

Dayspring Ranch for Girls

**a Christian-based, family group home for
teenage girls**

April 2003

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Statement of Mission/Purpose

Dayspring Ranch for Girls is to be a non-denominational Christian, not-for-profit family group home ranch in Montana that will give teenage girls an opportunity to overcome emotional and behavioral difficulties and reach their God-given full potential in their personal, family, social, and spiritual lives. We will offer an alternative to parents or guardians of troubled teenage girls who have done all they can to assist their daughters and have nowhere else to turn.

Our mission is best expressed by the following words from Luke 1: 78, 79:

“Through the tender mercy of our God, with which the Dayspring from on high has visited us; to give light to those who sit in darkness and the shadow of death, to guide our feet into the way of peace.”

Population Served

Dayspring Ranch for Girls will serve girls ages 12 - 17 who come from relatively well functioning families and who are struggling with rebellion, low self-worth, and/or behavior problems that might eventually degenerate into destructive, anti-social behavior. We will enroll girls of any nationality, religion¹, or geographic location within the United States. For more information, see *Admissions Policies*.

Rationale/Identification of Need

Teenagers today face more pressures, trials, and difficulties than they have ever encountered in the past. An article titled “The Children’s Hour” that appeared in the *U.S. News and World Report* on November 7, 1988² states that, statistically, during the next 24 hours in the U.S., the following will occur:

- ◆ 2,753 teenager girls will become pregnant
- ◆ 1,099 teenage girls will have an abortion
- ◆ 367 teenage girls will have a miscarriage
- ◆ 1,287 teenage girls will give birth

¹ Although we will accept residents of any religious background, it is important to note that the foundation of our therapeutic approach includes a Christian family education and atmosphere. Applicants to our program will be advised that Christian teachings and church attendance are an integral part of our program.

² This article was discovered by conducting a search on the Web site www.abbottloop.org.

- ◆ 3,561 teenagers will run away
- ◆ 2,806 teenagers will drop out of school
- ◆ 1,439 teenagers will attempt suicide
- ◆ 2,989 will see their parents divorced

These statistics continue to increase *daily*. It has been a long-known fact that teenagers are a particularly vulnerable, “high-risk” segment of our population; they need all the help they can get.

We have chosen to assist girls for the following reasons:

- ◆ The ratio of girls’ group home ranches to boys’ ranches is 1 to 20; there is an obvious need for more girls’ homes.
- ◆ Many group home ranches are co-ed. Our own experience working with teenagers suggests that it is beneficial to separate boys and girls, particularly when helping them overcome emotional and behavioral problems.

During the research phase of our operation, we discovered that most group home ranches are run like institutions, boarding schools, or boot-camp-style operations. Our research uncovered only 1 girls’ home where the group home parents had children of their own living in the home; and that home enrolls 40 per cent more girls than our target enrollment for Dayspring Ranch for Girls. Our experience with teenagers suggests that girls benefit most from a one-to-one family approach; yet there are relatively few group homes that actually use this approach. We are committed to doing our part to fill that gap.

Goals & Objectives

For Dayspring Ranch

The founders of Dayspring Ranch for Girls have identified the following goals:

- ◆ To arrest and mitigate the pain that struggling teenage girls are experiencing in their lives today.
- ◆ To help teenage girls overcome their own individual emotional and behavioral problems.
- ◆ To witness Christ’s love to teenage girls.
- ◆ To help teenage girls reach their God-given full potential in their personal, family, social, and spiritual lives.

- ◆ To provide an alternative for the parents or guardians of teenage girls to help their struggling teenage daughters.

To meet these goals, we have identified the following objectives:

- ◆ To remove struggling teenage girls from debilitating surroundings and negative peer influences.
- ◆ To provide a caring, uplifting Christian family atmosphere for each resident in our family group home.
- ◆ To provide a strong, enduring Christian spiritual foundation for each girl in the form of Bible study, prayer, church worship services, Christian books and videos, and related activities.
- ◆ To mentor each girl individually in the areas of discipline, respect, trust, character development, and personal responsibility.
- ◆ To teach excellence in academics, work, and social skills.
- ◆ To teach, provide opportunities for, and encourage physical education (both exercise and nutrition).

Timeline/Phases

The founders and owners of Dayspring Ranch for Girls have a four-phase plan for building our family group home and operating it at full capacity. By the end of Phase Four, we plan to enroll the maximum number of residents (5 - 8 girls). Once we have enrolled the maximum number of girls and have developed our 1-acre greenhouse business, we hope to be financially self-supporting. For more information, see the *Development Plan* section.

Summer Camp

The founders and owners of Dayspring Ranch for Girls are also exploring the possibility of initiating a co-ed summer camp for teens at some point in the future, after we complete Phase Four of our operation. This program is for teenage boys and girls that are not troubled, and they will be housed in a separate dwelling from the main house, where struggling teenage girls reside. However, we are considering the possibility of allowing girls from the main house to join in various summer camp activities when they are ready (i.e., when they have reached Level III or IV in the program); for more information about the girls' program and privileges, see the *Program* section.

Summer camp teenagers would participate in Bible studies, teen challenges and outdoor activities such as horseback riding, hiking, and rock climbing, as well as experience the rustic simplicity surrounding the ranch.

A separate summer staff would be hired to conduct the summer camp activities.

For the Residents/Girls

Our goals for our teenage residents are as follows:

- ◆ To overcome emotional and behavior problems that have previously limited and undermined their personal, family, social, and spiritual development.
- ◆ To experience self-worth and self-esteem, as well as love and respect for others.
- ◆ To experience and reflect Christ's love.
- ◆ To display godly, Biblical properties in their thoughts, actions, and deeds.
- ◆ To have a sense of purpose, direction, and joy in their daily lives.

To meet these goals, we have identified the following objectives:

- ◆ To learn discipline, respect, trust, strength of character, and personal responsibility and to demonstrate these qualities in their behavior, decisions, and judgments.
- ◆ To learn the teachings of Christ and incorporate His teachings into their daily lives.
- ◆ To excel in academics, work, and social interactions to the best of their ability.
- ◆ To gain and maintain physical health through proper nutrition and regular physical exercise.

Foundation

The primary foundation for helping teenage girls at Dayspring Ranch for Girls is a Christian family model and atmosphere.

All the residents in our group home will function as one Christian family during the length of each girl's stay. Girls will be treated as respected family members and will be given one-to-one attention and assistance.

The teachings of Christ are the backbone of our therapeutic foundation for Dayspring Ranch for Girls. The founders/owners were motivated by perceived need to start the family group home, and our spiritual and philosophical foundation is expressed in the following Christian doctrinal statements:

- ◆ We believe the Holy Bible, containing the Old and New Testament, is the inspired, unerring Word of God and the only Authority for faith and practice.
- ◆ We believe in the three persons of the Godhead: Father, Son and Holy Spirit.

- ◆ We affirm the incarnation and virgin birth of our Lord and Savior Jesus Christ who lived a sinless life, died an atoning death, and rose again from the dead and is now seated at the right hand of God the Father.
- ◆ We believe in the bodily resurrection of Christ, His imminent return, and the resurrection of His people to life everlasting.
- ◆ We believe that man was created in the image of God, but is separated from God through sin.
- ◆ We believe that man is redeemed only by grace through faith in the Lord Jesus Christ thereby becoming a child of God. It is by the indwelling of the Holy Spirit that the Christian is enabled to live a godly life.

In addition to the family, intellectual, work-skill, and physical education that girls will receive at Dayspring Ranch for Girls, these spiritual principles comprise the basic therapeutic approach that we offer each girl to help her discover her true nature and find her place in her family and society at large.

Location

We, the founders of Dayspring Ranch for Girls, chose Roundup, Montana as the location to build our family group home because it is less expensive than other ranch property, non-restrictive in terms of limiting, encumbering county and state regulations, and a good geographical setting for a ranch.

Roundup is approximately 45 minutes north of Billings, Montana, in the south central part of the state. The climate is temperate. Average annual precipitation is only 15 inches, and when snow falls, it melts quickly, due to frequent thawing periods. The mountains to the west provide warm “Chinook” winds, which melt snow and bring spring-like temperatures in the middle of January and February. This kind of climate will enable us to operate a year-round greenhouse and horse stable.

We also chose Roundup, Montana because it is rural. Our experience with teenagers suggests that removal from the distractions and influences of urban or suburban life is beneficial to teens that are struggling to overcome problems. The land in Montana is beautiful and conducive to spiritual contemplation, and teenagers will enjoy a respite from the negative peer influences that tend to proliferate in more urban areas of the country.

Access to Medical & Public Safety Facilities

Dayspring Ranch for Girls will be located 8 miles from the town of Roundup, Montana (see the *Location* section). There is a hospital nearby called Roundup Memorial Hospital, a 9-room facility with a fully functioning Emergency Room, 2 full-time physicians, and 1 resident physician. Doctors' offices are located nearby in the Musselshell County Medical Center, the county in which Roundup is located. Musselshell County has both ambulance and emergency/EMT services.

There is a national forest approximately 3 miles from the target location of the ranch that serves as a DNRC fire fighting facility and employs professional firefighters. A volunteer fire department is also available in the town of Roundup.

A Sheriff's office and municipal police station are also located in the town of Roundup.

Program

Length of Stay

Because change and progress take time, each girl will be enrolled at Dayspring Ranch for Girls for approximately 12 months. Some girls may stay for shorter or longer periods of time, depending on each individual situation.

Curriculum/Activities

Our curriculum and activities will include individual mentoring in the five basic areas of life: home/family, spiritual, intellectual/academic, work skill development, and physical body. A description of each is as follows:

Home/Family

We are committed to modeling a Christ-centered family for the girls who stay at our ranch. Each girl will benefit from personal attention and interaction. Each girl is expected to do her own laundry, keep her room area clean, and help with cooking, cleaning, and other household responsibilities.

Spiritual

Each girl will be involved in daily periods of Bible study and prayer and will attend regular church worship services, as well as other related activities. Girls will also be exposed to Christian books and videos, which are part of our curriculum.

Intellectual/Academic

Each girl will receive a high standard of home-based education tailored to meet the needs of each individual. Each girl will work at her own pace and will receive one-to-one tutorial assistance when needed. The ranch setting also lends itself to many natural learning opportunities.

Academics will be taught through Alpha Omega Academy, an accredited Christian long distance learning academy. The academy keeps all student records and administers and grades all major tests. Curricula are tailored to each student according to the results of placement tests given by the academy, as well as the review of past school records. The girls will learn the following subjects through the academy:

- ◆ Language arts
- ◆ Math
- ◆ History
- ◆ Science

In addition, we will teach Bible, art, physical education, and offer language study using Rosetta Stone, a computer-based language program.

Work Skill Development

Dayspring Ranch will give girls the opportunity to participate in a real working ranch. Each girl will be involved in daily household chores and will learn the skills of horsemanship and horticulture. Our long-range plan includes the construction and operation of a 1-acre greenhouse for growing herbs, vegetables, and flowers, which will generate income for the ranch. A greenhouse creates a pleasant and wholesome working environment that is both therapeutic and rewarding, and girls will have an opportunity to enhance their sense of self-worth by contributing to an income-producing business.

Physical

We believe that all people have been given a stewardship from God to care for our physical bodies. In keeping with this belief, we will teach each girl how to gain and maintain health through proper nutrition and regular physical exercise. Our ranch will have a built-in indoor swimming pool, exercise equipment, and lots of wide-open space to move about.

Outings

Group home parents and other staff members will transport girls in a 15-passenger van to outings, such as food shopping, running errands, and trips to museums, mountains, and rodeo—anything that residents of the home would do as a typical family.

Daily Schedule

A typical weekday schedule for each girl will resemble the following:

6:00 a.m. - personal devotions, exercise and shower/dress
7:30 a.m. - breakfast
8:00 a.m. - family devotions
8:30 a.m. - chores
9:00 a.m. to 12:00 p.m. - school work
12:30 p.m. - lunch
1:00 p.m. - working in the greenhouse
4:00 p.m. - chores
5:30 p.m. - dinner and clean-up
7:00- 9:00 p.m. - personal time (reading, hobbies, games, etc.)
9:30 p.m. - lights-out

On Saturdays, girls will follow a similar schedule, except that they will run errands instead of doing schoolwork.

On Sundays, girls will attend church services (morning worship and Sunday school) during most of the morning. They will come home for Sunday dinner and spend the afternoon resting (naps, reading, games, walks, etc.). They will attend church again in evening and return home for a light meal and fellowship.

Model/Approach

Level System

To teach and enforce acceptable God-honoring behavior, we will use a Level System approach. Each girl will start at Level I and work toward Level IV before returning home to her family. Each Level will determine the privileges given to each girl; girls at higher levels will enjoy more privileges than they will be given at the lower levels. We will also use a Level 0 for girls who require punishment for inappropriate behavior.

Level Components

Each Level will include Bible studies, including memorization of certain portions of the Bible, book reports, and video reports. Each girl will also be required to make realistic progress in her schoolwork, household chores, and other work-skill responsibilities. Girls must also show improvement in their relationship with their parents. This will be determined by reports that girls will write at each Level regarding their relationship with their parents. These reports will include answers to specific questions, and they will be reviewed with a counselor. For information on communication with family members, see *Family Communication & Visits* in this section.

Evaluation & Advancement

Before advancing to the next Level, each girl will be required to complete all the requirements for her current Level, including a written Petition stating why she believes she is ready to be promoted to the next Level. Each Petition will be evaluated by one of the group home parents and/or a staff member who has been involved in the girl's daily progress.

The staff members will also fill out weekly evaluation reports that indicate how each girl is progressing. Facets that will be evaluated include time management; how well each girl applies herself to her schoolwork, chores, and responsibilities; personal behavior; how each girl conducts herself in various situations; interaction with staff members and other girls; and each girl's effort to improve her relationship with her family.

Inappropriate Behavior & Discipline

The following is a list of inappropriate behavior that is not acceptable in our program and can lead to punishment:

- ◆ Talking about running away, even jokingly.
- ◆ Fighting, pulling hair, or hitting.
- ◆ Cursing, taking the Lord's name in vain, making "off-color" jokes, etc.
- ◆ Stealing or borrowing without permission.
- ◆ Screaming, throwing tantrums, or yelling.
- ◆ Refusing to do assigned work or responsibilities.
- ◆ Acting rude or insulting towards the staff.
- ◆ Being out of one's room after lights out, except to use the bathroom.
- ◆ Intimidating or insulting another girl in the home.
- ◆ Wandering away from the group during an outing/activity.

If a girl exhibits inappropriate behavior, she will be assigned Level 0. At this level, a girl must wear an orange sweat suit and her regular clothing will be temporarily taken away. Her progress in advancing to the next Level will be delayed, and she may be assigned extra chores. Other consequences for misbehavior will include loss of privileges, such as exclusion from outings, pool time, video night, etc.; loss of phone, mail and visitation privileges; loss of permission to use personal makeup; and so forth.

We will *not* use physical punishment or restraint at any time.

Counseling

Abe Van Wingerden, the “group home father” of Dayspring Ranch for Girls has ten years of experience working with teenagers on a volunteer basis. He will be counseling the girls as needed and assisting their parents, as well. Mr. Van Wingerden plans to start formal courses in counseling after he is settled in Montana.

The group home parents will also employ the services of a licensed counselor in Billings, MT, who has been highly recommended. She will visit the ranch once each week to assist with counseling, and she will work with parents via telephone, when coordinated counseling efforts with family members are indicated. Other licensed counselors may also be employed, as needed.

Living Quarters

The 5 - 8 girls who live at Dayspring Ranch for Girls will sleep in one large room. This room will be large enough for 4 bunk beds and several dressers and armoires.

Housing all the girls in one room keeps their habits and daily activities “out in the open.” Girls will find it difficult to hide unacceptable behavior if they can all see and hear one another during the day and night.

There will be two full-sized bathrooms downstairs, near the girls’ living quarters.

An additional bedroom will be available near the girls’ room for the live-in adult who will assist the group home parents, and there will be a very large “great room” which will be used to school the girls. The total size of the girls’ living quarters will be more than 2300 square feet.

Dress Code

Each girl must have appropriate clothing for work, play, dress, and sleep. Clothes must be modest and fit properly. Tight-fitting, revealing, and sloppy clothing will not

be permitted. Clothing may not display offensive slogans or symbols. We will not permit short dresses, short skirts, or short shorts; longer shorts will be permitted. Bathing suits must be one piece, and we will require that bathing skirts or shorts be worn over bathing suits when girls are not in the pool.

For information about the provision of clothing, see the *Tuition* section.

Family Communication & Visits

After the first two weeks at the ranch, each girl will be allowed and encouraged to have a weekly 20-minute telephone conversation with her family members (parents, siblings, and any other family members that are significant to a girl's growth and improvement). We will encourage the girls to write to and receive correspondence from their parents, grandparents, and other significant family members who are known to exert a positive influence on them. No correspondence will be permitted with young adult or adult male non-family members, except for a pastor.

Overall progress will determine whether or not girls can return home for visits. The group home parents would like to see all girls return home for Christmas; however this is a privilege that must be earned.

Our staff will have regular correspondence with each girl's parents via telephone. During these phone calls, the staff will report each girl's progress, answer any questions, and make suggestions to parents about effective ways to interact with their daughters, if and when that is appropriate. For example, if a particular communication technique helps to motivate a girl, the staff will share that information with her family members.

Reunification with Family

At the end of their stay, girls will return to their homes to live with their parents and other family members. In an effort to make this transition as smooth as possible, girls will be encouraged to communicate with their family members while they are living at the ranch and to visit them when their privileges permit. Improved family communication is a part of our program, and girls will be evaluated on the progress they make in communicating effectively with their parents and other family members.

The group parents and other staff members of Dayspring Ranch for Girls will communicate with parents on a regular basis regarding the girls' progress and make recommendations to parents, when appropriate, regarding family interaction. In addition, the owners and operators of Dayspring Ranch for Girls will coordinate their efforts with pastoral and/or other Christian counselors who will work with the

girls' family members, when needed, during the girls' stay. A counselor in Billings, Montana is also available to assist with family counseling, when indicated.

Post-residential Outreach

Prior to the time that girls return to their homes, the group home parents and other staff members will investigate each girl's geographic area to find Christian organizations, such as churches and Christian youth groups, that each girl can join upon returning home. In this way, the progress made at Dayspring Ranch for Girls can be maintained and furthered by a nurturing Christian post-residential support network.

Admissions Policies

The maximum enrollment for Dayspring Ranch for Girls will be between 5 and 8 girls, inclusive. Our maximum enrollment at any given time will depend on the current residents, how much time and attention each girl requires, and so forth.

Dayspring Ranch for Girls will accept girls age 12 through 17 from anywhere in the United States, regardless of nationality or religious background. It is important to note that the therapeutic model of the ranch is that of a Christian family. Non-Christian families who apply will be informed that their daughters will live in a Christian family atmosphere, attend church, receive a Christian education, and will be encouraged to lead a Christian life. For more information, see the *Foundation* section of this document.

We will accept girls who exhibit the following signs of a troubled teenager:

- ◆ Defiance
- ◆ Low self-esteem
- ◆ Excessive confusion and/or poor judgment
- ◆ Lying
- ◆ Manipulative behavior
- ◆ Running away
- ◆ Promiscuity
- ◆ Experimenting with drugs or alcohol
- ◆ Prolonged sadness or depression
- ◆ Poor academic performance

- ◆ Impulsive or irresponsible behavior
- ◆ Excessive or mismanaged anger

Due to the nature of our program and approach, we will not be able to accept criminals, felons, sex offenders, fire starters, girls with violent or aggressive behavior, drug- or alcohol-dependent girls, or girls who are suicidal or homicidal. Because our program does not involve intensive family therapy, we also will not be able to accept girls from severely dysfunctional and/or abusive homes. Each teenage girl must have a family (birth, adoptive, or foster) that already exhibits the potential for reunification at the end of the girl's stay.

Screening Process

In order to ensure that girls are appropriate candidates for admission, we will use professional Christian placement agencies to screen each prospective resident. These agencies will interview girls and their families and administer appropriate screening devices.

One of the placement agencies we intend to use is Woodbury Reports, Inc., an organization based in Idaho that hosts the Web site www.strugglingteens.com. Woodbury Reports serves as an advisory agency for parents and their children. They have 100 certified educational consultants across the United States who work with parents to find the best program for their children's specific needs.

Tuition

Tuition will be \$2,400 per month. Tuition will include room and board, schooling, counseling, recreation, and other activities. We require that parents identify 10 individuals who will pray daily for their daughter. We also encourage parents to ask each prayer partner to donate \$50 - \$100 per month to help offset the cost of tuition. Churches are also encouraged to help out when parents don't have the financial means to send their daughters.

Parents will be responsible for all medical and dental costs, transportation costs to and from the ranch, and clothing for their daughters. For details about appropriate clothing, see *Dress Code* in the *Program* section of this document. If it is a challenge for parents to buy clothing with their teenage daughters, they may provide a clothing allowance, and the group home parents and/or other staff members will ensure that the girls are adequately and modestly dressed. Dayspring Ranch for Girls will provide basic toiletries (shampoo, soap, toothpaste etc.), as well as bedding and towels.

Any surplus that Dayspring Ranch for Girls receives from a positive cash flow may be used to assist families who cannot afford full tuition.

Founders/Group Home Parents

The founders and group home parents of Dayspring Ranch for Girls are Abe and Tamar Van Wingerden. Abe and Tamar have been married for approximately 10 years and have 4 children, ages 8, 6, 3, and 6 months.

Abe has been self-employed during most of his 16 years in business. After working in his family's greenhouse business for several years, he owned and operated a small trucking company. He then bought and operated a Snap-On Tool franchise.

Abe and Tamar have been working with young people steadily during the past 10 years on a part-time, volunteer basis. During the past 2 years, they have felt burdened by the need to help kids on a full-time basis.

Abe has a passion to reach young people with the Gospel and has taught Bible studies and initiated teen challenges. He has a special gift for relating to kids and is particularly effective with teenagers who are hard to reach.

Tamar has a Bachelor's degree in nursing and is a Registered Nurse. She has a background in pediatric nursing and taught private pregnancy and childbirth classes for 3 years. She is currently a stay-at-home mom and home schools her own children.

The Van Wingerdens have always abided by an "open-door" policy in their home; kids know they are always welcome to drop in, no matter what day or time it is. They hope to carry this heart-felt philosophy into the Dayspring Ranch for Girls—to expose troubled teens to their warm, caring family life and teach them Biblical principles, including the power of God to heal the lives of hurting people and transform their lives for the better.

Personnel

In-house Residential Staff

Group Home Parents

There will be two family group parents, Abe and Tamar Van Wingerden.

Ranch Supervisor

As Ranch Supervisor, Abe Van Wingerden will oversee land management, as well as land and home maintenance. He will also serve as the manager and sales coordinator for the ranch's greenhouse. His duties will also include transportation coordinator and vehicle maintenance.

Home Manager

Tamar Van Wingerden will serve as the Home Manager, overseeing domestic activities such as laundry, cooking, shopping, and household chores. A Registered Nurse, she will also serve as wellness coordinator, teaching nutrition, exercise, and personal hygiene.

In-house Counselor

Abe Van Wingerden will serve on a part-time basis as the in-house counselor. He will be available to counsel girls 24-hours per day on an as needed basis, and licensed non-residential counselors who will visit the ranch on a regular basis will support him (see *Non-resident* personnel below). Mr. Van Wingerden will also counsel the girls' parents as needed and communicate the girls' progress through regular correspondence.

For more information about the Van Wingerdens see the *Founders/Group Home Parents* section.

Live-in Assistant

A live-in assistant will occupy quarters near the girls' sleeping room and learning center. This assistant will help oversee the girls' schooling and early morning and evening activities.

Non-residential Staff**Non-residential Counselors**

Outside licensed "day counselors" will visit the ranch on a regular scheduled basis and be "on call" in the event that a crisis should occur. We have already identified one particular counselor from Billings, Montana, who was highly recommended.

Staff Nurse

A part-time staff nurse will oversee the girls' medical files and medications. The candidate we currently have in mind has previous experience as a nurse in a boys' home and is already registered to practice nursing in Montana.

Horsemanship Program Director

This part-time staff member will teach and train the girls in horseback riding and the basic care of horses.

Administrative Director

The Administrative Director is a part-time staff member who will oversee the ranch finances and write grants. Other duties for this position include budget coordinator and the administration/handling of business paperwork.

Recruiting

Abe and Tamar Van Wingerden will recruit all staff members. They will ask for resumes and references, investigate candidates' backgrounds and levels of experience, and conduct in-person interviews with each potential staff member.

Board of Directors

Dayspring has a Board of Directors consisting of professionals and religious leaders. The Board will hold annual meetings and evaluate quarterly reports. Members are as follows:

Abe Van Wingerden, Board Chairman

Mr. Van Wingerden is the founder and group home father of Dayspring Ranch for Girls. He has been self-employed during most of his 16 years in business. He has worked with young people steadily during the past 10 years on a part-time, volunteer basis. For more information about Mr. Van Wingerden's background, see the *Founders/Group Home Parents* section.

Dr. Neal Hegeman, Board Member

Dr. Hegeman brings spiritual guidance and ministry experience to Dayspring Ranch for Girls. He co-founded and is the Director of *Miami International Seminary*, an organization in Miami, Florida that trains Spanish-speaking men for the ministry. Dr. Hegeman holds a doctorate in theology.

Mark McDougald, Board Member

Mr. McDougald brings business advice and planning to Dayspring Ranch for Girls. He owns and operates Omegasoft Technologies, a private Information Technology consulting firm in Mebane, North Carolina. He is a devout Christian, husband, and father of 3 young adults who are all currently attending college.

John D. Schaff, Board Member

Mr. Schaff brings business advice and planning to Dayspring Ranch for Girls. He is a mortgage analyst for Bank of America in San Francisco, California.

Accountability Structure

A Board of Directors, consisting of professionals and religious leaders oversees Dayspring Ranch for Girls. The Board members will hold annual meetings and evaluate our quarterly reports.

Dayspring Ranch for Girls will make available annual administrative and financial reports to all people that request such information.

We will also develop and regularly maintain a “Dayspring Operation Manual” which will detail all operational aspects of our family group home.

Organizational Structure

We are registered with the State of Montana as a 501(c)(3), a not-for-profit corporation, (3) as “a non-denominational, not for profit youth outreach seeking to give teenage girls, ages 12 - 17 a fresh opportunity in life.” We are in the process of filing for non-profit status with the IRS.

Limitation of Liability

Before accepting the first girl, Dayspring Ranch for Girls will arrange to carry 1 million dollars worth of liability insurance, as well as additional insurance for the riding and handling of horses. After purchasing the ranch, we will secure the services of a qualified insurance agent and attorney (most likely in or around nearby Billings, Montana).

We are currently exploring the possibility of utilizing a written statement that parents would sign prior to admission, agreeing to limit Dayspring Ranch for Girls’ liability for their daughter, in the event that she accidentally falls off a horse, falls into undesirable circumstances after returning home, and so forth.

Financial Summary

The proposed near term annual budget for Dayspring Ranch is as follows:

Expenses***Personnel Expenses***

EXPENSE	COST (IN DOLLARS)
Salaries	65,800
Benefits (@ 20% of salaries)	13,160
Independent Contractors	5,000
Subtotal Personnel	83,960

Non-personnel Expenses

EXPENSE	COST (IN DOLLARS)
Facility Lease (house and property)	60,000
Utilities (Gas, Electric, Water, Sewer)	8,400
Phone (Land line, Cellular, Internet)	2,400
Insurance (Auto, Home, Liability)	\$6,000
Program Materials (Computers, Curriculum)	9,700
Office Supplies (Materials, Postage, Printing)	4,500
Local Travel (Gas, Repairs)	5,200
Food/Soft Goods	26,000
Subtotal Non-personnel	122,200

Total Expenses = \$206,160

Income

TYPE	AMOUNT (IN DOLLARS)
Anticipated Donations	175,000
Tuition (for 5 girls)	144,000
Total Income	319,000

Positive Cash flow = \$112,840

Any surplus that Dayspring Ranch for Girls receives from a positive cash flow may be used to assist families who cannot afford full tuition.

Development Plan

We have created a four-phase plan of developing Dayspring Ranch for Girls. Each phase should take approximately one year; however, accelerated or decelerated as circumstances dictate.

Phase One: Getting Settled

- ◆ Raise \$75,000 for lease on land, house, utilities, and insurance. (Facilities could be purchased for \$642,000.)
- ◆ Raise \$50,000 for salaries and relocation.
- ◆ Raise \$50,000 for 15-passenger van and pickup truck for ranch work.
- ◆ Receive the first girl.

Phase Two: Program Development

- ◆ Raise \$75,000 for lease on house, land, utilities, and insurance.
- ◆ Raise \$50,000 for employee salaries.
- ◆ Raise \$15,000 for program costs.
- ◆ Develop educational, vocational and spiritual programs.

Phase Three: Program Maintenance

- ◆ Raise \$75,000 for lease on house, land, utilities and insurance.
- ◆ Raise \$50,000 for employee salaries.
- ◆ Raise \$15,000 for program costs.

Phase Four: Program Expansion

- ◆ Raise \$75,000 for lease on house, land, utilities and insurance.
- ◆ Raise \$50,000.00 for employee salaries.
- ◆ Raise \$10,000 for program costs.
- ◆ Have 5 - 8 girls in residence (i.e., operate at full capacity).

We intend for the ranch to be self-supporting once we have enrolled 5 - 8 girls, as well as collect between \$150,000 and \$250,000 net income per year from our 1-acre greenhouse business.

After completing Phase Four, we'd like to start a co-ed summer camp for teenagers, so that they can experience the rustic simplicity that surrounds the ranch, participate in Bible studies, teen challenges, and outdoor activities such as horseback riding, hiking, and rock climbing. In addition to providing enrichment for teens, the camp will generate additional income.

Professional Support Services

During Phase One of our development (see the *Development Plan* section), we will secure the services of a reliable insurance company, legal firm, accounting firm, and bank. Because the best location for these support services is near our target ranch location in Roundup, Montana, we need to actually purchase the ranch before we select these firms and institutions, as well as the specific agents from each one.

As soon as our ranch location is firmly established, we will solicit referrals for each support service from other professionals in the local community.

Outreach

People will find out about Dayspring Ranch for Girls via the following methods of outreach:

- ◆ We will be listed with placement agencies and certified educational consultants—organizations that match troubled teenagers with compatible ranches, schools, and so forth. One such agency is Woodbury Reports, Inc., which hosts the Web site www.strugglingteens.com, a site that is visited more than 2000 times per day and has a high ranking on various search engines. For more information about Woodbury Reports, see the *Screening Process* section.
- ◆ We will send brochures and flyers to schools and churches throughout the United States.
- ◆ Two boys' homes in Montana receive regular calls regarding similar facilities for girls; these homes will recommend Dayspring Ranch for Girls.
- ◆ We will maintain a comprehensive Web site at the address www.dayspringranch.org.
- ◆ Dayspring Ranch for Girls will appear on other Web sites that list ranches and similar group homes like ours.

Donations

The founders and group home parents of Dayspring Ranch for Girls understand that, ultimately, only God, through the work of the Holy Spirit, can truly change a heart. It is our goal to serve as instruments that God uses for life-changing and life-saving work to uplift the girls that turn to us for help.

With your financial support, prayers, and our Gracious Lord's Blessing, we will succeed.

To make a donation to Dayspring Ranch for Girls, please send your contribution, payable to Dayspring Ranch for Girls, to the following address:

Dayspring Ranch for Girls
P.O. Box 147
Lincoln Park, NJ 07035

Contact Information

If you have any questions or would like more information, please contact Abe or Tamar Van Wingerden at our e-mail address, info@dayspringranch.org, or telephone us at 406-672-6251.

Our Web address is www.dayspringranch.org.

References

The founders and group home parents of Dayspring Ranch for Girls have excellent references from respected businesspeople and members of the Church, including the pastor of the church for which we have been assisting teenagers on a part-time, voluntary basis (for more information, see the *Founders/Group Home Parents* section). These references are available upon request.