



BOYS RANCH

FOUNDED BY CAL FARLEY

2022-2023

Annual Impact Report

TABLE OF CONTENTS



LETTERS FROM LEADERSHIP	1
MISSION, VISION, AND ACCREDITATION	3
ACCOMPLISHMENTS	4
DEMOGRAPHICS	6
BOYS RANCH CAMPUS	
RESIDENTIAL PROGRAMS	8
MEMORABLE MOMENTS	10
EXPERIENTIAL LEARNING PROGRAMS	12
ALUMNI SUPPORT PROGRAMS	
INDEPENDENT LIVING	14
TRANSITIONAL LIVING	16
SCHOLARSHIPS	18
LEGACY OF BOYS RANCH	20
COMMUNITY-BASED SERVICES	
FAMILY ENGAGEMENT	22
FAMILY PRESERVATION	24
OUTLOOK FOR THE FUTURE	26
FINANCIALS	28
LEADERSHIP	29

"It's where you're going that counts."
– Cal Farley

From the CHAIR OF THE BOARD



Lance Purcell
Chair, Board of Directors

Dear Friends,

As another year draws to a close, I want to thank you for your unwavering support of Cal Farley's Boys Ranch. Because of your generosity and commitment, we continue our vital work of providing a safe haven and nurturing environment for children who need it most.

This past year has been a time of both immense challenge and profound accomplishment. We witnessed firsthand the lasting effects of the pandemic. However, we also made great strides in our efforts to improve the lives of children as outlined in our 2023 Annual Impact Report. I continue to be amazed at the resilience of the children we serve and the dedication of our incredible staff.

Cal Farley's is a vibrant, industry leader in childcare. Because of your generous support, we will continue to provide much needed services throughout the years to come. We are committed to expanding our programs to serve more children at the Ranch and in the community, develop innovative educational and therapeutic approaches, and advocate for systemic changes that better support children in need.

Thank you for helping us to achieve our goal to provide continuous quality improvement to help the children in our care become strong, productive members of society.

With sincere gratitude,

A handwritten signature in cursive script that reads "Lance Purcell".

Lance Purcell

Chair, Cal Farley's Board of Directors

From the PRESIDENT & CEO

Richard Nedelkoff
President and CEO



Dear Friends,

I hope this letter finds you well. As we reflect on the past year, I am filled with gratitude for your unwavering support of our mission to provide life-changing services to youth. Your commitment has made a profound impact, and I am excited to share our 2023 Annual Impact Report with you.

Here are some highlights from the year:

- The total number of youth served rose from 309 to 688.
- We devised a funding strategy to begin construction on our new FFA Barn and renovation of three homes. Work will be completed in 2024.
- We solidified funding for the Experiential Learning Program (ELP) Center and are moving forward on design and construction plans. We plan to begin construction in early 2025.
- We successfully completed the Council on Accreditation (COA) re-accreditation process.

Looking Ahead:

Looking towards the future, we are filled with optimism. We are committed to continue expanding our programs to reach more children, developing new and innovative strategies to recruit and retain our house parents, investing in our campus infrastructure, enhancing quality and improvement outcomes, while ensuring financial accountability and strength.

None of this would be possible without your continued caring partnership and support. Your contributions, whether financial, or spreading awareness about our cause, play a vital role in shaping the future of the children in our care.

My best,

A handwritten signature in black ink, appearing to be 'RN', written in a cursive style.

Richard Nedelkoff, MS, JD

President & CEO, Cal Farley's Boys Ranch

WHO WE ARE

Cal Farley's Boys Ranch is a leader in residential childcare services. For over 80 years, we have worked to meet the needs of children and families at no cost to those we serve, thanks to the continued generosity of our supporters, and without seeking state or federal funds to support our work.

MISSION

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

VISION

Cal Farley's will be a leader in the residential childcare field while maintaining long term commitments to children and families through the delivery of an array of quality residential, educational, and community-based services in a fiscally responsible manner and in accordance with the Cal Farley's Model of Leadership and Service.

PHILOSOPHIES



Strength-Based Approach



Model of Leadership and Service



Trauma Informed Care

ACCREDITATIONS, ALLIANCES AND ENDORSEMENTS



DEVELOPMENT AREAS

Cal Farley's Boys Ranch focuses on these areas of development to improve the lives of those we serve.



EDUCATIONAL



PHYSICAL/MEDICAL



PERSONAL



RELATIONSHIPS

ACCOMPLISHMENTS



HOUSEPARENT RECRUITMENT AND RETENTION

To expand our houseparent census and extend care to more children, we devised an innovative strategy aimed at streamlining our recruitment and hiring processes. Additionally, we introduced an incentive program for new hires. As a result, applications surged four-fold compared to the previous year, while our termination and separation rates decreased by half.

EXPERIENTIAL LEARNING (ELP) CENTER

Donor funding has been consolidated to kickstart a planning strategy for designing and constructing a state-of-the-art training and learning facility on the Boys Ranch Campus. This facility will provide students with the opportunity to explore diverse vocational experiences and obtain industry-wide certifications before graduating from high school.



CONTINUING THE TRADITION

In 2024, Boys Ranch will mark its 80th Annual Rodeo with grand celebrations. Plans are currently in motion to host an enhanced event as a celebration of this milestone. A major change involves the event's date, which is set for Saturday, October 12th, 2024.



COA ACCREDITED

For over 25 years, Cal Farley's has consistently maintained accreditation from the esteemed Council on Accreditation, a testament to our unwavering commitment to excellence in the field of child care. This accreditation serves as a hallmark of recognition within our industry, reflecting our dedication to providing superior programs and services. Every four years, we voluntarily undergo the rigorous reaccreditation process, a testament to our ongoing pursuit of excellence. In 2023, we once again demonstrated our continued commitment to excellence by achieving this objective. This dedication is further exemplified by our steadfast efforts to uphold the highest standards of quality and professionalism in everything we do.

2022-2023

OUTLINE FOR OUR FUTURE

In close collaboration with our esteemed Board of Directors, dedicated staff, generous donors, and supportive alumni, we have crafted a comprehensive roadmap. This roadmap serves as our collective compass, guiding us toward the accomplishment of our bold initiatives in the exciting journey that lies ahead. With everyone's input and commitment, we are poised to navigate the path toward success with confidence and enthusiasm.

SERVING MORE YOUTH

During the fiscal year 2022-23, Cal Farley's witnessed its most substantial increase in the number of youth served in decades. The total count of youth served surged from 309 to 688, marking a remarkable rise from the preceding fiscal year. Notably, our Independent Living Program also experienced significant growth, transitioning from serving 39 youth in the previous fiscal year to 108 in the current year.



CAPITAL IMPROVEMENT

We remain steadfast in our commitment to enhancing the infrastructure at Boys Ranch, ensuring its status as a state-of-the-art campus for years to come. Over the past year, we've diligently developed and prioritized a three-year capital improvement plan. This plan focuses on addressing essential upgrades to maintain the vibrancy of our campus.



FINANCIAL REPORTS

We conducted a comprehensive review and revision of our financial documentation and reporting procedures to produce relevant reports in a clear, concise, and user-friendly format. While prioritizing clarity and accessibility, we continue to ensure that more detailed information is readily available upon request to accommodate specific needs.

FFA BARN CONSTRUCTION PROJECT

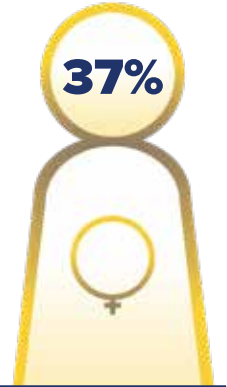
With secured funding, construction of a new FFA Barn on the Boys Ranch Campus began in the fall of 2023 and will be completed by mid-2024. This facility will not only accommodate a variety of livestock experiences, but also symbolize the strong community and business support. The FFA program's long-term impact is undeniable, offering invaluable opportunities for student development while positioning Boys Ranch to host local and regional events, enriching both educational and community engagement endeavors.



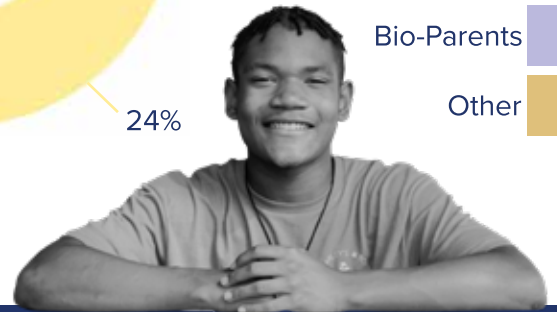
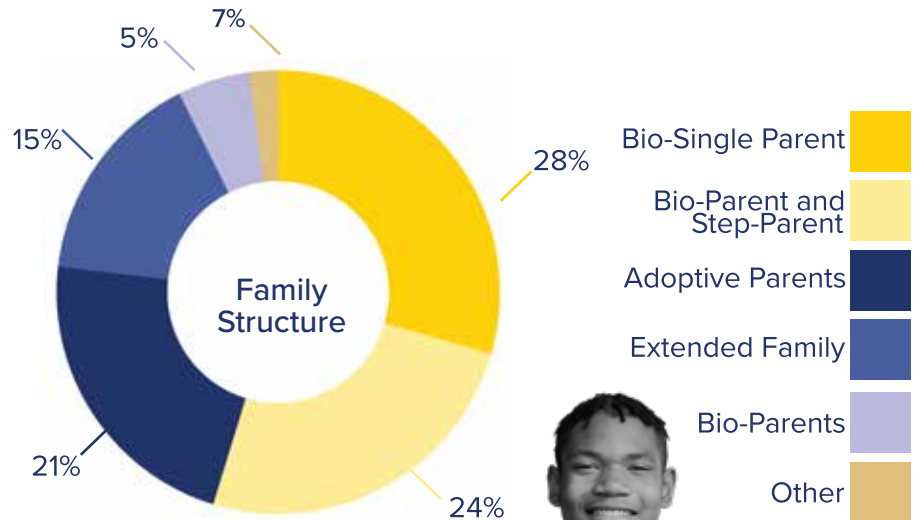
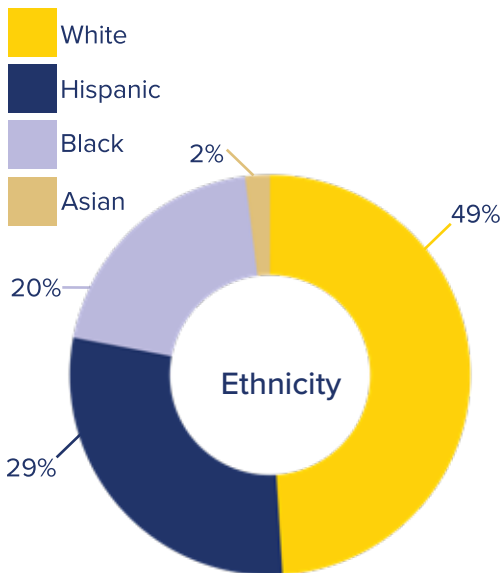
YOUTH AND FAMILIES SERVED

TOTAL SERVED 688

Boys Ranch **160**
 Alumni Support **193**
 Community-Based Services **335**



7,003 INTAKE CALLS



38%

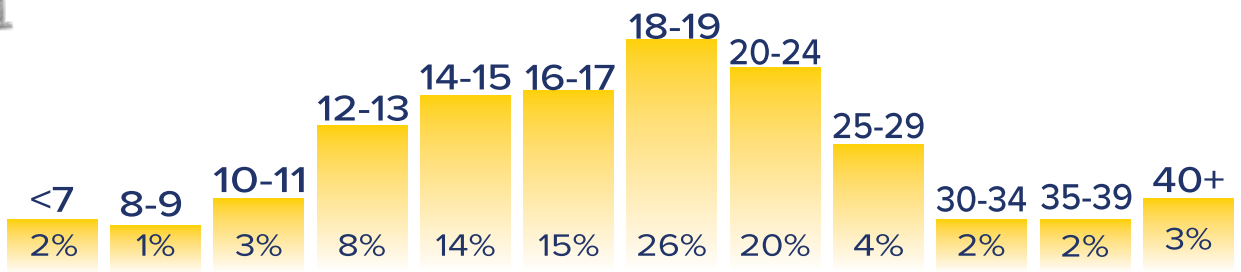
History of drug or alcohol abuse

46%

History of physical or emotional abuse

39%

History of chronic poverty



Clients Served by Age

BOYS RANCH CAMPUS





RESIDENTIAL PROGRAMS

Nestled in the rolling hills northwest of Amarillo, Texas, Cal Farley's Boys Ranch is a residential community open to at-risk children ages 5 to 18. While, at first glance, the campus might appear much like any other Texas Panhandle town, it is much more. Every person in our community understands the importance of healthy relationships.



By the Numbers

Average Length of Stay
1 YEAR 2 MONTHS 10 DAYS

Youth Served

160

Serving youth from

26
States



SPOTLIGHT: DEG

Three years ago, Deg's life changed when he and his siblings came to Boys Ranch from New York.

"It was weird at first, but I adjusted to it," he said.

Having his siblings by his side provided a crucial support system during the initial period of adjustment.

"At first it was a struggle," 17-year-old Deg said, revealing that he initially wanted to leave Boys Ranch. However, as time passed, he adapted and learned to appreciate the sense of community that the campus offers.

For Deg, the turning point came through two significant avenues – sports and the support of others who helped him navigate this new life. The opportunity to participate in sports, something he had always wanted but couldn't do before, made a profound

impact on his personal growth. Deg is involved in multiple sports, including football, basketball, baseball and track.

Beyond sports, Deg is involved in various other activities at Boys Ranch. He recently ventured into culinary arts, where he is discovering the art of cooking. He sees it as an opportunity to explore his cultural heritage through food and connect with his Ethiopian roots. Deg acknowledges the impact of Boys Ranch, not only for opening doors to various activities but also for helping him become a more outgoing and well-rounded individual.

His journey at Boys Ranch didn't just encompass personal growth and academic pursuits. It also helped him strengthen his faith.

"I always knew of God, but I wasn't of God.



Deg

"So I felt whenever I came to the ranch, I have finally built a relationship with God," Deg said.

Looking ahead, Deg aspires to attend college, and become a traveling nurse. His desire to help people and make a difference extends even further.

He dreams of returning to Ethiopia to provide support to those less fortunate.



MEMORABLE

CARDBOARD BOAT RACE

In July, our residents eagerly participated in the annual cardboard boat race, showcasing our dedication to adventure. This spirited activity encouraged kids to explore their creativity and ingenuity while fostering a sense of teamwork.



THE GAUNTLET



The Gauntlet Race, held in August 2023, invited participants to conquer obstacles while fostering enjoyment throughout the course, encouraging them to push beyond limits and revel in the experience.

FFA VICTORY

Boys Ranch FFA excelled at the 2023 Oldham County Stock Show with 16 animals, earning 12 placements of 1st or higher. Many students went on to compete at the regional and state level. Their stellar teamwork and dedication across categories highlighted their outstanding performance.

12
PLACEMENTS
OF 1ST OR
HIGHER



SENIOR BOOTS



Boys Ranch Seniors proudly received their senior boots, a tradition dating back to 1953 when it was initiated by the legendary Roy Rogers. Thanks to the continued support of a cherished donor, this beloved tradition lives on, symbolizing the values of camaraderie, resilience, and community at Boys Ranch.



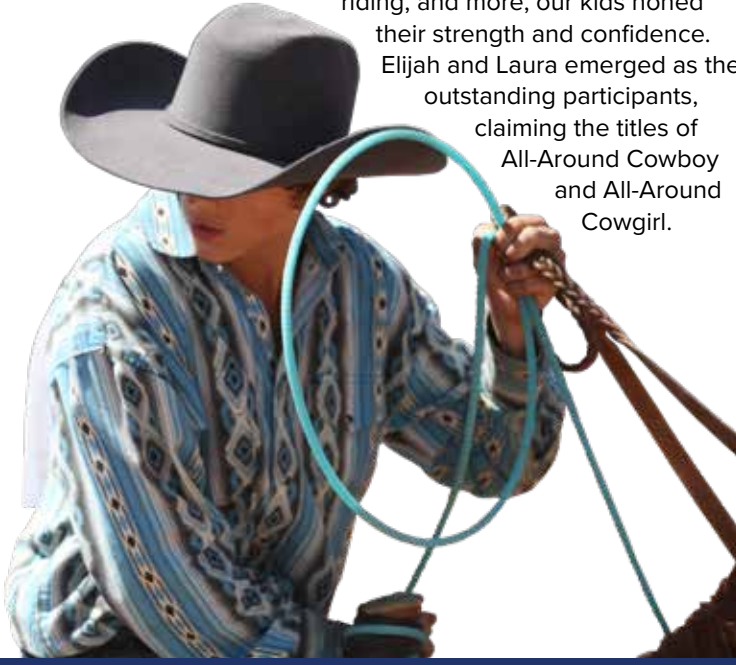
MOMENTS

CELEBRATING
30 YEARS OF
GIRLS
1992-2022

79TH ANNUAL RODEO

Over Labor Day weekend, our residents showcased their determination, grit, and skills at the 79th annual Boys Ranch Rodeo. Engaging in challenging events like pole bending, bronc riding, and more, our kids honed their strength and confidence.

Elijah and Laura emerged as the outstanding participants, claiming the titles of All-Around Cowboy and All-Around Cowgirl.



30 YEARS OF GIRLS

Over the years, girls have become an integral part of our community, now comprising 37% of the population we serve. By embracing girls into our Boys Ranch family, we've expanded our ability to provide a nurturing environment where all young people can thrive and reach their full potential.

MEETING GOALS

In the 2022-2023 period, we celebrated 36 positive releases, comprising graduations and reunifications. These successes underscored our commitment to empowering children and families with essential tools for a better future. These positive outcomes were a testament to the dedication of our staff and the transformative impact of our programs.

36
POSITIVE
RELEASES

HYDRATION CELEBRATION



As summer came to a close, children at Cal Farley's Boys Ranch celebrated at the Hydration Celebration. They splashed, laughed, and enjoyed popsicles, marking the end of summer and the start of a new school year with fun in the sun.

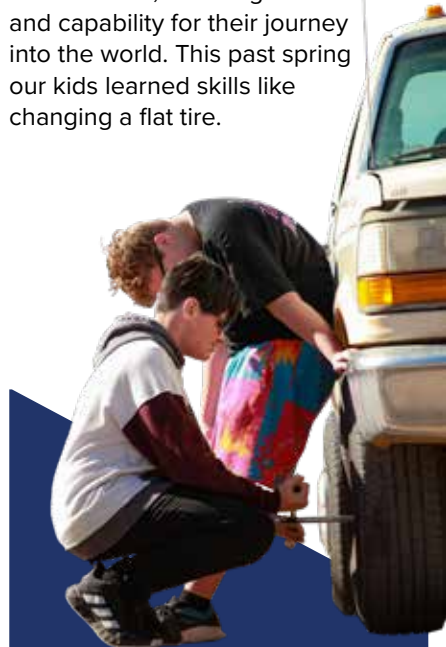
CANTATA

Boys Ranch hosted its annual Cantata celebration, a heartwarming Christmas performance heralding the birth of Christ through song and celebration.



LIFE SKILLS

At Cal Farley's Boys Ranch, we prioritize equipping our youth with real-life skills, fostering confidence and capability for their journey into the world. This past spring our kids learned skills like changing a flat tire.



EXPERIENTIAL LEARNING PROGRAMS

Youth often come to Cal Farley's Boys Ranch with limited knowledge of potential careers. Through our Community as Lab's Experiential Learning Programs (ELP), residents can learn about a variety of career pathways.

Youth can "try on" various careers without having to commit the resources of time and tuition. Youth leaving the program have a better understanding of the types of careers that best fit their personality and skills.

During the 2022-2023 fiscal year, 112 residents participated in ELP. There are 21 ELP mentorship areas, with some areas offering multiple courses.

During Sebastian's time at Boys Ranch, he learned to weld – a skill that he hopes to

"The reason I support ELP is that it builds a foundation that can support you in life."

– Glenn Williamson

turn into a career path.

He also earned a Certificate of Training in Retail Business. The topics included workplace safety, workplace ethics, sanitation, inventory control, workplace collaboration, tool identification, training, sales and service.

Glenn Williamson, a supporter of Boys Ranch, believes that the ELP helps students to visualize themselves as a part of the workforce, teaches work ethic and develops teamwork, communication and social skills that are necessary in a workplace.

"The reason I support ELP is that it builds a foundation that can support you in life," Glenn said. "The kids at Boys Ranch have already got work ethic because they had to develop it at the ranch. They've learned how to work and when they are ready, they can get support from Cal Farley's to pursue a technical education or an academic degree.

"I don't know of any other place that will help support the residents after they are 18, especially with finding a career or pursuing an education."

By the Numbers

Residents Involved in ELP

112

Job Skills
Certificates Earned

33

ELP Mentorship Areas

21



ALUMNI SUPPORT





INDEPENDENT LIVING

Cal Farley's Boys Ranch remains committed to our former residents into adulthood. It's a familiar bond much like that of a traditional family. We invest in our alumni's future by helping them pursue education success and a smoother transition into independent life. Like any young adult in a traditional family, our alumni can more effectively thrive if we remain available to provide safety-net services and other limited support as needed to help them begin their new, independent lives.

By the Numbers

Alumni served Working or in School

109 **100%**

Money saved through
rent-to-savings program

\$168K



SPOTLIGHT: BEN

The Independent Living Program at Cal Farley's Boys Ranch provides a place to live for Boys Ranch alumni who need temporary housing assistance during their transition to adult life.

The Alumni Support Center features apartments, a common area for meetings or training and laundry facilities. Life coaches maintain accountability and offer help with basic living skills.

Boys Ranch also assists with locating and securing housing for alumni elsewhere in the community.

Ben came to Boys Ranch when he was in the sixth grade. He especially enjoyed the activities offered there, such as hunting, camping and recreation.

"They provided me a place to go, but on top of that, they gave me a lot of opportunities to try things I never would

have gotten to if I wasn't at Boys Ranch," he said.

Ben graduated from Boys Ranch High School in 2015 and went on to live completely on his own.

After moving from Oklahoma back to Amarillo, Ben found himself needing help to get back on his feet. He has been part of the Independent Living Program for about a year, gaining access to housing and healthcare.

"There were many times I wanted to ask for help, but I didn't have the nerve," he said. "Now I have a place to live, and they helped me with glasses and dentures. I look in the mirror, and it is like seeing a different person."

Because Ben's smile was literally given back to him, Ben's self-confidence greatly improved, and he began to actively seek employment opportunities.



Ben

"I didn't want to go places and ask for applications before because I was embarrassed, but now I don't mind showing my face," he said. "I would tell others that if you need help, just apply and see where it goes. They're piecing me back together."





TRANSITIONAL LIVING

The Transitional Living Program is designed to assist residents arriving in new communities outside of Boys Ranch. A highly qualified case manager provides at least one year of services with weekly contact to ensure recent graduates successfully transition into educational, vocational and therapeutic programs in their community.



By the Numbers

Alumni Served

34

Percentage of clients reporting no substance abuse

79%

Percentage of Clients Reporting Program Effectiveness

67%



SPOTLIGHT: NATHAN

As a child, Nathan came to Boys Ranch following the 2017 Hurricane Harvey. He found his purpose through involvement with Junior Fire Crew, a program that allows teens to practice such skills as controlling water hoses and nozzle patterns.

Boys Ranch was a critical part of his path to adulthood.

"Boys Ranch helped me work through so many problems," Nathan said. "It couldn't have been done without them."

Nathan continues his journey with Boys Ranch as part of the Transitional Living Program, which was recommended to him upon his 2023 high school graduation.

According to Nathan, the program has contributed significantly to positive changes.



Nathan

Reflecting on his life before coming to Boys Ranch, he shares, "There were times that I had no hope on where I'd be at or if I'd be able to get food or anything."

Having immersed himself in the Transitional Living Program, Nathan highlighted the positive impact it had on his life.

He says, "Honestly, they helped me in so many different ways, including just a phone call to get guidance on a decision that I needed to make."

The program, far from just meeting basic needs, became a vital lifeline offering support during moments of emotional struggle and uncertainty.

The support received from Boys Ranch aided him in overcoming challenges and visualizing a once uncertain future.

"Everybody needs some help every now and then," Nathan said, acknowledging the universality of seeking assistance in times of need.





SCHOLARSHIPS

Each semester, Cal Farley's Merit Scholarship Program assists alumni in furthering their education; awarding eligible applicants scholarships for expenses at trade schools, junior colleges and universities. The generous donor-funded scholarship program aids dozens of former residents each year. We've awarded hundreds of scholarships to qualifying clients over more than four decades.

By the Numbers

Alumni Served

50

Number of Schools Attended

13

Number of Programs Enrolled in by Students

13



SPOTLIGHT: KALISTA AND SARA

While making a new home at Cal Farley's Boys Ranch wasn't what a pair of sisters initially wanted, the activities and opportunities at the campus allowed them to work through their feelings and find their strengths.

Kalista and Sara came to Boys Ranch at the ages of 12 and 11 and graduated from Boys Ranch High School in 2017 and 2019, respectively.

Kalista and Sara both graduated with bachelor's degrees in May of 2023. Kalista earned a degree in sociology from the University of Texas Dallas and is currently working on her master's degree at University of Texas Arlington in the social work program.

"I want to be a social worker for Child Protective Services so that way I can go back and help other foster kids," Kalista said.

Sara earned her bachelor's

degree in sports and exercise science from West Texas A&M University.

She also completed WT's Panhandle Alternative Certification for Educators (PACE) program to earn her teaching certificate. She teaches sixth grade social studies and coaches basketball, track and volleyball.

"I had some great teachers at Boys Ranch. They changed my whole mindset and showed me what it was like for someone to choose to be in your life." Sara said.

Kalista and Sara received funds for their education from Cal Farley's Merit Scholarship Program.

"It made the transition much easier. Without help from Boys Ranch, I would have been a homeless college student. I worked really hard in college, and now I am a 22-year-old college graduate with no debt," Sara said.



Kalista, left, and Sara

"That definitely helps more than most people will know."

Kalista said that college expenses such as books and the cost of living would have been a deterrent if not for the Boys Ranch scholarship.

"I probably would have just not gone to college, but since I got help paying for it, I worked hard at it. I'm just eternally grateful," Kalista said.



A DREAM TO HELP CHILDREN BECOMES 85-YEAR LEGACY

Cal Farley's Boys Ranch was established in 1939, when Cal Farley, a semiprofessional baseball player, began helping children from broken homes. The Texas Panhandle rancher, Julian Bivins, donated about 120 acres of land for the cause, and Mr. Farley established Boys Ranch there in the spring of 1939.

The population of Boys Ranch quickly grew, and Mr. Farley sought to bolster the boys' social education by hosting a rodeo in 1944. Over the years, the programs at Cal Farley's have expanded and changed to remain ever-relevant to the needs of the times.

Cal Farley's Boys Ranch is a residential community open to both boys and girls ages 5 to 18. Each year, we welcome new residents from across the nation.

While they are with us, children receive professional therapeutic services and work toward highly individualized goals.

The Boys Ranch campus appears much like any other small town. It boasts a prominent chapel, medical facilities, sports fields, parks, a store and houses. Residents attend one of three on-campus schools and live in group homes with supportive houseparents. They enjoy a variety of academic, vocational, spiritual and extra-curricular activities to help them become responsible, confident and resilient young adults.

Cal Farley's Boys Ranch also offers Community-Based Services that provide free support and assistance to families.

These families are coping with circumstances that put children at risk of being separated from them and/or placed in out-of-home care.

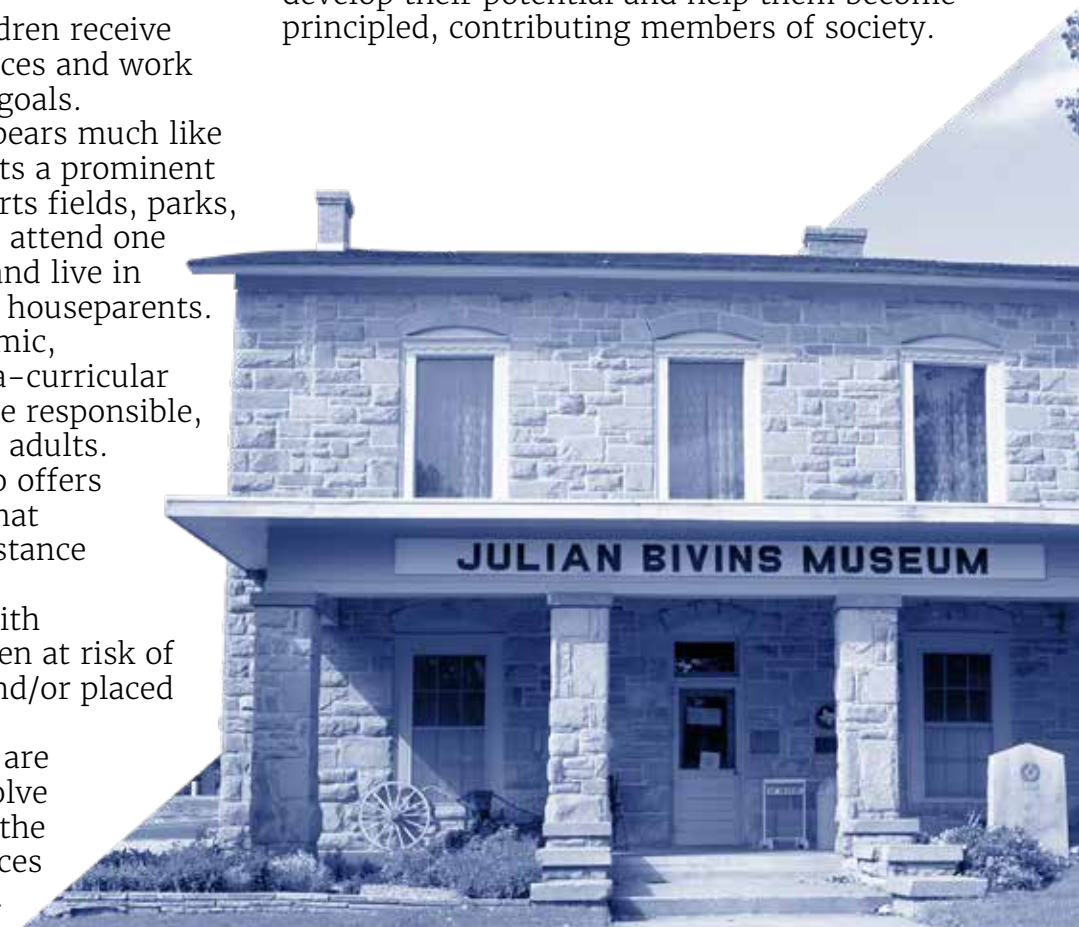
Community-Based Services are designed to help families resolve the issues they face and gain the knowledge, skills, and resources they need to remain together.

Cal Farley's Boys Ranch is committed to delivering comprehensive lifelong support for its alumni through Alumni Services. Regardless of the duration of a child's stay on our campus, they immediately become eligible for enduring alumni support.

Our Alumni Support Center provides a range of personalized services, including case management, transitional living support, scholarship opportunities, and more.

The services offered are highly individualized to meet the unique needs of each case.

No matter the program, providing a safe environment and building meaningful, trusting relationships is our primary goal for every child. Role models guide our youth to develop their potential and help them become principled, contributing members of society.



COMMUNITY-BASED SERVICES





FAMILY ENGAGEMENT

Family Engagement Programs work to provide compassion, meet core needs and encourage progressive change in a family unit that enables family success. Cal Farley's Boys Ranch engagement specialists work with caseworkers and family members to improve communication and relationships to create a stronger familial unit ready to face the future together.



By the Numbers

Youth Served

149

Percentage of Clients Reporting Program Effectiveness

90%

Percentage of Clients Seeking Service due to Family Discord

82%



SPOTLIGHT: TOM

Tom's introduction to the Family Engagement Program occurred during the Boys Ranch rodeo in 2012.

Describing the moment, he recalled, "I was more or less the spokesperson for Texas Dodge at the booth that we had set up out there at Boys Ranch when y'all were doing the yearly rodeos."

The program became a point of discussion during his interactions with attendees, revealing its impact on the community.

A Texan born and raised, Tom's history with Boys Ranch goes beyond his current involvement. He explained, "I've known Boys Ranch my whole life. I had a second cousin that actually graduated from there, so I've known about Boys Ranch. My dad has always donated."

This familial connection and history of support laid the foundation for his appreciation of the organization's work.

Tom, now a single father working extensive hours, recently joined the Family Engagement Program seeking support for his family.

When asked about the program's potential impact, he shared, "The program is going to give my kids structure, teach them the things that - being a single father and having to work close to 70 hours a week - I cannot do."

He emphasized the need for stability and the imparting of crucial life skills that the program could offer, as well as caring for his children's health.

"Medical is outrageously obnoxiously high. I can't afford it, and that makes it hard for me to provide for my family."



Tom

The program, for Tom, is not just about structure but also access to essential resources that would otherwise be financially out of reach for his family.





FAMILY PRESERVATION

Our Family Preservation Program aims to provide intensive case management to youth and families to preserve the family unit and keep youth in their homes, rather than seeking aid from residential programs. Our master's level case managers visit with families one to three times a week, depending on need. This program prevents families from going through the pain of separation and offers alternative solutions.

By the Numbers

Youth Served

186

Percentage of Clients Reporting Program Effectiveness

86%

Percentage of Clients Seeking Service due to Family Discord

77%



SPOTLIGHT: THE MILLERS

The Miller family first learned about the Family Preservation Program while researching Boys Ranch as an option for their child. Rather than utilizing Boys Ranch's residential program, however, they decided to participate in this program as an alternative. The family has been participating in the program for about three months and has seen significant improvements in their family dynamics.

"We have tried many different things in the past. Some of that has gotten a little bit of traction, but we've seen a lot of improvement since using the Family Preservation Program," said Mr. Miller, who sought out the program for his family. "Our caseworker has been outstanding. Her knowledge, her calm, her ability to redirect—it's obvious that she

"Our caseworker has been outstanding. Her knowledge, her calm, her ability to redirect — it's obvious that she is passionate about her job and about helping people."

- Mr. Miller

is passionate about her job and about helping people. On more than one occasion she has gone above and beyond what I would have considered her job."

In addition to appreciation for their caseworker, the Millers' child claims that the biggest benefit was that the program came to them in the comfort of their own home. Because the Millers' child is concerned with her peers being aware of her circumstances, the family's name has been changed.

"I know from talking to my child that one of the biggest

benefits was that you came to us. There was no concern that you were going to be seen. People weren't going to know what was going on. There was no stigma around it," Mr. Miller said.

The Family Preservation Program has helped keep the Miller family together and avoid having to seek out residential care for their child by providing the family with mental health resources and communication tools they can use moving forward.



OUTLOOK FOR

GOALS FOR 2030

Looking ahead to 2030, our organization is committed to bolstering its foundation and driving forward with strategic initiatives. Prioritizing financial responsibility, operational efficiency, and workforce engagement, we are poised for transformative growth. Our goals encompass infrastructure enhancement, community outreach expansion, donor cultivation, and facility modernization, including projects like the FFA Barn and the Experiential Learning Program (ELP) Center. By leveraging technology and refining performance metrics, we aim to serve over 1,000 children annually, maintaining relevance and vitality. We also seek new opportunities for sustained impact. Through collaboration, we are determined to shape a legacy of positive change.

1. SERVE MORE YOUTH AND FAMILIES

Continue to grow the census at Boys Ranch and outside of Boys Ranch. We must determine what an optimal census is for the Ranch in the post COVID era where all residential treatment programs like us are struggling for referrals and staff.

2. STRENGTHEN OUR FOUNDATION

Continue to solidify the foundational elements of our organization by maintaining fiscal accountability, enhancing the quality of our services, recruiting and retaining a dynamic workforce and advancing our technology.

3. PROMOTE STRATEGIC PARTNERSHIPS

Cal Farley's Boys Ranch should be more proactive in developing strategic partnership opportunities with other non-profit organizations. These partnerships can increase the visibility of Boys Ranch locally and nationally, as well as continue to increase the number of youth we impact.

4. SHOW OUR IMPACT

We must create annual impact reports that illustrate the difference we are making in children's lives. Corporate foundations are becoming more and more concerned about the type of impact their funds are having with grantees. We must do a better job of capturing and reporting information on the impact we are having on youth during their stay with us as well as the impact on their lives 12 months after graduation. We are currently working internally to determine the appropriate outcome and performance measures that we should collect and report on regularly. This information could be very valuable in future corporate funding opportunities as well as securing new donors.

THE FUTURE

5. COMPLETE HIGH-PROFILE PROJECTS

Complete several major construction projects that will illustrate the continued vitality of Boys Ranch and its future. We will complete construction on both the FFA Barn and the ELP Center in the next three years. These initiatives will bring new interest and new donors to our organization.

6. DIGITAL FUND DEVELOPMENT

We must evolve our Development Department, so we move more quickly towards enhancing our digital fundraising capabilities. Our direct marketing has been extremely successful through the years utilizing regular mail. While we continue to emphasize this practice, we must simultaneously improve our ability to communicate with donors electronically.

7. IMPROVE WORKFORCE AND RETENTION

We must enter a more sophisticated realm of workforce development strategies to recruit and retain employees at all levels of the organization. We must invest in technologies that will help us target and recruit the right employees, create better screening tools to avoid hiring the wrong employees, and strengthen our on-boarding processes.

8. IMPROVE OUR INFRASTRUCTURE

Continue to improve the physical infrastructure of Boys Ranch. We must continue to invest now so that the facility will still be vibrant 20 to 50 years from now. In the next five years, because of our Board Reserve capital funding we will renovate two different living facilities, and make a variety of other improvements in our infrastructure. A new athletic track has been completed.

9. EXPAND THROUGH STRATEGIC ALIGNMENTS

Cal Farley's Boys Ranch should proactively pursue merger and acquisition opportunities with other nonprofits in the Panhandle as well as other parts of Texas and even across the country. Finding and connecting to like-minded organizations with similar missions who want to be part of a larger organization could be beneficial to both parties.

10. FOSTER ENTREPRENEURIAL THINKING

Cal Farley's Boys Ranch should continue to pursue and create more revenue generating opportunities to enhance the Foundation's portfolio and help with operational costs. Promoting entrepreneurial thinking throughout the organization will allow us to take advantage of opportunities to generate money not only from the land around Boys Ranch but all the property that has been donated to us across the country

FINANCIALS

Fundraising Revenue	
Annual Giving	\$19,188,694
Planned Giving	\$10,447,576
Corporate & Foundation Gifts	\$1,349,096
Total Fundraising Revenue	\$30,985,366
Support From Cal Farley's Boys Ranch Foundation	
	\$17,523,138
Other Revenue	
Investment Revenue	\$5,047,958
Other Revenue	\$133,448
Total Revenue	\$53,689,910
Program Expenses	
Boys Ranch	\$39,348,333
Community Service	\$1,812,910
Total Program Expenses	\$41,161,243
Fundraising Expenses	
	\$10,280,907
Administrative and General Expenses	
	\$4,845,431
Total Expenses	\$56,287,581
Organizational Expense Distribution	
Program	73%
Development	18%
Administrative	9%

Cal Farley's is a nonprofit 501(c)(3) corporation organized under the laws of the State of Texas. Members of the Cal Farley's board of directors volunteer their time, talents, leadership and prayers on behalf of the children and families whose lives Cal Farley's transforms every day. The Cal Farley's board and senior leadership want to thank individuals and groups for their unwavering support and financial backing.

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