Have you ever stopped to think about what went into constructing the building in which you live?

First, there was the visionary, who conceived the beauty and potential in the idea of the project. Then came the architect, who took the vision and translated it into a visible form that could be used to guide the construction. From there, a contractor prepared the site and laid a strong foundation to support the house. As the framework of wood or steel rose from the foundation, the building began to take shape. The walls began to divide the space, giving each a unique purpose. The electrical, plumbing and insulation came next, delivering power, nourishment and warmth.

Countless people had a hand in its construction, from the builders and bricklayers to the painters and roofers. Each one applied his or her unique talents and abilities to make the finished product as beautiful and productive as it could possibly be.

You know, that’s how it is with Cal Farley’s, too. Only, it’s not buildings we work to construct — it’s the bright, talented young people whose lives we help reconstruct so they can see the value and potential inside themselves.

For each one of them, the process of restoration and healing begins with a parent or other loved one who sees past their pain to the worth locked away inside. But, just like all those people coming together to build a warm, protective home, it takes a number of people all working together toward a common purpose to equip our youth.

From the house parents and caseworkers who provide guidance, friendship and a supportive ear to the chaplains, mentors and other support staff who encourage learning and offer a perspective guided by experience, everyone a child meets at Cal Farley’s is there to help him or her develop into the best person he or she can possibly be.

You’re an important part of that process, too.

Without your prayers and continued support, none of the life-changing work at Cal Farley’s would be possible. Your commitment to Cal Farley’s is the linchpin that connects our professional programs and services with the lives of hurting children and families from across the United States — more than 300 of them last year alone. At Cal Farley’s, they rebuild their lives, tearing down rotted structures of doubt and fear, and rebuilding in their place lives filled with belonging, purpose and tangible achievement.

As you consider the sturdy lives your generosity is building at Cal Farley’s, I hope the thought fills you with satisfaction. And, I want to thank you. Thank you for caring about the young people we serve, for seeing the promise of all they can become.

Dan Adams
President and CEO
Cal Farley’s
A vision for the future:

The challenge of change

It’s often said the only constant in life is change. For an organization like Cal Farley’s, which is responsible for caring for hundreds of lives each year, the process of anticipating needs and planning for change is never ending. It’s a strategic process that doesn’t result in a nicely bound set of objectives that sits on the shelf the rest of the year collecting dust. On the contrary, planning for our future is ongoing, and a powerful driver of innovation and progress.

As we work to keep Cal Farley’s at the leading edge of our industry, we strive to balance three key constituencies — those we serve, those who fund us and those who hold us accountable.

Our most important stakeholders are the children we serve. Their families call us in crisis, and what they need from us is help in whatever form we can deliver it. These families make a commitment to entrust Cal Farley’s with their children’s care, and we make a long-term commitment to be a source of inspiration, hope and healing for that child.

You, our supporters, are a vital group of stakeholders, too. We know you share our commitment to delivering the highest quality of care possible in an environment that extolls faith in Christ and without expectation of payment from the hurting children we serve. You make a commitment to support us and to those we serve, and we commit to always be responsive to your needs and expectations as well.

Public watchdog agencies and our own board of directors are stakeholders, too. Cal Farley’s operates to a high standard, both legally and ethically. That commitment means we must follow all laws, rules and industry standards. These guideposts are in place to ensure the safety and welfare of the children we serve and the responsible use of the resources with which we are entrusted. Our board of directors holds our leadership accountable to those standards, ensuring the care we provide leads our industry and that our management practices echo the values we hold dear.

To effectively serve the children who come to us in crisis and wisely steward the support entrusted to us by our supporters, we must constantly seek to focus on improving the quality of care we provide.
Sometimes, that means adding programs to meet an emerging need. Other times, we shift gears because the way we’ve always done it may no longer be as effective. While any change can be scary if we’re not prepared for it, progress and innovation are important parts of Cal Farley’s work. And, we try to maintain a culture that embraces positive change. From transitioning Boys Ranch into a co-ed environment, to adding work with families, an emphasis on alumni support and even improving the techniques we use to help children deal with past trauma, we’ve done a pretty good job over the years at adjusting to ever-evolving needs, while always maintaining our commitment to the timeless values of faith, perseverance and integrity.

This year, the natural change that comes with evaluating our work means tightening our focus on the life-changing work done at Boys Ranch and with our graduates through our robust alumni support services. We’re working to transition operations at the Genie Farley Harriman Center for Women & Children and our family resource centers to reflect that focus, ceasing these programs so our resources remain where they’re the most effective. Boys Ranch has been, and always will be, the heart and soul of our mission. Cal Farley’s will continue to work with the families of the youth we serve, and our focus will continue to be providing children with an opportunity to heal emotional wounds, restore broken relationships and prepare for the future with a quality education and the real-world skills potential employers need. And, we’ll continue to help them pursue their dreams through college or trade school.

In a world where everything changes, you can always trust Cal Farley’s to make the right changes at the right time to help the most children we are capable of reaching. That’s a commitment to those we serve and those who make that service possible. And, it’s a promise that embodies our founder’s maxim: “It’s not who you are or where you’ve been, its where you’re going that counts.”
It was the kind of statement you wouldn’t have heard from Lissa, 17, just 18 months ago, a single sentence that captures the dramatic internal transformation she’s begun at Cal Farley’s.

“I just love being around people,” she said, with a smile.

Before her placement at Cal Farley’s less than two years ago, the Arizona native battled constant feelings of loneliness.

“I was in a very bad (emotional) place,” she recalled.

Lissa doubted her worth. Making matters worse, she faced relentless bullying from her peers and repeated failures as she attempted extra-curricular activities in a vain effort to find success and make a few friends.

“I just didn’t feel good about myself, period,” she said.

At school, Lissa was bombarded by bullying. At home, she saw only negativity or severe corporal punishment. She began a downward spiral that saw her fall a full year behind in school.

“I was missing so many credits, I was so behind,” she said. “I fell in with the wrong crowd. I started (using drugs) … it was getting really bad.
Lissa’s reckless behavior, experimenting with drugs, boys and sneaking out of the house, quickly escalated.

“At one point, I snuck out for three days,” Lissa admitted. “I didn’t come home, and I slept in a park.”

Lissa’s mother knew something had to change. She became aware of Cal Farley’s through a relative, and shared what she learned with her daughter. Like her mother, Lissa knew she couldn’t continue living like this. She had mixed feelings, but if Cal Farley’s could help her change her life, maybe it was worth it.

“I didn’t think I was going to (be admitted), because I thought I was too bad,” Lissa recalled.

Still, Lissa had some time before she’d actually move to Boys Ranch. By the time Lissa arrived at Cal Farley’s, she felt depressed. Her new housemates and house parents tried to make Lissa feel welcome, but

She wanted none of it. It wasn’t that she no longer wanted to be here. She was hurting, and wanted the whole world to just go away.

Lissa’s mentors at Cal Farley’s, though, had an idea to reach Lissa, to help her regulate her emotions and allow her healing to begin.

It was called Rhythmic Riding.

“If I was having a really bad day, and I was mad, (my horse) was mean,” Lissa chuckled. “Or, if I was happy, he would do what I said. It was pretty cool. I didn’t think horses could do that.”

Rhythmic Riding, Lissa discovered, is a type of equine-assisted therapy in which she rode a horse, matching his pace to music or responding to verbal cues from an adult mentor. She’d lead her horse through a series of exercises whose real intent was to

You have to change your mood, because whatever you feel, (your horse) feels it, too. It was actually really calming, because I knew what to do and … how to control myself.
Cal Farley’s credit-recovery program, and quickly made up the year of school credits she was missing.

“When I came to Cal Farley’s), I was still a freshman … but now, I’m a junior,” she beamed, happy to be back on the appropriate grade level.

Lissa knows she still has things to work on, like staying motivated and not worrying about things she can’t control. But, she’s quick to point out the tremendous strides she’s already made — some strong relationships and scholastic accomplishments that instilled in her a powerful gratitude for her Cal Farley’s home.

“It’s my safe haven, I love it here,” Lissa said. “This is my home. Even though I haven’t been here that long, it’s still home.”

Many of the youth at Cal Farley’s participate in one of a number of equine-assisted therapies. In Lissa’s case, it was Rhythmic Riding, which leads youth to ride a horse to music or through a series of exercises designed to develop emotional stability and self-control. For youth in crisis, it’s often easier to form a relationship with a horse or other animal than with an adult or peer. Sometimes, the youth we serve haven’t experienced a fulfilling relationship that meets their needs before coming to Cal Farley’s. In some cases, our caring professionals find it best to recreate the process by which we all learn to form relationships as young children — first one-on-one interactions, then moving on from small to large group relationships. Just as a young child might learn relational boundaries through interacting with a peer, an older child can learn the effects his or her attitudes or behavior has on others by interacting with a horse. By showing our young people their individual strengths and challenges with an animal that will mirror their own reactions to relationships, they’re able to apply what they learn to create positive, stable relationships, sometimes for the first time in their lives.
AL FARLEY’S IS ONE OF AMERICA’S LARGEST CHILDCARE PROVIDERS. AND, THAT’S NO ACCIDENT. IT’S A RESULT OF NEARLY 80 YEARS OF TIRELESS EFFORT TO PROVIDE STRUGGLING YOUTH WITH THE HIGHEST-QUALITY PROGRAMS AND SERVICES AVAILABLE ANYWHERE.

It’s also an indication of the steadfast trust placed in us both by those we serve — and those who support us. You see, Cal Farley’s made a commitment a long time ago not to seek state or federal funding for our work. Moreover, we’ve never charged for our services. After all, how tragic would it be to deny a hurting child the help he or she needed because of a family’s inability to pay? Your commitment to Cal Farley’s demonstrates your profound trust in this organization. That’s something we don’t take lightly. On the contrary, everyone at Cal Farley’s is keenly aware — and deeply honored — that you find our Christ-centered environment and professional programs and services worthy of your support.

You, our supporters, have left an indelible mark on more than 15,000 lives since our founding in 1939. It is your prayers and well-wishes that support our caring staff as they help deeply hurting young people discover a world of possibilities for themselves. And, it’s your steadfast financial support that directly makes possible everything Cal Farley’s does.

With you standing behind us, Cal Farley’s will continue to reach young people with cutting-edge programs that change their lives and offer them real hope of a productive future. We’ll help young people who come to us mired in academic failure become the picture of scholastic success. We’ll continue to lead our industry peers and maintain the highest professional standards. And, we’ll continue to wisely invest your trust to ensure Cal Farley’s is equipped to handle the needs of hurting children today and forever.

OUR FIRM FOUNDATION: TRUSTING IN YOUR SUPPORT
I’m glad Cal Farley’s stepped in,” Kaia, 15, said, thinking about the shattered family connections she had before coming to Cal Farley’s. “(I’ve) strived to change my relationship with my family. So, when I leave (Boys Ranch) … I won’t have this bond that is broken.”

Relationships are vital to a child’s health and happiness. At Cal Farley’s, we often see problems arise through unmet needs, ultimately effecting how a child interacts with others. As Kaia will attest, when bonds with family and friends become broken or are missing, pieces of our lives become damaged, disconnected.

“I made bad decisions and wasn’t getting the attention that I wanted and needed,” Kaia said. “I would lash out to get attention from my parents, which was negative attention.”

Kaia remembers her behavior reaching a critical point during her seventh- and eighth-grade years. She fought relentlessly with her family and began stealing to get her way, no matter the consequences, even as her relationships became more damaged than ever before.

Kaia’s parents tried to help her through guidance, counseling and different discipline techniques. But, Kaia needed more help than they alone could provide.

In order to determine Kaia’s needs and help her address them, Cal Farley’s uses a tool called the Neurosequential Model of Therapeutics, based on the work of Houston behavioral scientist Dr. Bruce Perry.

NMT involves looking at difficult events and the health of a child’s relationships, throughout their life. With this information, a representational chart, or map, of the youth’s brain development is made with
the aid of special software. By comparing this map to that of a typical child of the same age, the staff at Cal Farley’s can create a plan to address a youth’s specific needs.

“When we looked at my brain map, I (was able to) see where I needed help,” she said.

In Kaia’s case, that meant addressing her anger and helping her self-regulate.

“When I get upset, I’ll either go on a walk or ... go to my room and put some headphones in,” she said. “(I remind myself), ‘Everything’s going to be O.K. It’s just in the moment.’”

Her plan also included forming healthy, restorative relationships with Boys Ranch staff like her counselor, therapist and house parents, who provide stable connections and the attention she needs. These relationships are an intentional, fundamental part of our approach to helping youth heal.

“Here, they’re purposeful with connecting with you and checking in with you every day. So, you know they care and they want the best for you,” Kaia said.

Cal Farley’s caring staff also helped Kaia’s parents better understand her behavior, discussing alternate approaches to try when conflicts arose, like letting Kaia calm down before coming to talk to them.

“(At Cal Farley’s, you) learn about yourself and learn what you need to do to be able to function normally,” Kaia said.

Now, Kaia’s repairing her family bonds, making the connections stronger than ever before.

“Looking back on it, I don’t know how I did it, because I can’t even go a week without talking to my mom now,” she said, happy for the change she’s experiencing. “And, I was never as close with my dad as I am now.”

Continued support from our generous donors has helped make Cal Farley’s a leader through quality leadership, industry best practices and innovation. In recent years, we’ve begun applying concepts from the Neurosequential Model of Therapeutics developed by Houston behavioral scientist Dr. Bruce Perry to our work with children. NMT takes a historical view of a child’s relationships, experiences and behavior to create a representative map of his or her unique brain development. This allows Cal Farley’s caring professionals to build a highly personalized plan of service to meet each child’s individual needs. As our youth come to understand what their brains are craving — safety, belonging, achievement, purpose and more — they are better able to find healthy ways to fill those needs throughout their adult lives.
“I like to consider myself from Montana,” explained Alex, 16. “It wasn’t all the best times, but it’s the place I like to call home.”

The place Alex calls “home” is a community of about 7,000 people northwest of Bozeman, Mont. For a young man whose home life lacked stability, the small town offered a thread of security.

Until Alex was 7 years old, he’d mostly lived with his mother in Texas. Her struggles with alcohol led him to be shuffled around between relatives as she sought treatment. This time, Alex’s mother insisted the change be more permanent, that he have a more stable home than she seemed capable of providing. She explained to the young Alex he was going to live with his father.

Alex had never met him.

“I didn’t really know my dad. I met him when I was seven,” he said.

Alex enjoyed the outdoors life his new home offered, fishing for salmon and hunting deer, elk or even a mountain lion with his father. But, still, he didn’t adapt well to his new home. Arguments became common, and his school life and grades suffered, too.

“Things were getting heated,” he said, matter-of-factly.

The conflict at home reached a boiling point, and Alex found himself moving again. Alex moved from relative to relative, ultimately returning to his mother, who was doing better, the summer of his 13th year.

“That winter, she relapsed after two years,” Alex said.

(We) do a lot of group-based activities with adventure. I guess you could also say that it’s helping each other.
As his mother fought her own battles, Alex slipped deeper into trouble. He'd skip school with friends or break into abandoned buildings.

“I wouldn’t go to school,” he said. “I was just trying to always get out of the house.”

Alex’s truancy and some close calls with the law became too much for his family, who were worried where he was headed.

“My mom told me I would have more opportunities (at Cal Farley’s),” Alex explained.

Alex quickly acclimated to life at Boys Ranch, and before long, connected with Cal Farley’s Adventure Department.

“They told me it’s not all fun and games,” Alex said.

And, he’s right. While many activities at Cal Farley’s seem at first glance like nothing more than fun and games, each is carefully designed to help our youth connect with others or overcome their unique struggles.

“What I really like is the climbing, the swimming — I’m actually on my way to becoming a life guard — the kayaking. During the summer, we do the cardboard boat race, and this year, we’re trying to do an obstacle race,” Alex said, the excitement evident in his voice.

From all these, Alex has formed strong relationships with his Cal Farley’s mentors, relationships that help influence him to make positive choices.

“They … push me to excel, to get closer to (my family),” Alex said.

Alex knows his life could’ve been much different. His natural thirst for adventure, coupled with his difficult circumstances, were leading him down a difficult path. But, thanks to the help and guidance he’s received in his two years at Cal Farley’s, he’s learning to direct that desire into more positive, healthy activities. And, he knows he’s not the only one.

“(We) do a lot of group-based activities with adventure. I guess you could also say that it’s helping each other.”

Alex has had many influences at Cal Farley’s, but he’s most grateful for his mentors in Cal Farley’s Adventure Department.

“It’s kind of like a little family. They care a lot,” he said. ▲
An environment centered on Christ

Our Christ-centered environment is one of the cornerstones of Cal Farley’s. The youth we serve bring with them a wide range of faith backgrounds, while many others have had no experience with faith in God at all. And, though many of the children living at Boys Ranch view God as a refuge from their troubles, others have built strong walls between themselves and the concept of a loving God.

At Boys Ranch, we present the gospel in a gentle spirit of loving patience. Our approach provides the hurting young people in our care room to ask their often frank, tough questions — Why would a loving God let this happen to me? Why did my dad have to die? Does anyone love me? — without shame or fear of judgment. We welcome these questions, and our youths’ unique perspective on their lives’ problems.

By following the Lord’s example of humility, service and unconditional love, we create the proper environment to allow lasting emotional and spiritual healing to begin.

Weekly religious-life activities at Boys Ranch include campus-wide activities like chapel service that all youth attend, as well as other voluntary opportunities youth may choose to take part in.

From foundational instruction to learning the importance of service, Cal Farley’s offers our youth every opportunity to encounter God’s love in a personal way. Learn more about our Christ-centered environment at calfarley.org/chapel-program.
Sometimes, the biggest change comes when you least expect it.

Adalynn, 17, moved often as a child. She recalls living in New Mexico, Wyoming and Alaska, which she still considers home. In the community of Eagle River, just west of Chugach State Park, Adalynn spent her formative years.

Adalynn recalled the hardship of her family’s financial struggles. Once, she failed to complete a homework assignment when her family couldn’t afford the notebook paper on which to write it.

“I’d have to wear clothes multiple times in a week, and they weren’t always clean,” she said.

When Adalynn was a fourth-grader, she became ill and missed much of the school year. When she returned, she wasn’t just behind on her studies. She was an outcast among her peers. Over time, the bullying grew worse and worse. Adalynn was lost to the crowd, the girl with no money and no friends.

She enjoyed going to church on the occasions her family attended services. But, while Adalynn enjoyed taking part in church plays and other activities, she said she didn’t feel the relationship with God she heard other people talk about.

“There wasn’t a relationship,” she said. “I knew to pray every night, but I didn’t have the connection there.”

Years later, while visiting her grandparents in Oklahoma, Adalynn saw a television commercial for Cal Farley’s annual Boys Ranch Rodeo +adventureFEST.
Cal Farley’s Christ-centered environment is a vital part of our work with children. Cal Farley’s strives to create opportunities for youth like Adalynn to grow in their faith journey at their own pace, explained Mike Wilhelm, senior chaplain at Cal Farley’s.

“Our intent is to present the authentic Christian gospel in its integrity,” Wilhelm explained. “And following the Apostle Paul’s example, we do this in a way that considers the context of our audience.”

Weekly religious-life activities at Boys Ranch include Sunday school for younger children and Sunday morning chapel services, which all of our youth attend. Each group home hosts a mid-week devotional, jointly led by a youth and a member of our chapel staff. These devotionals reinforce what is being taught in chapel each week.

Another important aspect of faith in Christ is the need to serve others. At Cal Farley’s, it’s an idea that is as important to our youths’ emotional healing as it is to their faith. Older youth who want to put their faith into greater action may lead their younger peers in Sunday school. This serves two key purposes: It allows these peer leaders to strengthen their own faith, while reinforcing Cal Farley’s work to help our youth develop healthy, mutually beneficial relationships with the people around them. Cal Farley’s also encourages the young people we serve to participate in group activities that involve serving those less fortunate than themselves through mission trips led by our chapel staff. These activities give our youth a new perspective on their own suffering, and allow them to identify with Christ’s example.

“I asked my grandma, ‘What’s Boys Ranch?’ She said, ‘Well, it’s a place for kids — like you.’ So, we went down and watched the rodeo.”

While there, Adalynn’s family began the application process. Soon, she was living in Cal Farley’s Christ-centered environment and working to catch up on a lot of missed school work. Adalynn loved being at Boys Ranch.

“I went from never going to church to going to chapel every week,” she said. “And, being around people who are really strong Christians, like my house parents, and … the chaplains and the chapel interns. All of that, the coaches, other residents — it’s kind of hard to run away from God when He’s surrounding you all the time!”

And, Adalynn was running away from God. She paid lip service to faith when she felt it suited her, but inside, she wanted none of it. Then, she agreed to attend an athletic event where a guest was speaking on God’s strength, and its availability to those who believe in Him. From the moment Adalynn arrived, it was as if everything there — the songs, the message — were just for her.

When an altar call was offered, Adalynn responded.

“I don’t want to say I felt bad or guilty. I felt rescued,” Adalynn said.

With the courage of her new convictions, Adalynn embraced faith activities at Boys Ranch.

“I accepted Christ, got baptized, and became a Sunday school teacher,” she explained. “I’m still a Sunday school teacher … I love it so much.”

Adalynn sees a marked difference in the person she is now. From wanting to share her faith with others to something as simple as her demeanor, she sees herself as a new creation.

“Before, I was just grumpy all the time, and I snapped at people all the time. Now, I reach out, I want to help people. I want to give back to the community,” she said. “Jesus did all these things for me. He died for me. How could I ever repay that?”
When Kelley, 30, shares his story with someone for the first time, the story seldom starts with his early childhood. For Kelley, you see, there’s a far more important beginning.

“I very rarely tell them the story before Boys Ranch,” he said. “It always begins with Boys Ranch. That, right there, is the foundation for my life … Everything I am today, I am because of those people.”

Kelley came to Cal Farley’s when he was 14. He couldn’t know it at the time, but life at Boys Ranch would provide Kelley with a stability his life had always lacked up to that point.

“Before Boys Ranch, the only consistent things in my life were my two brothers. We were moving every seven months, at least,” he said.

Kelley spent his earliest years living with his mother and two brothers. Then came the day. Kelley was only 6 years old, but the events are seared into his memory.

His mother pulled into a bus stop, leaving Kelley and his brothers to watch her drive away.

“She said she was coming back,” Kelley remembered,
fighting the flood of emotion.

But, Kelley’s mother never returned.

The boys began to move between relatives’ homes. Sometimes, Kelley wasn’t even sure what the connection was. For several years, they lived at their cousin’s home, adding to an already large family.

“There were nine people living in a two-bedroom house,” Kelley remembered.

One day, Kelley’s grandparents, who had custody of the boys by this time, took them on a trip. For 10 hours, they drove, finally stopping at a sprawling oasis among the rugged Texas mesas — Cal Farley’s Boys Ranch.

There, Kelley excelled, harnessing his innate competitive nature and determining to succeed at this thing called life. He owed it to himself, and to his grandfather, with whom he was very close. Kelley graduated high school and applied for a Cal Farley’s scholarship.

“It gave me the chance to attend an accredited university,” Kelley said. “It was a once-in-a-lifetime chance.”

Alumni like Kelley, attending college or trade school on a Cal Farley’s scholarship, must meet several requirements to ensure they’re taking full advantage of the opportunity the scholarship gives them. Among those requirements is staying in touch with Cal Farley’s Alumni Support Department. Kelley said his monthly phone conversations became a vital extension of Cal Farley’s nurturing care, especially after his grandfather passed away.

“Every time I talked to (Cal Farley’s Scholarship Coordinator Susan Miller), she’d say, ‘How are you doing, boy?’ And, that’s what my grandfather said. He always called me ‘boy,’” Kelley recalled. “And, then when I told her how well I was doing … she was a great encourager. When my grandfather passed away, I was sometimes just grateful to have that call. I knew I was going to hear ‘How’re you doing, boy?’ and that she was going to encourage me.”

Kelley initially planned to pursue a career in medicine. But, the more he thought about it, the prestige of life as a doctor didn’t seem to fit. He wanted a career helping youth like him, who needed help coping with difficult circumstances. He focused on psychology, and hasn’t looked back.

Assisted by scholarships from Cal Farley’s, Kelley completed his Master’s Degree from the University of Texas at Tyler in December.

“My heart is always going to be to help people,” Kelley said. “I’m not going to have a job that only deals with numbers or just with myself. It’s always going to be to help someone else.”

Cal Farley’s commitment to young people like Kelley doesn’t end the day they graduate high school and move on to college or trade school. On the contrary, we maintain a connection with those we serve, and invest in their future by helping them pursue educational success and a smooth transition into independent adult life.

Each year, Cal Farley’s awards needs-based scholarships to alumni for expenses incurred at a trade school, junior college or university. To qualify, alumni must have lived at Boys Ranch for 20 months and have graduated or completed their plan of service goals. He or she is interviewed by a scholarship committee and must maintain a minimum 2.0 grade-point average, along with a consistent course load and make regular contact with our alumni-services team.
How you approach a challenge has a great deal to do with how successful you’ll be at solving it. At Cal Farley’s, we don’t see the young people who come to us as problems in need of a solution. Instead, we approach them from a completely different perspective.

We see their strengths.

Many of the youth Cal Farley’s serves come from very difficult backgrounds that have forced them to develop methods to cope with their environments. These coping mechanisms allow a child to get through challenging circumstances, but can create obstacles for the child in other areas of their life. Cal Farley’s caring professionals identify areas of a child’s life that are working well for them, and use those areas as a foundation on which to rebuild a healthy, well-adjusted child.

For example, consider a child who’s struggling in school, but who excels in an activity outside of class. A common approach might be to limit his involvement in that activity until his grades improve. And, while there might be times when that’s appropriate, Cal Farley’s approach is to examine the child’s area of strength, called “islands of competence”, and determine if there’s something there the child can apply to improve his performance in the area where he is struggling.

Instead of a punitive approach, Cal Farley’s always seeks to understand why a child behaves as he does. After all, our purpose isn’t to punish poor behavior or lackluster performance. Instead, Cal Farley’s wants to equip the child with what he or she needs to choose better behavior or increase his performance through his own choices.

Cal Farley’s sees the promise in every child we serve, and we’re committed to helping them achieve it.
Statistics 2015-16

3,370
Information and referral calls received

37
Number of families served by the Genie Farley Harriman Center for Women & Children

311
Children served by Cal Farley’s residential campus at Boys Ranch, Texas

Boys 68%

Girls 32%
2015 - 2016 DEMOGRAPHICS

Boys Ranch residents
Age
- 7 years old & younger: <1%
- 8-9 years: 3%
- 10-11 years: 7%
- 12-13 years: 13%
- 14-15 years: 31%
- 16-17 years: 32%
- 18 years: 13%

Race/Ethnicity
- Caucasian: 66%
- African-American: 14%
- Hispanic: 19%
- Native American: <1%
- Other: <1%

Center for Women & Children
Age
- 1 year or younger: 8%
- 2-3 years: 14.5%
- 4-5 years: 4.8%
- 6-7 years: 8%
- 8-9 years: 3.2%
- 10 years or older: 1.6%

State of Origin
Boys Ranch residents come from across the United States.
The red states represent the home states of our many Boys Ranch residents.

Center for Women & Children
Mothers’ Age
- 18-24 years: 20.9%
- 25-29 years: 20.9%
- 30 years or older: 17.7%

Race/Ethnicity
- Caucasian: 57%
- African-American: 21%
- Hispanic: 22%
# Financials

## Revenue

### Fundraising Revenue
- Annual giving: $10,029,116
- Planned giving: $8,993,575
- Major gifts: $271,700
- Corporate and foundation gifts: $1,001,662

**Total Fundraising Revenue**: $20,296,053

### Support from Cal Farley’s Boys Ranch Foundation
- $20,241,444

### Other Revenue
- Investment revenue: $2,661,965
- Other revenue: $997,647

**Total Other Revenue**: $3,659,612

**Total Revenue**: $44,197,109

## Expenses

### Program Expenses
- Boys Ranch: $28,885,102
- Center for Women and Children: $1,763,511
- Alumni and Program Support: $2,437,703
- Community Based Services: $1,841,631

**Total Program Expenses**: $34,927,947

### Fundraising Expenses
- $7,871,404

### Administration and General Expenses
- $5,491,818

**Total Expenses**: $48,291,169