



Cal Farley's

"It's where you're going that counts!"

Cal Farley's provides professional programs and services in a Christ-centered atmosphere to strengthen families and support the overall development of children.

PRESIDENT'S



A handwritten signature in black ink, appearing to read 'Dan Adams', written in a cursive style.

Dan Adams
President & CEO, Cal Farley's

Change is an undeniable part of life. As much joy as my own children were when they were very young, I'm happy to report they aren't the same people any more. Today, they've grown into responsible young adults.

Change is a fact of life for Cal Farley's, too. Except for the timeless values of integrity, perseverance and faith in God, Cal Farley's today looks very little like the organization Mr. Farley founded in 1939. Our founder's decision to place children in a stable home environment at his new ranch was revolutionary at the time, yet today seems obvious.

America has changed in countless ways since then, and Cal Farley's with it. Child care today thankfully involves greater empathy, clinical understanding and a focus on improving lives, an unheard of approach in the 1930s.

Whether it was the institution of our strengths-based model, the development in 2008 of Cal Farley's Model of Leadership and Service or the application of Dr. Bruce Perry's Neurosequential Model of Therapeutics, this great organization strives to remain at the forefront of our industry. It's no secret why our peers look to Cal Farley's for insight into their own program development — everything we do is intentionally designed to have a positive, encouraging and lasting impact on the children we serve.

The last year has been another noteworthy period of change for Cal Farley's. Our board of directors and I completed a strategic-planning process that left us with one clear directive — our singular focus must remain on Cal Farley's Boys Ranch and all the young people living there. Everything we do must support and reinforce its vital, life-changing work.

So, as we've continually sought to innovate and improve our approaches to the needs of society's children, one central question continually boiled to the surface: *What is the ideal configuration of Cal Farley's programs, within the constraints of good stewardship and our unyielding demand for excellent care?*

Answering that question has been a productive challenge. Our conclusion resulted in a transition away from our regional family resource centers and the Genie Farley Harriman Center for Women & Children. Without question, these were challenging decisions, yet

DID YOU KNOW? There is **NO COST** for the youth who reside at Boys Ranch.

MESSAGE

they were in the best interest of our core mission at Boys Ranch.

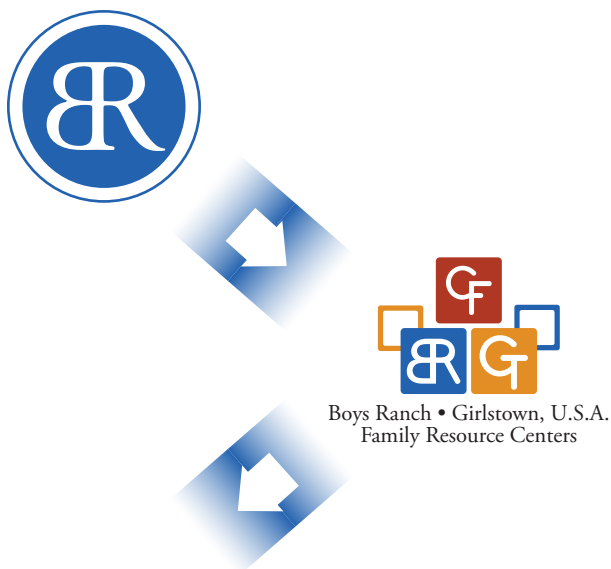
In more than 20 years at Cal Farley's, I've fielded questions from a wide array of sources: A struggling, yet fearful mother wants to know if her child will truly be safe and loved away from her care. The longtime supporter wonders if, underneath all the new, sometimes technological advances, we're still true to the values on which Cal Farley's was founded. A director seeks to understand how the latest innovation furthers our mission to help children.

I've always answered these questions fully and to the best of my ability. I think, though, all those years of answers can be summed up best this way:

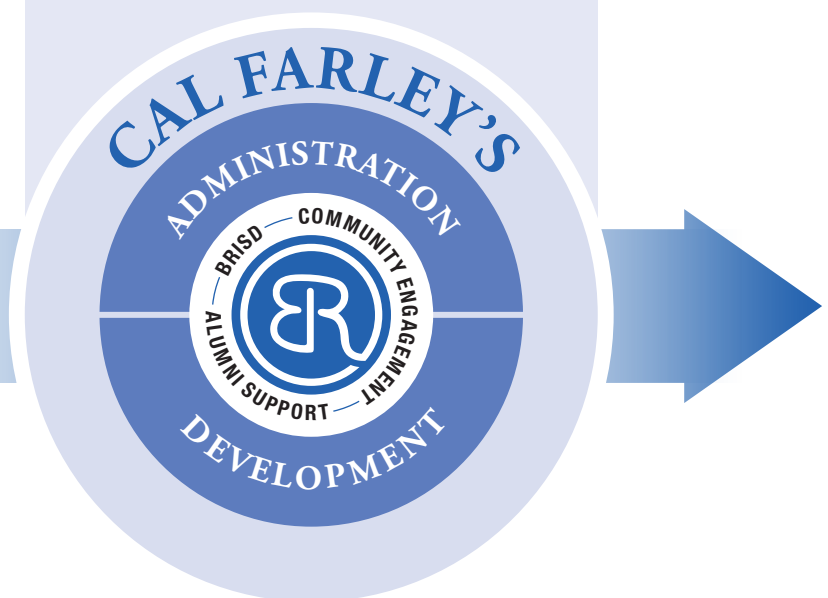
Had anything happened to my wife and I while our children were still young, there's no doubt in my mind. I'd have wanted them to go to Boys Ranch, without hesitation.

That time brings change is inevitable. Through it all, though, Cal Farley's will always remain true to our core mission, to provide the highest-quality professional programs and services in a Christ-centered atmosphere to strengthen families and support the development of every child we serve.

Cal Farley's Boys Ranch is Evolving to Meet the Challenges of Tomorrow



The structure of Cal Farley's Boys Ranch has changed significantly over time. The icons to the left show the different programs that Cal Farley's has offered through the years. New programs were added and either evolved into something new or were phased out in order to better serve the immediate and long-term needs of our clients and their families. Below shows the current organizational structure of Cal Farley's Boys Ranch.



OUR 2018 VISION



As Cal Farley's approaches our 80th year in 2019, our focus remains exactly where it was in 1939, with the children at Cal Farley's Boys Ranch. Our promise to our clients, supporters, partners — and to society — is that we will continue to care for children as young as 5, to provide them with a safe home and quality education, and to then send them on to college or the work force, ready and prepared to function as a well-adjusted member of American society.

Our programs will continue to impart concern and respect for others, faith in God and to extol the virtues of education, perseverance and community service.

In short, Cal Farley's will always remain true to our founder's maxim: "It's not who you are or where you've been, it's where you're going that counts."

Achievement inspires confidence

Zack felt lost in his large high school. With 40 students in each class, one-on-one time with his teachers was impossible. Zack preferred to let his questions go unanswered instead of speaking up in front of the large classes.

"I didn't want to raise my hand to yell across the classroom about the question I didn't know," Zack admitted.



This strategy never paid off. Zack's confusion over classwork grew, along with his frustration. Zack began putting off his assignments, which led to ever-poorer grades. Zack's mother knew something needed to be done, but as a single mother working a rotating nurse's shift, she had no time to help her son.

At Cal Farley's, Zack receives the one-on-one attention he needed to succeed in school.

"Here, the teachers come walking around and see how you're doing," Zack said. "So, that really got me up and going. I don't dread class every day anymore."

Since arriving at Cal Farley's 2 years ago, Zack hasn't failed a single class. But, Zack's success at Cal Farley's Boys Ranch is about much more than his classroom improvement. The foundation for everything else in his life today is the sense of achievement he created in the process of improving his academic life.

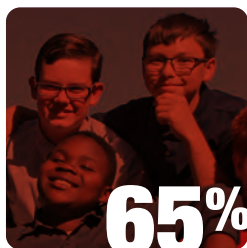
You see, Cal Farley's knows achievement goes hand in hand with confidence. When a child has confidence in his abilities, he'll try new things and make positive decisions that give a better shape and direction to his life.

Zack may still be in the drafting stage of his adult life — he's considering a career as a welder or pursuing ranch work — but, he knows Cal Farley's helped him bring his life into focus.

"I have to say thank you for this place," Zack said. "I mean, look at this place. It is amazing!"



STATISTICS 2016-2017



BOYS



GIRLS

2,972



Information and referral calls received

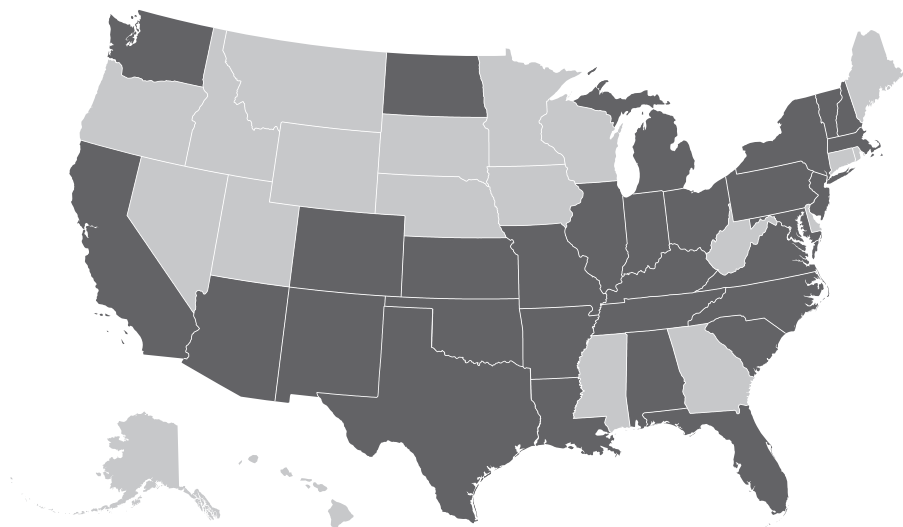
329



Children served by Cal Farley's residential campus at Boys Ranch, Texas

30

Number of states represented by our current residents



State of Origin

The darkened states represent the home states of our many Boys Ranch residents.

Boys Ranch residents

Age

7 years old & younger	1%
8-9 years	2%
10-11 years	6%
12-13 years	13%
14-15 years	28%
16-17 years	38%
18 years	12%

Race/Ethnicity

Caucasian	63%
Hispanic	20%
African-American	15%
Asian-American	2%
Native American	<1%

WHO WE SERVE: Youth from across the United States live, learn and play Cal Farley's Boys Ranch.

FINANCIAL STATEMENT 2016-2017

REVENUE

FUNDRAISING REVENUE

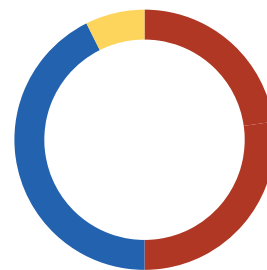
Annual Giving	12,294,772
Planned Giving	8,899,417
Major Gifts	524,586
Corporate & Foundation Gifts	728,722
TOTAL FUNDRAISING REVENUE	22,447,497

SUPPORT FROM CAL FARLEY'S BOYS RANCH FOUNDATION 20,202,354

OTHER REVENUE

Investment Revenue	2,818,347
Other Revenue	2,863,844
TOTAL OTHER REVENUE	5,682,191

TOTAL REVENUE 48,332,042



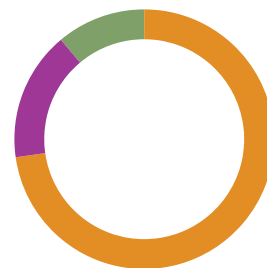
EXPENSES

Boys Ranch	28,699,811
Center for Women and Children	1,544,197
Alumni and Program Support	2,602,815
Community Based Services	1,536,712
TOTAL PROGRAM EXPENSES	34,383,535

FUNDRAISING EXPENSES 8,429,075

ADMINISTRATION AND GENERAL EXPENSES 4,845,600

TOTAL EXPENSES 47,658,210



CAL FARLEY'S BOARD OF DIRECTORS

Malcolm Shelton – Chairman, Lance Purcell – Vice Chair, Aaron Pan – Secretary/Treasurer, Dan Adams – President & CEO
 Tanner Alexander, Julie Attebury, Lilia Escajeda, Jane King, Mike King, Richard McElreath, Jeff Mitchell, Walter “Four” Price, Tom Roach
 J. Avery Rush, Rodney Ruthart, Lenny Sadler, Rod Schroder, Shannon Stapp, Chris Storm, Tol Ware

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 Julie Attebury, Sam Lovelady, Tom Roach, Malcolm Shelton, Chris Storm

DIRECTORS EMERITUS

Coney Burgess, Harold Courson, Genie Harriman, Gene Hayman, Bud Joyner
 Wales Madden, Jr., Virginia Maynard, Alan Roberson

Members of the Cal Farley's board of directors volunteer their time and expertise to provide leadership and guidance.

CAL FARLEY'S SENIOR LEADERSHIP

Dan Adams
 President and
 Chief Executive Officer

Mark Strother
 Executive Vice-President
 and Chief Operating Officer

Michelle Maikoetter
 Chief Program
 Officer

Lacey LaPointe
 Chief Development
 Officer

Megan Johnson
 Senior Vice-President
 for Finance

RESIDENT HOMES

▶ House parents make the difference

The sun peeks over the hills surrounding Cal Farley's Boys Ranch, heralding another day. In one of the 28 youth homes, house parents Kirk and Marie Thompson have been up for some time, handling routine tasks before their boys — up to 12 of them, plus their own son, Caleb, 15, — start the day.

"I think mornings are the best, and really the only 'typical' moments we have," Marie laughs.

Kirk pokes his head in a bedroom, where three boys are soaking in a last moment of sleep. When his calls fail to cajole them out of bed, Marie walks in cheerfully singing "Good morning to you, good morning to you!"

Her song draws a mix of laughs and groans.

"C'mon, Mrs. T, it's too early for singing!" one boy pleads.

By 7:25 a.m., everyone gathers for a brief devotional. Five minutes later, the group heads to breakfast.

"Together, that is always our goal," Marie says.

Together, like a family. Though not all related, the Thompsons, Caleb and the boys are every bit a family, much like Boys Ranch community itself.

Positive environment or not, some couples might shy away from raising a child alongside those society labels as 'troubled' — living in the same house, attending the same classes, playing on the same sports teams. Yet, to the Thompsons and a number of other Boys Ranch house parents, the experience is a blessing.

"I'm thankful for the Cal Farley's family, the family atmosphere they've given us, that I can raise Caleb in this environment," Kirk says.

Caleb, too, sees the impact of growing up with those he views as his brothers and sisters.

"I am the product of this place, the product of my



brothers," Caleb notes.

The Thompsons heart for children is apparent watching them interact with the boys in their home. Some days, of course, are a challenge. Kirk and Marie are quick to credit Cal Farley's for giving them the support they need.

"It starts with our training," Marie notes, pointing out concepts like nonviolent aggression management and Life Space Crisis Intervention techniques.

Cal Farley's, she says, also recognizes that life doesn't always happen the way a manual might spell it out.

"You're not going to do it right all the time," Marie says.

Such moments are opportunities to show the boys how to deal with life's natural frustrations, from a hard day at work to a disagreement with a spouse.

"It's modeling for them," Kirk says. "They can see how I treat my wife. They can see how I treat my son. They can see how I treat them together ... Hopefully, that will stick in their mind and, later on, they can say, 'Oh, Mr. T did this,' or 'Mrs. T did that.'"

Such openness is just part of being a house parent.

"This is a lifestyle," Marie says. "You have to be able to live your life as an open book."





WAYS TO GIVE



DONATE BY MAIL You can make a difference in the life of a child by making a donation by mail. We welcome gifts by check or credit card.

We accept American Express, MasterCard, Visa or Discover credit cards.



GIFT IN HONOR A perfect way to honor a friend, associate or loved one is by making a contribution to Cal Farley's in their honor.



DONATE BY BANK DRAFT You can help give children a second chance to succeed in life through regular monthly giving via bank draft.



MEMORIAL GIFTS A memorial gift to Cal Farley's is a wonderful way to honor the memory of a family member or friend. Memorial gifts will be acknowledged, upon request, if you include the name and address of the person to be notified of the gift.



CORPORATE MATCHING GIFT Corporate matching gifts can magnify your giving by matching your contribution to charitable organizations. Contact your company's human resources department to find out if this benefit is available to employees or retirees.



PLANNED GIFTS Your financial or estate plan to support Cal Farley's now, and in the years to come. There are a number of giving options to help you attain your goals as you consider your long-term financial priorities. Some ways to give can even provide you with additional income.



P.O. Box 1890 Amarillo, TX 79174-0001

Since 1939



**Learn more and support
our life-changing work:**

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