, varied relationships to the mission, and clear anti-capture protections.

The goal is not to create a board of perfect categories. The goal is to prevent one family, one church, one profession, one staff group, one donor group, one country, or one business interest from quietly controlling the mission.

Founding principle: Casa de SAM needs a mixed board because residents need protection from concentrated power.

Category	Draft governance rule
Operating-country representatives	At least 51% of voting authority from countries where Casa de SAM operates residential homes.
U.S.-based representatives	Less than 50% unless Casa de SAM operates a residential home in the United States.
Resident-family representatives	At least one once residents are accepted; aim for about 20%-35% of voting seats in mature governance.
Any one close family group	No more than one voting board seat at the same time.
Paid staff or compensated insiders	No more than 20% of voting seats, with strict conflict-of-interest rules.
One denomination, church network, or faith tradition	No more than 40% of voting seats.
One professional category	Should normally not exceed 30% of voting seats.
Vendors or active business interests	Should not exceed 20%; advisory roles are often safer than voting seats.
Ordinary term	Three years.
Consecutive service	Two consecutive terms, then one-year break unless special continuity is documented.

Family Limits

Casa de SAM should not allow one close family group to hold more than one voting board seat at the same time.

This includes close family relationships such as spouses, parents and children, siblings, grandparents and grandchildren, in-laws where there is meaningful shared family interest, domestic partners, people sharing a household or financial dependency, and close relatives connected to the same resident's family decision-making.

Casa de SAM does not need to police distant relatives who have no meaningful relationship, shared household, shared finances, or shared authority. The purpose of this rule is not to investigate family trees. The purpose is to prevent one family system from controlling more than one seat.

A resident should not have more than one close family member serving on the board at the same time.

Founding principle: One family may have a voice. One family should not hold multiple seats.

Faith, Professional, Staff, and Vendor Limits

No single denomination, church network, faith tradition, or closely affiliated religious group should hold more than 40% of voting board seats.

No single professional category should normally hold more than 30% of voting board seats. Casa de SAM should avoid boards made up almost entirely of lawyers, doctors, pastors, accountants, clinicians, business owners, donors, educators, or nonprofit executives.

People with active significant business interests connected to Casa de SAM should not hold more than 20% of voting board seats and must follow strict conflict-of-interest rules. In many cases, vendors and business partners should serve as advisors rather than voting board members.

Founding principle: Casa de SAM should be close to families, guided by local countries, informed by professionals, supported by donors, and controlled by no single group.

7. Becoming a Board Member

No one should join the Casa de SAM board casually.

A person may be considered for board service through application, nomination, or invitation. Before approval, the candidate should complete a formal process.

- review the Resident Bill of Rights
- review the Board Alignment Affirmations
- review the Financial Guardrails
- review the Founding Intent Statement
- disclose conflicts of interest
- disclose family, staff, resident, donor, vendor, religious, or financial relationships
- be interviewed by existing board members
- be reviewed for temperament, skills, mission alignment, and board composition needs
- be approved by formal board vote

Generosity alone does not qualify someone for the board. Friendship alone does not qualify someone for the board. Professional success alone does not qualify someone for the board. Religious agreement alone does not qualify someone for the board.

A board member must be able to protect residents, respect the founding promise, work with others, handle conflict, and say no when the mission is pressured.

Founding principle: Casa de SAM needs faithful stewards, not casual seats.

8. Online Voting and Decision Timelines

Casa de SAM may conduct board votes online when allowed by law and governing documents. This matters because board members may live in different countries.

When a vote is sent electronically, board members should receive the proposal, relevant documents, financial information if applicable, a deadline for questions, a voting deadline, and a conflict-of-interest disclosure reminder.

For ordinary non-emergency votes, board members should generally be given up to 15 days to review materials, ask questions, disclose conflicts, and submit their vote electronically.

Urgent votes may follow a shorter timeline when delay would create risk to residents, staff, legal compliance, finances, property, or operations. Emergency operational action may be taken first under approved emergency authority, with documentation and board review after the fact.

Founding principle: Online governance should be thoughtful without becoming slow.

9. Founder Role and Founder-Family Limits

Casa de SAM began with the founder's responsibility to Samuel and the desire to create a lifelong home for residents like him.

During the founding phase, the founder may need to serve in multiple roles, including vision-holder, board member, fundraiser, public advocate, caregiver, organizer, and operational leader.

This overlap may be necessary at the beginning. But it should not become the permanent governance model.

Founder participation must remain subject to conflict-of-interest rules, financial controls, documentation, board review, and resident-first decision-making.

- The founder may help preserve founding intent.
- The founder may not use Casa de SAM as personal property.
- The founder may be compensated for real operational work if approved through proper process.
- The founder should not vote on her own compensation, contracts, benefits, or conflict matters.
- The founder family may not inherit control of Casa de SAM.
- The founder family may not hold a voting majority or multiple close-family seats.

Casa de SAM began with one family's need. It must not become one family's property.

Founding principle: Founding reality may require overlap. Mature governance should reduce it.

10. Resident Family Representation

Casa de SAM should always include resident-family voice on the board once residents are accepted into the community.

Families know things that professionals may miss. They may know communication signs, grief patterns, food issues, medical history, comfort routines, pain signals, fear triggers, and what it means to trust someone else with a person they love.

Once Casa de SAM has residents, the board should include at least one resident-family representative and should aim for resident-family representatives to hold approximately 20%-35% of voting seats, while preserving the rule that no one resident family may hold more than one seat.

Resident-family representation should not become resident-family control. Each family will naturally care most about its own person. Casa de SAM must protect all residents, not only the residents whose families have the strongest voices.

Resident rights outrank family preferences. Family wealth does not increase authority. Family knowledge matters, but Casa de SAM is not family-owned.

Founding principle: Families must be close enough to protect the home and limited enough not to control it.

11. Paid Staff and Board Service

Casa de SAM should normally separate paid staff roles from voting board authority, but it should not ban paid staff from board service in every circumstance.

There may be an extraordinary person who is both a valuable board member and paid for real work. For example, a retired doctor, experienced clinician, founder, operations leader, or resident-family caregiver may serve the mission in more than one way.

Paid staff, paid contractors, or people receiving regular compensation from Casa de SAM should not hold more than 20% of voting board seats.

A compensated board member may not vote on their own compensation, contract, benefits, supervision, role, discipline, budget line, or any decision where they have a direct personal financial interest.

The president, executive director, or chief operating leader may attend board meetings, provide reports, answer questions, and participate in discussion. That role may be voting only if the board's structure and conflict rules allow it. The person may not control their own oversight.

Staff input is essential. Staff control of the board is not.

Founding principle: Paid expertise may serve the board. Paid insiders may not control the board.

12. Committees, Managers, and Delegated Authority

Casa de SAM should have one governing board, but the board should not manage every daily operational decision.

As Casa de SAM grows, the board may create delegated committees for countries, homes, enterprises, finances, resident care, facilities, public-facing ventures, and other major areas of work.

Committees help Casa de SAM operate well without requiring the full board to decide every small detail.

Possible committees may include Paraguay Operations Committee, Chile Operations Committee, Bakery Paraguay Committee, Bakery Chile Committee, Waterpark Committee, Farm and Food Committee, Facilities and Maintenance Committee, Resident Care Committee, Medical and Ethics Committee, Finance and Investment Committee, U.S. Friends Fundraising and Compliance Committee, Staff Advisory Council, and Family Advisory Council.

Committees may include board members, senior staff, managers, professional advisors, local representatives, and people with relevant expertise.

Founding principle: The full board protects the mission. Committees help the mission function.

Committee Charters

Each committee should have a written charter approved by the Casa de SAM board. The charter should explain the committee's purpose, who may serve, how members are selected, whether

members vote or advise, what authority the committee has, what decisions require board approval, budget limits, reporting requirements, conflict-of-interest rules, meeting expectations, documentation requirements, and how the committee can be changed or dissolved.

A committee should not become powerful simply because people forgot to define its limits.

Founding principle: Delegated authority must be written, limited, and accountable.

Managers and Daily Operations

Managers should have real authority to manage daily work within approved policies and budgets.

A bakery manager should not need full board approval for ordinary menu planning, daily scheduling, supplier communication, or routine customer-service decisions. A waterpark manager should not need full board approval for ordinary staffing schedules, daily safety checks, or routine operations. A farm manager should not need full board approval for ordinary planting, harvest, animal care, or supply decisions.

Daily managers need enough authority to do their jobs. But managers are still accountable to Casa de SAM policies, budgets, committee oversight, staff standards, financial controls, and the founding mission.

Founding principle: Managers should be trusted with operations, not ownership.

13. Budget Guardrails and Operational Freedom

Casa de SAM's governing board should approve major budgets, financial limits, and mission guardrails. The board should not manage every daily decision inside each home, bakery, farm, waterpark, cafe, office, or country location.

The board may approve annual budgets that include categories such as payroll, supplies, equipment, maintenance, marketing, transportation, utilities, insurance, taxes, reserves, and expected mission contribution.

Within those approved budgets, committees and managers may make ordinary decisions. Outside those budgets, or above approved spending limits, decisions must be escalated.

Founding principle: The board sets the guardrails. Managers drive inside them.

Payroll and Salary Guardrails

The board should approve compensation guardrails without micromanaging every staffing decision.

The board may approve total payroll budgets, salary bands, required benefits, country-specific labor obligations, bonus pool rules, executive compensation, maximum compensation ranges, hiring plans for major roles, conflict-of-interest rules, and staff compensation philosophy.

Managers may make ordinary staffing and scheduling decisions within those limits. This gives staff leaders room to operate while protecting Casa de SAM from favoritism, unchecked payroll growth, unfair compensation, legal risk, or mission drift.

Casa de SAM should comply with labor laws in every country where it operates. Required compensation, taxes, benefits, bonuses required by law, severance, vacation, social security, insurance, and other legal obligations are not optional generosity. They are part of the true cost of employment.

Founding principle: Fair employment requires both local authority and financial accountability.

Escalation Rules

Some decisions must move upward for review. A manager or committee should escalate a decision when it involves spending above approved limits, hiring for a major leadership role, compensation outside approved ranges, debt, major equipment, vehicles, real estate, long-term leases, new locations, use of reserves, use of restricted funds, sustained losses, donor restrictions, legal risk, insurance risk, public safety risk, resident safety risk, staff misconduct, conflicts of interest, insider contracts, or possible mission drift.

Escalation is not failure. Escalation is how Casa de SAM protects the mission while still letting people do their jobs.

Founding principle: Local decisions should stay local until they affect the whole mission.

14. Flexible Governance Without Carelessness

Casa de SAM should be able to act quickly when the work requires it.

Residents cannot wait three months for every decision. Staff cannot wait three months for every repair. A bakery cannot wait three months to replace a broken oven part. A home cannot wait three months to fix plumbing, electricity, safety equipment, transportation, medicine access, or food supply.

Casa de SAM should not become so bureaucratic that necessary work stops. But flexibility must not become an excuse for weak controls, hidden spending, favoritism, fraud, insider deals, or mission drift.

The goal is not slow governance. The goal is clear governance.

Founding principle: Casa de SAM should be flexible enough to protect residents quickly and structured enough to protect them honestly.

Decision Lanes

Casa de SAM should separate decisions into lanes.

Routine Decisions

Routine decisions should be made by the person closest to the work. Examples may include ordinary supplies, staff scheduling, menu adjustments, small repairs, normal vendor orders, daily resident routines, bakery ingredients, farm supplies, and customer-service decisions. These should not require full board approval.

Budgeted Decisions

If a decision is already inside a board-approved budget, the assigned manager or committee should usually be able to act within approved limits. The board should not re-approve every detail after approving the budget.

Emergency Decisions

Emergency decisions may require immediate action. Emergency action should be allowed first. Documentation and review should come immediately after.

Major Decisions

Major decisions should move to the board. Examples include new debt, real estate, new locations, major construction, use of reserves, major equipment beyond approved limits, enterprise closures, expansion, executive compensation, restricted fund use, or anything affecting resident rights or founding protections.

Founding principle: Not every decision is a board decision. Not every decision is a manager decision.

Fast Action, Fast Documentation

When Casa de SAM acts quickly, it should document quickly. Fast decisions should still leave a record.

That record should include what happened, who made the decision, why action was needed, how much was spent or committed, whether it was inside the budget, whether there was a conflict of interest, whether follow-up approval is needed, and whether the decision revealed a larger problem.

Founding principle: Move quickly when needed. Write it down before it disappears.

15. Government Funding Is Not the Foundation

Casa de SAM should not build its core financial plan on government subsidies, government programs, political promises, public grants, disability payments, health-care reimbursements, or future laws that may or may not exist.

Casa de SAM may accept government funding when it is lawful, ethical, mission-aligned, and does not weaken resident rights. But Casa de SAM should operate with the assumption that government funding may be zero.

Government support may come late. Government support may change. Government support may end. Government support may come with conditions. Government support may not fit Casa de SAM's model. Government support may depend on laws, administrations, budgets, agencies, or definitions outside Casa de SAM's control.

Casa de SAM must not promise lifelong residential care based on money it does not control.

Founding principle: Casa de SAM builds its financial plan on money in the bank, not money a government might provide.

If Government Money Comes

If Casa de SAM receives government funds, disability benefits, reimbursements, subsidies, grants, tax credits, public contracts, or other public support, those funds should be treated according to law, contract terms, donor-equivalent restrictions, and mission protection rules.

Government money may be used only in ways that are legal, documented, mission-aligned, compliant with restrictions, consistent with resident rights, approved through proper financial controls, not dependent on resident labor, not used to weaken the lifelong promise, and not used to pressure residents into programming that exists only to satisfy funding requirements.

If government funds are unrestricted or flexible, the board may decide whether they should support current resident care, operating reserves, required matching funds, maintenance, legally required services, or long-term protection. When appropriate and legally allowed, government funds may strengthen the endowment or reserves.

But Casa de SAM must not become dependent on those funds for ordinary survival.

Founding principle: Government funding may strengthen the home. It must not become the home's foundation.

16. Residents Do Not Pay for Their Lifelong Home

Casa de SAM may operate paid services. It may charge for daytime care, respite services, training, bakery products, waterpark admission, events, food, consulting, public programs, or other mission-aligned services.

But full-time live-in residents are different.

Casa de SAM's core residential promise is that accepted lifelong residents do not pay for their place in the home.

They are not customers buying care. They are residents who belong.

Their family wealth, inheritance, disability benefits, or ability to pay should not determine whether they are safe.

This principle should be reviewed by legal and financial counsel in each country. Some countries may have public benefits, disability payments, trust rules, insurance systems, or government funding mechanisms that require specific handling. But the founding principle remains clear: Casa de SAM is not a private-pay residential facility where lifelong residents stay only if they can afford it.

Founding principle: Full-time residents do not buy their place. Casa de SAM carries the promise.

17. Founding Protections and Amendment Rules

Future leaders are not being asked to reinvent Casa de SAM. They are being asked to protect it.

A future board may improve the methods. It may not reverse the promise.

Things Casa de SAM May Change

- business models
- software
- vendors
- building methods
- country-specific legal structures
- staffing systems
- enterprise models
- fundraising methods
- committee structures
- technology tools
- operational policies
- public-facing services
- menus, schedules, pricing, marketing, and local implementation details

Things Casa de SAM May Not Reverse

- lifelong home after full acceptance
- resident rights
- residents never being required to work
- residents never being required to take classes
- residents being treated as adults
- sexual safety protections
- no donor ownership
- no hidden ownership
- endowment protection
- resident care before expansion
- operating-country majority governance
- anti-capture protections
- the nonprofit core mission
- the rule that full-time live-in residents do not pay for their own lifelong care
- the rule that Casa de SAM does not build core lifelong resident care on assumed government funding

Any amendment process should require careful review, notice, documentation, conflict disclosure, mission-alignment review, and a supermajority vote where appropriate. Legal counsel should convert these principles into enforceable governing documents.

Founding principle: A future board may improve the methods. It may not reverse the promise.

18. Annual Reaffirmation of Founding Intent

Each year, board members should reaffirm Casa de SAM's founding protections.

This process should include review of the Resident Bill of Rights, Board Alignment Affirmations, Financial Guardrails, conflict-of-interest disclosures, board composition rules, confidentiality expectations, resident privacy rules, whistleblower protections, and mission drift warning signs.

Annual reaffirmation is not meant to create suspicion, accusation, or tattletaling. It is meant to remind people what kind of organization they are protecting.

A board member should not be punished for asking a question, suggesting a partnership, inviting a church to share a flyer, discussing a business idea, or raising a concern in good faith.

But if a board member repeatedly pressures Casa de SAM to violate its founding protections, hides conflicts, uses power for personal benefit, or refuses to reaffirm the mission, that must be taken seriously.

Founding principle: Mission alignment should be renewed before power is renewed.

19. Board Removal and Due Process

A board seat is a trust. It can be lost.

But removal should not be casual, personal, political, or weaponized. A board member should not be removed simply because they are difficult, ask hard questions, disagree respectfully, represent a minority view, or raise concerns the board would rather ignore.

Removal should be reserved for serious or repeated concerns, such as refusal to reaffirm founding protections, financial misconduct, conflict-of-interest violations, breach of confidentiality, harassment, intimidation, abusive behavior, religious coercion, attempting to weaken resident rights, attempting to require resident work or classes, using donor pressure to change rules, using board service for personal gain, attempting to bypass procurement or financial controls, repeated absence, undermining the lifelong promise, or creating serious legal, financial, resident-safety, or reputational risk.

Except in emergency situations, a board member facing removal should receive written notice of the concern, opportunity to respond, review by disinterested board members, conflict-of-interest review, documented vote, and opportunity for appeal or reconsideration under the governing documents.

Removal should require a supermajority vote of disinterested board members, such as at least 60%, unless law requires a different standard.

Emergency suspension may be allowed when immediate action is needed to protect residents, staff, money, confidentiality, legal compliance, or the mission. But even emergency suspension should be documented and reviewed promptly.

Founding principle: Board accountability must be strong enough to remove danger and fair enough to prevent power games.

20. Confidentiality and Resident Stories

Board members, committee members, staff, volunteers, advisors, and donors may sometimes learn sensitive information about residents, families, staff, finances, medical needs, behavior, trauma, grief, disability, communication, personal history, or family circumstances.

Access to private information is for protection. It is not for storytelling.

No person connected to Casa de SAM should casually share resident stories, family stories, medical details, behavior incidents, diagnoses, photos, videos, hygiene needs, communication differences, distress, trauma, or private family information.

This includes sharing in fundraising speeches, charity events, church talks, donor meetings, social media, marketing, newsletters, board conversations outside proper settings, casual gossip, training materials without permission, public testimony, or private group chats.

A resident or family story may be shared publicly only when Casa de SAM has proper permission, legal authority where needed, dignity review, and a clear mission purpose.

Even with permission, Casa de SAM should ask: Does this story protect the resident's dignity? Would we tell this story if the resident could fully understand and object? Are we using vulnerability to raise money? Is this necessary? Is there a less exposing way to tell the truth?

Founding principle: Board access to information is for protection, not storytelling.

21. Safe Reporting and Whistleblower Protection

Casa de SAM must provide safe ways for people to report serious concerns.

Reports may come from residents, families, staff, volunteers, board members, committee members, visitors, vendors, donors, or community members.

Casa de SAM should create reporting channels for concerns such as abuse, neglect, sexual boundary violations, financial misconduct, fraud, unsafe care, retaliation, board misconduct, staff misconduct, donor pressure, conflict-of-interest violations, misuse of resident stories, serious mission drift, and violations of resident rights.

At least one reporting path should not go through the person being reported.

Anonymous reporting should be available when possible, especially for staff, families, volunteers, and people afraid of retaliation.

Reports should be reviewed seriously. But reports should also be handled with care. Casa de SAM should distinguish between immediate safety concerns, abuse or exploitation allegations, financial misconduct, policy disagreements, personality conflicts, misunderstandings, good-faith concerns, and malicious or knowingly false reports.

The goal is not to create fear. The goal is to make sure people can protect residents without being punished for speaking.

Founding principle: People must be able to protect residents without fear of retaliation.

22. Allegation Response and Serious Incident Review

Casa de SAM should take allegations seriously without allowing every concern to paralyze the organization.

Reports should be triaged based on risk. Some concerns may require routine review, clarification, mediation, supervision, documentation, or policy correction. Other concerns require immediate protective action.

Immediate protective action may be required when a report involves suspected abuse, sexual boundary concerns, staff-resident romantic or sexual conduct, resident exploitation, physical violence, serious neglect, missing resident, medical danger, financial theft, retaliation against a reporter, major safety failure, or credible threat to residents or staff.

A report that a staff member, volunteer, contractor, visitor, board member, caregiver, or authority figure may have an inappropriate romantic or sexual relationship with a resident must be treated as a high-priority safety concern.

That does not mean the accusation is automatically true. It means Casa de SAM must act immediately to protect the resident while the facts are reviewed.

Possible immediate actions may include separating the adult in authority from resident contact, notifying required leadership, preserving records, documenting the report, contacting legal authorities if required, involving family or legal decision-makers when appropriate, providing resident support, assigning disinterested reviewers, preventing retaliation, following legal reporting obligations, and reviewing staff access, schedules, and supervision.

The investigation should be careful, fair, documented, and resident-protective.

Casa de SAM must not ignore serious reports because the accused person is popular, generous, religious, professionally valuable, related to a board member, or important to the mission.

Founding principle: Allegations are not verdicts. Protection cannot wait for perfect certainty.

23. Crisis Authority

In a crisis, Casa de SAM needs fast authority and honest review.

The organization should have written crisis procedures for events such as resident missing, suspected abuse or exploitation, sexual boundary concern, serious medical emergency, death, fire, flood, storm damage, security threat, major staff misconduct, financial fraud, public scandal, legal threat, government investigation, unsafe building, major utility failure, or transportation failure.

Crisis procedures should identify who can act immediately, who must be notified, what must be documented, what requires legal reporting, what requires board notification, and when a formal review must happen.

Casa de SAM should never delay resident protection because the next scheduled board meeting is far away.

But crisis authority must be reviewed after the fact so emergency power does not become ordinary unchecked power.

Founding principle: In crisis, act quickly. After crisis, review honestly.

24. Mission Drift Warning Signs

Mission drift often begins as something reasonable. It may sound practical, compassionate, efficient, financially responsible, donor-friendly, professional, or scalable.

Casa de SAM should teach future board members, staff, committees, and advisors to recognize the kinds of statements that may signal drift.

- Residents can help in the bakery just a little.
- Classes would make donors feel better.
- This resident is too expensive.
- That family donated more, so we should listen to them.
- The waterpark needs the reserve just this once.
- We can loosen privacy rules for marketing.
- One church can provide volunteers if we let them shape the program.
- Uniform rooms would be easier for staff.
- Let's focus on easier residents so the model looks more successful.
- We can delay the audit this year.
- It's fine, everyone trusts him.
- This emergency exception can just become the normal process.
- The donor really wants this.
- We need to make the organization more scalable, so lifelong care may need to be flexible.
- Government funding requires a few program changes, but it is worth it.
- If families cannot pay anything, maybe their resident should not stay.
- It is only a small conflict of interest.
- No one will mind if we use the story this once.
- The board should just approve what management already decided.
- The committee has been handling this for years, so we do not need board review.

These statements are not always proof of wrongdoing. Sometimes they are the beginning of a necessary discussion. But they should make Casa de SAM pause, review the founding protections, and ask whether the organization is drifting from its promise.

Founding principle: Mission drift often begins as something reasonable.

25. Closing Statement

Governance exists because Casa de SAM is meant to outlive its founder.

This document is not asking future leaders to start over. It is giving them the plan.

Future leaders may improve tools, systems, buildings, businesses, schedules, software, staffing models, committees, fundraising methods, and country-specific operations. But they may not reinvent Casa de SAM into something else.

Casa de SAM is a lifelong home for residents who need protection, dignity, safety, belonging, and care beyond the lifetime of their parents and founders.

The organization must be flexible enough to move quickly, wise enough to adapt, humble enough to receive local knowledge, and strong enough to say no.

It must say no to donor control. No to family control. No to staff control. No to religious capture. No to business capture. No to shortcuts that risk residents. No to using residents as marketing. No to turning enterprises into the mission. No to abandoning residents when care becomes hard.

The founder will die. Board members will change. Staff will come and go. Donors will shift. Markets will rise and fall. Countries may change. Needs will change.

The promise must remain.

Protect the residents. Protect the promise. Protect the home.

Casa de SAM

Care Philosophy, Staffing, and Resident Support

Casa de SAM: The 2035 Vision

Core idea: Care is not only completing tasks. Care is knowing the person.

This is a concept and policy working draft. It is not legal, medical, employment, or licensing advice. Exact rules, staffing ratios, and compliance structures require professional review in the country of operation.

Contents

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Purpose of Care

Casa de SAM is a home, not a program, school, hospital, behavior project, productivity center, or charity display.

The goal is not to make residents impressive. The goal is to keep residents safe, known, loved, supported, and at home.

Casa de SAM should measure care by whether residents are protected, remembered, respected, and able to live the widest safe life possible.

Residents do not have to become more verbal, more independent, more productive, more cheerful, more social, or easier to manage in order to remain loved.

Founding principle: A peaceful, protected life is a valid life.

Maximum Safe Agency

Casa de SAM is not built around the assumption that residents will become independent.

If residents could safely live alone, manage money, cook independently, cross streets safely, handle emergencies, protect themselves from exploitation, manage medical needs, maintain housing, and direct their own lives without lifelong support, they would not be Casa de SAM full-time residents.

Casa de SAM exists for adults who need lifelong support. But needing lifelong support does not mean having no agency.

Every resident should have as much choice, freedom, privacy, movement, preference, and self-direction as safely possible.

The goal is not independence. The goal is maximum safe agency.

A resident may not be able to manage a bank account, but they may be able to choose their room color. A resident may not be able to cross a busy street safely, but they may be able to walk the sensory trail freely during safe hours. A resident may not be able to cook safely alone, but they may be able to choose snacks, drinks, favorite meals, or when they want to eat within safe household rhythms.

Support should not shrink a resident's life simply because staff schedules are easier without choice.

Founding principle: Lifelong support should give each resident the widest safe life possible.

Choice Within a Real Home

Casa de SAM should avoid unnecessary institutional control. When safe and practical, residents should have meaningful choices about:

- room colors
- bedding

- clothing and personal style
- music, shows, and hobbies
- comfort objects and sensory tools
- decorations and memory items
- daily rhythm
- food preferences
- snacks and drinks
- rest, quiet time, and movement
- outdoor time
- activities or nonparticipation
- family contact and preferred routines

The question should not be: How do we make everyone follow the same schedule?

The better question is: How much choice can this resident safely have?

Founding principle: Support should create more freedom, not less.

Flexible Daily Rhythms

Casa de SAM should not treat every resident as if they must follow the same institutional schedule.

There may be shared household rhythms: meals, medication support, staff shifts, bathing support, transportation, appointments, quiet hours, safety checks, and community activities. But residents should not be forced into unnecessary sameness.

There should not be a rigid lights-out rule simply because it is easier for staff.

Residents may sleep early, wake early, sleep late, nap during the day, or have seasons when their sleep shifts. Some may rest during the day and stay awake at night. Some may need movement, comfort, snacks, or quiet support outside ordinary daytime hours.

Casa de SAM should plan for real adult life, not a children's bedtime chart.

Founding principle: Adults do not need institutional bedtimes. Homes still need quiet and safety.

Food and Drink Access

Casa de SAM should plan for residents to have safe access to snacks, drinks, and hydration outside scheduled meal times.

Food access should not become a control tool. Residents may be hungry at unusual times. Residents may wake up thirsty. Residents may need routine snacks for comfort, regulation, medication, blood sugar, sensory needs, or simple preference.

Each resident home should have its own kitchen or kitchenette so residents are not dependent on one central institutional kitchen for every drink, snack, or comfort need.

Casa de SAM may have a central kitchen for main meals, baking, food preparation, storage, and efficiency. But each home should still feel like a real home.

Residents should have safe access to food and drink in their own house. This may include:

- household refrigerator
- household pantry
- water access
- snack shelves
- labeled resident foods
- texture-safe options
- allergy-aware storage
- staff-supported nighttime snacks
- safe kitchen boundaries
- visual food choices
- resident-specific snack bins
- personal mini-fridges when appropriate

Some residents may need personal food storage because of diabetes, medication timing, allergies, texture needs, strict routines, blood sugar needs, sensory preferences, or comfort foods.

A small refrigerator in a resident's room may be appropriate when it supports health, dignity, or agency within safety.

The full kitchen does not need to be open at 4:00 a.m. But residents should not be denied basic food and drink because the schedule says the kitchen is closed.

Founding principle: Food and water access are part of dignity, not privileges to be earned.

Rooms as Part of the Care Plan

Casa de SAM should not treat resident rooms as neutral spaces. A resident's room is part of their care plan.

The room should support sleep, safety, communication, regulation, privacy, comfort, medical needs, aging, family connection, and personal identity.

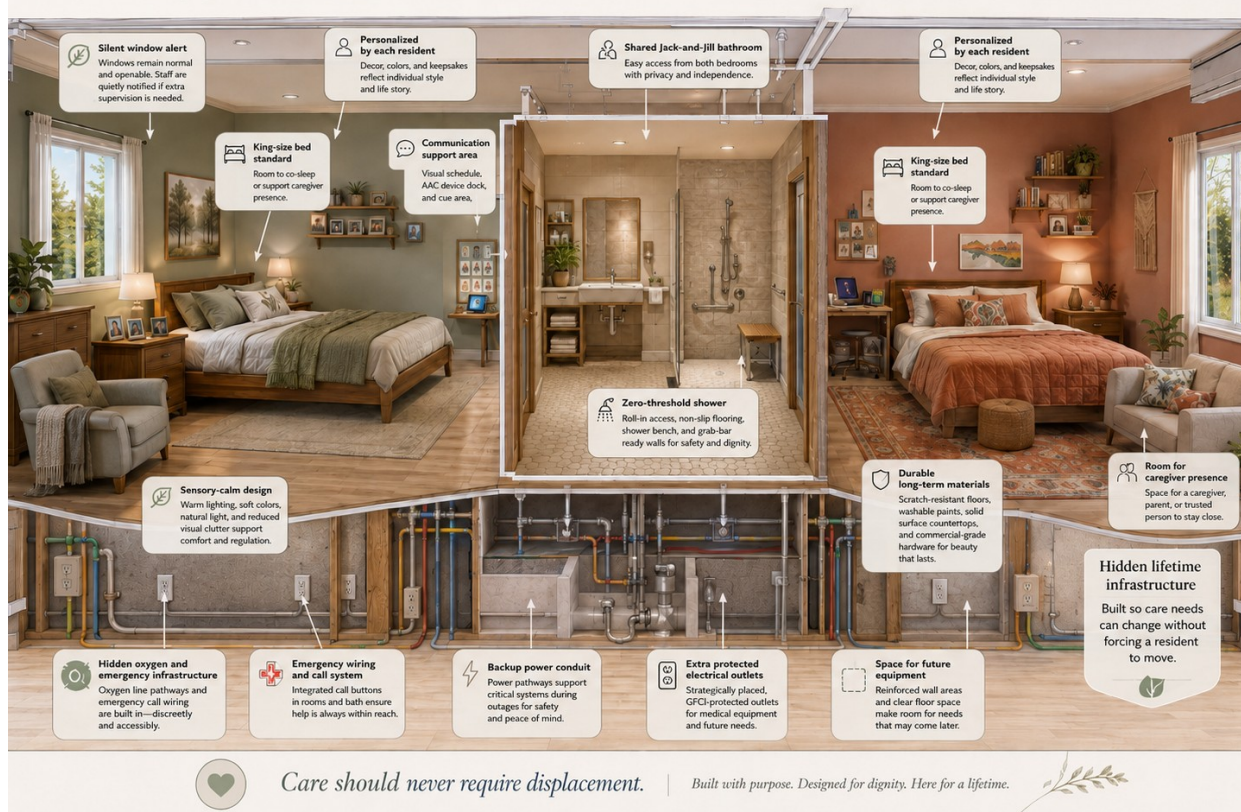
Some safety and care features should be built into the home quietly, without making the room feel institutional. This may include alert systems, future medical access, durable materials, emergency supports, accessible plumbing, caregiver access, and aging-in-place design.

The goal is not to make residents feel watched. The goal is to make sure the room can adapt as life changes.

Founding principle: The room adapts. The resident does not have to leave.

A Resident Room Built for a Lifetime

Two personalized resident bedrooms with a shared Jack-and-Jill bathroom, designed so changing needs never require a move.



Concept illustration: Resident rooms should combine personalization, quiet safety, shared care access, and aging-in-place infrastructure. This image is a vision illustration, not a final architectural plan.

Onboarding Room Preparation

Choosing and personalizing a room should be part of the onboarding process.

A resident who is moving into Casa de SAM is not being assigned a bed in an institution. They are entering a home.

When a resident is fully accepted into Casa de SAM, their room should be prepared as a long-term home, not as a short-term placement.

A room may already exist. It may have furniture, flooring, tile, paint, fixtures, lighting, or equipment from a prior resident or prior use. But that does not mean the incoming resident should simply inherit the room as-is.

During the onboarding period, Casa de SAM should review the room carefully and decide what needs to be refreshed, repaired, replaced, personalized, or adapted before move-in.

- fresh paint
- new or repaired tile
- flooring replacement when needed
- bathroom updates when needed

- new bedding
- curtains
- lighting changes
- storage
- sensory adjustments
- safety updates
- communication supports
- familiar furniture
- wall colors
- decor chosen by the resident or family
- medical or mobility supports
- personal refrigerator when appropriate
- staff access supports
- emergency-alert systems

These updates may be expensive. But Casa de SAM is not preparing a room for a weekend. It is preparing a home for a person who may live there for twenty, forty, sixty, or eighty years.

Founding principle: A lifelong room deserves a real beginning.

Existing Items From Prior Residents

Casa de SAM may reuse furniture, equipment, fixtures, or supplies when they are safe, clean, appropriate, and welcomed by the incoming resident.

But a new resident should not feel like they are living inside someone else's leftover life.

Items connected to a prior resident should be handled with dignity. Some things may be reused. Some things may be stored. Some things may be given to family. Some things may become part of Casa de SAM history. Some things may need to be removed.

Founding principle: Reuse may be wise. Inheriting someone else's room should not erase a new resident's beginning.

Room Renewal Over a Lifetime

Casa de SAM should budget for resident rooms to change over time.

A resident may arrive at age 25 and live at Casa de SAM for 60, 70, or even 80 years. No one should be expected to live forever in a room designed for who they were decades earlier.

A resident's style, sensory needs, mobility needs, medical needs, comfort objects, technology, family memories, and communication supports may change.

Casa de SAM should plan for ordinary room refreshes and larger room updates over time. This may include repainting, replacing bedding, changing decor, updating furniture, improving lighting, replacing worn flooring, adding medical supports, updating storage, changing sensory supports,

improving communication tools, or making the room calmer, safer, or more adult as the resident changes.

But room renewal should be balanced. Casa de SAM should not renovate rooms constantly just because preferences shift briefly or because staff want everything to look new.

A full room refresh might be reviewed every five to ten years, or sooner when health, safety, mobility, aging, grief, sensory needs, damage, or major life change requires it. Routine updates may happen more often. Major renovations should be planned, budgeted, and respectful of the resident's stability.

Founding principle: The room should grow with the resident, not be remade on a whim.

Stable Rooms, Not Constant Disruption

Many residents may depend on familiar rooms for safety and regulation. Changing flooring, paint, furniture, lighting, smells, textures, or layout can be deeply disruptive.

Casa de SAM should not change a resident's room casually. Before a major room change, staff should consider whether the resident wants the change, whether the resident understands the change, whether family history is helpful, whether the change is needed for safety or comfort, whether the change can happen gradually, and whether familiar objects can remain.

Founding principle: Renewal should support belonging, not erase familiarity.

Shared Bathrooms

Casa de SAM resident bathrooms should be designed first for safety, dignity, accessibility, hygiene, and long-term care.

Because each Jack-and-Jill bathroom is shared by two residents, bathrooms should generally follow a standard Casa de SAM design rather than being highly personalized like bedrooms.

A standard bathroom design helps with safe bathing, toileting support, continence care, menstrual care, cleaning, infection control, staff familiarity, emergency access, aging-in-place adaptations, repairs, maintenance, future equipment needs, and visual calm.

Bathrooms should feel warm and residential, not hospital-like. But the default should be practical, durable, and calm.

Residents may have personal items in the bathroom when appropriate, such as towels, toiletries, adaptive tools, visual supports, preferred soap, bath items, or labeled storage.

If two residents sharing a bathroom have similar preferences and a bathroom style can be safely adjusted without harming care, maintenance, or future use, Casa de SAM may allow some personalization. But bathroom personalization should remain secondary to safety, dignity, access, cleanliness, and shared use.

Founding principle: Bedrooms tell the resident's story. Shared bathrooms protect the resident's care.

Nighttime Freedom and Quiet-Hour Safety

Casa de SAM residents are adults. They should not have unnecessary bedtime rules or lights-out rules simply because it is easier for staff.

A resident may be awake at night. A resident may read, watch something quietly, use a sensory item, get a drink, have an approved snack, sit in a common area, or move quietly inside the home.

Being awake at 2:00 a.m. is not misbehavior.

But nighttime freedom must be balanced with household safety. Casa de SAM may have quiet-hour boundaries, such as requiring residents to remain inside their home or in approved supervised areas between set overnight hours unless there is staff approval, a care-plan reason, or an emergency.

For example, between 10:00 p.m. and 6:00 a.m., residents may be awake inside the home, but should not leave the building, use outdoor areas, walk the sensory trail, enter other residents' rooms, play loud music, use unsafe kitchen equipment, or disturb sleeping residents without staff support.

The exact hours may be adjusted by house, staffing, country, season, resident needs, and safety plan. The principle is not control. The principle is safe adult life in a shared home.

Founding principle: Adults do not need a bedtime. Shared homes do need nighttime boundaries.

Scope of Care: Home, Not Medical Facility

Casa de SAM is not a hospital, clinic, nursing home, or medical facility.

It is a lifelong home for adults with developmental disabilities who need daily support, safety, structure, and care.

In the early years, Casa de SAM may not need highly specialized medical staff in every home.

Residents like Samuel may need steady caregiving, supervision, communication support, help with daily routines, food dignity, safety, hygiene support, transportation, and trusted relationships more than they need clinical intervention.

Casa de SAM should hire first for temperament, reliability, patience, honesty, gentleness, consistency, and the ability to learn each resident well.

Credentials matter when the role requires them. Medical, nursing, therapeutic, behavioral, or clinical specialists may be hired, contracted, consulted, or added later when resident needs require that level of support.

Casa de SAM should not pretend to provide care beyond its capacity. If a person's needs are beyond Casa de SAM's current scope, Casa de SAM should not accept that person as a resident until the proper staffing, training, equipment, medical support, and legal safeguards are in place.

Founding principle: Casa de SAM should grow its care capacity honestly, not pretend to be what it is not.

Caregivers as Memory-Keepers

Good care remembers.

Caregivers should learn each resident deeply. They should learn not only tasks, but patterns.

They should know favorite foods, fear signs, pain signs, comfort objects, routines, sensory needs, communication signals, grief patterns, illness signs, recovery methods, preferred people, music, shows, places, textures, and smells.

A staff member who remembers that a resident sleeps better with a certain blanket is doing care. A caregiver who knows the difference between ordinary pacing and distress pacing is doing care. A house leader who notices that a resident has stopped eating a safe food is doing care.

Casa de SAM should build staffing and documentation systems that help this memory survive shift changes, staff turnover, family death, and time.

Founding principle: Care is not only completing tasks. Care is knowing the person.

Behavior as Communication

Casa de SAM should not treat behavior first as disobedience.

Residents may communicate through speech, gestures, AAC, facial expression, body movement, refusal, routines, sounds, silence, appetite, sleep, bathroom changes, pacing, rocking, crying, aggression, self-injury, withdrawal, clinginess, throwing things, or walking away.

A behavior may mean pain. It may mean fear. It may mean grief. It may mean hunger, thirst, boredom, sensory overload, a bad memory, a medical problem, a medication issue, confusion, a change in routine, a staff mismatch, a desire for privacy, or a need for movement.

The first question should not be: How do we stop this?

The first question should be: What is this resident communicating?

Safety still matters. If a resident is hurting themselves, hurting someone else, destroying dangerous property, or trying to leave a safe area, staff may need to act quickly. But after safety is protected, Casa de SAM should return to curiosity, pattern review, medical review, environmental review, and communication support.

Founding principle: Behavior should be understood before it is managed.

Meaningful Refusal

A resident's no is information.

Residents may refuse toothbrushing, bathing, clothing, food, medicine, appointments, activities, touch, social contact, or a change in routine. Refusal may be verbal, physical, behavioral, or simply shown by withdrawal.

A refusal does not automatically end every necessary care task. Casa de SAM cannot ignore serious health, hygiene, medication, dental, safety, or medical needs.

But refusal must change the approach. Staff should ask what the resident may be communicating.

- Is there pain?
- Is there fear?
- Is the timing wrong?
- Is the staff person wrong for this task?
- Is the tool uncomfortable?
- Is the smell, sound, texture, or light overwhelming?
- Is the resident confused?
- Is there trauma history?
- Is the resident being rushed?
- Is there a way to offer choice or slow down?

For non-emergency care, Casa de SAM should prefer adaptation over force: different timing, different staff, different tools, visual supports, desensitization, choices, short steps, pain treatment, professional consultation, and documentation.

Emergency care is different. If immediate danger exists, staff may need to act quickly. But even then, the resident's dignity matters.

Founding principle: A resident's no is information. Care must protect health without erasing dignity.

Hygiene, Toileting, Bathing, Dressing, and Body Care

Body care is never just a task.

Hygiene, toileting, bathing, dressing, menstrual care, continence care, dental care, hair care, shaving, nail care, skin care, and medication support all involve vulnerability.

Casa de SAM should handle body care with privacy, calm, explanation, consistency, and respect.

Residents should not be shamed for needing help. They should not be rushed through body care for staff convenience. They should not be exposed unnecessarily. They should not be talked about casually. They should not be treated like children because they need support with adult care.

Residents should be given choice whenever possible: clothing, towel, soap, water temperature, order of steps, staff person, time of day, toothbrush type, toothpaste flavor, hairstyle, and privacy supports.

When body care is difficult, Casa de SAM should look for pain, fear, sensory distress, trauma, confusion, bad timing, staff mismatch, or tools that need to change.

Founding principle: Body care should protect dignity as much as hygiene.

Staff Temperament

The wrong temperament is dangerous, even with the right credentials.

Casa de SAM should hire for temperament, not only resume. A person can have strong credentials and still be unsafe for this work if they are impatient, controlling, easily offended, power-seeking, careless, cruel, dismissive, dramatic, dishonest, or unable to respect disability.

Casa de SAM needs staff who are calm, steady, observant, gentle, reliable, honest, patient, low-ego, non-shaming, and consistent.

Staff should be able to be bored without creating drama. They should be able to repeat routines without resentment. They should be able to notice small changes. They should be able to avoid power struggles. They should be able to ask for help before they become unsafe.

Staff should not treat residents as projects, burdens, jokes, children, or inspirational props. They should not need residents to make them feel important.

Founding principle: Casa de SAM should hire people who can be trusted with vulnerable adults on ordinary days.

Training and Supervision

Casa de SAM is a home, but home-based care still requires training.

Training protects residents and staff. It should be practical, repeated, resident-specific, and updated over time.

Staff training should include, as appropriate:

- resident-specific routines
- communication supports
- behavior as communication
- meaningful refusal
- de-escalation
- abuse prevention
- sexual safety boundaries
- privacy and confidentiality
- hygiene dignity
- food safety
- allergy and choking awareness
- medication support when applicable

- emergency procedures
- elopement prevention
- documentation
- family communication
- safe mobility support when needed
- cultural and language expectations
- fire, storm, and security procedures

Supervision should be normal, not shameful. Staff should have clear supervisors, clear schedules, clear escalation paths, and clear ways to ask for help.

Founding principle: Training protects residents, and supervision protects the home.

Family Communication Plans

Family communication should be part of each resident's onboarding process.

Casa de SAM should not assume every family needs the same kind of contact. Some families may live on or near the property. Some may visit weekly. Some may live in another part of the country. Some may live in another country. Some may be aging, grieving, overwhelmed, or afraid. Some residents may have no safe or active family contact.

During onboarding, Casa de SAM should create a family communication plan when appropriate. This plan may include:

- who should receive updates
- who has legal authority, if anyone
- preferred language
- preferred method of contact
- how often routine updates should happen
- what kinds of updates the family wants
- when urgent contact is required
- how medical updates are handled
- how photos or videos are handled
- what the resident wants shared, when that can be known
- boundaries around family involvement
- how family visits are scheduled
- how disagreements are handled

Routine updates are not marketing. They are part of care, trust, transition, and long-term relationship.

Casa de SAM may share private updates with approved family members under the resident's care plan, but resident stories should not be used publicly without permission and dignity review.

Founding principle: Families should be informed in ways that serve the resident, not exposed in ways that serve publicity.

Family Caregivers as Part of the House Model

Casa de SAM should not assume that all daily care must come from outside employees.

In many cases, the best long-term caregiver for a home may be a parent, sibling, guardian, or lifelong caregiver of one of the residents.

A family caregiver brings something no resume can fully replace: years of memory, love, concern, pattern recognition, and personal commitment.

They may know what pain looks like before a resident can show it clearly. They may know which sound means fear. They may know which food is safe. They may know when silence is ordinary and when silence means something is wrong.

Casa de SAM should see this as a strength.

The ideal long-term model may include one deeply involved family caregiver connected to each resident home, when possible and appropriate. This does not mean every house must have a resident parent living there at all times. It does not mean a house fails if the best caregiver is not a family member. But when a qualified, steady, mission-aligned family caregiver is available, Casa de SAM should treat that as a serious gift to the home.

Founding principle: Family presence can help keep a house from becoming an institution.

One Deeply Invested Caregiver Per Home

As Casa de SAM grows, each resident home should ideally have at least one long-term caregiver who is deeply rooted in the life of the house. When possible, that person may be a family member of one of the residents.

This person may serve as a live-in caregiver, house caregiver, senior caregiver, family-care liaison, or another role approved by Casa de SAM.

Their purpose is not to control the home for their own child or relative. Their purpose is to help protect the household culture for everyone.

A mother who lives in the house for her own child should also care about the other residents. A sibling who works in the house should respect every resident's dignity. A guardian who joins the staff should follow Casa de SAM policy, not private family preference.

The hope is that each family caregiver helps create a circle of trust: I am here for my person, and I will also help protect yours.

Founding principle: The home is strongest when love for one resident expands into care for all residents.

Family Preference, Not Family Entitlement

Casa de SAM may give thoughtful preference to qualified resident family members for live-in or long-term caregiver roles. But family connection alone is not enough.

A family caregiver must still be safe, stable, trainable, reliable, respectful, able to follow policies, able to accept supervision, able to respect all residents, able to maintain boundaries, able to work with staff, able to avoid favoritism, able to protect resident privacy, and able to handle conflict without controlling the house.

A family member should not be hired or retained if the arrangement creates danger, instability, favoritism, substance abuse risk, financial pressure, emotional volatility, boundary confusion, staff conflict, or control over other residents.

Founding principle: Family love is valuable. Resident safety still comes first.

When the Family Caregiver Dies or Leaves

The family-caregiver model only works if it does not depend on one person forever.

A mother may die. A father may become ill. A sibling may move away. A guardian may burn out. A long-term caregiver may need to step back.

No resident's care should collapse because their family caregiver dies or leaves. No house should collapse because one deeply involved person is gone.

The model should create continuity, not dependency. The long-term hope is that family caregivers help build a culture where each resident is known by more than one person, loved by the whole house, and protected by the system.

Founding principle: Family presence strengthens the home. It must not become the only thing holding the home together.

Live-In Caregivers and Overnight Family Support

Each Casa de SAM home may include a full-time live-in caregiver or house caregiver. This caregiver lives in the home as part of the staffing and safety model.

The live-in caregiver may support household rhythm, overnight presence, resident familiarity, emergency response, transitions, and continuity of care.

The live-in caregiver is not simply a tenant. The live-in caregiver is part of the care structure and remains subject to Casa de SAM hiring standards, supervision, boundaries, training, confidentiality rules, and resident protection policies.

In some cases, a live-in caregiver may also be a family member of a resident, if that person is qualified, approved, and able to follow Casa de SAM policies.

The mature model should not depend only on informal family sacrifice. Family caregivers may be central to the model, but Casa de SAM must still provide structure, supervision, backup, training, and continuity.

Founding principle: Live-in care should provide continuity, not private control of the home.

Approved Overnight Family Stays and Co-Sleeping

Casa de SAM recognizes that some residents may need overnight family presence, approved caregiver presence, or co-sleeping support.

This may be especially important during transition, illness, grief, anxiety, trauma recovery, medical decline, end of life, or periods of major distress.

Some residents may sleep better, feel safer, or regulate more easily when a trusted parent, sibling, guardian, or approved caregiver is nearby.

Casa de SAM should allow approved overnight stays or co-sleeping when the arrangement supports the resident and follows safety, privacy, and staffing policies.

But overnight support is not the same as family housing. A visiting family member does not become a permanent resident of Casa de SAM simply because they stay overnight. A resident's room should not become a long-term apartment for a parent, sibling, relative, friend, or outside caregiver.

Casa de SAM may welcome family warmly, provide meals during visits when appropriate, and treat visitors with dignity. But the purpose of overnight presence must remain resident support.

Founding principle: Co-sleeping may support care. It must not turn a resident's room into someone else's apartment.

Boundaries for Family Overnight Presence

Approved family overnight presence should be reviewed as part of the resident's care plan. The plan should clarify:

- who may stay overnight
- how often they may stay
- where they may sleep
- whether co-sleeping is part of the plan
- whether the resident wants or tolerates the arrangement
- what privacy rules apply
- what bathroom access applies
- whether the visitor may receive meals
- what areas are private or restricted
- whether the visitor may assist with care tasks
- what staff remain responsible for
- what happens if the arrangement causes conflict
- when the arrangement will be reviewed

Founding principle: Family presence should serve the resident's care plan, not replace Casa de SAM's responsibility.

Relationships, Affection, and Sexual Safety

Casa de SAM residents are adults with real emotional lives.

Residents may form friendships, attachments, affection, companion relationships, favorite-person bonds, and deep routines with one another.

These relationships should be respected. A resident's affection should not be mocked, infantilized, dismissed, or treated as meaningless because the resident has a disability.

At the same time, Casa de SAM is designed for adults who need lifelong protection and cannot safely live independently. Many residents may have limited ability to understand sexual consent, privacy, pregnancy, contraception, sexually transmitted infections, coercion, grooming, secrecy, power imbalance, or long-term consequences.

For that reason, Casa de SAM should be a sexually protected residential community.

Residents may have meaningful relationships. But sexual intercourse and sexual contact between residents are not permitted on property.

Staff, volunteers, contractors, visitors, board members, caregivers, authority figures, and paid workers may never have romantic or sexual relationships with residents.

This is not a denial of adulthood. It is a safety boundary for this specific community.

Casa de SAM does not use residents' vulnerability to deny their adulthood. It also does not use their adulthood as an excuse to ignore sexual safety.

Founding principle: Residents have the right to relationships and the right to be protected from sexual harm.

When Capacity Changes Dramatically

Casa de SAM's promise after full acceptance is lifelong protection. That promise matters.

Families may entrust a son, daughter, sibling, or loved one to Casa de SAM with the understanding that Casa de SAM will protect them after parents die, caregivers age, money disappears, and family systems change.

Casa de SAM must honor that promise. But lifelong protection is not the same as ownership.

If a resident's situation changes dramatically, Casa de SAM must be willing to review what lifelong protection means for that resident.

This may happen if future medical advances, communication technology, therapy, assistive devices, treatment, personal development, or other changes make a resident far more capable than anyone expected.

If a resident appears able to live safely outside Casa de SAM and clearly, consistently wants to do so, Casa de SAM must take that seriously.

The board must hold the tension: Casa de SAM made a promise to protect this resident. Casa de SAM also must respect the resident's agency.

The answer should not be automatic refusal. The answer should not be automatic release. The answer should be a careful, documented, resident-centered review.

Founding principle: Casa de SAM's promise is lifelong protection, not lifelong possession.

Board Review for Major Life Change

A resident should not lose Casa de SAM's protection because of a casual preference, a temporary mood, a romantic attachment, a family pressure, a donor idea, or a staff opinion.

But if the resident's capacity appears to have truly changed, the board should require a formal review.

That review should include:

- the resident's wishes, using communication supports
- repeated evidence that the wish is stable over time
- medical review
- psychological or behavioral review when appropriate
- functional daily-living assessment
- communication assessment
- legal capacity review
- safety review
- exploitation-risk review
- financial support plan
- housing plan
- food and medication plan
- transportation plan
- emergency plan
- family or legal decision-maker input when appropriate
- outside professional input when needed
- transition plan
- follow-up plan
- option to return or receive support when appropriate and legally possible

The board should ask: Is this resident truly able to live safely outside Casa de SAM, with the supports they will actually have?

Not imaginary supports. Not best-case supports. Actual supports.

Relationships and Requests to Leave Together

If two residents form a strong bond and say they want to live together, marry, or leave Casa de SAM together, Casa de SAM should not mock or ignore that.

Their relationship may be real. But affection is not the same as capacity.

The board must review whether either resident can safely live outside Casa de SAM, whether the relationship is free from coercion, whether both understand what they are asking for, and whether real supports exist outside the home.

If safe independent life is not realistic, Casa de SAM should seek ways to honor the relationship inside the protected community. Residents may spend time together, walk together, eat together, celebrate routines, and build meaningful companionship within safety boundaries.

Founding principle: Love should be honored. Vulnerable residents should not be abandoned in the name of freedom.

Staff Boundaries

Warm care still needs clear boundaries.

Casa de SAM should be affectionate, human, and relational without becoming secretive, unsafe, or dependent on private arrangements.

Staff, volunteers, contractors, visitors, board members, caregivers, and authority figures may not use residents for emotional support, money, attention, secrecy, physical affection, religious influence, personal status, or private loyalty.

Boundaries should include:

- no romantic or sexual relationships with residents
- no grooming or sexualized comments
- no secret relationships
- no private gifts outside policy
- no borrowing from or lending money to residents or families
- no using residents for emotional support
- no social media posting of residents without policy approval
- no taking residents off property outside approved plans
- no favoritism that harms other residents
- no private promises that contradict Casa de SAM policies

Boundary rules protect residents. They also protect good staff from confusion, accusation, pressure, and unsafe dependency.

Founding principle: Love and warmth are part of care. Secrecy and blurred power are not.

Caregiver Burnout

Casa de SAM cannot run on martyrdom.

Burned-out caregivers cannot provide lifelong care. A care model that depends on exhausted people eventually becomes unsafe for residents and staff.

Casa de SAM should plan for fair schedules, backup coverage, days off, training, debriefing, supervision, realistic workloads, and a culture where asking for help is normal.

Family caregivers may bring deep love and commitment. But love alone cannot be the staffing system. Casa de SAM should not rely on endless unpaid sacrifice, emotional guilt, or the assumption that one person will always be able to do everything.

Staff should be supported before they collapse, not only corrected after failure.

Founding principle: A home for lifetimes needs caregivers who can last.

Documentation Without Replacing Care

Casa de SAM should document meaningful information without turning residents into paperwork.

Documentation should protect the resident, help staff notice patterns, preserve memory across shifts, and make care safer over time.

Staff should document important changes and events such as:

- health changes
- sleep changes
- food and hydration concerns
- bathroom or toileting changes
- refusals of important care
- behavior patterns
- incidents or injuries
- medication issues
- communication changes
- family contact
- care-plan changes
- new fears or comforts
- equipment needs
- staff concerns
- safety concerns

But documentation should never replace knowing the resident. A perfect form is not the same as care. A completed checklist does not mean a resident felt safe, understood, or respected.

Founding principle: Documentation should protect the resident, not replace knowing them.

Hard Care Does Not Erase Belonging

Some seasons of care will be hard.

A resident may become aggressive. A resident may try to leave safe areas. A resident may panic, grieve, regress, lose skills, destroy property, self-injure, refuse care, sleep badly, eat poorly, or become suddenly difficult to understand.

Hard care does not mean the resident is no longer a fit.

Casa de SAM's first response should be adaptation, support, medical review, environmental review, staffing review, communication review, and curiosity.

The question should be: What changed, what hurts, what is being communicated, and what support is missing?

There may be situations that require emergency intervention, additional staffing, outside consultation, temporary safety restrictions, or medical care. But the founding posture remains: harder care does not erase belonging.

Founding principle: Hard care does not erase belonging.

Closing Statement

Casa de SAM's care model is built on patience, memory, rhythm, dignity, and protection.

Residents need lifelong support. That is why Casa de SAM exists. But lifelong support should not shrink their lives. It should give each resident the widest safe life possible.

Residents do not have to become easier, more verbal, more productive, more independent, or more impressive to remain loved.

Staff are not hired to manage problems. They are hired to know people, protect the home, and support the widest safe life each resident can live.

Casa de SAM should be flexible enough to honor real adult rhythms and structured enough to protect vulnerable adults from harm. It should welcome family love without becoming family-controlled. It should honor relationships without ignoring sexual safety. It should provide care without pretending to be a medical facility. It should build rooms, routines, kitchens, boundaries, and staffing systems around real lives.

Care is not only completing tasks.

Care is knowing the person and protecting the home around them.

Protect the residents. Protect the promise. Protect the home.

CASA de SAM

Built for a Lifetime

Health, Aging, Medical Nuance, and End of Life

Medical progress should serve the resident. The resident should not serve medical progress.

Care should never require displacement.

Working Draft - July 2026

Purpose of This Section

Casa de SAM is a lifelong home. That means health, aging, illness, decline, and death cannot be treated as side issues. They are part of the promise.

This section explains how Casa de SAM should think about ordinary health care, medical boundaries, aging in place, medical decision-making, future medical advances, hospitalization, hospice, and death.

Casa de SAM does not promise that residents will never become sick, fragile, afraid, medically complicated, or close to death. It promises that these changes will not make them less worthy of home.

Founding principle: Health care at Casa de SAM must protect the resident without turning the home into a hospital.

A Home, Not a Medical Facility

Casa de SAM is not a hospital, clinic, nursing home, psychiatric facility, ICU, or medical research center.

It is a lifelong home for adults with developmental disabilities who need daily support, safety, structure, dignity, and care.

Casa de SAM should not pretend to provide care beyond its current safe capacity. If an applicant needs a level of medical support Casa de SAM cannot yet provide, Casa de SAM should not accept that person until the right staff, equipment, legal authority, training, and outside medical support are in place.

For fully accepted residents, the rule is different. If medical needs increase later, Casa de SAM should adapt whenever medically, legally, ethically, and practically possible.

Founding principle: Do not accept beyond capacity. Do not abandon because capacity must grow.

Ordinary Health Care

Ordinary health care is part of lifelong care. It should not be ignored simply because residents have communication challenges or lifelong support needs.

Casa de SAM should plan for routine and preventive care, including annual exams, dental care, vision and hearing checks, nutrition, hydration, skin care, sleep, menstrual care, bowel and bladder patterns, weight changes, mobility changes, medication reviews, and age-appropriate health screening.

For many residents, health care begins with noticing. A small change in sleep, appetite, toileting, movement, mood, or daily rhythm may be the first sign that something is wrong.

Founding principle: Health care begins with noticing.

Pain and Hidden Medical Distress

Many Casa de SAM residents may not be able to explain pain in words. Pain may appear as refusal, aggression, crying, withdrawal, sleep disruption, food refusal, self-injury, pacing, clinginess, toileting changes, or loss of skills.

When behavior changes, Casa de SAM should not assume disobedience first. Staff should ask whether the resident may be in pain, sick, frightened, constipated, overheated, hungry, dehydrated, grieving, reacting to medication, or experiencing sensory distress.

Good care requires staff to know each resident well enough to notice when something is different.

Founding principle: Before asking what behavior means, ask what the body may be saying.

Dental Care, Hygiene Struggles, and Meaningful Refusal

Refusal of toothbrushing, bathing, medication, dental care, exams, blood draws, or other health-related care should be treated as communication.

A resident who refuses toothbrushing may be communicating pain, fear, sensory distress, trauma, confusion, dislike of a flavor, dislike of the brush, wrong timing, wrong person, or lack of control.

A refusal does not mean Casa de SAM ignores serious health needs. It means care must be approached with more patience, more adaptation, and less force.

When refusal creates real medical risk, Casa de SAM should seek the least restrictive and least traumatic way to protect health. This may include changing tools, changing timing, changing staff, using visual supports, building tolerance slowly, treating pain first, involving dental or medical professionals, or using clinically appropriate supports.

Founding principle: A resident's refusal is communication. Care must protect health without erasing dignity.

On-Property Routine Medical and Dental Care

Casa de SAM's long-term goal is to provide as much routine medical, dental, therapeutic, and preventive care on property as legally, ethically, practically, and financially possible.

This does not mean Casa de SAM becomes a hospital. It means Casa de SAM should reduce unnecessary travel, waiting rooms, sensory overload, transportation barriers, unfamiliar environments, and avoidable disruption.

As Casa de SAM matures, this may include mobile dental services, an on-property dental chair and equipment, visiting dentists, visiting physicians, routine exams, lab collection when appropriate, vaccination clinics when appropriate, medication reviews, nutrition consultation, therapy consultation, telehealth support, equipment fitting, hospice visits, and caregiver training from visiting professionals.

Routine care should happen in familiar spaces whenever possible. A resident should not have to leave home for every basic appointment if safe, lawful, and qualified care can come to them.

Founding principle: Bring ordinary care closer to home whenever possible.

On-Property Care Must Still Meet Professional Standards

On-property care does not mean informal care.

Any medical, dental, therapeutic, or clinical service provided on Casa de SAM property must follow applicable law, licensing requirements, consent rules, documentation standards, privacy protections, infection-control practices, equipment standards, and professional ethics.

Casa de SAM may host care, coordinate care, prepare residents for care, and help providers understand residents. But Casa de SAM should not allow unqualified people to perform medical or dental services simply because travel is difficult.

Founding principle: Familiar care must still be qualified care.

Mobile and Visiting Providers

Casa de SAM should build relationships with trusted outside providers who can come to the property when possible.

Visiting providers should receive resident-specific information that helps them provide better care, such as communication style, sensory needs, pain signs, positioning needs, fear triggers, allergy information, medication list, legal decision-maker information, and what helps the resident cooperate.

Outside providers should understand that residents are adults, that behavior may be communication, and that care should be delivered with patience and dignity.

Founding principle: Outside providers should enter the home's care culture, not erase it.

Off-Property Care When Needed

Some medical needs will still require off-property care.

Casa de SAM should use hospitals, clinics, emergency services, specialists, imaging centers, surgery centers, laboratories, and other outside providers when residents need care that cannot safely or legally happen on property.

On-property care is a goal. It is not a refusal to use outside medicine.

Founding principle: Keep care close when possible. Seek outside care when necessary.

Medication Storage and Access

Casa de SAM should treat medication access as a resident-specific safety issue.

Some residents may be able to keep certain medications, supplements, diabetes supplies, inhalers, creams, or medical items in their room or personal refrigerator. Other residents may not be able to do that safely.

Medication access should be decided case by case. The question is not whether a resident deserves access. The question is whether the access is safe.

Some residents may understand medication boundaries. Some may reliably ask for help. Some may safely manage a simple item. Some may need staff storage. Some may take too much medication if they like it. Some may hide, throw away, trade, crush, waste, or refuse medication if they do not like it.

Medication may be stored in a locked medication cabinet, staff-accessible medical cabinet, locked refrigerator, resident personal refrigerator when safe, household medication area, emergency medication storage, or resident-specific storage approved in the care plan.

Founding principle: Medication access should be as free as safely possible and as protected as necessary.

Medication Support Is Not Medication Control for Convenience

Medication should support the resident's health, safety, comfort, pain relief, seizure control, diabetes care, sleep, anxiety, infection treatment, or other legitimate medical need.

Medication should not be used as a shortcut for staffing problems, boredom, behavior control, punishment, convenience, or making the home quieter.

Medication support should include proper storage, documentation, dose tracking, refill tracking, side-effect observation, refusal documentation, communication with the prescribing provider, family or legal decision-maker communication when appropriate, medication review, emergency procedures, and safe disposal of expired or discontinued medication.

Founding principle: Medication should treat the resident, not make the resident easier for the system.

Resident Onboarding Agreement and Medical Decision Tree

During onboarding, Casa de SAM should create a resident-specific onboarding agreement and medical decision-making tree.

This is not optional paperwork. It is part of protecting the resident.

The agreement should clarify the resident's communication style, daily rhythm, room setup, family communication plan, medical authority, medication storage, overnight support, co-sleeping boundaries, emergency contacts, and shared safety agreements.

The medical decision tree should clarify who has legal medical decision-making authority, who should be contacted for routine decisions, who should be contacted for urgent decisions, who may consent to treatment, who handles emergency decisions, who receives updates, what happens if family members disagree, and what decisions require board or medical advisory review.

Casa de SAM cannot carry responsibility for lifelong care while having no authority to make necessary care possible.

Founding principle: Responsibility and authority must match.

Resident Onboarding Agreement Overview



Casa de SAM Resident Onboarding Agreement

A resident-centered transition plan for lifelong support



1 Resident Profile & Communication



- Communication style and preferences
- Sensory needs and sensitivities
- Routines, comfort items, and what helps
- Pain signs and what distress looks like
- How the resident says “yes” or “no”
- Favorite foods and calming supports

2 Room & Home Setup



- Room choice and style during onboarding
- Colors, bedding, furniture, and decor
- Sensory tools and familiar items
- Safe storage for personal belongings
- Move-in refresh and settling supports
- Household kitchen access
- Personal mini-fridge if medically appropriate

3 Daily Rhythm & Agency



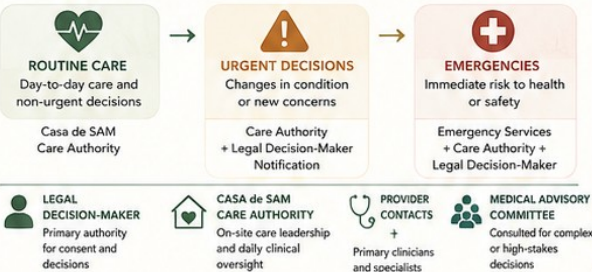
- Maximum safe agency is our goal
- Flexible daily schedule
- No unnecessary institutional bedtimes
- Quiet-hour boundaries for all
- Safe nighttime snacks and drinks
- Preferred activities, rest, walking, and personal routines

4 Family Communication Plan



- Who receives updates and information
- Preferred language and communication style
- Phone, text, and video options
- Frequency of routine updates
- Urgent-contact plan and escalation
- Visit expectations and special events

5 Medical Decision Tree



6 Medication & Health Support

- Medication storage is case-by-case
- Staff-access medical cabinet for safe management
- Resident room or refrigerator access only when safe and appropriate
- Allergies and dietary considerations
- Diabetes and other condition management
- Refill tracking and stock management
- Ongoing health observations and documentation



7 Overnight Support & Co-Sleeping



- Approved family overnight support when it benefits the resident
- Live-in caregiver role when medically or practically appropriate
- Co-sleeping when it supports comfort and safety



A resident room is **not** a long-term apartment for family visitors.

8 Shared Agreements & Safety



- Resident rights, dignity, and privacy are honored
- Respectful relationships in all interactions
- Clear sexual safety boundaries
- Quiet nighttime boundaries for everyone's rest
- Individualized support—no one-size-fits-all
- We listen, adapt, and advocate together

“
The goal is not independence.
The goal is maximum safe agency.”
”



Illustrative onboarding overview — exact agreements may vary by resident, family, and legal authority.



Illustrative onboarding overview - exact agreements may vary by resident, family, and legal authority.

Shared Authority With Families

Casa de SAM should honor family involvement when it is safe, lawful, and resident-centered.

Some families may remain deeply involved in medical decisions. Some families may want to be consulted for major procedures. Some families may live far away but still want updates. Some families may gradually transfer decision-making responsibility to Casa de SAM. Some residents may have no safe or available family decision-maker.

These arrangements should be clarified before full acceptance whenever possible. Casa de SAM should not accept permanent care responsibility under vague medical authority.

If a family wants Casa de SAM to provide daily care but also wants to control every medical decision from far away, the arrangement must be realistic, documented, and workable. Casa de SAM may need authority to approve routine care, urgent care, medication support, dental care, therapy, emergency treatment, hospitalization, and reasonable medical expenses.

Founding principle: Families may remain involved. Casa de SAM must still be able to protect the resident.

Medical Costs and Decision Responsibility

Medical decisions often create financial responsibility.

Casa de SAM should not be placed in a position where someone outside the organization can approve expensive or inappropriate care and require Casa de SAM to pay for it without review.

The onboarding process should clarify how medical expenses are handled, including routine care, dental care, medication, emergency care, specialist care, hospital care, therapy, equipment, mobility supports, chronic illness care, major procedures, end-of-life care, insurance if any, public benefits if any, family contributions if any, and Casa de SAM responsibility.

Casa de SAM's promise is serious. If a fully accepted resident develops greater medical needs, Casa de SAM should do everything reasonably possible to facilitate and fund appropriate care within its mission, legal authority, and capacity.

Founding principle: Lifelong care requires honest medical authority and honest financial planning.

No Medical Research, Grant-Funded Testing, or Resident Experimentation

Casa de SAM will not accept money, grants, donations, discounts, sponsorships, equipment, services, institutional partnerships, or professional favors in exchange for residents participating in medical studies, clinical trials, product testing, behavioral studies, drug trials, device trials, genetic studies, data studies, therapy experiments, or research programs.

Casa de SAM residents are not a research population.

Residents may not be used as test subjects because they are disabled, nonverbal, dependent, poor, orphaned, familyless, medically interesting, hard to place, or living in a nonprofit home.

This rule applies even if the study is offered by a respected university, hospital, doctor, pharmaceutical company, medical device company, therapy provider, technology company, donor, government agency, religious organization, or nonprofit partner.

Casa de SAM may receive medical advice. Casa de SAM may seek appropriate treatment. Casa de SAM may use established therapies, communication tools, assistive devices, medications, and medical equipment when they are in the resident's best interest. But Casa de SAM will not trade resident participation for funding.

Founding principle: Medical care may serve the resident. The resident may not serve medical research.

No Research Disguised as Charity

Casa de SAM must be especially careful when research, product testing, or pilot programs are presented as generosity.

A company may offer free devices. A university may offer grant funding. A clinic may offer discounted treatment. A donor may want Casa de SAM to help advance the field. A researcher may say the project could benefit future families.

Casa de SAM should still ask whether the treatment is primarily for this resident's care or whether the resident is being used to produce data. It should ask whether money, equipment, publicity, or institutional access is being exchanged for resident participation, whether refusal would affect funding, whether the resident could meaningfully understand or refuse, and whether the resident's body, behavior, genetics, medical records, videos, communication, or private life would be exposed to outside use.

If the answer shows that Casa de SAM residents are being used for research, the answer is no.

Founding principle: Charity must not become a doorway to experimentation.

Resident Data Is Not Research Material

Casa de SAM should not sell, trade, donate, or provide resident medical data, behavior data, communication data, video recordings, genetic information, therapy results, medication responses, sleep patterns, movement tracking, or care records for research, product development, AI training, grant reporting beyond legal requirements, or commercial use.

Resident information exists to support resident care.

It is not an asset to monetize.

Founding principle: Resident privacy is not a funding strategy.

Medical Decision-Making and Future Advances

Casa de SAM may consider future medical advances, communication technology, assistive devices, therapies, medications, procedures, and treatments when they are for the resident's benefit.

Future progress may change what is possible for residents. Casa de SAM should not reject legitimate care simply because it is new, unfamiliar, expensive, or complicated.

But major medical decisions should be careful, documented, resident-centered, and reviewed through the proper authority. Casa de SAM should consider benefits, risks, less invasive alternatives, resident comfort, dignity, assent or refusal, family or legal decision-maker input, independent medical advice, legal requirements, ethics concerns, and conflicts of interest.

Founding principle: Casa de SAM welcomes real medical progress. It does not experiment on residents.

Medical Advisory Committee

Casa de SAM should have access to a medical advisory committee or medical ethics advisory process.

This committee does not replace doctors, families, legal decision-makers, or the board. Its role is to help Casa de SAM think carefully when medical decisions are complex, risky, expensive, ethically sensitive, or likely to affect the resident's long-term life.

The medical advisory process may be used for major surgery, life-sustaining treatment questions, unusual treatment proposals, serious medication concerns, refusal of necessary care, major dental or sedation decisions, chronic illness planning, palliative care, hospice, capacity changes, possible transition out of Casa de SAM, disagreement between family and staff, disagreement between providers, or questions about whether Casa de SAM has capacity to provide care safely.

The committee may include medical professionals, disability-care specialists, ethics advisors, legal advisors, experienced caregivers, and board-appointed representatives. It may be standing or case-by-case depending on Casa de SAM's size.

Founding principle: Hard medical decisions should not be carried by one person alone.

Aging in Place

Casa de SAM should expect residents to age.

Residents may live at Casa de SAM for decades. They may arrive as young adults and remain into old age.

The campus, rooms, bathrooms, paths, staffing model, medical relationships, transportation, equipment, and budget should expect aging from the beginning.

Casa de SAM should plan for mobility loss, dementia, cancer, seizures, diabetes, oxygen needs, arthritis, vision loss, hearing loss, toileting changes, bathing support, swallowing changes, falls, fatigue, grief, chronic illness, and end-of-life needs.

Aging should not be treated as a surprise that forces displacement.

Founding principle: The resident ages. The home adapts.

Hospital Transitions

Some residents will need hospital care.

When hospital care is needed, Casa de SAM should help the resident remain known. A hospital should not become a place where the resident's communication, sensory needs, food needs, pain signs, medication history, fear triggers, and dignity disappear.

When possible, a familiar caregiver should accompany or support the resident. Casa de SAM should provide a communication passport or hospital packet with key information, including diagnosis, medications, allergies, communication style, pain signs, sensory needs, mobility needs, food restrictions, legal decision-maker, emergency contacts, and what helps the resident cooperate.

After hospitalization, Casa de SAM should plan for return, recovery, follow-up appointments, medication changes, equipment needs, staff training, and emotional adjustment.

Founding principle: Hospital care should not erase the resident's known life.

Decline, Dementia, and Loss of Skills

Over a lifetime, some residents may lose skills.

A resident may become less mobile, less verbal, more confused, more fearful, more incontinent, more medically fragile, more dependent, or less able to participate in ordinary routines.

Loss of skills is not failure. It is part of lifelong care.

When decline happens, Casa de SAM should look for medical causes, pain, grief, medication effects, dementia, sensory changes, trauma, sleep changes, and environmental stress. The response should be adaptation, not blame.

Founding principle: Decline is not failure. It is part of lifelong care.

Hospice and End-of-Life Care

Casa de SAM should allow residents to die at home when legally, medically, ethically, and practically possible.

End-of-life care should focus on comfort, pain relief, familiar surroundings, family presence when desired, spiritual care if desired, privacy, quiet, dignity, and love.

Casa de SAM should not send a resident away simply because death is uncomfortable, expensive, emotional, or inconvenient.

When hospice or palliative care is needed, Casa de SAM should work with qualified providers and families or legal decision-makers to protect the resident's comfort and dignity.

Founding principle: A home for lifetimes includes end of life.

Death, Grief, and Memory

When a resident dies, the home should grieve.

Casa de SAM should support other residents, staff, family members, and caregivers through loss. Some residents may understand death clearly. Some may understand through changes in routine, absence, emotion, or missing a familiar person. All deserve care.

Casa de SAM should handle belongings, photographs, room transition, memorial practices, family communication, and staff debriefing with dignity.

The room may eventually be prepared for someone new, but the resident's life should not be erased. Casa de SAM should not rush to fill the bed as if the person was only a vacancy.

Founding principle: A resident's room may be prepared for someone new, but their life should not be erased.

Closing Statement

Casa de SAM does not promise that residents will never become sick, fragile, afraid, disabled in new ways, or close to death.

It promises that those changes will not make them less worthy of home.

Health care at Casa de SAM must be honest about capacity, careful about medical authority, humble about future advances, firm against experimentation, and faithful to the resident's dignity until the end.

Casa de SAM is not a hospital. It is a home built to stay present when ordinary life becomes medically hard.

Founding principle: Care should never require displacement.