

LIBERTY UNIVERSITY SCHOOL OF DIVINITY

FINAL PROJECT

A Strategic Plan for

THE GOOD SAMARITAN RANCH

in partial fulfillment of the requirements for the completion of

LEAD 620

Liberty Baptist Theological Seminary

by

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## INTRODUCTION

This paper addresses a projected social organization, a program of housing, recovery, and rehabilitation, for teens, youth, young adults, and families based upon the parable of the same name, The Good Samaritan Ranch. On a single night in January 2016:

- An estimated 194,716 people in families – or 61,265 family households – were identified as homeless.
- 120,819 were children under the age of six.
- More than 19,000 were living on the street, in a car, or in another place not meant for human habitation.<sup>1</sup>

For youth, their homelessness is clarified into categories of throwaway youth, runaway youth, system youth, and street youth. Not included in these statistics and categories are the numerous youth, male and female, who are being victimized as for prostitution or illegally trafficked for employment, sex, or human slavery. This is informational only because the bottom line is that these “...homeless youth are found in urban, suburban, and rural areas throughout the nation.”<sup>2</sup> In my county alone there are 20,000 youth that fit into this category.<sup>3</sup> “Even one night on the street exposes homeless young people to danger and a host of risky behaviors.”<sup>4</sup>

There is no single organization or program that I know of that addresses the needs for shelter and rehabilitation of these youth and young adults in a comprehensive manner. This is where the Good Samaritan Ranch fits in. In some instances, these youths have been literally robbed, wounded, and left for dead while in most instances their childhood and youth have been stolen from them and left them wounded, half-dead, and stripped on the highway of life.

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<sup>1</sup> National Alliance for Ending Homelessness, *Homelessness Counts*, <http://endhomelessness.org/homelessness-in-america/who-experiences-homelessness/children-and-families/> (accessed July 7, 2017).

<sup>2</sup> Ibid

<sup>3</sup> Ibid

<sup>4</sup> National Alliance for Ending Homelessness, *Homelessness Counts*, January 2007, at <http://www.endhomelessness.org/content/general/detail/1440> (accessed June 23, 2010).

It is in the spirit of Christian love, compassion, and decency that this organization is being proposed to address these issues and bring glory for God and by following Jesus admonition in Luke 10:27 (*KJV*)<sup>5</sup> that “Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy strength, and with all thy mind; and thy neighbour as thyself.”

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<sup>5</sup> “Unless otherwise noted, all biblical passages referenced are in the *King James Version*.”

## Good Samaritan Ranch Mission

The mission statement for The Good Samaritan Ranch is to “Declare God’s love to homeless youth by caring for them and teaching them how to love and to care for themselves.” Beyond the parable of the Good Samaritan is the principle that those who are helped will do likewise. Each resident will be given Christ-like love, patience, and compassion throughout this program in the hope of healing. Malphurs asks, “Do people understand what is written? How well do the words that you have selected communicate? Do people understand them?”<sup>6</sup> My straw-hat poll of this message resulted in its revision a few times. Ultimately, the final revision appears to clearly state what the mission is in a manner that anyone can clearly understand. It will continue to be revised.

This mission is similarly based on a model from the *Thistle Farms* program where women escaping from prostitution are given a safe place to stay and emotional support on the vision that *love heals*. While recently speaking to an administrator there as part of my Interview Assignment they told me that have not had one dropout from the program in the last year. I found that incredible and plan to replicate what is working in their program.

### Love They Neighbor as Thyself

The mission of The Good Samaritan ranch is to help those youths who have been homeless and helpless by circumstances in and out of their control. Whether they are runaways, throwaways, victims of abuse, trafficked, or deceived, our goal is to show them God’s unconditional love and compassion by providing them a safe, secure, calming, and encouraging environment in which they can recover and heal. Love is displayed in the attention given to those

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<sup>6</sup> Malphurs, Aubrey. *Advanced Strategic Planning*. Grand Rapids. Baker Books. 2013., 118.

who feel unloved, betrayed, abandoned, and tossed aside. Loving thy neighbor as thy self will manifest itself downward from the leaders, to the staff, to the residents, eventually creating a love of their fellow residents as neighbors and not strangers.

“God and do likewise”

Malphurs says “Therefore, it is imperative that once a church discovers its mission, it ask itself, Is our mission the correct mission?”<sup>7</sup> This mission is to help others and is an admonition given to believers. Loving the Lord and loving your neighbor are fundamental to the *Great Commission*. These youths will be exposed to the real love through the Spirit of Christ and this will be reflected in their character, their growth, and their purpose. They will be given an example of Godly love that can be carried with them beyond the completion of their program.

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<sup>7</sup> Malphurs, Aubrey. *Advanced Strategic Planning*. Grand Rapids. Baker Books. 2013., 116.

## The Mission Driven Vision

The mission is being to get youth off of the street, out of motel rooms, stop them from selling their body, and becoming involved in or a victim of drugs, human trafficking, or any illegal or immoral activity that compromises the God created purpose of those who are “fearfully and wonderfully made” Psalm 139:14. “Effective visionary leaders envision goals for the future and involve others in sharing the sense of direction in which the organization should be headed.”<sup>8</sup> The mission driven vision is to see children, youth, and young adults healed of emotional, physical, and mental scars and able to live full lives in; having the ability to love others and love themselves. Barna says, “Vision for ministry is a clear mental image of a preferable future imparted to His chosen servants and is based upon an accurate understanding of God, self and circumstances.”<sup>9</sup>

### A Brand and A Voice

While earning my Master of Fine Arts in Creating Writing, one of the last courses was related to our *branding our voice*. This relates also to a mission. My corporate business name is Reality Unlimited. It is based on the promise of God in Mark 9:23, “Jesus said unto him, If thou canst believe, all things are possible to him that believeth.” That is my brand, “reality is unlimited.” My voice is that of Matthew 3:3 “...The voice of one crying in the wilderness, Prepare ye the way of the Lord, make his paths straight.” My writing is meant to challenge the way people think and to quote my website, “Look behind the mask. Dreams come true, fantasy

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<sup>8</sup> Dockery, David S. *Christian Leadership Essentials: A Handbook for Managing Christian Organizations*. Nashville, TN: B&H Publishing. 2011

<sup>9</sup> Barna, George. *The Power of Vision: Discover and Apply God’s Plan for Your Life and Ministry*. Grand Rapids: Baker Books. 2009. 26.

becomes reality, and doors open to an alternate spiritual dimension that bares hypocrisy and reveals truth.” My brand and my voice call for an unlimited reality where truth can be revealed.

The same revelation must be presented about the Good Samaritan Ranch. Getting children, teens, and youth off the street and into a path of recovery is a herculean task. The mission is to make them whole and for them to see themselves in God’s light and not the darkness they were born into. McNeal says, “We learn our first life lesson in our family of origin, the spend the rest of our lives either building on these lessons or trying to overcome them.”<sup>10</sup> Myself and many others can identify with “overcoming life’s lessons.” That is what is the real mission here. Helping youth to overcome life’s lessons. This mission is easily identifiable in our day and age because so many come from homes broken by single parenting from birth, divorce, abuse of all sorts, bullying, intimidation, and often just lack of attention and affection as children raise themselves. Some children find supportive outlets for these events in their growth while others find destructive outlets such as drugs, promiscuity, gangs, and other-self-destructive behaviors such as cutting and eating disorders.

The easiest way to disseminate the vision for the people in this organization is to tell them to “look around.” The servant/leaders who are drawn to this organization will have seen, and felt the effects of this in their families, on the news, and from the faces of children on the street. Because of the fragile state of the lives and experience those we seek to help; servant leadership is a vital component of this ministry. “Jesus teaches that servant leaders lead humbly. They are characterized as humble of selfless leaders. Thus, a critical element of your leadership is how you serve. It’s all about humility, not ego.”<sup>11</sup> This requires a very sensitive staff that must

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<sup>10</sup> McNeal, Reggie, and Ken Blanchard. *Practicing Greatness*. Hoboken: Wiley, 2010.

<sup>11</sup> Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership* Publisher: Grand Rapids: Baker Books. 2003., 34.



see the challenges that will accompany the passion. This is where the double-vision spoken of by Dr. Faulls applies.<sup>12</sup> These servant leaders must be able to inspire, envision, encourage the tremendous metamorphosis that will occur in these fragile souls and see the dismal future that will await these youths if they do not succeed.

## **Strategy for Fulfillment**

### The Organization

The complete strategy for this organization and the logistics is still being developed daily. I acknowledge that *my* plan for taking the Leadership program was to learn how to be an effective leader. It now seems that *may* be an outcome of this leadership program (and hopefully will) but much of what I have learned has turned *my* original plans a little upside down. I explain this so that you may get the sense of why this is a project in flux. The emphasis on *my* in this and the following paragraph is because, in the midst of my plans, **He** has shown me a very different and more challenging project. Isaiah 43:18-19 comes to mind as I write, “Remember ye not the former things, neither consider the things of old. Behold, I will do a new thing; now it shall spring forth; shall ye not know it? I will even make a way in the wilderness, and rivers in the desert.” If I am to be the leader, I must have Level 5 leadership and the “ferocious resolve, and almost stoic determination to whatever it needs to be done to make the company great.”<sup>13</sup>

I will project thus far what has been given me and what has changed recently. There will be a minimal mention of the past simply to contrast with the present. The old, original plan, was to for me to learn about leadership while writing and producing films and short movies for

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<sup>12</sup> Faulls, Greg. Liberty University. (2017). *Lead 620. Presentation: Leading with Double Vision*, Retrieved from <https://learn.liberty.edu/webapps/blackboard/content>

<sup>13</sup> Collins, Jim. *Good to Great: Why Some Companies make the Leap... and Others Don't*. New York, NY: HarperCollins. 2001. 30.

income. That plan only included a resident program for homeless, runaway, and throw away teens based upon *my* ability to get income to fund it. That plan is now obsolete. The mission and the residents have changed.

Malphurs describes a correct and incorrect mission. The correct mission for the church is fulfill the *Great Commission*. Though the Good Samaritan Ranch does not classify as a church in the strictest sense; nevertheless, it is scripturally based and it should “make (evangelize) and mature (edify) members.”<sup>14</sup> Dockery says, “The effective visionary leader has a clear understanding of mission and has a dream of what the group or organization ought to be and do to be better and do better.”<sup>15</sup> This ranch will be created on a supposition that I heard about in the rooms of Narcotics Anonymous and Alcoholics Anonymous, “a program of attraction rather than promotions.”<sup>16</sup> Additionally, this organization must anticipate a harvest, or fruit from its efforts. Besides being faithful to God’s word, this organization must be fruitful to the kingdom of God.<sup>17</sup>

### Financial Solvency

My intention is to provide personal funding from my own resource before any assistance from donations, foundations, or the government. Ideally, there will be no government funding and donations will be scrutinized to be sure that there is no undue influence from outside sources that would compromise the Christian basis for this organization.

The goal is to create a fully function ranch and sub-industries that would allow a minimal, if any assistance from outside sources. Researching ranches has shown me there is

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<sup>14</sup> Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership* Publisher: Grand Rapids: Baker Books. 2003., 116.

<sup>15</sup> Dockery, David S. *Christian Leadership Essentials: A Handbook for Managing Christian Organizations*. Nashville, TN: B&H Publishing. 2011.

<sup>16</sup> Alcoholics Anonymous. *Alcoholics Anonymous: Big Book Reference Edition for Addiction Treatment*. 2014.

<sup>17</sup> Warren, Rick. *The Purpose Driven Church: Growth Without Compromise Your Message Your Mission*. Grand Rapids, MI: Zondervan.1995.62,63.

large market for organic herbs, fruits, vegetables, and free range poultry, pork, and beef. This research also reveals that some companies only require the land to be available and they will stock it with animals with the provision that your sales will be to them. Further research reveals that there are also farmer's markets for produce in most small to large cities. Local restaurants could also be solicited to purchase products from the ranch. This would be a business advantage to increase their sales as they promote the ranch as their source of fresh products. They are indirectly helping the residents to recover. This will increase their sales as customers support their establishment to be a part of this process.

### The Ranch

The actual structures, whether dorms, cottages, or rooms in a home, or single family homes is still undecided. Ideally, there will be a number of structures to house approximately 30 children, teens, young adults, and young families. The plan is extended to include groups that normally are not eligible for traditional programs and are often at the mercy of social services, living in hotels, or renting rooms; however, these places are not suitable for young families and are not conducive to healthy physical, mental, emotional, or spiritual growth. Growth in all these areas are fundamental and inclusive to the residential program on the ranch.

There will be a determined number of phases for each resident to achieve before graduation. The length of each phase will be determined by the successes achieved during the phase. Personal time, visitation, and recreational time will be limited at the beginning phases. The final phases will allow freedom to go off site and have extended passes off the facility. The length of the program is to be determined but a preliminary guess would be anywhere from 6 months to two years depending on the resident(s). As the work on the ranch expands, some clients may decide to stay in the area and continue to work there.

## Expectations

All potential residents will be assessed for suitability for the program. ESSAY Everyone is not ready for change. As a group, the staff will review those who are referred or apply. Potential residents will also be screened for any substance addiction or behavioral problems that would prohibit them from being a good fit for the program. The most basic requirement would “them that are of a broken heart; and ... such as be of a contrite spirit.” If for any reason the candidates are not accepted, every attempt will be made to refer them to an organization suitable to assist them. Prior to admission the residents admitted will receive a guideline for the programs with all rules, regulations, and consequences. They will enter into a contract with the ranch to diligently work towards following these rules while working on their personal growth.

## Groups and Interaction

There will be guidelines and rules about the interactions between different age groups and different sexes. The program will be coeducational with standards regarding the interaction of the male and female residents unless they are a married couple. For many their social skills will be minimal or disparaged. There will also be structured exercises and activities to instruct them how to treat themselves and others with respect. This will include etiquette, appropriate attire (there will be a dress code, not authoritarian but modest and discreet), and posture.

## Education

The ranch will be located within reach to public transportation. If not, the facility will have vans to take clients to whatever level of school there are in, up to and including college. All residents over 18 will be required to earn their G.E.D if they do not have a high school diploma or an equivalent. Residents with a diploma will be required to enroll in a junior college or online

school to increase their knowledge, education, and employability. Computer labs will be provided for them at the ranch.

## Physical, Mental, Emotional, Social, and Spiritual Health

### Physical

The program will have requirements for physical activity for every resident daily. Light calisthenics, walking, or in some instances light hiking will be required daily. This will depend on the location of the facility. There will be exercise equipment available for those interested in additional exercise.

### Mental

There will be a library at the facility where the residents can check out books for their education or enjoyment. The books will be age appropriate. Residents will be encouraged, but not required to regularly read. For those who have difficulty in reading, they will be paired with other residents as a buddy to help them.

### Emotional

There will be age specific group sessions where everyone will be able to express how they are feeling and to address any issues with other residents or staff. There will also be family group sessions where all residents will attend and only age appropriate issues will be discussed. These sessions will also be used to honor residents for progress and growth they have made or exceptional feats attempted whether successful or not. Birthdays and holidays will be celebrated as a group. It is important that the residents understand that they are all family. Staff will always make themselves available for private discussions if needed before group. There will be always be staff available to speak with anyone in crisis. There will outside contacts available if the severity is beyond the scope of the staff.

Additionally, there will be play therapy for children as well as acting and dance therapy for older youth and young adults. There will be opportunities for art, drama, and dance individually or expressed as a group whenever possible. There will be fun!

For children and teens there will also be *Pet and Plant* therapy. They will be assigned a personal pet or plant to grow and take care of. Partnering with staff to be sure of the plant or pets' survival, they will be responsible for watering, feeding, and nurturing the plant or pet given them. Ideally, they will start with a seed or baby animal so they can see and learn how to take care of living creatures. Seed-time-harvest is a biblical lesson and there are therapeutic rewards for taking care of something that is living. This will also teach nurturing behavior and responsibility.

#### Social

There will be age appropriate activities where the residents may interact as family. Dinners, excursions to the beach, hiking, fishing, and various activities will be explored so that the family can interact regularly on a social level. All meals will be eaten as a group for all residents.

#### Spiritual

Prayers will be said at all meals. There will be regular bible studies, and a weekly church service. Everyone must attend whether they participate or not. They will be loved and respected as a child of God. The ranch will accept anyone from any race, religion, ethnic background, or sexual identity. This agrees with the parable of the Good Samaritan. From the context of the parable, the implication is clear that the person was their neighbor because God created them as brothers under Him. Presumably, some of those who passed him by were of his own religion whereas a Samaritan, one who was disdained by the Jews, stopped to help the man on the side of the road. Everyone will be required to be at bible studies, church gatherings, and family activities

whether they participate or not is their choice. Anything less would be conditional love. Everyone will be accountable for their behaviors but their beliefs are a personal matter between them and God. Hopefully the love of God expressed through the staff and the program will lead them to the one and only God and the Lord and Savior, Jesus Christ.

### Staff

The leadership, the servant leaders, the professionals involved, the staff, and the volunteers who see the vision behind the ranch and must be fully vetted in its mission. They all must possess the qualities ascribed to deacons and elders and have the humility of the servant leader Jesus Christ. Just as the residents are considered family, so is the staff, but all must go through an assessment for the suitability for such a challenging task. ESSAY Because of the environment and home life that many of the residents came from there will be a need for patience on its highest level. Defensiveness, insecurity, entitlement, fear, and pride will rear its head often, especially in the first phases of the program. This is the time when the staff must exhibit the most empathy while keeping the residents accountable for the behavior.

Staff will regularly have their own group meetings to critique each other and to assess the progress or lack of progress of the residents. Most decisions about residents and their progress through the phases will be through a group consensus though each resident will have their own personal counselor. The love, compassion, caring, and accountability given to each resident will be one of the largest determining factor of success or failure beyond the resident's willingness and ultimately God's grace and favor.

### Networking

Networking with other organizations and having a board of directors that can assist with the needs of the program, offer employment to graduates, and offer outlets for the products

produced will be a great asset. These men and women of God would be a support system for resources in various areas to attempt to name.

### **Conclusion**

This paper is the outline for the intended project. Again, this is a work in progress that will be often revised as input is gathered from additional sources. The nature and scope of this program is grand but nothing is impossible with God. Once the final plan is implemented and works, this type of resident program could be implemented all over the country and the world. The hope always being that as these residents are loved to wholeness, they in turn will realize and acknowledge the one true God who has done this, His Son, Jesus Christ, who died for their sins, and go forth and spread this message of love and salvation.



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