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Form 990

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2011

Open to Public Inspection

A For the 2011 calendar year, or tax year beginning 10-01-2011 and ending 09-30-2012

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

C Name of organization

CAL FARLEY'S BOYS RANCH

Doing Business As

Number and street (or P O box if mail is not delivered to street address)

Room/suite

PO BOX 1890

City or town, state or country, and ZIP + 4

AMARILLO, TX 79174

F Name and address of principal officer

DAN ADAMS

PO BOX 1890

AMARILLO, TX 79174

H(a) Is this a group return for affiliates?

☐ Yes ☒ No

H(b) Are all affiliates included?

☐ Yes ☐ No

If "No," attach a list (see instructions)

H(c) Group exemption number

I Tax-exempt status

☒ 501(c)(3) ☐ 501(c) () ☐ (insert no) ☐ 4947(a)(1) or ☐ 527

J Website:

WWW.CALFARLEY.ORG

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation

1939

M State of legal domicile

TX

Part I

Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities CAL FARLEY'S PROVIDES A CENTRALLY-LINKED ARRAY OF SERVICES FOR CHILDREN FROM ACROSS THE		
	2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	22
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	22
Revenue	5	Total number of individuals employed in calendar year 2011 (Part V, line 2a)	5	499
	6	Total number of volunteers (estimate if necessary)	6	0
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b	Net unrelated business taxable income from Form 990-T, line 34	7b	0
	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	37,427,872	39,553,172
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0	0
Expenses	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	980,107	1,188,229
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,305,410	2,685,315
	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	40,713,389	43,426,716
	14	Benefits paid to or for members (Part IX, column (A), line 4)	591,735	503,032
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	23,052,740	21,787,266
	b	Total fundraising expenses (Part IX, column (D), line 25) 7,168,496	0	0
Net Assets or Fund Balances	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	20,075,996	26,572,085
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	43,720,471	48,862,383
	19	Revenue less expenses Subtract line 18 from line 12	-3,007,082	-5,435,667
			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	106,400,819	106,127,629
	21	Total liabilities (Part X, line 26)	14,377,730	16,105,743
	22	Net assets or fund balances Subtract line 21 from line 20	92,023,089	90,021,886

Part II

Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

2013-02-28

Date

DIEDRE S BALLOU SENIOR VP FINANCE & CFO

Type or print name and title

Paid Preparer's Use Only

Preparer's signature

GARY MITCHELL

Date

Check if self-employed

☐

Preparer's taxpayer identification number (see instructions)

P00005725

Firm's name (or yours if self-employed), address, and ZIP + 4

CONNOR MCMILLON MITCHELL & SHENNUM PLLC

PO BOX 15650

AMARILLO, TX 79105

EIN

26-3195732

Phone no

(806) 373-6661

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2011)

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III ☐ ☒

1

Briefly describe the organization's mission

CAL FARLEY'S BOYS RANCH IS A NONPROFIT ORGANIZATION THAT PROVIDES CHILDREN WITH A HOME, FRIENDLY CARE AND GUIDANCE, VOCATIONAL TRAINING AND GENERAL EDUCATION AT THEIR BOYS RANCH AND GIRLSTOWN CAMPUSES

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

4

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code) (Expenses \$ 25,695,936 including grants of \$) (Revenue \$)

BOYS RANCH CAMPUS OPERATIONS DURING THE FISCAL YEAR ENDED SEPTEMBER 30, 2012, CAL FARLEY'S BOYS RANCH SERVED 366 BOYS AND GIRLS RANGING IN AGES FROM 6 TO 19 AT THE BOYS RANCH CAMPUS FROM OCTOBER 2011 THROUGH SEPTEMBER 2012, 50 RESIDENTS GRADUATED FROM BOYS RANCH INDEPENDENT SCHOOL DISTRICT WHO HAD AN AVERAGE LENGTH OF STAY AT BOYS RANCH OF 3 68 YEARS

4b

(Code) (Expenses \$ 1,442,754 including grants of \$) (Revenue \$)

GIRLSTOWN, U S A CAMPUS OPERATIONS ANDGENIE FARLEY HARRIMAN CENTER FOR WOMEN & CHILDREN OPERATIONS DURING THE FISCAL YEAR SEPTEMBER 30, 2012, CAL FARLEY'S SERVED 8 GIRLS RANGING IN AGES FROM 16 TO 18 AT THE GIRLSTOWN, U S A CAMPUS NEAR WHITEFACE, TEXAS FROM OCTOBER 2011 TO JUNE 2012, 3 RESIDENTS GRADUATED FROM BOYS RANCH HIGH SCHOOL THE GRADUATES HAD AN AVERAGE LENGTH OF STAY AT GIRLSTOWN OF 99 YEARS FROM JULY 1, 2012 THROUGH SEPTEMBER 30, 2012, CAL FARLEY'S SERVED 8 WOMEN AND 18 CHILDREN AT THE GENIE FARLEY HARRIMAN CENTER NEAR WHITEFACE, TEXAS

4c

(Code) (Expenses \$ 3,604,052 including grants of \$ 503,032) (Revenue \$)

ADMISSION AND FAMILY LIAISONS DURING THE YEAR ENDED SEPTEMBER 30, 2012, CAL FARLEY'S CALL CENTER ANSWERED OVER 4,227 TELEPHONE CALLS THAT RESULTED IN INFORMATION ABOUT CAL FARLEY'S PROGRAMS SENT TO 2,938 CALLERS AND 2,335 REFERRALS TO OTHER AGENCIES AND RESOURCES DIRECTORS AND STAFF OF THE FIVE (5) FAMILY RESOURCE CENTERS SERVED A CASELOAD OF 239 FAMILIES A YEAR WITH A TOTAL AVERAGE OF 24 FAMILIES PER MONTH PER STAFF ASSISTING THEM TRAINING AND OTHER WAYS TO STRENGTHEN THEIR FAMILIES AND RELATIONS WITH CHILDREN 381 ADULTS AND 553 CHILDREN WERE ASSISTED THROUGH THE ALUMNI SUPPORT SERVICES AND CAL FARLEY'S INDEPENDENT LIVING PROGRAM, 56 ALUMNI WERE PROVIDED WITH HOUSING AND OTHER LIVING ASSISTANCE DURING THE YEAR ENDED SEPTEMBER 30, 2012

(Code) (Expenses \$ 6,081,987 including grants of \$) (Revenue \$)

CAL FARLEY'S BOYS RANCH PROVIDED SUPPORT TO CAL FARLEY'S BOYS RANCH INDEPENDENT SCHOOL DISTRICT AND CAL FARLEY'S BOYS RANCH FOUNDATION FOR ITS OPERATIONS

4d

Other program services (Describe in Schedule O)

(Expenses \$ 6,081,987 including grants of \$) (Revenue \$)

4e

Total program service expenses \$ 36,824,729

Form 990 (2011)

Part IV

Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A.	Yes	
2	Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I.		No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II.		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III.		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I.		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II.		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III.		No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV.		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V.	Yes	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.	Yes	
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X.		No
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII.	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional.	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E.		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Part I.		No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U.S.? If "Yes," complete Schedule F, Part II and IV.		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U.S.? If "Yes," complete Schedule F, Part III and IV.		No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I.		No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II.	Yes	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III.	Yes	
20a	Did the organization operate one or more hospitals? If "Yes," complete Schedule H.		No
b	If "Yes" to line 20a, did the organization attach its audited financial statement to this return? Note. All Form 990 filers that operated one or more hospitals must attach audited financial statements.		

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21		No
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>	34	Yes	
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a	Yes	
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance						
Check if Schedule O contains a response to any question in this Part V ☐						
		Yes	No			
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. .	1a	79			
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	1			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes			
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return.	2a	499			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	2b	Yes			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a				No
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b				
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?	4a				No
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a				No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b				No
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c				
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	6a				No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b				
7	Organizations that may receive deductible contributions under section 170(c).					
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a				No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b				
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c				No
d	If "Yes," indicate the number of Forms 8282 filed during the year.	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e				No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f				No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g				
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	Yes			
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8				
9	Sponsoring organizations maintaining donor advised funds.					
a	Did the organization make any taxable distributions under section 4966?	9a				
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b				
10	Section 501(c)(7) organizations. Enter					
a	Initiation fees and capital contributions included on Part VIII, line 12.	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	10b				
11	Section 501(c)(12) organizations. Enter					
a	Gross income from members or shareholders.	11a				
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).	11b				
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a				
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b				
13	Section 501(c)(29) qualified nonprofit health insurance issuers.					
a	Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state.	13a				
b	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b				
c	Enter the aggregate amount of reserves on hand.	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a				No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.	14b				

Part VI

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.
Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
1a	22		
b	Enter the number of voting members included in line 1a, above, who are independent	1b	22
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	Yes
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes
b	Describe in Schedule O the process, if any, used by the organization to review the Form 990		
12a	Did the organization have a written conflict of interest policy? <i>If "No," go to line 13</i>	12a	Yes
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	Yes
13	Did the organization have a written whistleblower policy?	13	Yes
14	Did the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	15a	Yes
b	Other officers or key employees of the organization	15b	No
	If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶AL , AK , AZ , AR , CA , CT , FL , GA , HI , IL , KS , KY , ME , MD , MA , MI , MN , MS , NH , NJ , NM , NY , NC , ND , OH , OK , OR , PA , RI , SC , TN , UT , VA , WV , WI , WA
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you made these available. Check all that apply. ☒ Own website ☐ Another's website ☒ Upon request
19	Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶ DIEDRE S BALLOU 600 WEST 11TH STREET AMARILLO, TX 791013228 (806) 372-2341

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response to any question in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) TANNER ALEXANDER DIRECTOR	1 00	X						0	0	0
(2) TOM BIVINS DIRECTOR	1 00	X						0	0	0
(3) TOM BLAKEMORE DIRECTOR	1 00	X						0	0	0
(4) BETTY COOPER DIRECTOR	1 00	X						0	0	0
(5) HAROLD COURSON DIRECTOR	1 00	X						0	0	0
(6) LILIA ESCAJEDA SECRETARY OF THE BOARD	1 00	X						0	0	0
(7) JOE HOWELL CPA DIRECTOR	1 00	X						0	0	0
(8) BUD JOYNER ED D DIRECTOR	1 00	X						0	0	0
(9) JANE KING DIRECTOR	1 00	X						0	0	0
(10) MIKE KING ED D DIRECTOR	1 00	X						0	0	0
(11) DEBRA MCCARTT DIRECTOR	1 00	X						0	0	0
(12) GREG MITCHELL DIRECTOR	1 00	X						0	0	0
(13) FAY MOORE DIRECTOR	1 00	X						0	0	0
(14) WADE PORTER DIRECTOR	1 00	X						0	0	0
(15) WALTER FOUR PRICE DIRECTOR	1 00	X						0	0	0
(16) JERRY RAINES DIRECTOR	1 00	X						0	0	0
(17) TOM ROACH CHAIRMAN OF THE BOARD	1 00	X						0	0	0

Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) ALAN ROBERSON DIRECTOR	1 00	X						0	0	0
(19) AVERY RUSH III MD DIRECTOR	1 00	X						0	0	0
(20) RODNEY RUTHART TREASURER OF THE BOARD	1 00	X						0	0	0
(21) LENNY SADLER VICE CHAIRMAN OF THE BOARD	1 00	X						0	0	0
(22) SHANNON STAPP DIRECTOR	1 00	X						0	0	0
(23) CHRIS STORM DIRECTOR	1 00	X						0	0	0
(24) DAN ADAMS PRESIDENT/CEO	40 00			X				226,589	0	26,215
(25) DIEDRE S BALLOU SENIOR VP FINANCE/CFO	40 00			X				131,145	0	25,036
(26) BELINDA PALACIOS SENIOR VP COMMUNITY SERVIC	40 00			X				121,288	0	15,207
(27) MARK STROTHER EXECUTIVE VP/COO	40 00			X				156,450	0	16,620
(28) HOLLY NOVAK VP HUMAN RESOURCES	40 00			X				67,957	0	20,436
(29) SUSAN BROOKS VP DEVELOPMENT & MARKETING	40 00			X				66,882	0	13,980
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								770,311	0	117,494

2Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization4

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		No

Section B. Independent Contractors

1Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation
EMERGENCY SERVICE FOUNDATION 107 W 30TH PAMPA, TX 79065	HEALTH CARE	492,020
ADP INC PO BOX 842854 BOSTON, MA 02284	HR & PAYROLL	354,407
WILLIS OF TEXAS INC PO BOX 676843 DALLAS, TX 75267	INSURANCE	298,695
INSURANCE MANAGEMENT SERVICE PO BOX 15688 AMARILLO, TX 79105	INSURANCE	264,254
FAMILY CARE CLINIC OF PANHANDLE 8101 BLESSEN ROAD AMARILLO, TX 79119	HEALTH CARE	154,280
2Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 6		

Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c	202,667				
	d	Related organizations	1d	18,911,947				
	e	Government grants (contributions)	1e	445,045				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	19,993,513				
	g	Noncash contributions included in lines 1a-1f \$ 378,364						
	h	Total. Add lines 1a-1f		39,553,172				
Program Service Revenue	2a		Business Code					
	b							
	c							
	d							
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f						
	Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		719,885			719,885
4		Income from investment of tax-exempt bond proceeds . .						
5		Royalties		2,539,951			2,539,951	
6a			(i) Real	(ii) Personal				
		Gross rents	166,863					
		b	Less rental expenses	153,450				
		c	Rental income or (loss)	13,413				
d		Net rental income or (loss)		13,413			13,413	
7a			(i) Securities	(ii) Other				
		Gross amount from sales of assets other than inventory	42,492,894	586,856				
		b	Less cost or other basis and sales expenses	41,900,605	710,801			
		c	Gain or (loss)	592,289	-123,945			
d		Net gain or (loss)		468,344			468,344	
8a		Gross income from fundraising events (not including \$ 202,667 of contributions reported on line 1c) See Part IV, line 18						
a			188,070					
b		Less direct expenses	b	179,049				
c		Net income or (loss) from fundraising events . .		9,021			9,021	
9a		Gross income from gaming activities See Part IV, line 19						
a			38,900					
b		Less direct expenses	b	35,185				
c	Net income or (loss) from gaming activities . .		3,715			3,715		
10a	Gross sales of inventory, less returns and allowances	a						
b	Less cost of goods sold	b						
c	Net income or (loss) from sales of inventory . .							
	Miscellaneous Revenue	Business Code						
11a	MISCELLANEOUS	900099	119,215	119,215				
b								
c								
d	All other revenue							
e	Total. Add lines 11a-11d		119,215					
12	Total revenue. See Instructions		43,426,716	119,215	0	3,754,329		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns
All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)
Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21				
2	Grants and other assistance to individuals in the United States See Part IV, line 22	503,032	503,032		
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	887,805	887,805		
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	15,399,336	12,223,806	1,765,409	1,410,121
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	607,873	498,053	71,060	38,760
9	Other employee benefits	3,532,915	2,907,672	394,176	231,067
10	Payroll taxes	1,359,337	1,112,788	129,388	117,161
11	Fees for services (non-employees)				
a	Management				
b	Legal	62,247		62,247	
c	Accounting				
d	Lobbying				
e	Professional fundraising See Part IV, line 17				
f	Investment management fees				
g	Other	764,411	52,894	564,153	147,364
12	Advertising and promotion	238,033		554	237,479
13	Office expenses	2,104,806	31,700	262,891	1,810,215
14	Information technology				
15	Royalties				
16	Occupancy	770,730	712,743	57,987	
17	Travel	955,351	739,247	71,121	144,983
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings				
20	Interest				
21	Payments to affiliates	6,081,987	6,081,987		
22	Depreciation, depletion, and amortization	3,144,458	2,605,515	538,943	
23	Insurance	884,566	714,252	170,314	
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O)				
a	PRINTED MATERIAL	2,702,502			2,702,502
b	POST RETIREMENT BENEFIT	2,337,278	1,933,818	255,358	148,102
c	REPAIRS & MAINTENANCE	1,696,241	1,294,236	365,473	36,532
d	DINING HALL	1,629,321	1,629,321		
e					
f	All other expenses	3,200,154	2,895,860	160,084	144,210
25	Total functional expenses. Add lines 1 through 24f	48,862,383	36,824,729	4,869,158	7,168,496
26	Joint costs. Check here if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing			438,952	1	471,031
	2	Savings and temporary cash investments			6,715,459	2	7,194,547
	3	Pledges and grants receivable, net				3	
	4	Accounts receivable, net				4	
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L				6	
	7	Notes and loans receivable, net			131,158	7	123,956
	8	Inventories for sale or use			712,563	8	682,418
	9	Prepaid expenses and deferred charges			259,008	9	327,051
	10a	Land, buildings, and equipment, cost or other basis. Complete Part VI of Schedule D	10a	97,566,223			
	b	Less: accumulated depreciation	10b	69,742,766	29,509,139	10c	27,823,457
	11	Investments—publicly traded securities			23,394,859	11	20,256,136
	12	Investments—other securities. See Part IV, line 11			60,989	12	15,751
	13	Investments—program-related. See Part IV, line 11				13	
	14	Intangible assets			232,940	14	166,406
	15	Other assets. See Part IV, line 11			44,945,752	15	49,066,876
	16	Total assets. Add lines 1 through 15 (must equal line 34)			106,400,819	16	106,127,629
Liabilities	17	Accounts payable and accrued expenses			4,076,832	17	3,492,948
	18	Grants payable				18	
	19	Deferred revenue				19	
	20	Tax-exempt bond liabilities				20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D				21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L				22	
	23	Secured mortgages and notes payable to unrelated third parties				23	
	24	Unsecured notes and loans payable to unrelated third parties				24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			10,300,898	25	12,612,795
	26	Total liabilities. Add lines 17 through 25			14,377,730	26	16,105,743
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here ☒ and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets			26,943,573	27	20,969,350
	28	Temporarily restricted net assets			18,203,706	28	20,709,293
	29	Permanently restricted net assets			46,875,810	29	48,343,243
	Organizations that do not follow SFAS 117, check here ☐ and complete lines 30 through 34.						
	30	Capital stock or trust principal, or current funds				30	
	31	Paid-in or capital surplus, or land, building or equipment fund				31	
	32	Retained earnings, endowment, accumulated income, or other funds				32	
	33	Total net assets or fund balances			92,023,089	33	90,021,886
	34	Total liabilities and net assets/fund balances			106,400,819	34	106,127,629

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	43,426,716
2	Total expenses (must equal Part IX, column (A), line 25)	2	48,862,383
3	Revenue less expenses Subtract line 2 from line 1	3	-5,435,667
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	92,023,089
5	Other changes in net assets or fund balances (explain in Schedule O)	5	3,434,464
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	90,021,886

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII ☐

		Yes	No
1	Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
b	Were the organization's financial statements audited by an independent accountant?	Yes	
c	If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☒ Both consolidated and separated basis		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization CAL FARLEY'S BOYS RANCH	Employer identification number 75-0808768
---	--

Part I Reason for Public Charity Status

(All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

- 1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☒

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9

☐

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)
- 10

☐

An organization organized and operated exclusively to test for public safety Se**section 509(a)(4).**
- 11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Other

e

☐

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	37,752,364	38,770,522	35,371,863	37,427,872	39,553,172	188,875,793
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	37,752,364	38,770,522	35,371,863	37,427,872	39,553,172	188,875,793
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						97,494,400
6 Public Support. Subtract line 5 from line 4						91,381,393

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4	37,752,364	38,770,522	35,371,863	37,427,872	39,553,172	188,875,793
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	4,443,421	2,828,001	3,248,689	3,091,800	3,426,699	17,038,610
9 Net income from unrelated business activities, whether or not the business is regularly carried on	1,807	1,195		386		3,388
10 Other income (Explain in Part IV) Do not include gain or loss from the sale of capital assets	348,861	133,064	24,668	144,273	119,215	770,081
11 Total support (Add lines 7 through 10)						206,687,872

12 Gross receipts from related activities, etc (See instructions)

12226,970

13 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))	14	44 210 %
15 Public Support Percentage for 2010 Schedule A, Part II, line 14	15	42 840 %

16a 33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support test—2010. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization

17a 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization

b 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization

18 Private Foundation If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions

Part IIIPart III

Support Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public Support (Subtract line 7c from line 6.)						

Section B. Total Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support (Add lines 9, 10c, 11 and 12.)						
14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Section C. Computation of Public Support Percentage		
15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	15	
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage		
17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))	17	
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18	
19a 33 1/3% support tests—2011. If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization		
b 33 1/3% support tests—2010. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization		
20 Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions		

Part IV **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Explanation
SCHEDULE A, PART IV, SUPPLEMENTAL INFORMATION PART II, LINE 10 EXPLANATION MISCELLANEOUS INCOME INCLUDING DISCOUNTS EARNED AND REBATE INCOME

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
CAL FARLEY'S BOYS RANCH

Employer identification number
75-0808768

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit ☐ Yes ☐ No	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)☐ Preservation of an historically importantly land area
☐ Protection of natural habitat☐ Preservation of a certified historic structure
☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ► _____

4

Number of states where property subject to conservation easement is located ► _____

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ► _____

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year
► \$ _____

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

► \$ _____

(ii) Assets included in Form 990, Part X

► \$ _____

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

► \$ _____

b

Assets included in Form 990, Part X

► \$ _____

For Privacy Act and Paperwork Reduction Act Notice, see the Intructions for Form 990

Cat No 52283D

Schedule D (Form 990) 2011

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

d

☐ Loan or exchange programs

b

☐ Scholarly research

e

☐ Other

c

☐ Preservation for future generations

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance	13,333,695	13,122,838	12,609,698	12,052,288
b	Contributions	10,443	11,083	28,879	832,396
c	Investment earnings or losses	682,923	525,831	802,284	-254,260
d	Grants or scholarships				
e	Other expenditures for facilities and programs	365,144	326,057	318,023	20,726
f	Administrative expenses				
g	End of year balance	13,661,917	13,333,695	13,122,838	12,609,698

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ 0 %

b

Permanent endowment ▶ 92 000 %

c

Term endowment ▶ 8 000 %

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations

3a(i)

Yes

No

(ii) related organizations

3a(ii)

Yes

No

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

Yes

No

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land	6,163,779	2,254,690		8,418,469
b Buildings		65,988,994	49,958,109	16,030,885
c Leasehold improvements		5,550,856	4,345,167	1,205,689
d Equipment		17,564,724	15,439,490	2,125,234
e Other		43,180		43,180
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).)				27,823,457

Schedule D (Form 990) 2011

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements			
1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	43,426,716
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	48,862,383
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	-5,435,667
4	Net unrealized gains (losses) on investments	4	9,925
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	3,424,539
9	Total adjustments (net) Add lines 4 - 8	9	3,434,464
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-2,001,203

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return			
1	Total revenue, gains, and other support per audited financial statements	1	47,091,309
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	9,925
b	Donated services and use of facilities	2b	64,926
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	3,638,773
e	Add lines 2a through 2d	2e	3,713,624
3	Subtract line 2e from line 1	3	43,377,685
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	49,031
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	49,031
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	43,426,716

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return			
1	Total expenses and losses per audited financial statements	1	49,092,512
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	64,926
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	214,234
e	Add lines 2a through 2d	2e	279,160
3	Subtract line 2e from line 1	3	48,813,352
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	49,031
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	49,031
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	48,862,383

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
DESCRIPTION OF INTENDED USE OF ENDOWMENT FUNDS	PART V, LINE 4	THE INTENDED USE OF THE ORGANIZATION'S ENDOWMENT FUNDS IS TO BE HELD INDEFINITELY AND THE INCOME FROM WHICH IS GENERALLY RESTRICTED FOR OPERATIONAL PURPOSES AND EDUCATIONAL SCHOLARSHIPS
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X	CAL FARLEY'S BOYS RANCH BELIEVES THAT IT HAS TAKEN NO SIGNIFICANT UNCERTAIN TAX POSITIONS
PART XI, LINE 8 - OTHER ADJUSTMENTS		CHANGE IN VALUE OF UNCONDITIONAL PROMISES TO GIVE 1,692,053 CHANGE IN VALUE OF PERPETUAL TRUSTS 1,732,486 TOTAL TO SCHEDULE D, PART XI, LINE 8 3,424,539
PART XII, LINE 2D - OTHER ADJUSTMENTS		CHANGE IN VALUE OF PERPETUAL TRUSTS 1,732,486 CHANGE IN VALUE OF UNCONDITIONAL PROMISES TO GIVE 1,692,053 FUNDRAISING EVENT & RAFFLE EXPENSES NETTED AGAINST INCOME REPORTED ON SCH G 214,234
PART XIII, LINE 2D - OTHER ADJUSTMENTS		FUNDRAISING EVENT & RAFFLE EXPENSES NETTED AGAINST INCOME REPORTED ON SCH G 214,234

Additional Data

Software ID:

Software Version:

EIN: 75-0808768

Name: CAL FARLEY'S BOYS RANCH

Form 990, Schedule D, Part IX, - Other Assets

(a) Description	(b) Book value
RECEIVABLE - ACCRUED INTEREST	123,928
UNCONDITIONAL PROMISES TO GIVE	15,248,007
RECEIVABLE - BOYS RANCH INDEPENDENT SCHOOL DISTRICT	5,676
RECEIVABLE - EMPLOYEE	1,376
BENEFICIAL INTEREST IN PERPETUAL TRUSTS	32,676,109
RECEIVABLE - OTHER	48,984
COIN, JEWELRY, ETC	46,304
RECEIVABLE - CAL FARLEY'S BOYS RANCH FOUNDATION	2,974
CASH VALUE LIFE INSURANCE POLICY	913,518

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19,
or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization
CAL FARLEY'S BOYS RANCH

Employer identification number
75-0808768

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☐ Mail solicitations

b

☐ Internet and e-mail solicitations

c

☐ Phone solicitations

d

☐ In-person solicitations

e

☐ Solicitation of non-government grants

f

☐ Solicitation of government grants

g

☐ Special fundraising events

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☐ Yes ☐ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Total ▶						

3

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.

Part II Fundraising Events.

Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events
		<u>RODEO</u> (event type)	 (event type)	 (total number)	(Add col (a) through col (c))
Revenue	1	Gross receipts	390,737		390,737
	2	Less Charitable contributions	202,667		202,667
	3	Gross income (line 1 minus line 2)	188,070		188,070
Direct Expenses	4	Cash prizes			
	5	Non-cash prizes			
	6	Rent/facility costs			
	7	Food and beverages	56,481		56,481
	8	Entertainment			
	9	Other direct expenses	122,568		122,568
	10	Direct expense summary Add lines 4 through 9 in column (d) ▶			
	11	Net income summary Combine lines 3 and 10 in column (d). ▶			
					(179,049)
					9,021

Part III Gaming.

Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (Add col (a) through col (c))
Revenue	1	Gross revenue		38,900	38,900
	2	Cash prizes			
Direct Expenses	3	Non-cash prizes		35,185	35,185
	4	Rent/facility costs			
	5	Other direct expenses			
	6	Volunteer labor	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☒ No
	7	Direct expense summary Add lines 2 through 5 in column (d) ▶			
	8	Net gaming income summary Combine lines 1 and 7 in column (d) ▶			
					(35,185)
					3,715

9 Enter the state(s) in which the organization operates gaming activities TX

a Is the organization licensed to operate gaming activities in each of these states? ☒ Yes ☐ No

b If "No," Explain

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ Yes ☒ No

b If "Yes," Explain

- 11

Does the organization operate gaming activities with nonmembers?

☐

Yes

☒

No
- 12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐

Yes

☒

No

13	Indicate the percentage of gaming activity operated in	
a	The organization's facility	13a100.000%
b	An outside facility	13b

14 Provide the name and address of the person who prepares the organization's gaming/special events books and records

Name DIEDRE SCHULER BALLOU

Address PO BOX 1890
AMARILLO, TX 79174

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐

Yes

☒

No

b If "Yes," enter the amount of gaming revenue received by the organization \$ and the amount of gaming revenue retained by the third party \$

c If "Yes," enter name and address

Name

Address

16 Gaming manager information

Name

Gaming manager compensation \$

Description of services provided

☐ Director/officer

☐ Employee

☐ Independent contractor

17 Mandatory distributions

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐

Yes

☒

No

b Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year \$

Part IV Complete this part to provide additional information for responses to question on Schedule G (see instructions.)

Identifier	ReturnReference	Explanation
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Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations,
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization
CAL FARLEY'S BOYS RANCH

Employer identification number
75-0808768

Part I

General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed ▶ ☐

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance

2

Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶

3

Enter total number of other organizations listed in the line 1 table ▶

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Use Schedule I-1 (Form 990) if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e)Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance
(1) ACADEMIC AND VOCATIONAL SCHOLARSHIPS	106	503,032			

Part IV

Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.

Identifier	Return Reference	Explanation
PROCEDURE FOR MONITORING GRANTS IN THE U S	PART I, LINE 2	SCHEDULE I, PART I, LINE 2 SCHOLARSHIP RECIPIENTS' PERFORMANCE AND PROGRESS IS CLOSELY MONITORED BY COPIES OF GRADES FURNISHED BY THE RECIPIENTS EACH SEMESTER AND ON-CAMPUS VISITS BY A MEMBER OF THE SCHOLARSHIP COMMITTEE

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
CAL FARLEY'S BOYS RANCH

Employer identification number
75-0808768

Part I

Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items ☐ First-class or charter travel ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (e g , maid, chauffeur, chef)		
1b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain		
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?		
3 Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply ☐ Compensation committee ☐ Independent compensation consultant ☐ Form 990 of other organizations ☐ Written employment contract ☒ Compensation survey or study ☒ Approval by the board or compensation committee		
4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization		
4a Receive a severance payment or change-of-control payment?		No
4b Participate in, or receive payment from, a supplemental nonqualified retirement plan?		No
4c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		No
5 Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9. For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
5a The organization?		No
5b Any related organization? If "Yes," to line 5a or 5b, describe in Part III		No
6 For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
6a The organization?		No
6b Any related organization? If "Yes," to line 6a or 6b, describe in Part III		No
7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III		No
8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III		No
9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?		

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) DAN ADAMS	(i)	226,589	0	0	11,529	14,686	252,804	0
	(ii)	0	0	0	0	0	0	0
(2) DIEDRE S BALLOU	(i)	131,145	0	0	6,891	18,145	156,181	0
	(ii)	0	0	0	0	0	0	0
(3) MARK STROTHER	(i)	156,450	0	0	7,767	8,853	173,070	0
	(ii)	0	0	0	0	0	0	0
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
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SCHEDULE M
(Form 990)

Department of the Treasury
Internal Revenue Service

NonCash Contributions

►Complete if the organization answered "Yes" on Form 990, Part IV, lines 29 or 30.
► Attach to Form 990.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
CAL FARLEY'S BOYS RANCH

Employer identification number
75-0808768

Part I

Types of Property

	(a) Check if applicable	(b) Number of Contributions or items contributed	(c) Contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles	X	3	31,494	KELLY BLUE BOOK
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	9	45,805	FMV
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory	X	4	18,182	COST
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
FARM				
25 Other ► (ANIMALS)	X	12	6,949	COMPARABLE SALES
26 Other ► (VARIOUS)	X	38	25,345	COST
27 Other ► (COMPUTERS/SOFTWARE)	X	2	250,589	FMV
28 Other ► ()				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

30a	During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?		Yes	No
b	If "Yes," describe the arrangement in Part II	30a		No
31	Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?	31	Yes	
32a	Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash contributions?	32a		No
b	If "Yes," describe in Part II			
33	If the organization did not report revenues in column (c) for a type of property for which column (a) is checked, describe in Part II			

Part III

Supplemental Information. Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization CAL FARLEY'S BOYS RANCH	Employer identification number 75-0808768
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Identifier	Return Reference	Explanation
ORGANIZATION MISSION STATEMENT	FORM 990, PART I, LINE 1	NATION AND FOR THEIR FAMILIES THE ORGANIZATION BEGAN IN 1939, PROVIDING A HOME FOR BOYS WHO LACKED SUPERVISION BECAUSE OF FAMILY CIRCUMSTANCES FROM THAT BEGINNING DEVELOPED A RESIDENTIAL CARE PROGRAM AND FAMILY SERVICES THAT HAVE SERVED MORE THAN 10,000 PEOPLE--BOYS AND GIRLS FROM PRE-SCHOOL THROUGH HIGH SCHOOL GRADUATION AND THEIR FAMILIES THE RESIDENTIAL SETTINGS PROVIDE A CHRIST-CENTERED ENVIRONMENT, WITH COMFORTABLE HOMES AND HOUSE PARENTS DEDICATED TO THE CHILDREN'S CARE 24 HOURS A DAY IN ADDITION, A PROFESSIONAL CASE WORKER WORKS WITH EACH CHILD AND THEIR FAMILY TO DEVELOP AND IMPLEMENT A PLAN OF SERVICE TO MEET INDIVIDUAL NEEDS FROM KINDERGARTEN THROUGH 12TH GRADE CHILDREN LIVING IN OUR RESIDENTIAL PROGRAM ATTEND BOYS RANCH INDEPENDENT SCHOOL DISTRICT AND PARTICIPATE IN A WIDE VARIETY OF ACTIVITIES THEY HAVE ACCESS TO IN-SCHOOL AND OUT-OF-SCHOOL ACTIVITIES THAT WOULD BE AVAILABLE TO YOUNG PEOPLE LIVING WITH THEIR FAMILIES IN CITIES AND TOWNS ACROSS THE NATION BEYOND THAT, THE RURAL SETTING OF THE COMMUNITY IN WHICH THEY LIVE GIVES THEM OPPORTUNITIES AVAILABLE TO YOUTH WHO GROW UP ON FARMS AND RANCHES THEY ALSO BENEFIT FROM NURTURE, STRUCTURE, HIGH EXPECTATIONS, UNENDING SUPPORT AND MANY OPPORTUNITIES TO SUCCEED DURING THE FISCAL YEAR ENDING SEPTEMBER 30, 2012, CAL FARLEY'S BOYS RANCH WAS HOME TO 366 BOYS AND GIRLS FROM 25 DIFFERENT STATES IN A RESIDENTIAL SETTING IN THE BELIEF THAT FAMILY IS THE MOST IMPORTANT STRUCTURE IN A CHILD'S LIFE, CAL FARLEY'S WORKS TO PRESERVE THE FAMILY UNIT THE ORGANIZATION'S SIGNATURE FAMILY RESOURCE CENTERS IN AMARILLO, AUSTIN, DALLAS/FORT WORTH, HOUSTON AND SAN ANTONIO OFFER PROFESSIONAL FAMILY CASE MANAGERS PROVIDING SUPPORT AND ASSISTANCE TO PARENTS AND CHILDREN SOME OF THE CHILDREN ARE PART OF CAL FARLEY'S RESIDENTIAL PROGRAM, WHILE OTHERS, WITH THE SUPPORT AND GUIDANCE PROVIDED BY CAL FARLEY'S TO BOTH PARENTS AND CHILDREN, ARE ABLE TO REMAIN AT HOME THE FAMILY RESOURCE CENTERS ALSO WORK WITH FAMILIES WHOSE CHILDREN ARE AWAITING PLACEMENT IN A CAL FARLEY'S RESIDENTIAL PROGRAM EDUCATION IN PARENTING, FAMILY RELATIONSHIPS, COMMUNICATING, BUDGETING TIME AND FINANCES, AND IN WORKING WITH OTHER PROVIDER ORGANIZATIONS, ALONG WITH OTHER TOPICS IS CENTRAL TO THE SUCCESS OF THEIR PROGRAMS DURING THE 2011-2012 FISCAL YEAR, THE FAMILY RESOURCE CENTERS SERVED 239 FAMILY WITH A TOTAL OF 934 INDIVIDUALS THE NEXT LINK IN SERVICES IS THE AFTERCARE PROGRAM, ALUMNI SUPPORT HELPING YOUNG PEOPLE WHO ARE LEAVING CAL FARLEY'S AS THEY BLEND BACK INTO THEIR FAMILIES OR MOVE INTO MORE INDEPENDENT ENVIRONMENTS CAL FARLEY'S AFTERCARE INCLUDES COLLEGE SCHOLARSHIPS, VOCATIONAL PREPARATION, A CONTINUING PLAN OF SERVICE AND, IN SOME INSTANCES, HOUSING A TRANSITIONAL HOUSING CENTER PROVIDES HOME AND SUPPORT FOR THOSE WHO HAVE COMPLETED THE PROGRAM AT CAL FARLEY'S BOYS RANCH, BUT ARE NOT QUITE READY TO MEET THE WORLD ALONE FOR THOSE WHO DO NOT NEED THE TRANSITIONAL RESIDENTIAL SETTING, ALUMNI SUPPORT IS CONSISTENTLY AVAILABLE THE CARING RELATIONSHIPS AND SUPPORT THAT BELONG TO ALL CAL FARLEY'S YOUTH ARE THEIRS FOR LIFE, IF THAT IS THEIR DESIRE PROVIDING STRUCTURE AND GUIDANCE FOR THIS CENTRALLY LINKED SYSTEM OF SUPPORTIVE SERVICES IS CAL FARLEY'S CONTINUING, 13-YEAR ACCREDITATION BY THE COUNCIL ON ACCREDITATION OF SERVICES FOR FAMILIES AND CHILDREN (COA) COA IS AN INTERNATIONAL, INDEPENDENT, NOT-FOR-PROFIT, CHILD AND FAMILY SERVICE AND BEHAVIORAL HEALTHCARE ORGANIZATION UNDER WHICH ACCREDITATION MUST BE KEPT CURRENT AND FORMALLY RENEWED EVERY FOUR YEARS FOR AN ORGANIZATION TO BECOME ACCREDITED UNDER COA, IT MUST MEET NATIONALLY-ESTABLISHED, OUTCOMES-BASED REQUIREMENTS THAT HELP ENSURE QUALITY SERVICE ACCREDITATION REQUIRES AN INDEPENDENT ASSESSMENT THAT DETERMINES THE ORGANIZATION ACHIEVES MEASURABLE, QUALITY OUTCOMES IN SAFETY, PERMANENCY, WELL-BEING, HOUSING STABILITY, STABILITY OF RELATIONSHIPS, EDUCATIONAL ACHIEVEMENT, AND INTEGRATION WITHIN THE COMMUNITY CAL FARLEY'S PROVIDES THESE MANY PROGRAMS FOR HURTING CHILDREN AND FAMILIES AT NO COST TO THE FAMILIES BECAUSE OF THE ENDURING GENEROSITY OF FRIENDS, BUSINESS AND FOUNDATIONS, CAL FARLEY'S HELPS THOSE IN NEED WITHOUT REGARD TO THEIR ABILITY TO PAY FOR SERVICES AND WITHOUT SEEKING STATE OR FEDERAL FUNDING
	FORM 990, PART VI, SECTION A, LINE 2	FAY MOORE (DIRECTOR) AND ENTITIES CONTROLLED BY HER, ARE INVESTORS IN A REAL ESTATE PARTNERSHIP OF WHICH CHRIS STORM (DIRECTOR) IS THE OWNER OF THE GENERAL PARTNER HAROLD COURSON (DIRECTOR) IS THE GRANDFATHER OF TANNER ALEXANDER (DIRECTOR) GREG MITCHELL (DIRECTOR) IS THE BROTHER OF DEBRA MCCARTT (DIRECTOR)
	FORM 990, PART VI, SECTION B, LINE 11	THE FORM 990 FOR THIS COMPANY WAS PREPARED BY AN OUTSIDE CPA FIRM AND REVIEWED BY THE BUDGET AUDIT COMMITTEE
	FORM 990, PART VI, SECTION B, LINE 12C	THE CONFLICT OF INTEREST QUESTIONNAIRE IS SENT TO DIRECTORS AND OFFICERS ANNUALLY THE PRESIDENT AND CEO ENSURES THAT ALL ARE COMPLETED AND MAINTAINED ON FILE IN THE OFFICE
	FORM 990, PART VI, SECTION B, LINE 15A	A COMPENSATION STUDY IS PERFORMED ANNUALLY REGARDING THE CEO'S SALARY THE RESULTS ARE PRESENTED TO THE BOARD FOR DELIBERATION AND ULTIMATE SALARY DETERMINATION AS PART OF THE CEO'S ANNUAL EVALUATION
	FORM 990, PART VI, SECTION C, LINE 19	THE ORGANIZATION'S GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE AVAILABLE TO THE PUBLIC UPON REQUEST THE ORGANIZATION'S FINANCIAL STATEMENTS, ANNUAL REPORT AND FORM 990 ARE AVAILABLE TO THE PUBLIC THROUGH THE WEBSITE WWW.CALFARLEY.ORG
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 5	NET UNREALIZED GAINS ON INVESTMENTS 9,925 CHANGE IN VALUE OF UNCONDITIONAL PROMISES TO GIVE 1,692,053 CHANGE IN VALUE OF PERPETUAL TRUSTS 1,732,486 TOTAL TO FORM 990, PART XI, LINE 5 3,434,464
	FORM 990, PART VII, SECTION A, AVG HOURS PER WEEK FOR RELATED ORGANIZATIONS	CAL FARLEY'S BOYS RANCH FOUNDATION TOM BIVINS 1 JOE HOWELL 1 BUD JOYNER 1 GREG MITCHELL 1 FAY MOORE 1 TOM ROACH 1 ALAN ROBERSON 1 CHRIS STORM 1 DAN ADAMS 1 DIEDRE S BALLOU 1

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
CAL FARLEY'S BOYS RANCH

Employer identification number
75-0808768

Part I Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

(a) Name, address, and EIN of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization	
						Yes	No
(1) CAL FARLEY'S BOYS RANCH FOUNDATION PO BOX 1890 AMARILLO, TX 79174 75-1080987	FINANCIAL SUPPORT	TX	501(C)(3)	509(A)(3) TYPE I	CAL FARLEY'S BOYS RANCH	Yes	
(2) BOYS RANCH INDEPENDENT SCHOOL DISTRICT PO BOX 219 BOYS RANCH, TX 79010 75-6000229	EDUCATIONAL INSTITUTION	TX			CAL FARLEY'S BOYS RANCH	Yes	

Part III

Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Sale of assets to related organization(s)

g Purchase of assets from related organization(s)

h Exchange of assets with related organization(s)

i Lease of facilities, equipment, or other assets to related organization(s)

j Lease of facilities, equipment, or other assets from related organization(s)

k Performance of services or membership or fundraising solicitations for related organization(s)

l Performance of services or membership or fundraising solicitations by related organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

n Sharing of paid employees with related organization(s)

o Reimbursement paid to related organization(s) for expenses

p Reimbursement paid by related organization(s) for expenses

q Other transfer of cash or property to related organization(s)

r Other transfer of cash or property from related organization(s)

Yes

No

1a

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

No

No

No

No

No

No

No

No

No

No

No

No

Yes

Yes

No

No

Yes

Yes

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds			
(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved	(d) Method of determining amount involved
(1) CAL FARLEY'S BOYS RANCH FOUNDATION (AMOUNT LESS THAN 50000)	M		
(2) CAL FARLEY'S BOYS RANCH FOUNDATION (AMOUNT LESS THAN 50000)	N		
(3) BOYS RANCH INDEPENDENT SCHOOL DISTRICT	Q	3,081,987	COST
(4) CAL FARLEY'S BOYS RANCH FOUNDATION	Q	3,000,000	COST
(5) CAL FARLEY'S BOYS RANCH FOUNDATION	R	18,911,947	COST
(6)			

Schedule R (Form 990) 2011

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII

Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

Identifier	Return Reference	Explanation	
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Additional Data

Software ID:
Software Version:
EIN: 75-0808768
Name: CAL FARLEY'S BOYS RANCH

Form 990, Special Condition Description:

Special Condition Description

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services
(Code) (Expenses \$ 6,081,987 including grants of \$) (Revenue \$) CAL FARLEY'S BOYS RANCH PROVIDED SUPPORT TO CAL FARLEY'S BOYS RANCH INDEPENDENT SCHOOL DISTRICT AND CAL FARLEY'S BOYS RANCH FOUNDATION FOR ITS OPERATIONS

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
TANNER ALEXANDER DIRECTOR	1 00	X						0	0	0
TOM BIVINS DIRECTOR	1 00	X						0	0	0
TOM BLAKEMORE DIRECTOR	1 00	X						0	0	0
BETTY COOPER DIRECTOR	1 00	X						0	0	0
HAROLD COURSON DIRECTOR	1 00	X						0	0	0
LILIA ESCAJEDA SECRETARY OF THE BOARD	1 00	X						0	0	0
JOE HOWELL CPA DIRECTOR	1 00	X						0	0	0
BUD JOYNER ED D DIRECTOR	1 00	X						0	0	0
JANE KING DIRECTOR	1 00	X						0	0	0
MIKE KING ED D DIRECTOR	1 00	X						0	0	0
DEBRA MCCARTT DIRECTOR	1 00	X						0	0	0
GREG MITCHELL DIRECTOR	1 00	X						0	0	0
FAY MOORE DIRECTOR	1 00	X						0	0	0
WADE PORTER DIRECTOR	1 00	X						0	0	0
WALTER FOUR PRICE DIRECTOR	1 00	X						0	0	0
JERRY RAINES DIRECTOR	1 00	X						0	0	0
TOM ROACH CHAIRMAN OF THE BOARD	1 00	X						0	0	0
ALAN ROBERSON DIRECTOR	1 00	X						0	0	0
AVERY RUSH III MD DIRECTOR	1 00	X						0	0	0
RODNEY RUTHART TREASURER OF THE BOARD	1 00	X						0	0	0
LENNY SADLER VICE CHAIRMAN OF THE BOARD	1 00	X						0	0	0
SHANNON STAPP DIRECTOR	1 00	X						0	0	0
CHRIS STORM DIRECTOR	1 00	X						0	0	0
DAN ADAMS PRESIDENT/CEO	40 00			X				226,589	0	26,215
DIEDRE S BALLOU SENIOR VP FINANCE/CFO	40 00			X				131,145	0	25,036

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
BELINDA PALACIOS SENIOR VP COMMUNITY SERVIC	40 00			X				121,288	0	15,207
MARK STROTHER EXECUTIVE VP/COO	40 00			X				156,450	0	16,620
HOLLY NOVAK VP HUMAN RESOURCES	40 00			X				67,957	0	20,436
SUSAN BROOKS VP DEVELOPMENT & MARKETING	40 00			X				66,882	0	13,980