Dear Friend of The Buckeye Ranch:

When I am asked about what I most like about the Ranch, I say that “I love our product”. We Raise Hope and I get to see it happen every day. I also say that “I admire our staff”. Every one of our 500 staff members plays a role in our success and ultimately in the success of our clients; Ranch staffers are very special people!

This year, we celebrated the fact that we served 4,424 children and their families during Fiscal 2015 which was a 16% increase over Fiscal 2014. Based upon best practices for children learning to control their behaviors, we added Adventure Therapy to our program offerings. We are officially certified in Neurosequential Models of Therapy (NMT), a therapeutic approach to healing brain development that has been interrupted by trauma and we adopted a new strategic plan for our future. Financially, we successfully operated four fund raising events that helped us meet new friends, helped us raise $685,000 and helped grow our Foundation’s assets by $1,750,000. Once again, we did a wonderful job of operating a very, very difficult business!

Fiscal 2016 promises to bring us many, many challenges. We will meet those challenges head-on because we know that from the greatest challenges come the greatest rewards. And, we know that there may be no greater reward than seeing “hope” re-instilled in a child’s life. This keeps us going!

We appreciate your support of The Buckeye Ranch as we begin our 55th year of service to children and their families. We raise hope and because you care, you do too! Thank you!

Sincerely,

D. Nicholas Rees
President & CEO
The Buckeye Ranch.

This annual report includes information regarding our current services and recaps our financial information for the period beginning July 1, 2014 and ending June 30, 2015 (Fiscal Year 2015).
What is Trauma Informed Care?

Realizing the impact that early childhood adversity and trauma has had on the children, youth and families we serve, The Buckeye Ranch has made a commitment to understanding and treating the resulting lifelong challenges. Through significant investment of time and financial resources, the agency achieved Site Certification in the Neurosequential Models of Therapeutics (NMT) from the Child Trauma Academy. NMT is a clinical approach to treatment that takes into consideration a child’s developmental history, identifying the timing and severity of adverse experiences and their impact on neurodevelopment. Treatment will address the point of arrested brain development. For example, if the traumatic event dates back to age two, when play is the mode of learning, the therapeutic approach would focus on that developmental stage and not the chronological age of the child.

There are three phases to the Ranch’s immersion into NMT: the Pre-training Preparation Phase (six months), Phase One, the training and certification of individual clinicians (one year) and Phase Two, Train the Trainer. Phase Two gives us the capacity to provide in-house certification of Ranch staff as well as significantly increase our capacity to provide state-of-the-art trauma assessments for the children and families we serve. Following the certification of our first group of 13 clinicians, we used a generous grant from the Central Benefits Health Care Foundation to enroll a second group of ten clinicians to begin the year-long training process and also enrolled a group of six to become certified trainers.

In addition to our efforts to become NMT Certified, the Ranch organized an agency-wide Trauma Informed Care (TIC) committee to plan trainings for all levels of staff to increase their recognition and skills in working with childhood adversity. Staff, including all new employees, learn about the role of early adversity on brain development through the use of videos from The Child Trauma Academy. Thus far, 82 ongoing workers participated in 22 hours of intensive training in the application of NMT principles. Our TIC committee worked tirelessly to develop and implement strategies to support our staff and protect against secondary traumatic effects, enhance our communication across the agency, improve our training and staff development relative to trauma informed concepts, and provide a broader array of innovative interventions that can better treat the clients we serve.

Our Internship Programs:

The Buckeye Ranch has long provided professional training to individuals committed to a career in serving children and families with behavioral and mental health challenges. We are becoming recognized as a leader for training professionals entering the field of community mental health and child welfare. For six years we have provided a Family Therapy internship using “live” supervision by two Ohio State University professors, our Director of Clinical Development and a community-based clinical supervisor coaching students behind a one-way mirror as they provide therapy to families in real time. As an outgrowth, this past year, we embarked on a unique partnership with the College of Social Work at The Ohio State University to offer a two-year graduate internship with an intensive focus on training in family therapy. Our new partnership with OSU allows us to provide a highly competitive program that includes stipends for students who are committed to rigorous training in preparation for a career working with the most challenged families.

In addition to our partnership with OSU, we provided internships for 33 students from eight universities during the 2014-15 Fiscal Year. Upon graduation, many of these students become employees of The Buckeye Ranch. In addition to strong professional competence, we have very high retention rates for those employees who complete graduate internships at The Buckeye Ranch.
The Community Based Programs of The Buckeye Ranch are designed to work intensively with families to achieve their treatment goals. We believe that a family living safely together in their own home and community is the ideal setting for children to grow up. This goal is often difficult to achieve because challenges, such as mental illness, abuse, drugs, violence and poverty, prevent families from realizing this goal. However, with support it is possible.

Community-Based Programs Snapshot:

- Six distinct programs providing intensive office, home, and school-based counseling, including crisis intervention.
- Evidenced based approaches including Multisystemic Therapy (MST), Functional Family Therapy (FFT) and Nurturing Parenting.
- Culturally specific programming for Somali youth and families to access behavioral health services as well as community stabilization.
- Individual, family and group counseling, substance abuse counseling, pharmacological management services, and outreach case management.

2,114 CHILDREN SERVED

Randy’s Story

It’s not unusual for families to be “blended,” that is, two families with children coming together through marriage. Twelve year old Randy was one of those children. For him, gaining this “ready-made” family, along with the birth of a new sibling, severely limited the time he had with his mother. So much so, he began to consider suicide as a way to cope with his feelings of abandonment. One fall morning, he arrived at his middle school with a knife, prepared to harm himself. However, upon entering school, he had second thoughts, and told his teacher that he had the weapon. After a brief hospital stay to stabilize him, Randy was referred to The Buckeye Ranch Intensive Family Services Program at his home.

Randy’s life was filled with insecurities—a father who abandoned the family and a mother who had to focus her energies on raising his two younger sisters and him. As a result, Randy began to act out, seeking attention from his mother. When that failed, he retreated into his own world of video games which created increased isolation. When his mother remarried, with two more children joining the family, there was even less time for Randy. In addition to issues at home, his life was compounded by his being bullied at school. He was losing hope and did not know where to turn.

Randy’s Ranch counselor knew that Randy did not want to die, but felt desperate. The counselor met with Randy, his mother and step-father at their home a few times each week. She tapped into Randy’s intense desire to communicate although he often was silent. Even though Randy was reluctant to talk, she encouraged him to use pictures, and to write his thoughts in a notebook between sessions. She helped Randy’s parents find ways to encourage him to communicate and to reduce their frustration by his silence. Soon, Randy was able to express his feelings and needs. His mother took a more active role with him. By the end of treatment, Randy was more verbal at home, more confident in school and became a non-violent defender for other kids who were being bullied.

Offering treatment and support for children and families
A Look at Our Residential Program

The Ranch’s Residential program operates under the assumption that each child entering our care has experienced some level of trauma, abuse, neglect, and/or chronic stress. We, therefore, strive to take a trauma-informed approach across the program. We believe the basis for effective treatment is a safe, predictable and relationship-rich environment. Our staff is trained to understand the effect of trauma on child development and behaviors and use principles of trauma informed care so residents feel safe and valued.

Children arrive at our door in their most vulnerable state. It takes a lot of time, skill, patience and understanding for our dedicated staff to see their slow transformation—the ability to handle frustration and challenges of daily living. The day of discharge is bitter sweet. Staff are filled with emotions like nervous parents sending their children into the world. They ask themselves if they did enough. They watch them ring the ceremonial bell with family, friends, peers and staff gathered to praise their success and wish them well. That may be the last contact.

However, when we do hear back, we celebrate the hard work that was done to achieve success—theirs and ours. We may not be able to save every child, but we strive to make a difference in every life. This year alone, we served 273 children in either secured or staff secured residential treatment.

Amanda, addicted to heroin at birth, entered our Residential Program with a history of extreme physical abuse, sexual abuse, and neglect. By age 12, she was actively using drugs intravenously and engaging in prostitution. At the time of her admission, Amanda had been used as a “tester” for various street drugs. There was also suspicion that she was involved in a cult. Since her discharge, she has visited staff and calls often to check in. Amanda reports being drug and alcohol free and is attending public high school. Both she and family report that life is good.

273 CHILDREN SERVED
Facts and Figures

FINANCIAL OVERVIEW: The Buckeye Ranch and The Buckeye Ranch Foundation are listed as 501(c)3 certified non-profit agencies with the U.S. Internal Revenue Service.

### Executive Team

D. Nicholas Rees .............................................. President & CEO
Tina Boesch .............................................. Director of Permanent Family Solutions Network
Molly Heit .................................................. Director of Residential Services
Carrie McGlaughlin .................................. Director of Information Technology
Kim Miller .................................................. Director of Utilization Management
Roger Minner ........................................... VP of Community-Based Programming
Sherri Orr ................................................ Chief Financial Officer
Robert F. Peters III ................................. Director of Quality Improvement
Dr. Pam Scott .......................................... Director of Clinical Development
Gary Stammler ...................................... Exec. VP of Business & Operations
Maree Whitlow ....................................... Director of Human Resources
Ann Woodford ..................................... Director of Foster Care

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<table>
<thead>
<tr>
<th>Program</th>
<th>Number Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>PFSN (Permanent Family Solutions Network)</td>
<td>1,572 children, 826 families</td>
</tr>
<tr>
<td>Foster Care</td>
<td>590 children, 252 foster homes, 27 counties</td>
</tr>
<tr>
<td>Residential</td>
<td>273 children</td>
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<tr>
<td>ICC (Intensive Care Center)</td>
<td>142</td>
</tr>
<tr>
<td>JSO (Juvenile Sex Offender)</td>
<td>16</td>
</tr>
<tr>
<td>Open Campus</td>
<td>115</td>
</tr>
<tr>
<td>Bonner Academies</td>
<td>253 children</td>
</tr>
<tr>
<td>Cross Creek</td>
<td>196</td>
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<tr>
<td>Rosemont</td>
<td>57</td>
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<tr>
<td>Community Based</td>
<td>2,114 children</td>
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<tr>
<td>Southpoint</td>
<td>45</td>
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<tr>
<td>Education-based (Columbus Scioto)</td>
<td>164</td>
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<tr>
<td>Somali</td>
<td>56</td>
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<tr>
<td>Outpatient</td>
<td>594</td>
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<tr>
<td>Home-based</td>
<td>1,255</td>
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<td>Common Ground</td>
<td>158 children, 113 families</td>
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<tr>
<td>My Place</td>
<td>44 young adults</td>
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<tr>
<td>Family Resources</td>
<td>1,081 children</td>
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<tr>
<td>Pharmacological Management</td>
<td>1,041 children</td>
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<tr>
<td>TOTAL</td>
<td>4,424 children*</td>
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*Total when factoring out children served in more than one program.

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3-Year Revenue History (in millions)

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<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expenses</th>
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<tr>
<td>2015</td>
<td>43.6M</td>
<td>41.6M</td>
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<tr>
<td>2014</td>
<td>42.5M</td>
<td>41.3M</td>
</tr>
<tr>
<td>2013</td>
<td>41.3M</td>
<td>39.1M</td>
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**Revenue**

- Service Fees: $27,811,596 (64%)
- ADAMH: $982,040 (2%)
- Medicaid: $10,526,394 (24%)
- United Way: $185,047 (0%)
- Investment Return: $250,083 (1%)
- Contributions/Other: $3,868,366 (9%)

Total Revenue: $43,623,526

**Expenses**

- Program & Services: $37,448,947 (90%)
- Administration: $4,210,610 (10%)

Total Expenses: $41,659,557

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FINANCIAL OVERVIEW: The Buckeye Ranch and The Buckeye Ranch Foundation are listed as 501(c)3 certified non-profit agencies with the U.S. Internal Revenue Service.
Nurturing Our Fathers

Permanent Family Solutions Network, the child welfare/protective service under a managed care contract with Franklin County Children’s Services, is happy to report that after a year of researching, training, and planning, has implemented an evidenced-based Nurturing Father program, called “The Father Within,” for fathers with open child welfare cases. This program works to break the intergenerational cycle of fatherlessness and the subsequent negative psychological impact it has on children’s well-being and behavior.

Comparing our experience with other agencies in Ohio and in the United States, we have found that unwed fathers, who may not have had a father figure themselves, face a long and difficult battle to gain even the most basic parental rights; especially if they are young, poor, unemployed and lack an education.

The Father Within is a 13-week, group-based program that develops attitudes and skills for male nurturance. It raises the awareness of the importance of a father’s involvement with their children and promotes positive parenting opportunities for father-child interaction. In July, our inaugural group of seven fathers began meeting once a week for two hours. The fathers entered the program as strangers, and upon graduation in October, left as “brothers.”

Participants received one-on-one mentoring and information on how to access community resources, such as employment, clothing and housing resources. After graduation, fathers continue to be eligible to receive ongoing support and service referrals as needed. This is The Buckeye Ranch’s first step in raising awareness of how important it is to include fathers in their children’s lives including in all aspects of treatment.

A Peek at Our Foster Care Program

The Buckeye Ranch Foster Care program provides a therapeutic family setting with foster parents, who are trained, supervised and supported by Ranch staff, for children who temporarily are unable to remain safely in their home. Our goal is to provide a healing home environment and community setting that supports the child until reunification with their family is possible. When this is not possible, we are committed to finding permanency for children through adoption.

This year the Foster Care program expanded its services to care for children who were in the custody of eight new county children services agencies. In total 590 children throughout Central and Southwest Ohio were cared for in 252 foster homes located in 27 different counties. The Foster Care program received recognition for ensuring children had placement stability, academic success, and improvement in their functioning. Nearly 70% of the children served in our program successfully transitioned back with their families, into adoption, emancipated as young adults or into independent living.

590 CHILDREN SERVED
An Unexpected Path to Adoption

Sue and Jay became foster parents with The Buckeye Ranch nearly 20 years ago when they were in their early thirties. Sue recalls making the decision to become a foster parent while attending a women’s church event when she heard about a foster child’s experience. She knew she wanted to make a difference, “I just wanted children to feel love, to go to bed safe, and to have food or whatever else they may need.” Jay was a little less eager and had some apprehension. His concern was for their two young children and not being prepared to care for more. With persistence, Sue was able to convince Jay of the difference they could make for children and the two became foster parents.

This year Jay and Sue prepare to finalize the adoption of their fourteen-year-old son. This will be their seventh adoption since starting in foster care with The Buckeye Ranch 20 years ago. Sue and Jay adopted their first son in 2003, a son and daughter in 2005, and a set of three brothers and sisters in 2007. They agree that they could not have imagined the blessings and challenges that came with their foster parenting experience. They especially did not imagine becoming adoptive parents to their seven children. Both are very proud of the family they have created.