



 **Cal Farley's**  
*"It's where you're going that counts!"*

**2014-2015**  
**ANNUAL REPORT**



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

# From our president: **Seeing promise in brokenness**

**S**OMETIMES, IT TAKES VISION TO SEE the potential in a messy situation.

Our nation's oldest institution of higher learning has on display a brilliant collection of glass plant life. The thousands of individual specimens were created in the mid-1800s by a pair of German artisans. The display began with a professor, who commissioned their work and had a handful of samples shipped to the United States to display for potential backers. But, when they arrived, the fragile, ornate glass hadn't survived its ocean voyage.

Undeterred, the professor showed the shards to two would-be supporters. When one of them saw the stunning colors and delicate, life-like detail, she was deeply moved at the potential of the professor's idea. Despite seeing only broken pieces, the mother-daughter team believed in the project and funded what became a 4,000-piece collection of exquisite beauty.

That story stays with me because it so perfectly sums up the work done every day at Cal Farley's. Hurting

families come to Cal Farley's for help, often with little more than a mere glimmer that somehow we can bring healing and restoration to the shattered pieces of their children's lives. Like the woman examining the broken glass, I know you see the beauty and potential in these children. Like Cal Farley's, you can see beyond their pain and brokenness to the incredible, inspired individuals they can become.

And, with your support, Cal Farley's helps the children we serve see that, too.

One by one, they find healing, purpose and hope. At our flagship residential campus alone, more than 300 children last year — all at different stages of their healing transformation — were shown the potential locked away in their own frailties.

It's for them, and the many others served by the entire Cal Farley's organization, that I say thank you. Thank you for seeing beyond the splintered, imperfect lives. And, thank you for supporting Cal Farley's vision of hope and promise.



Dan Adams  
**President and CEO**  
Cal Farley's



# Leading the **way**, for **families** and our **peers**

Cal Farley's is a leader in residential, educational and community-based services.

For more than 75 years, we've worked to meet the needs of children and families — **at no cost** to the people we serve, thanks to the continued generosity of our supporters, and **without seeking state or federal funds to support our work.**



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**“(Cal Farley’s) is the biggest blessing I’ve had in all my life.” — Jacob**

# Empowering **children,** **restoring** families



**C**AL FARLEY'S IS ABOUT CHILDREN. OUR PRIMARY WORK is transforming the broken lives of children mired in crisis, so they are equipped and emotionally empowered to break free from the circumstances or poor choices that marked their early years, paving a path toward a positive future in which they live as a valued, contributing member of society.

While a child lives with us at Boys Ranch, our flagship campus, he or she is likely to take part in our experiential learning program. This exciting catalog of vocational-learning activities provides our youth with exposure to the tools and training to be productive learners and workers in whatever vocation they ultimately choose. In the safety of Cal Farley's campus, young people learn perseverance, innovation and gain an awareness of the many career opportunities available to them. Even as they heal emotional scars, the individualized learning opportunities afforded them at Cal Farley's encourage a positive peer culture and instill a sense of pride and value in community.

Still, we recognize a stable, nurturing home environment offers children the best long-term hope for future success. In addition to our excellent residential care, Cal Farley's works to help parents and caregivers learn how to provide their children with the best home environment and rewarding family relationships. We provide positive parenting strategies and facilitate open communication.

Our family resource centers are a key component in this aspect of our mission. While a child heals and learns at Boys Ranch to build healthy relationships and boundaries, Cal Farley's caring caseworkers provide professional services to the families, often right in their own homes.

This two-pronged approach helps heal broken relationships and mend bonds that otherwise could've remained lifelong emotional scars for parent and child alike. Indeed, our community offices' work often facilitates family reunification in a relatively short period of time — two years, on average — returning normalcy to a family's life and making sure our residential campus is able to accept those children who most need our services.

Whatever form Cal Farley's service takes for an individual family, we will continue to innovate, restoring families and creating a better society — one child at a time.

ON A BRISK EVENING AT CAL FARLEY'S, RESIDENTS and staff gathered to share stories of hope. Among the young people present that night was Isaiah, one of 12 children to share their message in a nonverbal display called "cardboard testimony."

When it was his turn, Isaiah, 11, stepped forward, providing a glimpse of his life before Cal Farley's. He walked forward and held a white poster board high above his head. On it was written in large black letters: *Worn out by poverty.*

Before coming to Cal Farley's, Isaiah said he and his mother struggled financially, moving from place to place in search of income and stability. They often relied on the help of friends or family for shelter and food.

Many nights, Isaiah said, he simply went hungry.

"The whole reason I came here is because we had poverty," he recalled. "Before (coming) here, I went to seven schools from when I was in pre-kindergarten to now, fifth grade."

### **"Miracles are things that God does."**

Isaiah got good grades, but the instability took its toll. He began to act out and ignore his mother's rules. Finally, hope came when Isaiah's mother learned about Cal Farley's.

Isaiah was excited at the prospect and, now that he's living and learning at Boys Ranch, Cal Farley's flagship campus, he said he most enjoys the activities designed to help him gain confidence and spending time with his housemates, with whom he's great friends.

Isaiah said his time at Cal Farley's has been nothing short of a miracle.

"Miracles are things that God does," he said.

Perhaps the best description of Isaiah's miracle is in the rest of his hand-written testimony, for on the back side of the poster board, Isaiah confidently wrote: *I am provided for.*

"I could have been left ... in poverty. I could have been suffering that instead of being here and letting my mom [get] onto her feet," he said. "And, coming here, I know He has a path for me."

# Isaiah:

## Finding his way



# Emily:

## Achieving greatness



“**E**VERYTHING I HAVE IS BASED ON ... WHAT (THE donors have) done for this organization,” Emily, 15, said, reflectively. “I’m just grateful.”

Emily’s gratitude is a testament the 10 years she’s spent at Cal Farley’s. She and her older siblings, LeAnn and Christian, came to Boys Ranch when Emily was only five. And, while Emily does not remember a lot from that time, it’s clear her grandparents made a very hard decision after receiving custody of the children.

They’d had a tumultuous start in life. Their mother’s personal struggles resulted in their living with their grandparents, but Emily’s grandparents grappled with worries of their own. They feared their age was inhibiting them from successfully raising three energetic children. And, worse, what if something happened to leave the children without anyone to properly care for them?

Emily’s grandparents knew Cal Farley’s reputation for teaching youth life skills and Christian values. They saw in Cal Farley’s the opportunity for the children to thrive.

“(Their decision) has helped me a lot,” Emily said. “I don’t know where I’d be without (Cal Farley’s).”

**“I don’t know where I’d be without (Cal Farley’s).”**

And, Emily is flourishing. Now a high school freshman, she receives straight-As and is very athletic. She also participates in Boys Ranch’s Youth Leadership Organization, a program that is instilling the importance of making meaningful contributions to one’s community.

“You’re supposed to be a role model to others and ... set a good example,” she explained. “So, I like that.”

Emily also said Cal Farley’s provides structure that has been vital to her growth. She appreciates faith’s integration into daily campus life.

“As I got older, I (wanted) to know more about God,” she said. “I do more activities now that involve God because I’m trying to get closer (to) Him.”

With Cal Farley’s help, Emily looks forward to putting the skills and tools she’s gained here to work in an independent life, just as her brother and sister now do.

She summed up her philosophy quite simply: “Give it all you have in everything you do ... Strive to get better.”

**T**HINGS AREN'T TURNING OUT FOR JAMIE'S FAMILY THE way she expected — and that's a good thing. "Before I came to (Cal Farley's) ... I didn't really have high points. I wasn't going to school. I didn't *care*," she said.

For years, Jamie and her older sister, Cheyenne, lived in constant upheaval. Their father was incarcerated, and their mother's substance-abuse issues forced them constantly to new living environments throughout central Oklahoma. The girls' grandmother, Ann, did everything she could, including taking them in for many years.

"I raised the girls for eight years," Ann recalled.

Eventually, though, their mother called for their return, and Ann could do little besides watch as the girls struggled.

"(They) started having anger issues, a lot of depression," Ann said. "Their grades fell. This went on for probably two years. We knew something had to be done with Jamie, because she was so angry."

**"I want to be an orthodontist. I want to go to (college.)"**

That anger prompted Jamie to make some questionable choices. Cheyenne even dropped out of high school. But, Ann had learned about Cal Farley's from her brother-in-law, who credited his time at Boys Ranch with changing his life.

Fortunately, Cal Farley's operates seven community offices to help families like Jamie's, including one in nearby Oklahoma City. It was there they met Felicia Kellett, director of Cal Farley's Oklahoma City Family Resource Center. She showed the girls' mother that Cal Farley's could offer stability they desperately needed.

"(My mom and I) have always been on rocky roads," Jamie remembered, "because she's never really been there like a mom should."

It took a bit of work to gather the necessary records and life details, but things came together for Jamie to live at Boys Ranch. Eventually, Kellett helped the family navigate their decision for Ann to take custody of the girls.

But, there was still one problem: Cheyenne was too old for placement at Boys Ranch. Following the girls' pre-placement interview, Cheyenne was somber as the car drove away from Boys Ranch to an uncertain future.

# Jamie & Cheyenne:

## Creating hope from hopelessness



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“She made the comment from the back seat of the car: ‘I just feel like it’s too late for me,’” Kellett recalled. “I looked in the mirror, and I smiled at her. I said, ‘sweetie, it’s never too late. I promise you, it is not too late.’”

But, just as Jamie had much to learn at Boys Ranch, Cheyenne needed to realize she could let go of years of frustrations. Her age might’ve been an obstacle to her living at Boys Ranch, but that didn’t mean Cal Farley’s couldn’t help her.

Far from it.

“I’ve been (helping families) for more than 25 years,” Kellett said. When I met Cheyenne, she was very angry, very guarded. She looked at me as if (to say) ‘what are *you* going to do for me?’”

Looking back on it all, Ann said the change has been remarkable.

“Felicia has really done a great job with Cheyenne, because Cheyenne had built a wall up, and she wouldn’t let people get close to her. It took a while to wear her down, because I think she felt like Felicia was her enemy at first.”

Jamie echoed: “I’m proud of my sister!”

The key, Kellett said, was finding a way to prove to Cheyenne that she could trust Cal Farley’s to follow through.

“She told me she was kind of interested in going back to school. I said I’ll go find out about it, and we’ll see what we can do,” Kellett said.

Cheyenne had her doubts. They were erased, though, when Kellett found an alternative school where Cheyenne could catch up and obtain a degree. She even helped Cheyenne find vocational training that led her to get a job in the medical field.

“I think that surprised Cheyenne. She told me later that she was used to people making promises to her and not following through,” Kellett said. “So, I think one of the most important things I did for Cheyenne (was) I followed through with what I said I was going to do.”

Today, Cheyenne has a stable job and a home of her own. And, she can rest easy, knowing Cal Farley’s is helping her sister create a better life for herself, too.

“I think it’s better for me to be out here,” Jamie said. “I want to be an orthodontist. I want to go to (college).”

Her grandmother agreed.

“It was a godsend, when (Cal Farley’s) came into our lives ... what she’s doing now, I never dreamed that she would do it.”



**“I love (Cal Farley’s). Boys Ranch has helped me and changed my life so much!”**

**— Austin**

# 2014-15 Statistics: **Your impact**



# 2,995

Information and referral calls received

# 319

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

# 37

Number of families served by the Genie Farley Harriman Center for Women & Children

# 3,384

Individuals served by Cal Farley's community-based services

# 92.5%

Percentage of families reporting satisfaction with Cal Farley's services



## PRESENTING ISSUES



### **Boys Ranch clients**

**ANGER • DISOBEDIENCE • SCHOOL ISSUES • SUPERVISION**

### **Center for Women & Children clients**

**DOMESTIC VIOLENCE • EDUCATION • FINANCES  
HOMELESSNESS • JOB LOSS**

### **Family Resource Center clients**

**DISCIPLINE • FAMILY CRISIS • MENTAL HEALTH • SCHOOL ISSUES**

### **Community-engagement clients**

**EDUCATION • FOOD/BASIC NEEDS • HOUSING • UTILITIES**

# 2014 - 2015 DEMOGRAPHICS

## Boys Ranch residents

### Age

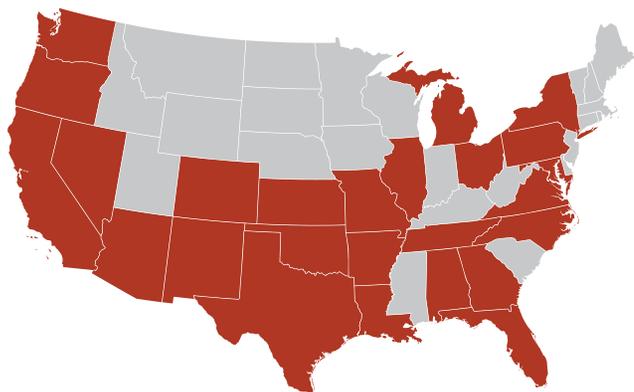
7 years old & younger	<1%
8-9 years	3%
10-11 years	5%
12-13 years	12%
14-15 years	30%
16-17 years	34%
18 years	14%

### Gender



### Race/Ethnicity

Caucasian	66%
African-American	19%
Hispanic	15%
Native American	<1%
Other	<1%



## Center for Women & Children

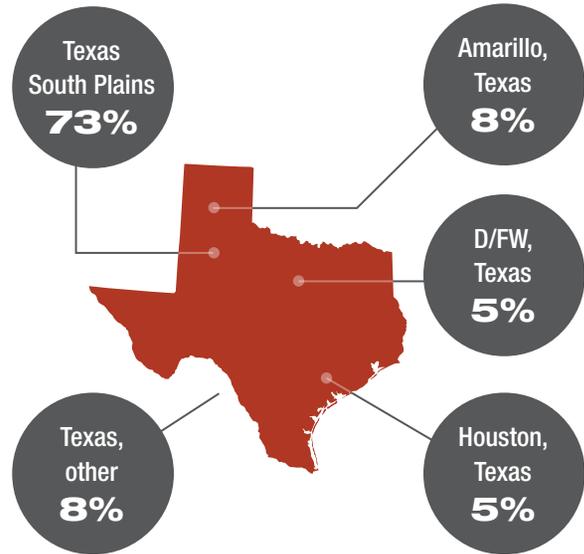
### Age

Children	66
Mothers	36

### Race/Ethnicity

Caucasian	60%
African-American	24%
Hispanic	16%

### Geographic Origin



### State of Origin

*Boys Ranch residents come from across the nation, 25 states in all. The red states represent the home states of our many Boys Ranch residents.*



**A**FTER HIS TIME AT CAL FARLEY'S, KAVOZA, OR "KATO", knows his life could have been much different. Not every struggling child has someone to point them in the right direction.

"I was really trying to fit in with other people," he said. "That caused a bunch of behavior issues."

Seeking the acceptance of his peers, young Kato skipped class, set off school fire alarms and talked back to his teachers. His grades suffered, and his parents worried about his future.

"My parents really wanted me to finish high school," he recalled. "They said, 'Kato, at least get your diploma.'"

Determined to find help for Kato, a relative told his mom about Cal Farley's.

"Going to Boys Ranch was a fresh start. And, I was thanking God for it," Kato said.

**Going to Boys Ranch was a fresh start. And, I was thanking God for it. I think (Cal Farley's) sets you up with the right tools."**

In 2008, Kato came to Cal Farley's, where he discovered acceptance wasn't tied to negative behavior.

"I think (Cal Farley's) sets you up with the right tools," he said.

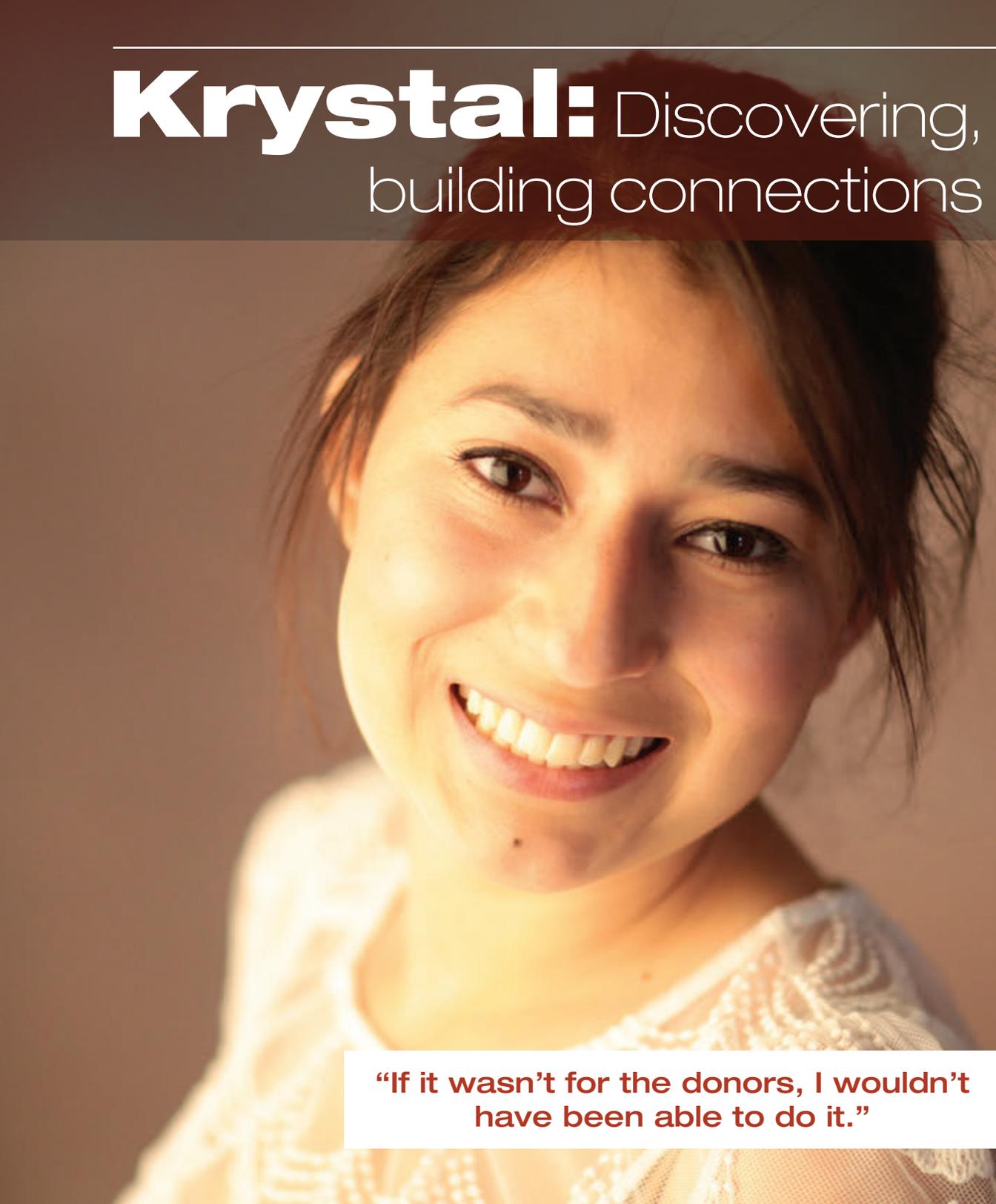
Kato built a foundation of success on the acceptance he found from his mentors and peers. His grades turned around and, not only did he finish high school, he attended a state university, pursuing a degree in criminal justice.

One reason Kato chose his career was his desire to give back, in gratitude for all he's received.

"It's awesome to just think ... I can change somebody's life," Kato said.

# Kato: Giving back to his community





# Krystal: Discovering, building connections

**“If it wasn’t for the donors, I wouldn’t  
have been able to do it.”**

“I BELIEVE THAT COMMUNITY IS ESSENTIAL TO ANY person, no matter who they are,” said Krystal, a Cal Farley’s alumna. “I have been able to succeed partly because I have a community of friends and family who give me their love and support.”

Krystal’s belief mirrors Cal Farley’s recognition of the importance of a sense of belonging and its influence on an individual’s success. Comprising Cal Farley’s Model of Leadership and Service®, belonging is one of six vital human needs, along with safety, achievement, power, purpose and adventure.

Yet, before Cal Farley’s, the incredible journey Krystal is now taking wouldn’t have been possible. Providing support to five children and their grandmother, poverty was an insurmountable obstacle for Krystal’s parents. Making matters worse, Krystal wasn’t succeeding academically and was beginning to exhibit problematic behavior.

When a neighbor mentioned how life-changing Cal Farley’s had been for her daughter, Krystal’s parents faced a hard realization — Krystal’s best chance might be somewhere besides home.

“My parents were worried about my future,” she said.

In 2010, Krystal was accepted to Boys Ranch. It didn’t take long for her to embrace all Cal Farley’s had to offer. Within two years, Krystal was graduating from high school — as valedictorian! In fact, her hard work earned her the Cal and Mimi Farley Memorial Scholarship, Cal Farley’s most prestigious recognition of outstanding academic achievement and personal leadership.

Yet, Krystal said the greatest gift Cal Farley’s gave her was teaching her how to manage time and money. Cal Farley’s transitional living program, too, which guides older residents on the cusp of independence, provided critical skills and support, she said. To this day, Krystal said she still can rely on her lasting connections at Cal Farley’s when she needs a listening ear.

Today, Krystal is a junior at a large state university, just one year away from attaining a degree in international relations and global studies. She’s preparing for a career advocating for others on a global scale, an achievement she credits to the belief Cal Farley’s supporters had in her.

“I’m just thankful that they gave me the opportunity,” she said. “If it wasn’t for the donors, I wouldn’t have been able to do it.”



**“(Cal Farley’s) made me a better person ... There’s more (in life) to look forward to.”**

**— Taylor**

# A look back at **2014 - 2015**



**T**HE LAST YEAR WAS AN EXCITING ONE FOR CAL FARLEY'S. So much has happened for us as an organization, and so many positive outcomes have given hope to the children and families we serve every day.

It's been a year in which our commitment to hire and maintain the best staff was recognized. It's been a year in which a key facility in our residents' spiritual life received some much-needed improvements. And, 2015 was a year in which Cal Farley's vocational-training program to inspire young people to dream big dreams for themselves underwent a major transformation.

But, as important as all those things are, focusing on a building or even the accomplishments of our caring staff can't begin to capture the remarkable achievements we've seen in the people we serve.

We're pleased, of course, when others take note of the outstanding people who devote their lives to Cal Farley's work. But, that pales in comparison to the joy we feel knowing a young man like Jacob, who knew such chaos in life, is now growing and learning. And, he's making the most of the opportunity he's been given to build a new life.

Or, what could compare to Kalista, a young lady who came to Cal Farley's filled with fear, doubt and self-loathing? Today, she believes in a God Who sees her beauty, appreciates her value and calls her worthy of love!

And, then there's Austin, who battled a rebellious nature and struggled to find academic motivation. Thanks to Cal Farley's innovative work, he's gained the life skills he'll need to be successful in a career, and he's excited to continue learning long after he finishes school.

For Cal Farley's, it's young people like these, whose lives are filled with promise and headed in a positive direction, who are the accomplishments we really care about. And yet, Cal Farley's can't claim sole credit for these incredible life transformations that take place under our watchful eye. It is you who makes all this possible. Your generous support of Cal Farley's is changing lives and giving hope to families every day. Thank you!





# FINANCIALS

FROM THE VERY BEGINNING OF THE ORGANIZATION that now bears his name, Mr. Farley provided a model for fiscal stewardship and the vision to provide life-changing professional care, both held to the highest ethical standards.

By 1961, many people were supporting Mr. Farley's organization. With increasing frequency, they were making special gifts or choosing to include the organization in their final plans. Mr. Farley, along with many close to him who advised him, wanted to be sure those very special gifts had a lasting impact. To that end, the Cal Farley's Boys Ranch Foundation began. As those early investments grew, Mr. Farley was careful to steward every dollar spent. It's one of the legacies Cal Farley's continues to this day.

The daily needs of providing for the children in Cal Farley's care are provided by the generosity of our supporters, while the Cal Farley's Boys Ranch Foundation provides the long-term stability needed to ensure the organization can continue to live up to the lifelong commitments we've made to each child we serve.

In 2015, faithful friends and corporate partnerships contributed \$24,106,947 to support Cal Farley's programs, while the Cal Farley's Boys Ranch Foundation provided support totaling \$21,035,793 to support Cal Farley's life-changing work. Cal Farley's continues to provide our professional services without seeking state or federal funding and at no cost to the people we serve!

## REVENUE

### FUNDRAISING REVENUE

Annual giving	\$10,056,491
Planned giving	\$11,082,438
Major gifts	\$2,107,213
Corporate and foundation gifts	\$860,805

**TOTAL FUNDRAISING REVENUE** **\$24,106,947**

**SUPPORT FROM CAL FARLEY'S BOYS RANCH FOUNDATION** **\$21,035,793**

### OTHER REVENUE

Investment revenue	\$4,907,150
Other revenue	\$766,169

**TOTAL OTHER REVENUE** **\$5,673,319**

**TOTAL REVENUE** **\$50,816,059**

## EXPENSES

### PROGRAM EXPENSES

Boys Ranch	\$27,615,491
Center for Women and Children	\$1,834,654
Alumni and Program Support	\$2,069,580
Community Based Services	\$1,748,993

**TOTAL PROGRAM EXPENSES \$33,268,718**

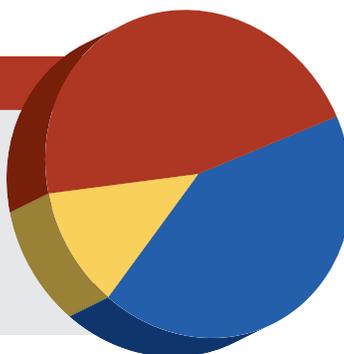
**FUNDRAISING EXPENSES \$7,235,614**

**ADMINISTRATION AND GENERAL EXPENSES \$5,030,095**

**TOTAL EXPENSES \$45,534,427**

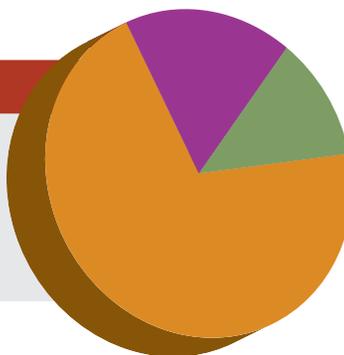
## REVENUE

● Total fundraising	<b>47%</b>
● Cal Farley's Boys Ranch Foundation support	<b>42%</b>
● Total other income	<b>11%</b>



## EXPENSES

● Program services & education	<b>73%</b>
● Fundraising	<b>16%</b>
● Administrative & general	<b>11%</b>



**YOUR SUPPORT, MAKING THE DIFFERENCE!**



## CAL FARLEY'S FOUNDATION BOARD



**Luther Bud Joyner**  
Chairman



**Mike King**  
Vice-Chairman



**Joe Howell**  
Secretary



**Dan Adams**  
President and CEO



**Fay Moore**



**Tom Roach III**



**Rodney Ruthart**



**Malcolm Shelton**



**Chris Storm**

## CAL FARLEY'S SENIOR LEADERSHIP



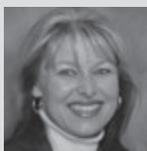
**Dan Adams**  
President and  
Chief Executive  
Officer



**Mark Strother**  
Executive Vice-President  
and Chief Operating  
Officer



**Susan Carter**  
Senior Vice-President  
of Development and  
Marketing



**Belinda Palacios**  
Senior Vice-President  
for Community-Based  
Services



**Michelle Maikoetter**  
Senior Vice President  
for Programs,  
Youth Programs Administration

## CAL FARLEY'S BOARD OF DIRECTORS



**Rodney Ruthart**  
Since May 2009



**Malcolm Shelton**  
Since September 2012



**Aaron Pan**  
Since October 2014



**Dan Adams**  
President & CEO



**Tanner Alexander**  
Since January 2010



**Daniel Bradley**  
Since October 2013



**Stan Chapman**  
Since October 2013



**Betty Cooper**  
Since April 1991



**Lilia Escajeda**  
Since October 2004



**Joe Howell**  
Since January 1980



**Luther Bud Joyner**  
Since October 1997



**Jane King**  
Since October 2006



**Mike King**  
Since October 2006



**Debra McCartt**  
Since October 2010



**Richard McElreath**  
Since October 2015



**Jeff Mitchell**  
Since October 2015



**Fay Moore**  
Since September 1996



**Rep. Four Price, R-TX**  
Since October 2010



**Lance Purcell**  
Since October 2014



**Tom Roach III**  
Since September 2005



**J. Avery Rush III**  
Since September 1994



**Lenny Sadler**  
Since December 2004



**Shannon Stapp**  
Since September 2008



**Chris Storm**  
Since October 1986



**Tol Ware**  
Since September 2012

## DIRECTORS EMERITUS



**Harold Courson**  
Since October 2013



**Genie Farley Harriman**  
Since October 2012



**Gene Hayman**  
Since October 2012



**Virginia Maynard**  
Since October 2012

**SERVING OUR YOUTH, SERVING OUR SUPPORTERS**

**“Cal Farley’s means home to me.”**

**“Cal Farley’s has given me a road to success.”**

**“Cal Farley’s has meant an opportunity to start anew.”**

**“It made me the person I am today.”**



**Thank You!**



800-687-3722  
www.calfarley.org

