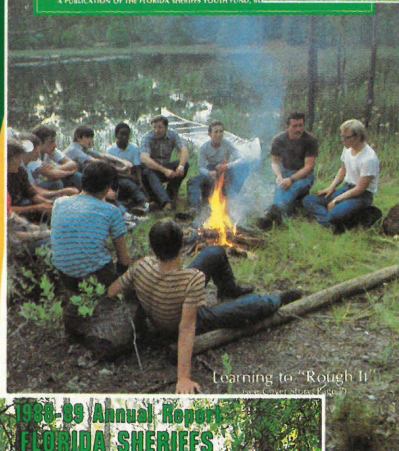
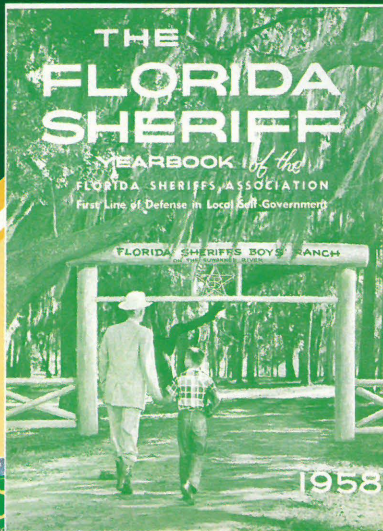


THE RANCHER

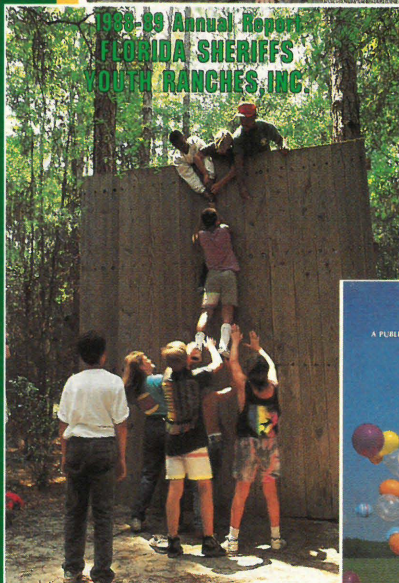
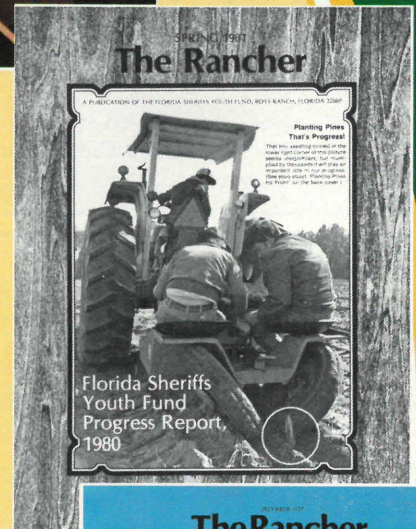
PUBLISHED BY THE FLORIDA SHERIFFS YOUTH RANCHES - BOYS RANCH, FL 32060



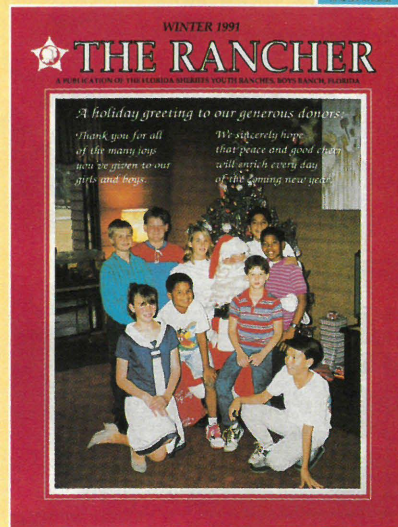
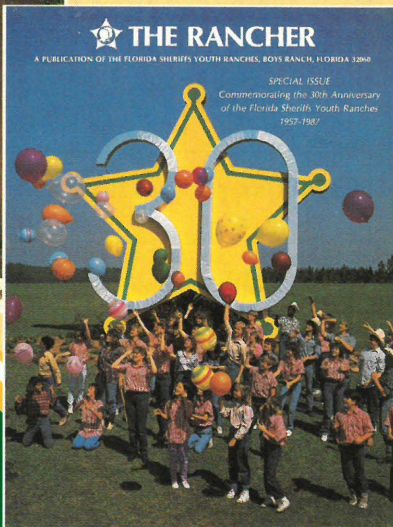
1957



1992



35 Years SPECIAL ANNIVERSARY ISSUE



Carl Stauffer

Inside *The Rancher*

Editors of publications — as a rule — are impartial observers of the events they cover. Every rule has its exception. Carl Stauffer is the exceptional man in this case to which that rule does not apply.

In 1953 Carl took a brief sabbatical from his reporting career to work with the Florida Sheriffs Association. It was his deep feeling for hurting youngsters that drew him back to FSA in 1957. The lure was Sheriffs' talk of starting a program to help troubled and abused boys here in Florida.

Since 1957 the Youth Ranches vision has captivated Carl's imagination and energies. The cover issues, highlighting 35 years of past *Ranchers* and *Sheriffs Stars*, are his creations. In fact, he has been a major catalyst in keeping the Youth Ranches vision on track since its inception.

In the early years, Carl served as the Field Secretary for FSA and official historian of the unfolding Youth Ranches saga. At one point he even stepped into a faltering Boys Ranch program as interim Director until the Board found a new Ranch Director.



Carl Stauffer

It was Carl's lobbying that convinced Harry K. Weaver to take over the helm of the Boys Ranch in 1961. Their partnership developed into a lifelong friendship that is still going strong. Carl is undeniably a key player in the success story of the Youth Ranches.

Progress reports on the Boys Ranch initially appeared in *The Sheriff's Star* which Carl edited. In 1962, as our program grew so did our news and we launched *The Rancher* magazine. Carl has edited *The Rancher* ever since that time.

Carl doesn't relish the limelight but his treatment of our magazine over the years surpasses mere professionalism. His touching photographs and stories reflect his deep personal side and his affection for troubled youngsters.

The Florida Sheriffs Youth Ranches owes Carl a debt of gratitude for his unfailing loyalty and his commitment to excellence in reporting the job we do here. His faith in God, his love of people, and his ability to communicate these feelings have touched us all. He is truly an example of a gentle . . . man. Thank you, Carl, for your dedication and love.

This tribute to Carl was written without his knowledge. By nature he shies away from the recognition he richly deserves.



THE RANCHER

Volume 28, No. 4, December 1992

Publisher, Harry K. Weaver,

President, Florida Sheriffs Youth Ranches, Inc.

Associate Publisher, Bill Bass

Executive Editor, Linda Gerhards

Editor, Carl Stauffer

Associate Editor, Vivian Starling

Art Director, Frank Jones

Production Assistant, Lynn Meek

THE RANCHER is published quarterly in spring, summer, fall, and winter by the Florida Sheriffs Youth Ranches, a non-profit corporation, Boys Ranch, Florida 32060. This is a free publication.

REQUIRED DISCLOSURE STATEMENT

Florida Statutes Chapter 496, cited as the Solicitation of Contributions Act, was enacted by the 1991 Florida Legislature with an effective date of January 1, 1992. This law requires that organizations like the Florida Sheriffs Youth Ranches, Inc., and the Florida Sheriffs Youth Ranches Foundation, Inc., furnish the following information with each fund solicitation and receipt for contributions received:

"A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE, WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE."

TOLL-FREE WITHIN FLORIDA 1-800-HELP-FLA

Table of Contents

President's Perspective4
 The Florida Sheriffs Youth Ranches is5
 Youth Ranches Celebrates 35th Anniversary.....6
35 YEARS OF PROGRESS.....8
 In the Beginning9
 Family Social Workers.....14
 Alumni16
 Boys Ranch18
 Youth Villa22
Youth Ranches Program Guide.....24
 Safety Harbor26
 Youth Camp.....28
 Caruth Camp.....30
 Bradenton/Sarasota32
Photo Highlights.....34
 Strategic Planning.....41
 Opps Stores.....42
 Foundation & Boards44
 Gift Annuities.....45
 President's Profile.....46



“Our Mission”

Founded in 1957, the primary purpose of the Boys Ranch was to provide a home for dependent, neglected, troubled and abused boys. These were boys ages of 8 through 17, with serious problems but they were not delinquents. In 1972, with the opening of the Girls Villa, we extended our services to include girls.

Thirty-five years later we are still striving to serve as many of these children as funding permits. The Youth Ranches' emphasis is on prevention, its goal is to salvage young lives and turn them away from delinquency and crime.

Over the years our goal has remained the same. We provide opportunities for our youngsters to resolve their personal conflicts. Boys and girls develop self esteem and learn proper values as they work toward a law abiding productive future. Additionally, we make in-home counselling and parent effectiveness training available to hundreds of families and youth throughout Florida each year.

Nurtured by years of hard work, a commitment to excellence and by our willingness to adopt progressive improvements in the field of child care, the Youth Ranches has earned an outstanding national reputation and accreditation from the Council on Accreditation. The true measure of success is visible in the thousands of troubled youngsters who have turned their lives around with the help of our programs.

We are accomplishing our mission through multi-service child care centers and field offices located

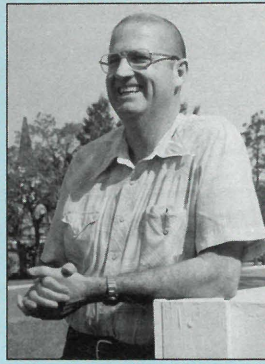
strategically throughout the state. Our programs include residential care, camping, foster care, adoption, after-care, and individual and family counselling.

The Florida Sheriffs Youth Ranches, Inc., remains committed to an aggressive financial development and public relations effort to underwrite the existing child care programs. These efforts will focus upon the Youth Ranches key areas of strength and opportunity. These include the endowment fund, wills and estate planning, speaking engagements, public appearances and special projects.



President's Perspective

A message from
**Harry K. Weaver, President
of the Florida Sheriffs
Youth Ranches**



What an amazing 35 years it has been. What a privilege and honor it's been to be a direct part of the Youth Ranches story for over 31 years. My life has been enriched. I've seen the Boys Ranch grow from infancy into maturity as the "Big Brother" of the Florida Sheriffs Youth Ranches, Inc.

Unlike you, I see and experience the life-changing results that our programs have on boys and girls each day. I am so grateful each day that I got involved. My former employer, friends and family seriously questioned my decision to leave a secure position to tackle this job. Some even doubted whether the program could work.

Yes, the early years really tested our stamina and the struggle is not over. A look at the Youth Ranches programs today proves the vision held by Florida's Sheriffs was sound.

Saving and salvaging young lives is what our very human experiment tackled. Exploring new ways to avert the misery of dead-end lives — or worse, jail — that awaits so many troubled youngsters. Today, over 7,500 boys and girls are graduates of our programs. The overwhelming majority of these young men and women are productive, law abiding, well-rounded members of their communities.

The Youth Ranches program was the first known venture and full sponsorship by a law enforcement agency into residential child care. Sheriffs faced youngsters in troubled situations everyday. They just knew there was something better for them. This foresight and caring launched the Youth Ranches as a preventative program against delinquency. Its aim, to keep boys and girls from entering the criminal justice system.

These youngsters weren't juvenile delinquents or criminals. They were boys and girls who had a bad break and needed a chance to get their lives straightened out. They found a safe place to live while they learned respect for themselves and others. What they found was a second home with people who cared,

where rules were fair and where discipline came with equal amounts of love.

As we grew, we learned. These were the early days of residential child care facilities. A real working ranch for troubled boys was new to Florida. The Sheriffs started from scratch, even though their idea was born after a visit to a ranch facility in Texas.

Now, years later, the Florida Sheriffs Youth Ranches serves as a model for similar law enforcement sponsored programs nationwide. This relationship with the Sheriffs and their unfailing generosity as they give of their time and support for the boys and girls is essential to our success. The Sheriffs created the Youth Ranches with accountability, commitment and a loving spirit that continues to serve as our cornerstone today.

The Youth Ranches is primarily funded through voluntary gifts. Less than 5 percent of operating revenues come directly or indirectly from local, state or federal funds. Fully 95 percent of our operating revenues come directly from the members of our generous donor family. Their heartfelt support has encouraged us to excel. It is our donor family whose varied gifts and bequests have set us apart.

On a recent trip to Tallahassee, one young man proudly told me how the Youth Ranches' love and caring had changed his life. He talked about learning to control his explosive temper. He talked about renewing ties with his estranged family. He spoke from the heart, a heart changed by wholesome prayer, play, study and work. Once again it is the total dedication, caring and love of our staff that has worked a miracle in another young person's life.

Major challenges face the Youth Ranches in the upcoming decade. The escalating crisis in American families makes this a difficult time to be a child. Demands for our help far outweigh our resources. We strive to serve as many troubled boys and girls as funding permits. However, our waiting list is growing out of control.

I believe, however, in the hearts of Florida's people and our friends elsewhere. Our donor family, in good times and bad, has freely given their time, resources and prayers to keep the Youth Ranches strong. The strength and commitment of the Florida Sheriffs Association and individual Sheriffs, our dedicated Youth Ranches Board and staff, and generous donor family assure the Youth Ranches of continuing success in the future.

Thank you for the great privilege of being an integral part of the Youth Ranches great saga. I can tell you now, it has all been worth it.

The Florida Sheriffs Youth Ranches Is . . .

A charitable, non-profit corporation, sponsored by the Florida Sheriffs Association, to manage and operate the Boys Ranch, Youth Villa, Youth Ranch/Safety Harbor, Youth Ranch - Bradenton/Sarasota, Caruth Camp, Youth Camp, and any other youth programs that might later be developed by the Florida Sheriffs Association.

An important function of the Youth Ranches is the raising, receiving, budgeting, and disbursing of funds for its programs. Voluntary gifts are the primary source of funding. Gifts and bequests benefit all Youth Ranches programs statewide but donors can also earmark their gift for a specific program. The funds go to existing programs as most needed or are used for the development of new programs at the discretion of the Governing Board. Youth Ranches Office of the President are located next to the Boys Ranch.

MAILING ADDRESS:

Florida Sheriffs Youth Ranches, Inc.
Boys Ranch, Florida 32060
Telephone: (904) 842-5501

Boys Ranch is . . .

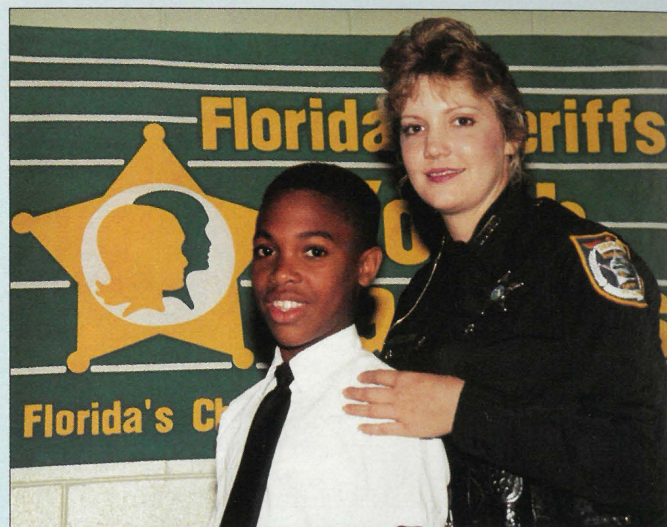
A residential group child care program for Florida's neglected, abused, unsupervised and troubled boys between the ages of 8 and 17. It is not an institution for juvenile delinquents. Founded by the Florida Sheriffs Association in 1957, the Boys Ranch near Live Oak has the capacity for up to 90 boys.

Youth Villa is . . .

Originally, known as the Girls Villa. It was conceived by the Sunshine State Women's Chamber of Commerce of Madeira Beach as a sister project to the Boys Ranch. The goal was to extend the Boys Ranch program to include a place for troubled girls. The FSA adopted the project in 1970 and the first children moved into the newly completed facility near Bartow in 1972. The Girls Villa, now Youth Villa, became coeducational in 1987, has grown to accommodate 50 boys and girls.

Youth Ranch-Safety Harbor is . . .

Founded in 1976 and opened in 1978, the Youth Ranch at Safety Harbor further extended the residential child care programs of the Youth Ranches by offering a homelike environment for up to 30 boys and girls, but especially brothers and sisters in need of help.



Youth Camp is . . .

The Summer Camping Program began in 1981 and moved to its present location near Barberville in 1982. Youth Camp's 200-acres of land, now serves nearly 500 youngsters during its camping sessions each summer. Youth Camp provides wholesome recreation for troubled youngsters. It also helps cultivate self-esteem and friendships with law enforcement officers who serve as volunteer counsellors. Many of the youngsters attending camp are also on the waiting list for admission to Youth Ranches residential programs.

Caruth Camp is . . .

A "Wilderness Program" with a projected capacity of 54 boys and girls on approximately 240-acres of land near Inglis/Yankeetown. Caruth Camp is currently an intervention program for 18 boys too troubled with emotional or behavioral problems to function in their regular home environments. This unique setting with its close one-on-one counselling helps the boys straighten out their problems. Their goal, to "graduate" either to other Youth Ranches programs or return to their families.

Youth Ranch-Bradenton/Sarasota is . . .

The newest addition to the Youth Ranches residential child care program. The ranch was a cooperative effort started by the Bradenton Kiwanis Club and Manatee County in 1984. It was originally known as the Manatee River Youth Ranch. The Youth Ranches negotiated an agreement to assume control of the facility in late 1991. The Youth Ranch now houses a maximum of 10 boys with a projected capacity for 50 boys.

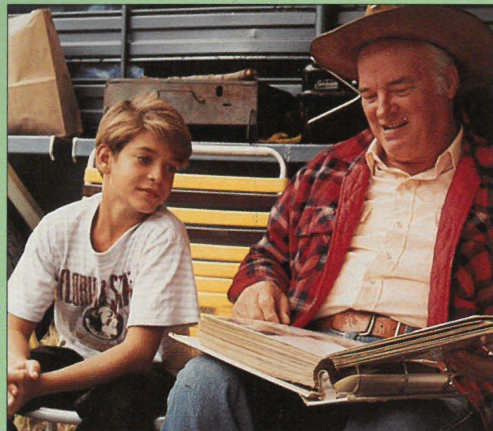


The U.S. Navy ROTC color guard from Suwannee High School, Live Oak, participated in opening ceremonies at the horse show arena. The color guard includes two Boys Ranch residents: Paul Roberts (left) and Tommy Hammock (right).



Sarasota County Sheriff Geoffrey Monge, Chairman of the Youth Ranches Board of Directors, presents the annual Carleton F. Tweed Memorial Horsemanship Award to Sean Reidel, a Boys Ranch resident chosen for his riding skills as well as for his knowledge and compassion in the handling of farm animals.

Heavy rains dampen visitors . . . but not their spirits - during Youth Ranches 35th Anniversary Celebration

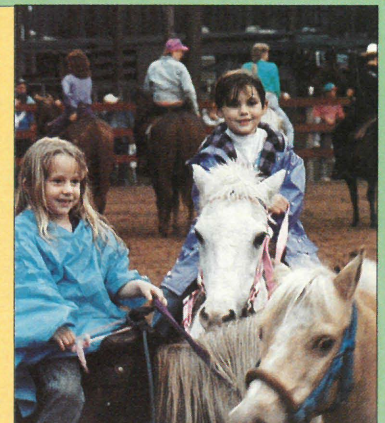


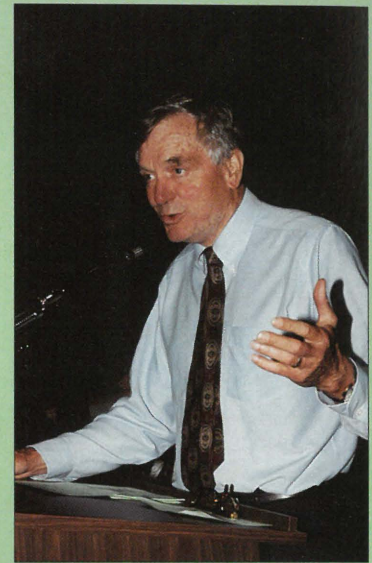
While perusing a photo album and waiting in vain for rain clouds to go away, a veteran Boys Ranch visitor tells his grandson about previous anniversary celebrations held under sunny skies.

LIVE OAK — 1992 marked the 35th Anniversary of the Florida Sheriffs Youth Ranches, Inc. A look at the Youth Ranches rich history, outstanding national reputation and the success of thousands of troubled youngsters that have been helped by its programs, is cause to celebrate.

Florida's Governor Lawton Chiles addressed the Youth Ranches alumni, youngsters and hundreds of visitors on Saturday, October 3, at 11:00 a.m., to help celebrate this record achievement during the Boys Ranch Annual Open House, October 2-4 near Live Oak, Florida.

Unprecedented rain storms caused the cancellation of the three-day Horse Show on Saturday following the Commemoration Ceremonies in the Tweed Gymnasium. The rains didn't stop Boys Ranch alumni and faithful supporters from sharing memories, good conversation and stories of previous anniversaries. As always, good food, fellowship and fun were the order of the day as you can see in the following pages.





In a 35th Anniversary address, Gov. Lawton Chiles said the Boys Ranch glorifies the spirit that distinguishes a crowd from a community. "In a community," he explained, "you have people who have made a covenant to join hands and help each other. In a crowd, you have people who are only thinking of themselves and are not trying to help each other."



Visitors arriving on October 2 for the three-day celebration were greeted with a traditional Chicken Pilau and cornbread dinner.



Youth Ranches President Harry K. Weaver (center) and Vice President for Public Relations Bill Bass were happy Ranchers after *Suwannee Democrat* Publisher Michael Coulter (left) produced a special supplement commemorating the Youth Ranches' 35th Anniversary.



Spotlighted during the 35th Anniversary Program on October 3 were these "old timers" who played major roles in founding and developing the Youth Ranches. Live Oak businessman J. L. McMullen (seated) was one of the movers and shakers responsible for persuading Sheriffs to choose Live Oak as the starting point for

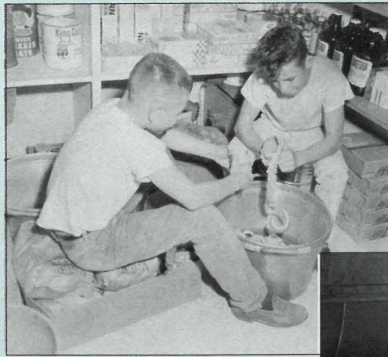
their Youth Ranches saga. His fellow travelers on the path of Youth Ranches progress are (from left) Former Pinellas County Sheriff Don Genung, who holds the all-time record for Youth Ranches fund raising; former Suwannee County Sheriff Duke McCallister, whose loyal support of the Youth Ranches spans two decades; and former Hillsborough County Sheriff Ed Blackburn, Jr., who was the first (and the only) unsalaried Executive Director of the Florida Sheriffs Boys Ranch, flagship program of the present Youth Ranches child care network. The Boys Ranch was the brainchild of Blackburn and the late Don McLeod, former Marion County Sheriff.



Garbed in their Boy Scout uniforms, these lads from Caruth Camp were happy campers when they joined 13 of their wilderness camp buddies to entertain the 35th Anniversary visitors with rousing choral renditions.

35 Years of Progress

The major milestones of the Florida Sheriffs Youth Ranches, Inc., span thirty-five years. They are as follows:



1957

Florida Sheriffs Boys Ranch was founded by Florida Sheriffs Association and receives its charter.

1960-1969

Construction and dedication of several major Boys Ranch projects including the gymnasium, pool, chapel, fire station, clinic, administration building, guest house and water tower.

1972

Florida Sheriffs Girls Villa opens its doors near Bartow.

1976

Expanded family services network established.

1977

Florida Sheriffs Youth Fund, Inc., created on October 1 to operate the Boys Ranch, Girls Villa and a new residential group care program for boys and girls, the Florida Sheriffs Youth Ranch at Safety Harbor.

1978

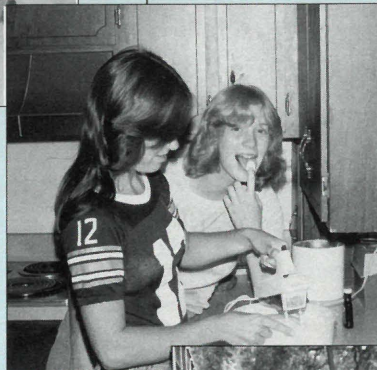
Florida Sheriffs Youth Ranch accepts its first child at Safety Harbor.

1981

Florida Sheriffs Youth Camp begins first summer camp sessions near Barberville.

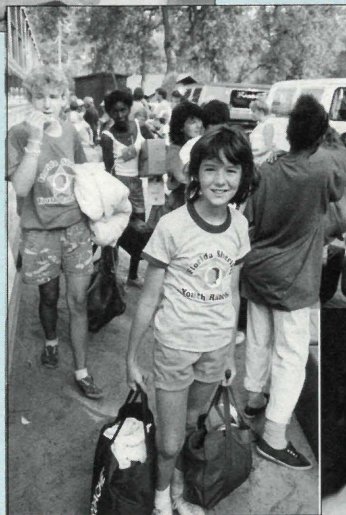
1983

Wilderness Camping Program begins at Youth Camp near Barberville. Stuart Field office opens. Indiantown property acquired.



1986

Florida Sheriffs Youth Fund, Inc., changes name to Florida Sheriffs Youth Ranches, Inc. Caruth Camp near Inglis/Yankeetown gets underway.



Florida Sheriffs Youth Ranches Foundation, Inc., chartered.

Youth Ranches Endowment Fund responds successfully to the "Million Dollar Challenge." Fort Myers and Orlando Field Offices open.

1987

Ft. Lauderdale office opens. Girls Villa goes co-educational and is renamed Youth Villa. Opportunity Store #1 opens in Live Oak. 30th Anniversary Celebration at Boys Ranch.

1988

Florida State Moose Association Campsite opens at Caruth Camp following a dedication ceremony on March 12. Youth Ranches acquires Florida Womens Open Golf Tournament as a fund raising venture.

1989

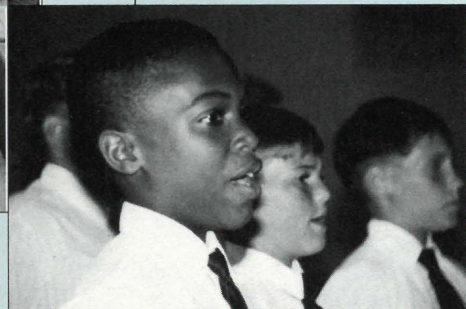
Youth Camp Summer Camping Program expands. Stuart Opportunity Store opens. Youth Ranches accredited by COA. Long Range Strategic Planning initiated.

1990

Mallory Unit Dedication at Caruth Camp. "Places of the Heart" movie released. Florida Sheriffs Youth Ranches Foundation Board seated.

1991

McCune Maintenance/Vocational Center dedicated at Caruth Camp. Opening of Whitaker Campsite doubles Caruth Camp capacity. Crystal River Opportunity Store opens. Youth Ranch opens at Bradenton/Sarasota



1992

Florida Sheriffs Youth Ranch-Bradenton/Sarasota Open House and Donor Appreciation Day. Ground-breaking ceremonies for McCune Maintenance/Vocational Center and Selby Foundation House at Youth Ranch-Bradenton/Sarasota. New Youth Ranches movie completed, "Today's Children . . . Tomorrow's Future." 35th Anniversary celebration held at Boys Ranch.



In the Beginning . . .

Once upon a time in the year 1955, two veteran Florida Sheriffs took a trip to Texas — a trip that would forever change their lives and the lives of thousands of troubled, abused, and neglected youngsters back home.

This story proves miracles do happen. It tells how an impossible dream grew into one of the nation's finest residential child care programs, and how the Florida Sheriffs Youth Ranches came to be celebrating its 35th Anniversary.

We pick up the story two years before the Florida Sheriffs Boys Ranch was founded by the Florida Sheriffs Association in 1957. We borrow from the memories and words of Ed Blackburn, Jr., who was Sheriff of Hillsborough County.

Blackburn was making the trip with the late Don McLeod, a Sheriff of Marion County. Their job was to return a pair of armed robbery suspects to Florida to stand trial.

"It was in June of 1955 that Don and I drove to Amarillo. The drive out West was tedious and tiring. We decided to rest a day before beginning the trip back home.

"The Texas Sheriff there assigned a Deputy to guide us around. He was a typical Texan, tall, high hat, cowboy boots, extremely courteous and accommodating. Since the county was far too big to see in one day, he

offered us a choice. He told us we could visit beautiful Palo Duro Canyon or a ranch for needy and neglected boys on the other side of the county.

"We choose to see the canyon, since our idea was to rest up. While that Deputy drove us around the canyon, he recounted the wonderful results of that boys ranch on the other side of the county. He told us how a former wrestler had picked up four ragamuffins out of the slums and alleys of Amarillo — how he gave



Curtis Travis (center), the Texas deputy sheriff whose chance remarks in 1955 led to the founding of the Boys Ranch in 1957, was a special guest when the Boys Ranch celebrated its 20th anniversary. Pictured with him are former Sheriff Ed Blackburn, Jr., (left) and Wrestling Promoter Eddie Graham, a Florida Sheriffs Youth Fund board member. (The Youth Fund later became the Florida Sheriffs Youth Ranches, Inc.)

them a home with love and discipline and helped turn their lives around. We learned how the old house he bought in 1939 had grown into a home for 200 boys. This deputy was a supporter of this ranch and truly sang its praises

"The next day we picked up the two armed robbers. We put them in the back seat of our car and headed home. One of the prisoners was an 18-year-old boy. He had a tube draining his side and a cast on one foot that he had broken when he tried to escape. The other prisoner was his accomplice, a frightened 17-year-old girl, some 5 months pregnant.

"A few miles eastward from Amarillo, the seed that the Texas Deputy had sown began to germinate. What made it stir no one knows. Maybe it was the plight of that shot-up crippled boy and frightened pregnant girl in our back seat. They were little more than kids yet they were in big trouble.

"We began to talk, agreeing that if a wrestler could capture the vision of helping neglected and unwanted boys — then Florida Sheriffs could too.

"Law officers saw then, and see now, young people getting into trouble every day. Victims of neglect, abuse, and bad breaks, these boys and girls are sometimes tomorrow's felons.

"We began talking to fellow Sheriffs about starting a boys ranch in Florida. Late in 1955 we presented the

idea to the Florida Sheriffs Association (FSA) Board of Directors during our annual meeting in Tallahassee. The idea was tabled because no money was available.

"The Florida Sheriffs Association was broke. Another year passed, but somehow — miracles live on. At our January 1957 Winter Meeting in Key West, the Sheriffs voted to approve an Honorary Membership program. In less than six months, hundreds of Floridian's became Honorary Members of FSA. Now, instead of being broke, the Association had a bank balance of \$7,000. Our dream of helping troubled boys was quickly revived!

"No one suggested that Sheriffs didn't know how to run a boys ranch. No one told us about the State Welfare Department's licensing restrictions, or the State Board of Health's inspection and permitting process. Nor did we consider the formidable task of getting the Internal Revenue Service to grant us a Charitable Tax Exemption status. Least of all, no one mentioned that \$7,000 wouldn't even buy a paddy wagon, much less start a boys ranch.

"Can you in your wildest fancy, imagine how 67 Sheriffs could tackle the problems of dependent, homeless and neglected boys? How in the world could we have had the audacity to even dream up the financing of a physical plant that such an undertaking would require?



Sheriffs searching for a Boys Ranch site in 1957 gave their approval to a location "way down upon the Suwannee River" after receiving a vigorous sales pitch from Suwannee County residents Kelly Weaver and J. L. McMullen (pictured at left), and Tommy Musgrove (fourth from right). The Sheriffs on the search committee are (from left) Jim Turner, Levy County; Hugh Lewis, Suwannee County; Bill Joyce, Leon; Willis McCall, Lake; Rodney Thursby, Volusia; Ed Blackburn, Jr., Hillsborough; and Don McCleod, formerly Sheriff of Marion County. (McCleod was the director of the Florida Sheriffs Bureau when this photo was taken).



Answering the roll call when the Florida Sheriffs Boys Ranch Board of Trustees held its first meeting in Live Oak's Gold Leaf Restaurant on October 18, 1957, were (from left) Florida Sheriffs Association Attorney John A. Madigan, Jr.; Suwannee County Sheriff Hugh Lewis; Florida Sheriffs Bureau Director Don McLeod; Clay County Sheriff John P. Hall; Monroe County Sheriff John Spottswood; Taylor County Sheriff Maurice Linton; Hardee County Sheriff Odell Carlton; Polk County Sheriff Hagan Parrish; Escambia County Sheriff Emmett Shelby; and Pinellas County Sheriff Sid Saunders.

"Nevertheless, at our next FSA convention in Sarasota the Sheriffs voted to go ahead with the Florida Sheriffs Boys Ranch. The Board went on to appoint a committee to inspect sites they said were already under consideration.

The *Associated Press* picked up the story and gave us some much needed publicity. Meanwhile, Sheriff Hugh Lewis of Suwannee County picked up the ball and ran with it. It seems Live Oak businessman Tommy Musgrove had originally given some 20 acres to the Elks Club for a youth project. He also owned another 120 acres to the south of that site. Sheriff Lewis persuaded the Elks and Tommy to donate this 140 acres on the banks of the Suwannee River for the Ranch.

"Suwannee County civic and business leaders got together a prestigious committee spearheaded by J. L. McMullen. The committee lobbied FSA to select this as the site for its proposed Ranch.

"The Sheriffs accepted Suwannee's offer during its FSA conference in St. Petersburg in August of 1957. So that seed planted back in 1955 began to take root.

"Now, just east of this new Suwannee River site were two abandoned farms totaling about 550 acres in all. The Sheriffs learned \$31,000 cash would buy them both.

"Well, it doesn't cost anymore to have big dreams than it does just ordinary two-bit dreams. Live Oak's two friendly banks agreed to lend the Sheriffs \$13,000 each for a total of \$26,000 towards the purchase price. The Sheriffs added \$5,000 of their \$7,000 bank balance and bought the farms. Now with only \$2,000 cash in hand, light hearts and no sense, they embarked on the business of building the Florida Sheriffs Boys Ranch.

"Florida's Sheriffs were undaunted by the odds which seemed stacked against them. They had debts totalling \$26,000; 710 acres of undeveloped land, some of it so poor it was just holding the earth together; and a mere \$2,000 cash to launch their project. They also had hope — a vision of a better life for youngsters — and they had found something new in the way of friends.

"Sheriffs, by necessity, have a lot of friends. If they didn't, the badge of authority and honor that they wear wouldn't be theirs. As news of the Boys Ranch project



The first shovelful was turned by Hillsborough County Sheriff Ed Blackburn, Jr., when ground was broken on August 1, 1958, for the first Boys Ranch building. Trustees awaiting their turns are (from left) Suwannee County Sheriff Hugh Lewis; W. F. Edwards; Pasco County Sheriff Leslie Bessenger; Monroe County Sheriff John Spottswood; and J. L. McMullen.

spread, the Sheriffs' circle of friends began to grow.

"Floridians were learning their Sheriffs had virtues they had never seen before. This vision of helping boys with bad breaks get their lives back on track had appeal. The Boys Ranch gained popular support and captured the imaginations and hearts of generous people across the state and nation.

"Countless friends, both new and old, responded. People donated money, materials and labor. Service and civic clubs and churches all over Florida formed committees to help the Boys Ranch project. Students from Florida's universities came up on weekends and cleared much of the land.

"Ground was broken for the first cottage in the summer of 1958. A labor union from Fort Lauderdale came up and donated its services. They put a roof on the first cottage. We had to complete that cottage, employ the first Ranch manager and hire the first house parents. The first four boys moved to the Ranch in January 1959.

"Boys Ranch Trustees voted to dedicate that first cottage to the memory of Sid Saunders. He was FSA's President and Pinellas County's Sheriff when he died suddenly just after helping to hire the architect for the Ranch.

"President Saunders' untimely death triggered an outpouring of memorial gifts. Look around at our programs statewide, they are monuments of love. Some gifts honor the memories of our friends and loved ones. Others are precious gifts of love and hope for the future of nameless boys and girls.

"Names and stories of generous benefactors flood my memory. If I tried to name them all surely I would forget and leave some out. One poignant story,

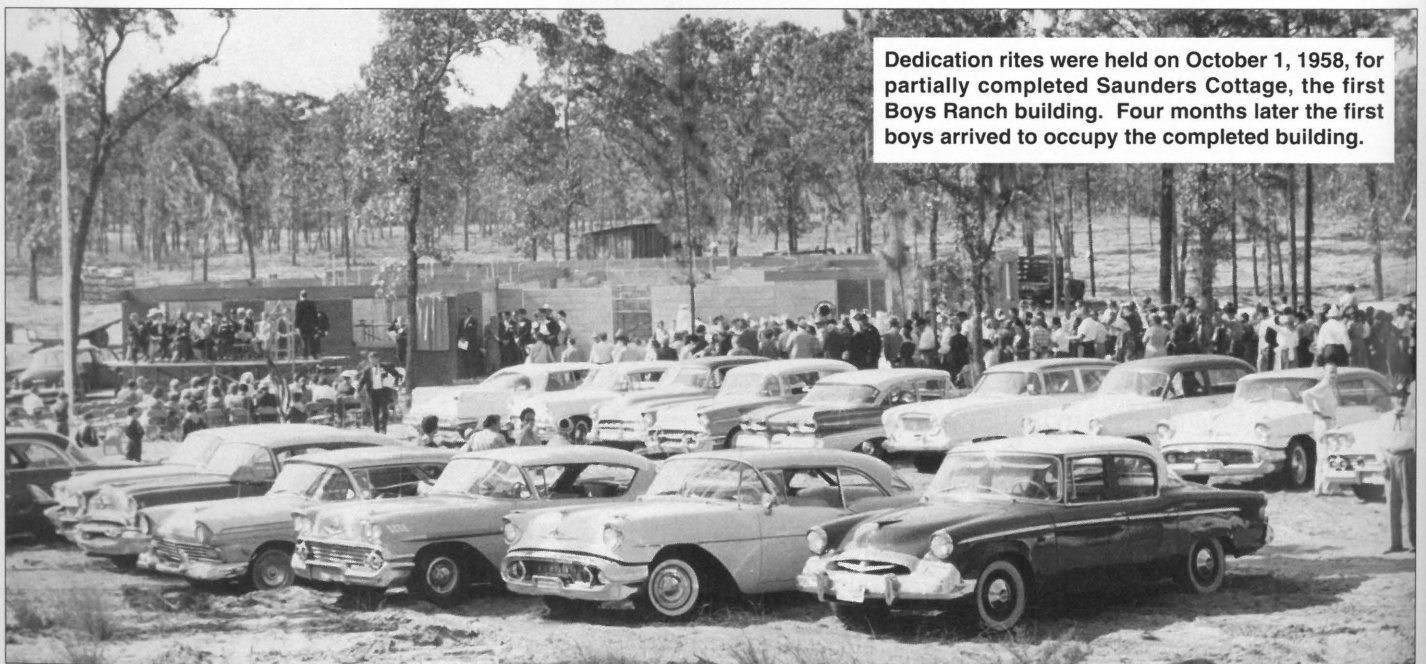
however, I believe you'll agree is worth telling.

"There had been much publicity about our new venture, and much mail followed. One day an envelope with my name scrawled in pencil came to my desk in Tampa. It had a return address of a state road prison camp just out of Callahan, over in Baker County. When I opened the letter, a penciled note and a money order for \$10 fell from it. It read like this, 'Dear Sheriff, I've a long more time to spend here for something I did in Florida. I was raised out in Oklahoma, not too far from Father Flanigan's Boys Town. I believe if I would have had the chance to go there, I wouldn't be in prison now. So, I'm sending this little bit and hoping this will help some boy have a better chance than me.' And when he signed his name, he put his prison number by it.

"Word that Florida's Sheriffs had started a Boys Ranch and had it going, excited the nation's law enforcement community. So when the National Sheriffs Association had its 1959 Conference in Philadelphia, a Florida Sheriff was the guest speaker. The Sheriffs across the nation were eager to see what was being done in Florida.

"Today at least five other states have on-going Sheriffs Boys Ranches of their own. You can never measure the might of a seed when planted in fertile soil. Indeed, it will bring forth its own fruit in season — and the new fruit itself has seeds.

"Looking over the campus at the Boys Ranch, I see a portion of the fruit of that seed sown in Texas many years ago. Turn your mind's eye to the southeast — just a few miles east of Bartow you'll note the Florida Sheriffs Youth Villa. If you'll let those same eyes swing about 80 miles westward to Pinellas County, you'll see the Florida Sheriffs Youth Ranch in Safety Harbor.



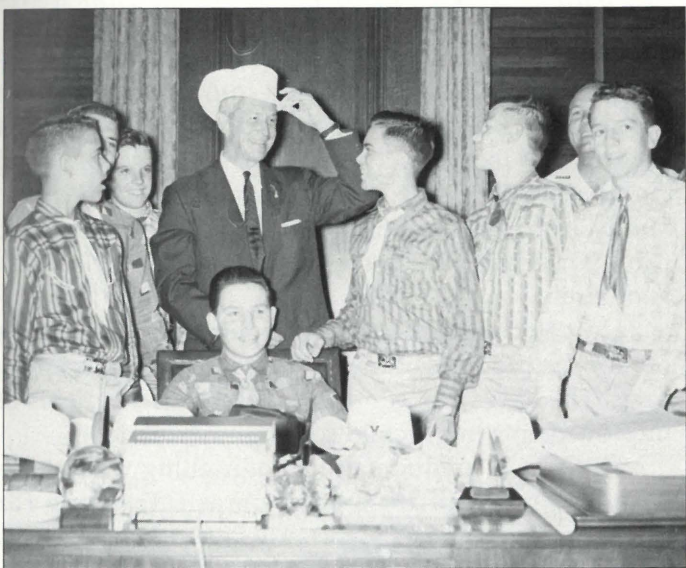
Dedication rites were held on October 1, 1958, for partially completed Saunders Cottage, the first Boys Ranch building. Four months later the first boys arrived to occupy the completed building.

Caruth Camp near Inglis/Yankeetown, Youth Camp near Barberville and our latest program, the Youth Ranch near Bradenton/Sarasota now give us six on-going programs.

"As we look over the programs it's easy for us to be awed at the size of the physical plants. The Boys Ranch alone has over two dozen buildings. It is a self-contained community with a cafetorium, medical facilities, a fire station, an Olympic-size swimming pool, an administration building, residence cottages for the boys, staff housing, and a working farm. However, if that's all we are seeing, if that is what impresses us most, if our vision stops at the outer edge of walls of these buildings, we are making a mistake .

"The physical assets that we see represent a fulfillment of love. The plaques on each of our buildings at each of our programs bear names, the whole lot of them. They each represent someone's expression of love. They represent the donors genuine affection and concern for troubled boys and girls.

"Above all it is most important for us to remember



Governor LeRoy Collins was inducted as an "honorary rancher" when Boys Ranch youngsters visited his office in 1960.

the more than 7,500 boys and girls helped over the years by the Youth Ranches, — young men and women who have gone out into the world and are now good citizens. I can recall to memory at least 50 of them who volunteered for the armed services. Our alumni live in cities and towns all across this great country.

"The pages of our memorial book glow with the names of thousands honored by friends to remind us someone cared for them — and for boys and girls.

"There is simply no way to even half-way pay tribute to all those who have taken this Youth Ranches dream to heart. Sheriffs and donors who have generously given, and continue to give make this a story without end.



"There are times when our lack of experience in raising boys made us question our ability to make a go of the Boys Ranch. We owe special thanks to Harry Weaver for pulling us all together during those early days. His leadership and vision inspired us to keep going when the odds were against us. The Youth Ranches staff members and their families also deserve recognition for the love they have shown and the dedication they demonstrate every day.

"And as I look backward to the very end of memory's lane where all this began, I see the names and faces of the ten Sheriffs. The Sheriffs who were the original trustees for this Ranch. All but two of them have passed on; they are joined by countless other friends and benefactors — generous souls who helped plant the seeds that have now scattered across the state . . . nurtured and watered by love and years of dedication — this miracle flourishes in the midst of us today."



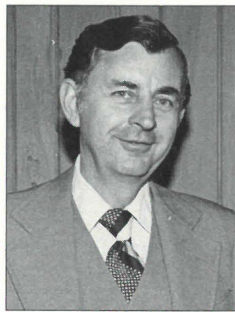
Youth Ranches youths visited Washington, D.C., in 1992 as guests of J. P. Hall, Jr., from Green Cove Springs. Mr. Hall's father, the late John P. Hall, was the Sheriff of Clay County and one of the Boys Ranch founders.

Family Social Workers Helping to Mend Broken Family Ties

Neglected, troubled, unsupervised or abused boys and girls frequently suffer emotional and physical scars. They need specialized professional services and caring to work through these problems and increase the potential of them becoming productive, useful citizens. By the 1960's Social Services and other professional disciplines were developing new ways to help troubled youngsters.

Early in 1965, the Youth Ranches created a Social Services Department to address these specialized needs. The Social Services Department began shifting emphasis away from long-term residential care to counselling services aimed at helping reunite these youth with their families. Initially, the department screened applicants for admissions, provided counselling, and explored how to meet the growing emotional needs of our young people.

Jim Strayer, a well-qualified social worker with an MSW degree from Florida State University, was our first Social Services Director. Betty, his wife, who has equally good credentials, helped out part-time. Strayer has since advanced to Youth Ranches Vice President of Youth Services and now serves as Vice President of Program Development.



Jim Strayer

"In the beginning one of our key concerns was to reestablish contact with out-of-touch parents," explains Strayer. "Work began to locate parents, identify their counselling needs and involve them in their child's life and progress here. Our primary mission, naturally, was to help the youngsters resolve their problems. We also began helping parents address problems in the home environment. Problems that had made this separation from their child necessary."

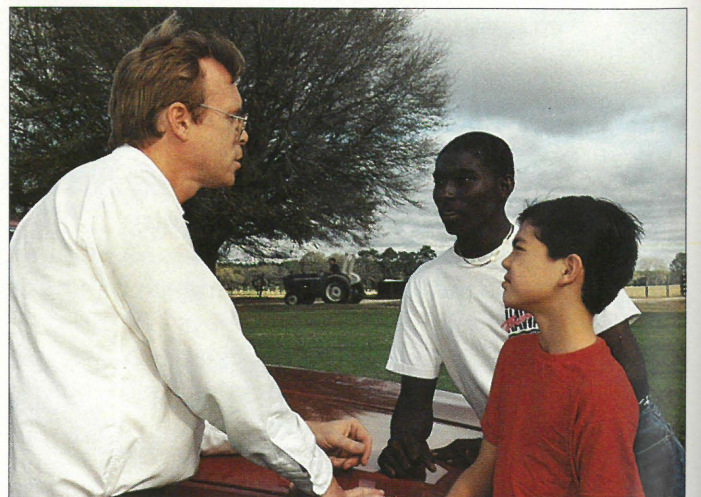
This early foundation of counselling youth and parents laid the groundwork for regular home visits for the youth. The Youth Ranches now has 12 professionals on its Family Social Workers (FSWs) staff to meet our ever increasing demands for service. The FSWs cover the state of Florida by regions. They deal with "Requests for Service" perform background studies, and prepare documentation for judicial reviews. They provide counselling for boys, girls and families, and are instrumental in the process of reuniting families.

Youth who come from disrupted families receive the assurance they can work out their problems. This permanency planning begins during the first interview with youth and family. Working simultaneously with the boys and girls in residential care and the families "back home" enhances the healing process. It also helps reduce the youngsters length of stay in residential care.

Each of our residential programs has its own on-campus Social Workers divided into Units with each unit handling a maximum of 30 youngsters. The staff includes a Unit Director, a Unit Social Worker and Group Care Staff. The Unit staff along with the youth, family and other campus personnel, form a therapeutic team. The team prepares growth plans for each youth and family.

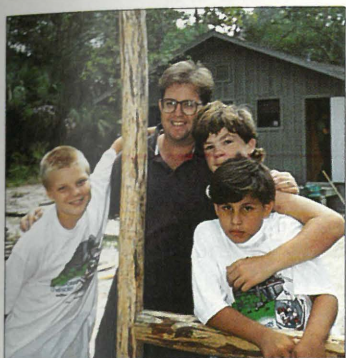
Unit Social Workers in cooperation with FSWs review the progress of the boys and girls on a monthly basis. The FSWs also conduct quarterly assessments of improvements in the child's home environment.

FSWs also conduct family counselling workshops using a program titled "Systematic Training for Effective Parenting" (STEP). These workshops are a key to preparing family members for reunion with



youngsters who are ready to leave residential care. Families continue to receive help from FSWs after youngsters have left residential care. We call this "After-Care Services."

On the average, youngsters in care return to their families within a year. Unfortunately, there are always



those who have no suitable place to go. In these cases, the Youth Ranches license allows us to arrange for foster care or adoptions. This enables us to help youth explore a variety of placement options.

The element of confidentiality in FSWs work prevents them from receiving much publicity. Nevertheless, they play a critical role in our ministry of mercy.

For example, during the 1991-92 fiscal year, FSWs responded to 897 requests for service, carried com-

bined caseloads of 2,596 youngsters in residence and in after-care. In our 35 years, FSWs have touched and helped mend the lives of over 36,299 individuals (youth and families) through family counselling.



Youth Ranches Achieves National Accreditation

The Youth Ranches programs have achieved a well deserved reputation for excellence, at both state and national levels. Fully accredited by the Council on Accreditation (COA), the Youth Ranches has achieved standards held by few other child care agencies. COA is the nation's largest and most well respected accrediting agency for child care and family service organizations.

The Youth Ranches' unwavering commitment to providing quality care to our youth and families resulted in seeking and achieving national accreditation from the COA in 1989. The Youth Ranches received its initial accreditation from the National Association of Homes for Children (NAHC) in 1984. Before receiving accreditation for a five-year period, the eligible agency submits to a comprehensive self-study and peer review process. The current accreditation expires on September 30, 1993. The Youth Ranches extensive self-study is now underway for its re-accreditation which will extend through 1998.

Accreditation is a private voluntary form of quality control. It examines the total agency operation against stringent standards which exceed the minimum requirements of state licensing.

To receive accreditation, an agency must prove: it has effective management; is fiscally sound; and

designs its programs to meet community needs. The agency must continually review its service quality; personnel; and the safety, and accessibility of its facilities.

The Youth Ranches was a founding member of NAHC in 1975 and was instrumental in helping to develop the NAHC accreditation standards. Our involvement continues as peer reviewers and team leaders. This gives us insight into the changing demands facing child care agencies in the 90s.

In 1987, the NAHC decided to become a sponsor of COA. The Council has developed standards for over 30 social and mental health services areas. The Youth Ranches accreditation extends to its family counselling, residential child care, family and life education programs. Nationally, COA has accredited 525 agencies. Seventy of those accredited are members of the National Association of Homes and Services for Children (NAHSC, formerly NAHC).

In Florida there are about 75 residential child care facilities. The Youth Ranches is 1 of only 19 NAHSC agencies accredited by COA in the state. Nationwide, there are an estimated 2,500 residential child care facilities. Less than three percent of these agencies have earned COA's accreditation.



No matter where they might roam Alumni still call Youth Ranches home

When youngsters leave the Youth Ranches programs, they never say good-bye — just “so long — be seeing you.” Youth Ranches alumni scatter to all points of the compass. They find jobs, launch successful careers, get married and raise families.

They are veterans, some with memories of Vietnam or Desert Storm, certified public accountants, employees of major corporations, railroad or auto mechanics, insurance or computer salesmen, teachers, medical technicians and nurses.

Some have been touched by success, some by disappointment, some by sorrow and some by joy and love. All have attained maturity. Still, under the veneer of passing years — they are youngsters making a pilgrimage back to a place they called home. Years ago, as boys and girls, they found refuge here — a special place dedicated to sharing and caring. Coming back here is coming home.



Alumni come armed with cameras to capture the memories and the fun of their reunion with old friends during the Open House weekend.



They come from as far away as California bringing young children, brides, and old memories. All maintain their conviction that the Youth Ranches is a great place for giving a helping hand to those who have had bad breaks. They are thankful for the support of the unseen thousands of donors — generous people who shared their resources, time and love to give them a better start in life.

These alumni give credibility to the Youth Ranches programs — confirming they are making it on their own in spite of bad breaks that marred the early years. Generations of Ranchers have embraced the values we fought so hard to instill in their lives. They understand giving is a two-way street. Many come back to share and help raise our present generation of Ranchers.

Their talents have launched drug prevention programs, helped organize fund-raisers, directed our programs through participation on our boards. Their love brings them back to urge current Ranchers to cherish the privilege of calling the Youth Ranches home.



Former Boys Rancher, Bill Riggins helped liven up the alumni dinner with his special brand of humor. Bill still lives in Live Oak and works in law enforcement.

They tell current Ranchers how they left the Youth Ranch years ago thinking they knew everything, only to learn they would be drawing on their experiences here to cope with the daily tribulations on the outside. They fill them in on college and their careers in medicine, education, and law enforcement. They encourage Ranchers to dream of a prosperous future by talking about

their success as business owners and managers, skilled tradesmen, and farmers. They instill hope of normal lives by being examples of good husbands, wives, parents, and above all, self-sustaining citizens.

Their stories prove troubled boys and girls can be turned away from dead-end lives and crime. We have been repaid a hundred-fold for the patience, loving discipline, and struggle everytime we see these decent, intelligent young men and women. Passing years have mellowed the memories of their time here but not the love we hold for those who have passed through our gates.



Many long-time cottage parents at the Boys Ranch are close to the boys they helped raise and enjoy getting to know their families at the reunions.

Please let us hear from you. Time and distance invariably causes us to lose touch with some of our alumni. We are anxious to hear how you are doing.

Alumni Honor "Our Friends"



In 1992 Jim and Betty Goodwin (right) of Lake City were awarded the Boys Ranch Alumni Association "Our Friend Award" by Association President Dennis Carpenter. The Goodwins, former cottage parents at the Ranch, now help graduates of the Ranch make the transition to work and junior college. They have two mobile homes on their property where the boys live while continuing their education and search for a job.

The "Our Friend Award" was inaugurated in 1971 by Boys Ranch Alumni. Former Rancher Wally Edwards years later explained how the award came about — "... some of us were talking — as we always do, of our times at the Ranch, reminiscing of the old times, good and bad, old acquaintances and so forth. During these conversations we always talked about our good friends at the Boys Ranch.

"We had friends who would listen to us. We had friends who wouldn't back away when trouble came upon us. We had friends who remained friends after the Boys Ranch, after military service or college and even after we started lives with marriage and children.

"Something told us we should say 'thank-you' to these special people for being our friends. We should let them know we value their attention, advise and guidance. Above everything that we are grateful for their patience and support when we cause frustration and disappointment through our failings.

"We decided to recognize these friends at our annual reunion each year, and to date we have the finest friends one would ever want to have."



Donnie Michaels, Boys Ranch Alumnus, 1975

Donnie came to the Boys Ranch when he was nine years old. He left as a graduate of Suwannee High School in 1975 with a dream of becoming a pilot. Donnie has fulfilled that dream working as a pilot for Eastern Airlines and currently with a private charter service.

"The Ranch really helped me in keeping the attitude of shooting for my goals. I expect I am getting to a point in life where you reach your goals. At the Ranch I acquired the motivation and strength to go on when times were rough. When I thought things were so bad I wasn't going to make it, with the continuing help of the Ranch, I did. Hopefully, I can return some of it to the Ranch one day." Donnie Michaels.

Mary Braunaugle, Youth Villa Alumna, 1985

Mary was a 13-year-old dropout when she moved to the Youth Villa where she turned her life around. She graduated high school with honors, went on to college, and is now a Deputy Sheriff for Polk County.

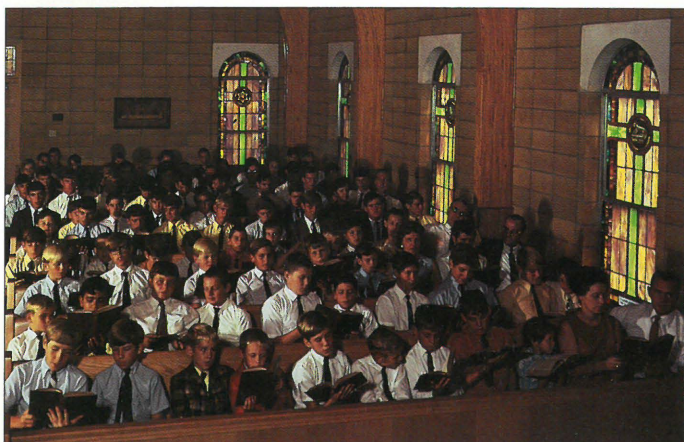
"I wouldn't be wearing a uniform and I wouldn't be driving a patrol car without the help I received from the Youth Ranches. In fact there is no doubt in my mind that I would definitely be a passenger in the back seat of a patrol car. I give heartfelt thanks to the Youth Ranches for the life I have today." Mary Braunaugle.



Today's Children . . . Tomorrow's Future

Do you need a program for your club, church, or other type organization? We would welcome the opportunity to share the Florida Sheriffs Youth Ranches story with your group. Wherever you are in Florida, you are not too far away for one of our speakers to accept your invitation, and we have a 14 1/2 minute color/sound film all about the Youth Ranches. Give us a call at (904) 842-5501 or write to the Florida Sheriffs Youth Ranches, Inc., Boys Ranch, Florida 32060.

Boys Ranch — Live Oak



Driving through the gates of the Florida Sheriffs Boys Ranch near Live Oak gives you the impression of driving back in time to Farmtown, USA. The cattle and horses grazing in the fields, the pristine beauty of the Suwannee River and manicured grounds add to the feeling of tranquility and timelessness.

As the yellow school bus makes its rounds dropping the students at their front doors, you can see “parents” coming out to greet them. This could be any small rural community going about its daily business.

The Florida Sheriffs Boys Ranch is much more. It’s a haven for neglected, troubled and abused boys. These are not bad or delinquent boys, they are boys who deserve a second chance at a normal life. Boys who have had more than their share of bad breaks.

Unloading from the school bus, the boys hurry into their homes to enjoy an afternoon treat. Afterwards they change clothes before going about their daily chores. You can sense their pride of “giving back” to the community they call home. You can see it in their carefree chatter with friends and their diligent, happy demeanor as they go about their work. This atmosphere is conducive to the healing and maturing process that will one day help these boys step out as productive members of society.

Founded by The Florida Sheriffs Association in 1957, the Boys Ranch was not an instant success. Sheriffs faced a long, difficult struggle to bring a nebulous dream into the present reality of the Florida Sheriffs Youth Ranches.

Florida’s Sheriffs put their hearts ahead of common sense. They tackled the job without professional child care experience and without the assurance voluntary contributions would sustain the program.

During the first five years of its existence, there were mounting problems that led the Sheriffs to occasional despair. They briefly considered turning the project over to some other agency or the state of Florida.

These were the lean, precarious years far removed from the present success of the Boys Ranch. To say they

were lean and precarious years is not to imply they were bad years. Many important events happened that are still producing results four decades later. These were good years, but they were also years of uncertainty when the success or failure of the Ranch hung in the balance.

To remember the way it was is important. Only those who saw the raw land unbroken by roads, fences or buildings — occupied instead by blackjack oak trees, a legendary 12-foot alligator, birds, snakes and woodland creatures — can fully appreciate the paved streets, broad pastures, painted fences, impressive buildings and landscaped lawns on today’s picturebook campus.

Farming held a high priority here from the beginning. The rolling grasslands and valuable stands of timber have served as a vast open air schoolroom. Boys learn valuable lessons reserved for those who till the soil and become involved in the life cycles of farm animals.

Manly chores and caring for livestock have taught boys to accept responsibility. The slow turn of the seasons — spring with its new calves, summer with its watermelons, autumn with its harvest ritual and winter with its trail rides on chilly days have brought them closer to their Maker and closer to understanding His grandiose scheme.

Turning losers into winners

One trait our boys all have in common is a poor self-image. They don’t like themselves much, they feel unneeded and unwanted. It is up to us to change that self-image if we ever hope to see improvement. We may turn out a president some day, but it isn’t as important as turning out boys with the ability to love.

The most conclusive way to measure our progress is by the boys and their accomplishments. Due to tragic circumstances in their pasts, these youngsters see themselves as losers who will always be losers. It is our job to turn these confirmed underachievers into confident winners.

Small successes are major victories for our youngsters. We marvel at how quickly the Boys Ranch’s loving discipline works its magic.

Building and population boom

We have grown and changed in myriad ways to meet the needs of our boys. Take the evolution of the Boys Ranch life-style. The first boys moved to the Boys Ranch in 1959. They lived family-style in cottages with house parents. They ate together in a community dining room on campus and sent their dirty clothes to a central laundry.

The 60s and 70s were a time of unprecedented growth for the Youth Ranches. Generous contributions to the Ranch supported a massive construction drive. The Boys Ranch landscape was changing dramatically. New additions included residence cottages, an all-faiths chapel, a

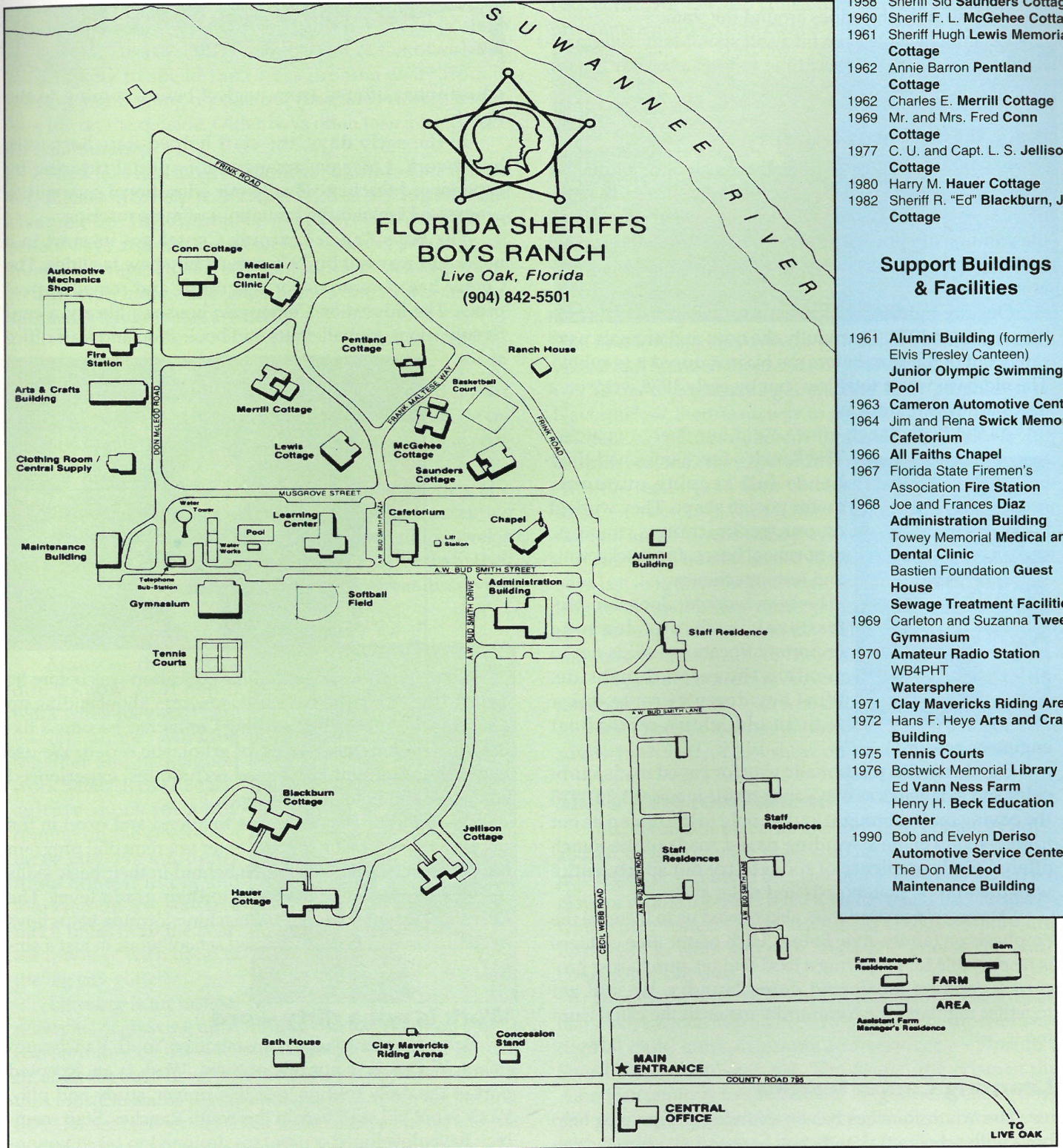
firehouse, and an automotive center. Then came the education center, cafetorium, arts and crafts facilities, staff residences, an administration building and an array of recreational facilities highlighted by a gymnasium and swimming pool.

In 1965 the Boys Ranch population almost doubled from 60 to 100 boys. We were being careful not to grow too fast, but with our growth came problems of adjustment. The size of our community may sound insignificant but the

Boys Ranch isn't just a small community — it's a family. Anyone with a family knows what it means to add just one more child — imagine adding 40!

Something to smile about

Adequate medical and dental care became a costly proposition as our population continued to grow in the early 60's. We looked outside of our

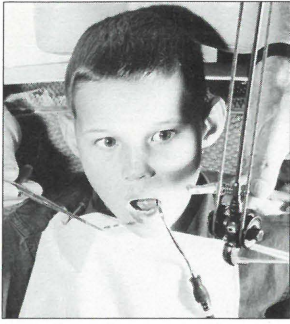


Boys Ranch Youth Cottages

- 1958 Sheriff Sid **Saunders Cottage**
- 1960 Sheriff F. L. **McGehee Cottage**
- 1961 Sheriff Hugh **Lewis Memorial Cottage**
- 1962 Annie Barron **Pentland Cottage**
- 1962 Charles E. **Merrill Cottage**
- 1969 Mr. and Mrs. Fred **Conn Cottage**
- 1977 C. U. and Capt. L. S. **Jellison Cottage**
- 1980 Harry M. **Hauer Cottage**
- 1982 Sheriff R. "Ed" **Blackburn, Jr. Cottage**

Support Buildings & Facilities

- 1961 **Alumni Building** (formerly Elvis Presley Canteen) **Junior Olympic Swimming Pool**
- 1963 **Cameron Automotive Center**
- 1964 Jim and Rena **Swick Memorial Cafetorium**
- 1966 **All Faiths Chapel**
- 1967 Florida State Firemen's Association **Fire Station**
- 1968 Joe and Frances **Diaz Administration Building** **Towey Memorial Medical and Dental Clinic** **Bastien Foundation Guest House** **Sewage Treatment Facilities**
- 1969 Carleton and Suzanna **Tweed Gymnasium**
- 1970 **Amateur Radio Station WB4PHT Watersphere**
- 1971 **Clay Mavericks Riding Arena**
- 1972 Hans F. Heye **Arts and Crafts Building**
- 1975 **Tennis Courts**
- 1976 **Bostwick Memorial Library** **Ed Vann Ness Farm** **Henry H. Beck Education Center**
- 1990 Bob and Evelyn **Deriso Automotive Service Center** **The Don McLeod Maintenance Building**



local community for help.

In 1962 the Jacksonville Dental Society came to our rescue. They offered to do a dental survey of all Ranchers and provide the necessary care free of charge. Occasionally free medical and eye care, as well as dental care, is donated by generous doctors in Jacksonville, Tallahassee, Bartow and other cities around the state.

Our animals have even hit a soft spot. Many veterinarians have volunteered their time to look after our horses, rabbits, dogs, cats and other pets.

Boys Ranch municipality

We quickly grew into a small municipality, a town for boys. We had an airport, a post office, industries like farming, livestock and timber. Our town's growth demanded the addition of improved water and sewage facilities, road and transportation systems, medical facilities and a firehouse.

Our fire fighting equipment was called into action in November of 1977. Thankfully the boys and animals were safely out of the barn before the blaze reduced it to rubble. The old barn was a total loss, but by early 1978 work on a new barn was underway.

As the Boys Ranch grew so did our fleet of vehicles.



The Ranch's mechanics had their hands full keeping our aging motor pool in shape. They worked on our trucks, trailers, tractors, cars, school buses, fire trucks, vans and farm machinery.

The boys worked alongside professional mechanics learning important vocational skills not to mention the recreational side. What boy doesn't love to tinker with an old jalopy, motor boat

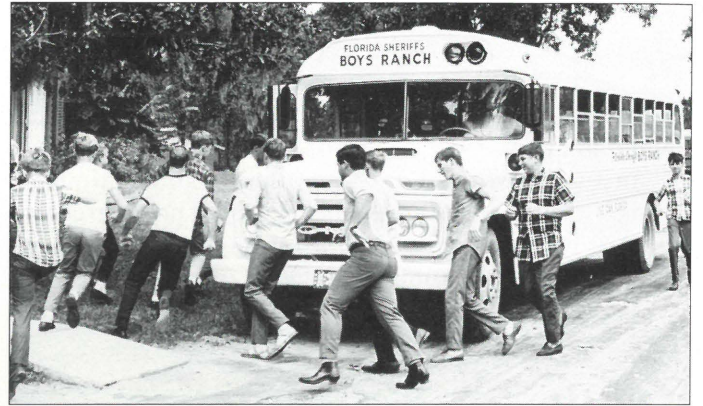
engine or go-cart?

Our dusty, dirt roads made way for paved roads, curbsides and sidewalks as our Ranch traffic increased. In 1975 the paving project brought joy not only to the motorists but to the boys. The new winding paved roads of the Ranch offered the boys plenty of room to try out sporty antics with their bikes, skateboards and roller skates.

Our growing population also moved us to increase the emphasis on family-style living. Each of our nine cottages is responsible for preparing a food budget, purchasing groceries, cooking meals and doing laundry. We still get together regularly for community meals in the cafetorium too.

Learning Center lessons

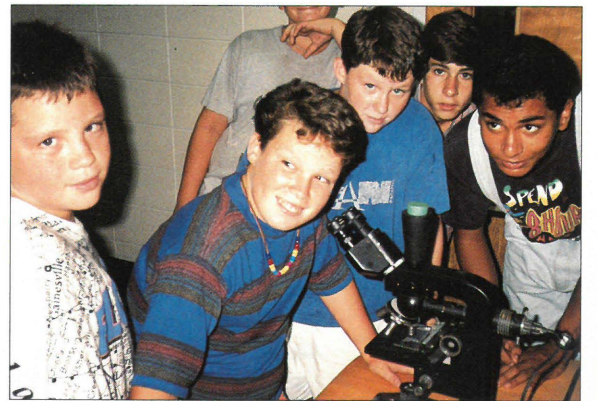
The Youth Ranches has an evolving program to help boys with scholastic handicaps — especially those whose



educations suffered from neglect before coming to the Ranch.

In the early days, the staff helped Ranchers with homework. Later we arranged for special tutoring by experienced teachers. Finally our educational capabilities progressed beyond the limitations of mere tutoring.

The Boys Ranch Learning Center got its start in a makeshift way but by 1976 moved into new facilities. The Center has classrooms for diagnostic and remedial purposes. The Education Center also houses a library, a conference room, a small crafts and book shop and staff office space.



No matter how neglected his education was before he came to the Ranch, no boy needs to worry about ending up a scholastic failure. The Learning Center has become a fix-it shop for students in need of scholastic repair. We use modern equipment, advanced techniques, experienced educators and bold new concepts.

Most of our boys continue to attend and excel in the public schools. The Learning Center is a remedial program for youngsters who have fallen behind in their basic skills — boys who need to catch-up to their grade level. The Learning Center's one-on-one teaching formula helps boys make-up several years of missed school work in just a single year.

Work is not a dirty word

Some four-letter words are taboo on Youth Ranch campuses, W-O-R-K is not one of them. Work is an accepted part of the daily routine, just like prayer, study and play. Work is not kid stuff here at the Youth Ranches. Staff members have developed a program designed to teach young-

sters how to get and hold a job. They learn the value of earning and the fun of spending the fruits of their labor. There are no free handouts or allowances here — so there's no shortage of applicants for the work programs.

Send us a boy with special aptitudes for carpentry, electrical work, plumbing — we will teach him how to use those aptitudes. Show us a boy with dirty fingernails — we'll show you a boy working to fix the mechanical problems of an ailing tractor.

Nevertheless, boys and work can be natural enemies. Admittedly, our boys don't go around singing about their work. However, they aren't afraid of hard work and aren't likely to spend their lives running away from it. Getting and holding a job at our programs closely resembles life on the outside. Older boys often take jobs in nearby communities.

Work falls into three categories at the Boys Ranch. Each boy pitches in to help with chores such as making beds and cleaning up. In addition, each boy works one hour on school days and two hours on weekends at jobs that pay minimum wage. Finally, boys can seek special assignments to earn extra money after their homework, chores and regular work assignments are done.

Boys will be boys

Boys fish, swim, fly kites. They ride bikes and horses, play football, basketball and baseball, and loaf a lot. At the Boys Ranch, we also teach them the importance of accepting responsibility.

While Ranchers need time to just be boys — they also need to learn commitments, to mature through accepting responsibility and to become a man. If we fail to develop good work habits — if we fail to make them live up to their commitments — we will be doing them a great disservice.

Farm life

Many of these boys don't know a lot about work when they start here — let alone working together and using good work habits. It can be a real culture shock for a boy coming off the streets of a large city. He suddenly finds himself living and working on a 3,300-acre ranch miles from the nearest town — with none of the big city glitter.

Farming is an inseparable part of growing up at the Boys Ranch. A boy on a farm learns many of life's lessons. He gets close to nature through the birth of animals, and the success and failure of the crops. He learns to care and give love, often for the first time. He sees the results when the animals respond and the trust that develops here soon helps him reach out to people.



There's ~~NO~~ someplace like home

We don't isolate families from their children. We don't slam the door on the family when a boy enrolls here. On the contrary, we are constantly seeking opportunities to keep families involved in the business of raising their children.

Over the years the Boys Ranch has changed from a child-oriented to family-oriented program. We find the best place for a boy is in a good, normal family. We encourage parents to visit their youngsters at the programs and visa versa. We are also constantly striving to make our programs a good second choice. Thanks to our cottage par-



ents and loving generosity of our donor family, we have been a real home to thousands of youngsters.

Yes, cottage parents get paid for their parental care. Nevertheless, there is no way to measure the countless acts of kindness, guidance and outright dedication these loving couples provide. They spend 24 hours a day, 7 days a week with the ten boys in their cottage. They dispense everything — from help with homework to the bandaging of skinned knees — as if these boys were their own.

The warm bonds formed between cottage parents and boys last long after they have grown to manhood and tackled the world. It is no wonder young men come back years after leaving the Ranch to say hello to their cottage parents, affectionately called, "moms and pops."

Boys Ranch alumni have come back home to the Ranch to get a hearty "job well done" after fighting for our country. They get married in the Boys Ranch Chapel, seek advice from staff, or just show off their own families.

Still a long road ahead

Yes, there is a place for needy boys, homeless boys, abused boys, confused boys who are abandoned, underprivileged, or victims of broken homes. The Boys Ranch is a place of refuge for good boys who have had bad breaks — where time-tested values are fundamentals of daily life. Boys learn to work and play, study and pray in the traditional American way.

Despite the remarkable accomplishments and growth of the Boys Ranch into a statewide network of superior residential child care programs and services — Florida's Sheriffs aren't finished yet. The deepening crisis in the American family is reflected in our long waiting lists of boys and girls seeking help. Our job — of giving good youngsters with bad breaks a second chance — is far from over.

Youth Villa — Bartow

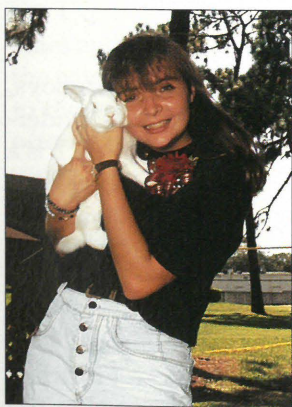


In comparison to the long, uphill struggle to launch the Boys Ranch program, efforts to begin a similar program for girls was nothing short of inspiring. While Florida's Sheriffs deserve much of the credit for this success story — so do members of the Sunshine State Women's Chamber of Commerce (SSWCC) of Pinellas County.

The Youth Villa, founded as the Girls' Villa became coeducational in 1987 to allow for brothers and sisters to stay together as they worked out their problems. However, in the beginning the focus at the Villa was on helping troubled girls.

The Girls Villa was the brainchild of the SSWCC. These committed women dreamed of offering troubled girls the same opportunities as boys were receiving at the Boys Ranch. The idea was born after a weekend outing for Ranchers who stayed with club members. The members decided to lobby the Florida Sheriffs Association for a sister program to the Boys Ranch.

Initially, FSA wasn't sold on the idea. Operations at the Boys Ranch were just beginning to run smoothly in the late 60s. The toughest battle for club members was to convince Sheriffs there would be enough funds to initiate a second program. Their determination paid off in 1969 when FSA adopted the proposal.



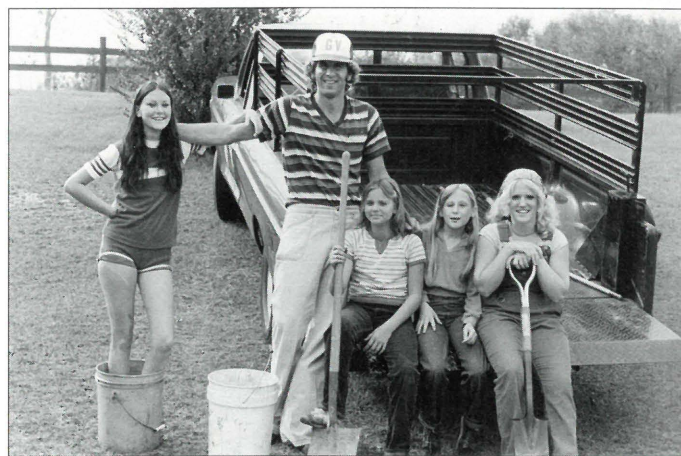
Events that followed the granting of the Girls Villa Charter were nothing short of miraculous. Late in 1970 the Sheriffs found a site. A portion of Peace River Park had been offered by the Bartow City and Polk County Commissions with the approval of the Mobil Corporation. It was ideal. The

125-acre park, just two miles east of the city, featured two small lakes and a fishing pond, a playground, outdoor

amphitheater and picnic facilities. The Youth Ranches was granted 80-acres of the park with a 99-year lease for just a \$1 a year. In addition Bartow residents pledged to raise funds to help get the project rolling.

Bartow architect Lee Picket — armed with 14 years of knowledge gathered by operations at the Boys Ranch — quickly drafted plans for the Girls Villa. By April 1971 the papers had been signed and by August the Sheriffs broke ground for their second residential child care facility.

Next came the bulldozers, earth movers with roars and clouds of dust. The noisy banging of hammers, screams of power saws and rumble of ready-mix concrete trucks were a symphony of hope for girls. Then the sound — at first like a vagrant flute invading the percussion section — of high pitched giggles.



The first girls moved on campus in 1972. By the end of the year, the first cottage was already filled to capacity. Improvements continued to grace the Girls Villa campus as old park buildings made way for additional cottages, pastures for riding horses, a barn, an administration building and a boat dock.

In 1974, the Villa and Ranch staffs streamlined the admissions program to help eliminate delays in getting help to boys and girls who needed it. By the winter of 1983, the Girls Villa campus had grown to accommodate 46 girls.

Sheriffs put the lessons learned at the Boys Ranch to work helping the girls — teaching the girls self-respect and respect for others. The pray-study-work-and play principles proved to apply equally well at the Girls Villa.

Instead of trying to cast girls into same mold, they were allowed to pursue their interests, hobbies, and talents. Each girl was also to earn her own way. She was required to apply for a job. She submitted a budget



showing how much of her anticipated earnings she would put into savings. She also budgeted how much she would spend on clothing, personal items and recreation.

These jobs were in addition to the routine daily chores of cooking, laundry and housework.

We soon discovered the girls also needed specialized educational tutoring and opened a Learning Center on campus. SSWCC pledged to pay for the teaching equipment that would be used in the remedial education program and backed up the promise with a down payment of \$3,500. The Villa Learning Center opened for business in 1988.

As our girls caught up with school work and began to graduate from high school, many were at a loss of where to live while they pursued their continuing education or job search. We introduced a unique living arrangement to help smooth this transition from school to work called the Independent Living Unit.

Girls earn the privilege to qualify for this cottage by demonstrating their ability to accept responsibility. Youth Villa staff

oversee cottage operations but the girls in the unit live and work together by themselves in the cottage as a self-sufficient family. They learn to accept responsibility for the cottage budget and chores, part-time



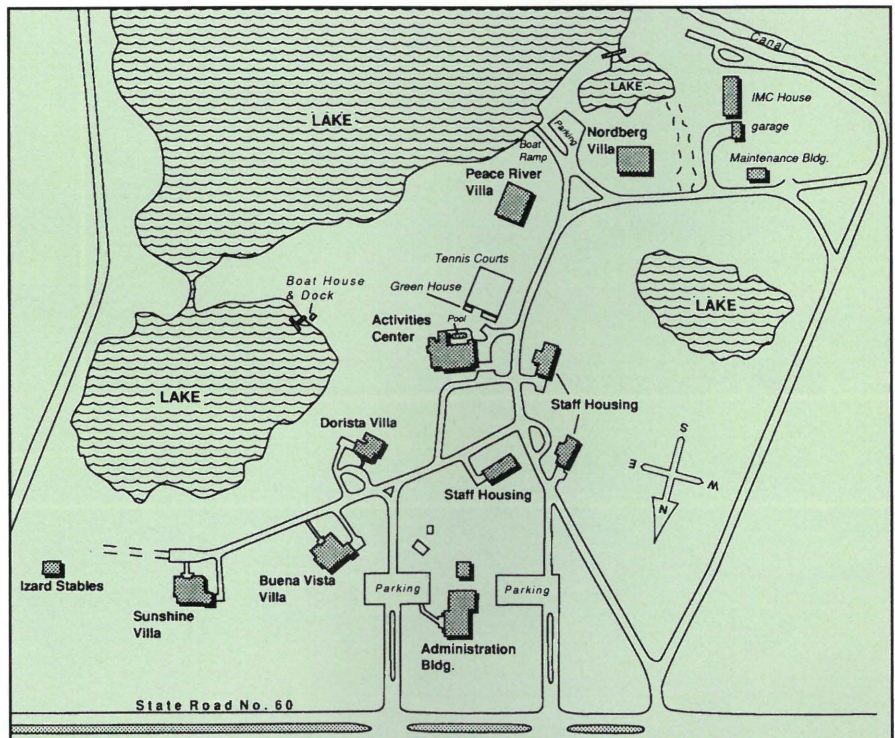
jobs and school. Their goal is to prepare for successful, responsible adult lives on their own.

On October 1, 1977, a new era in the Youth Ranches history began. The Boys Ranch and Girls Villa merged into the Florida Sheriffs Youth Fund. In 1986, the Youth Fund changed its name to the Florida Sheriffs Youth Ranches, Inc.

The Youth Ranches commitment to salvaging young lives has not changed, but the times have. We soon realized the



need for additional programs that would keep brothers and sisters together. The Girls Villa became coeducational in 1987. The success of helping young women and men straighten out their lives at the Youth Villa set the stage for the continued innovation and growth in the Youth Ranches' programs statewide.



FLORIDA SHERIFFS YOUTH VILLA

P. O. Box 1380, Bartow, FL 33830

Phone (813) 533-0371

Florida Sheriffs Youth Villa

When referring to the Youth Villa prior to 1987, use Girls Villa.

Florida Sheriffs Youth Villa Cottages

- 1972 **Sunshine Memorial Villa** — Sunshine State Women's Chamber of Commerce
- 1973 **Buena Vista Villa**
- 1975 **Dorista Villa** in honor of Esther Mowry SSWCC
- 1983 **Mr. & Mrs Ralph Nordberg Villa**
- Peace River Villa**

Florida Sheriffs Youth Villa Buildings

- 1974 **George E. IZARD Stables**
- 1974 **James P. Towey Foundation Memorial Administration Building**
- 1978 **Activity Center**
Includes the Chapel, Activity Room, Weight Room, Arts and Crafts, Learning Center, Office of Supervisor of Recreation, tennis courts and pool.
- Maintenance Building**
- 1991 **IMC House**

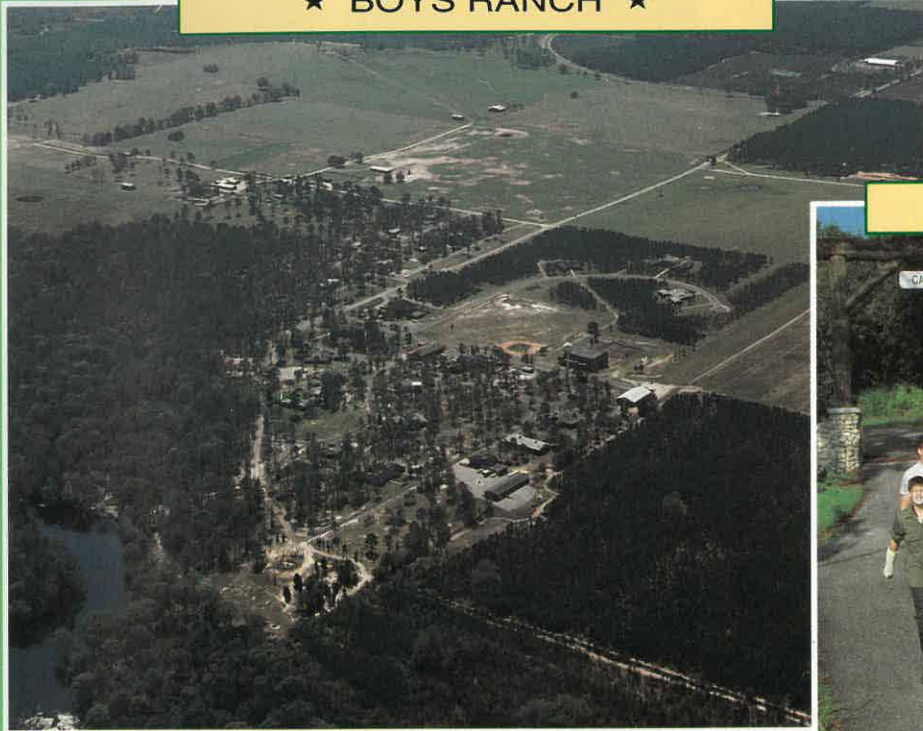
Florida Sheriffs

STATEWIDE

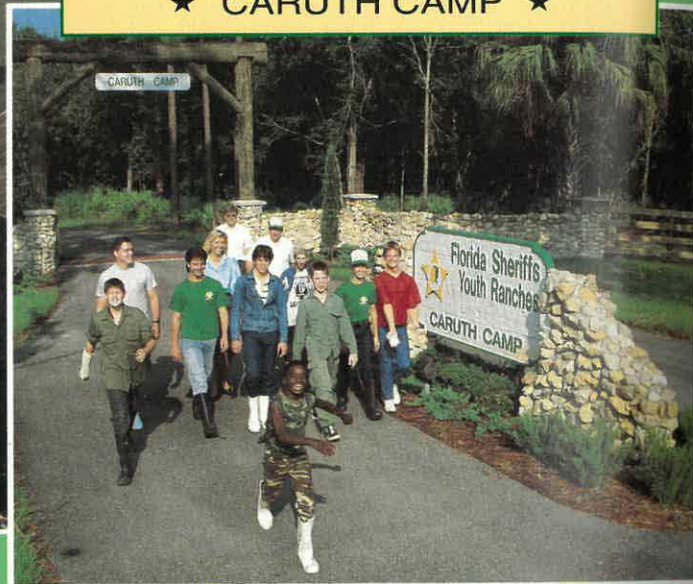
PROJECTED PROGRAM

NW FLORIDA

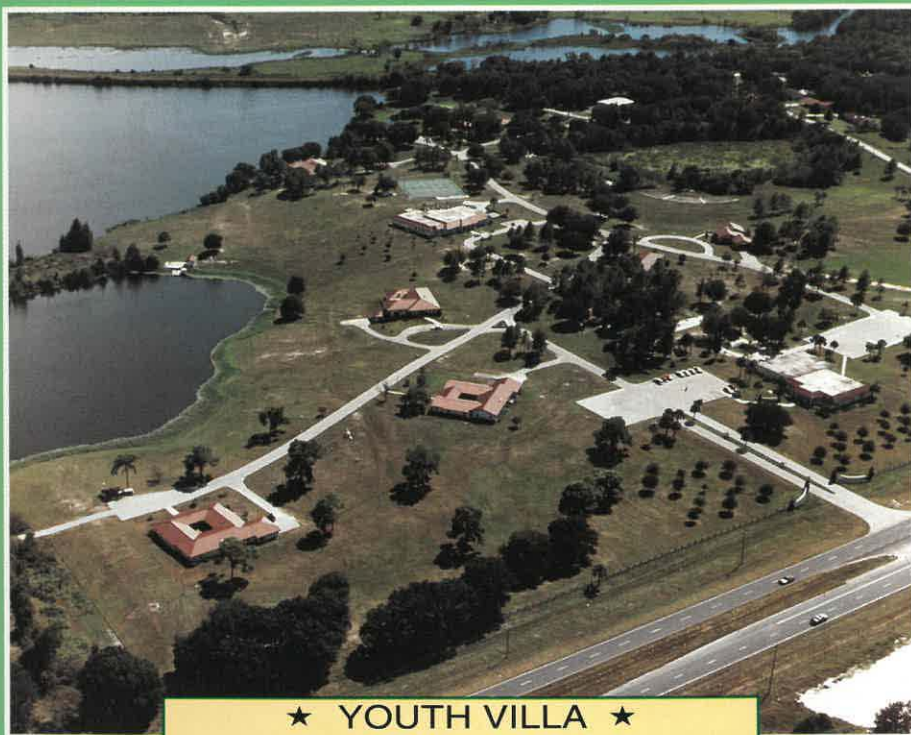
★ BOYS RANCH ★



★ CARUTH CAMP ★



★ YOUTH VILLA ★



★ YOUTH RANCH ★

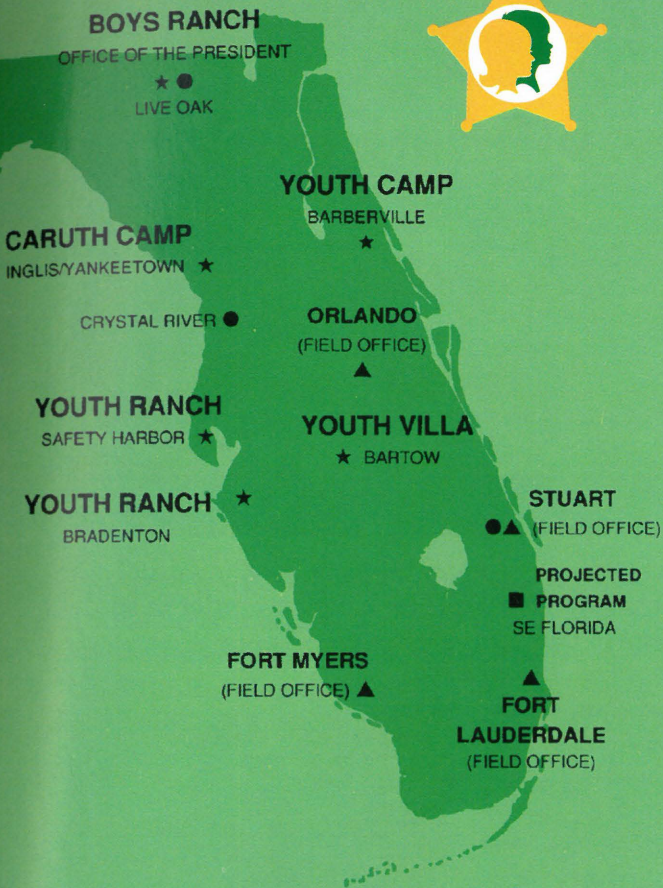


Youth Ranches

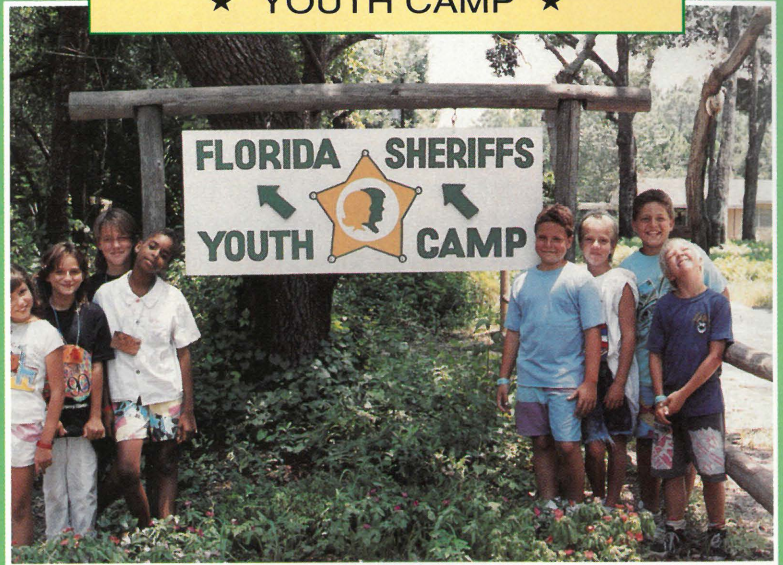
NETWORK



- ★ RESIDENTIAL CARE PROGRAMS
- OPPORTUNITY STORES
- ▲ FIELD OFFICES
- PROJECTED PROGRAMS



★ YOUTH CAMP ★



★ YOUTH RANCH-Bradenton ★



Safety Harbor ★

Youth Ranch — Safety Harbor

Over two decades of providing help and hope to youngsters and families in crisis brought the Florida Sheriffs Youth Ranches to yet another turning point. It was not long after the Girls Villa opened for business in 1972. We began to see the need for a new facility where brothers and sisters could live together. It was a high priority goal but financially out of reach.

Before we opened the Youth Ranch at Safety Harbor, brothers and sisters entering our programs were separated. They ended up miles apart at either the Boys Ranch near Live Oak or the Girls Villa near Bartow.

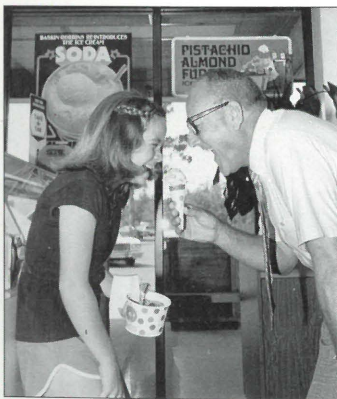
In 1975 the Youth Ranches was still searching for the means to launch a coeducational program. A facility that would allow brothers and sisters to stay together as they worked out their problems.

Our search ended abruptly when we went to pick up several head of cattle donated to the Boys Ranch. Ironically, we had gone to talk “beef” with Mr. and Mrs. D. A. Salls. Shortly after our visit we had a promise — the Salls would donate their large house and 5 1/2 acres of land in Safety Harbor for our newest venture.

The Salls called their home “too big” but to us it was “just right.” Minor renovations to this house provided enough room to start our sibling program with ten youngsters plus cottage parents. We acquired 27 acres of adjoining property to give us room to grow. In August of 1978 brothers and sisters moved into our first coeducational facility.

The opening of our new Youth Ranch meant brothers and sisters could remain together while in residential care. It was a real step forward. Siblings usually come to us from the same family background. They share the same heartache and problems that brought them to us. Now they would share in the joyful experience of working out their problems together.

Anyone who has raised a large family can fully understand the challenges of having several sets of



Donald S. Genung, the all-time number one booster of the Florida Sheriffs Youth Ranches, shares his ice cream cone with Penny, a former Youth Ranch resident.



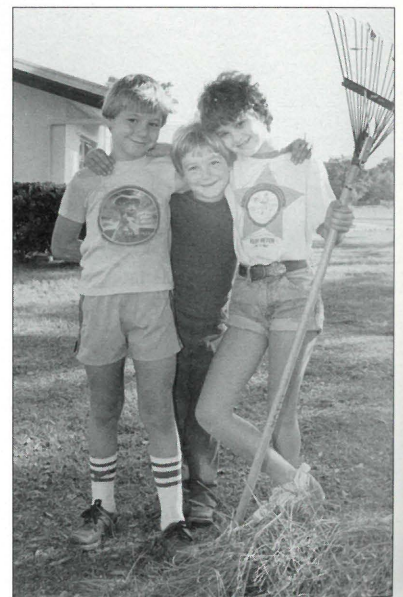
brothers and sisters under the same roof. As usual our dedicated cottage parents took the new order in stride and met the needs of these youngsters with love and compassion.

Our first residence cottage was already full by the end of 1978. However, thanks to overwhelming donor support for this new program, we began construction on additional facilities almost immediately.

Our plans called for two more residence cottages, an administration building, riding stables, a swimming pool, and a small warehouse. A multi-purpose activity center would house the arts & crafts workshop, remedial education center, chapel and other campus activities.

The Youth Ranches completed these building projects in record time. The transition from drawing board sketches to a completed Youth Ranch campus was realized in 1982. It is hard to believe that this amazing story began with four people discussing a cow.

Times may change but our formula of instilling traditional values — the Pray-Study-Work-Play formula — worked equally well in this co-ed setting. The Youth

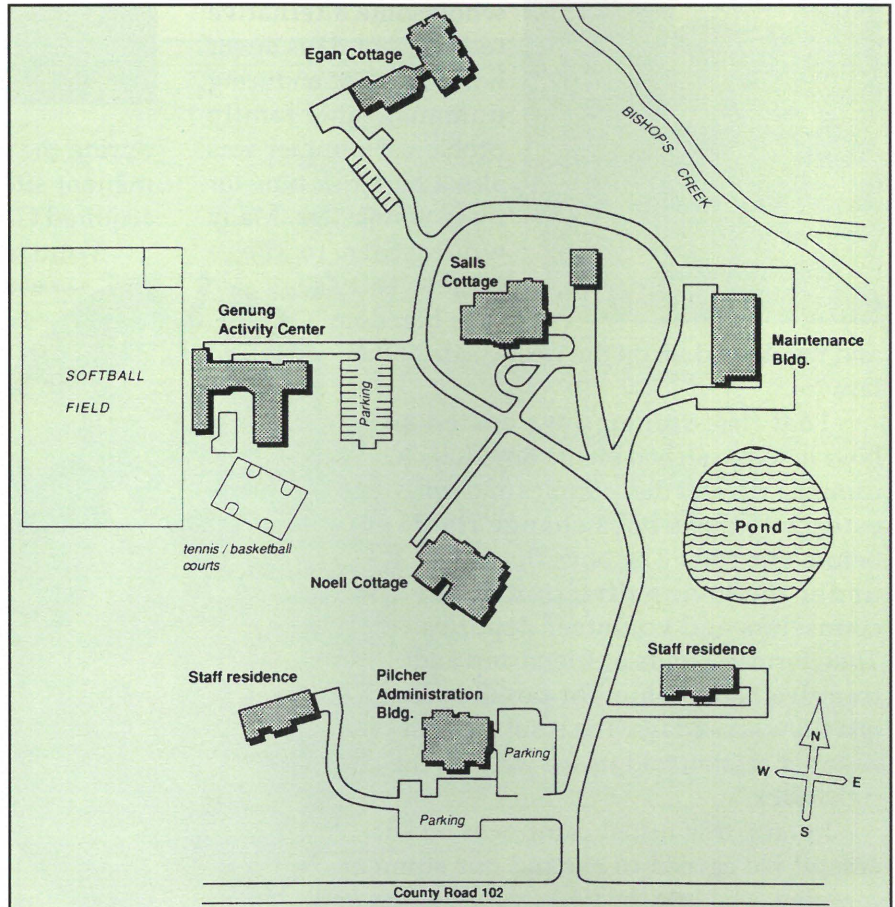
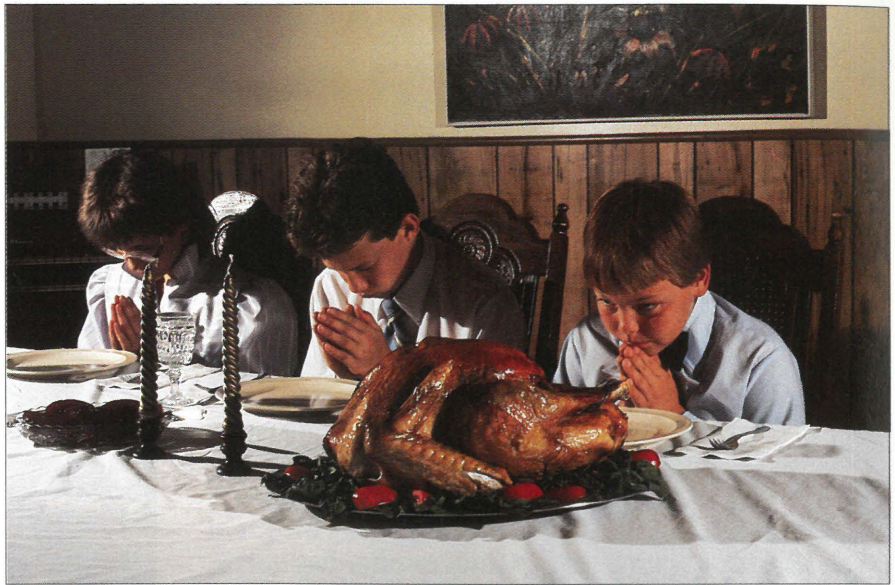


Ranch's stable, loving atmosphere once again was producing dramatic changes in the lives of these boys and girls.

Advanced technology was also changing our approach to remedial education. Youth Ranches teachers began incorporating computer-based programs into their lesson plans for the 1980s. The computers helped make learning fun and challenging for youngsters trying to catch up in school.

When the youngsters aren't studying, doing daily chores or working at their paid jobs, the Youth Ranch campus offers plenty to entertain them. There is a pond on campus stocked with fish. Bicycles and roller-skates galore. The boys and girls also team up for sports. Touch football, soccer, tennis and softball are campus favorites.

This Youth Ranches experiment was an undeniable success. Keeping families together works wonders in the progress of the boys and girls in our program. In 1987 to meet the increasing demand for coeducational programs the Girls Villa became the Youth Villa and opened its doors to boys. Both programs continue to help brothers and sisters face the challenges of maturing into law-abiding, respectable citizens with a bright future.



FLORIDA SHERIFFS YOUTH RANCH - Safety Harbor

3180 County Road 102, Safety Harbor, FL 34695

Phone (813) 725-4761

Youth Ranch/Safety Harbor — Cottages

- 1978 Mr. & Mrs D. A. Salls Cottage (existing)
- 1979 Mr. & Mrs. Charles Noell Cottage
- 1982 Jeanetter Katherine Egan Cottage

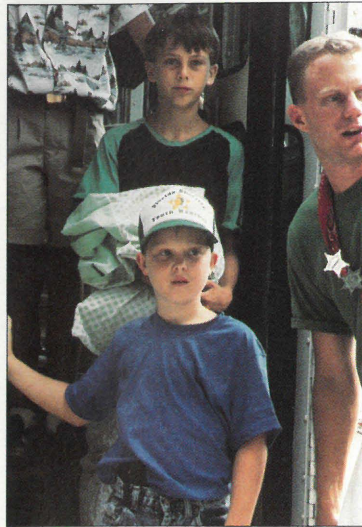
Youth Ranch/Safety Harbor — Buildings

- 1979 Elmer and Nancy Pilcher Administration Building
- 1982 Don Genung Activity Center (includes the MacMinn Youth Chapel funded by the Rainbow Girls)



Youth Camp — Barberville

As the Florida Sheriffs Youth Ranches grew, so did our waiting lists. Hundreds of boys and girls across Florida needed our help but our residential programs were full. We began looking for ways to serve these youngsters without overtaxing our financial resources.



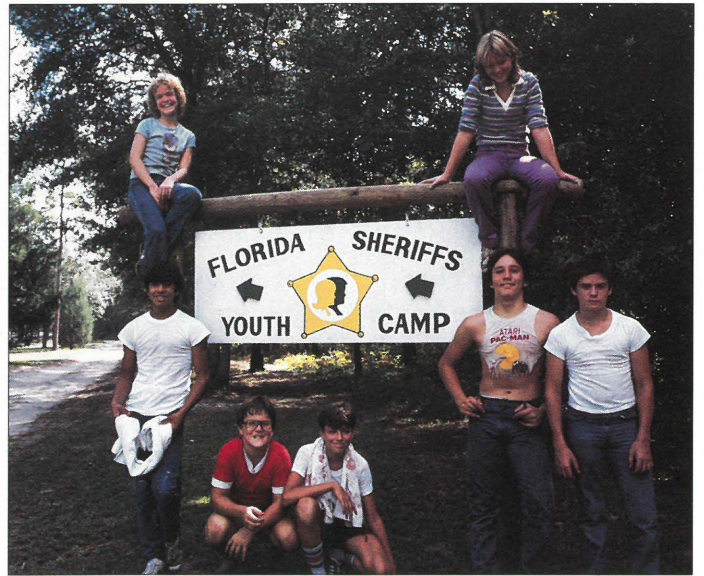
Early in 1981 we introduced a modest summer camping program. Summer was an ideal time to offer less fortunate youngsters a wholesome alternative to long, hot days spent home alone or enduring unmanageable family problems. Summer was also a high risk time for these youngsters. Many would turn to the streets to ease their boredom

and would end up on the wrong side of the law.

That first summer, we hosted 40 boys in tents pitched on the Boys Ranch campus. We saw the attitudes and self-esteem of these boys change right before our eyes. The boys flourished under the loving direction of our counselors and volunteer deputies. They formed bonds of friendship and trust we hadn't thought possible in just a few short days. The results of that summer session told us we were on the right track.

In fact, this initial camp was so successful we agreed to expand our summer camping schedule. In 1982 over 250 boys and girls participated in eight one-week sessions staged at different locations in the state. Once again, we saw youngsters' lives changed. The wholesome camping atmosphere was an ideal way to reach those boys and girls. It also helped us to determine which boys and girls should receive priority admission to our residential care programs.

Now that we had a program that would allow us to help hundreds of additional troubled boys and girls



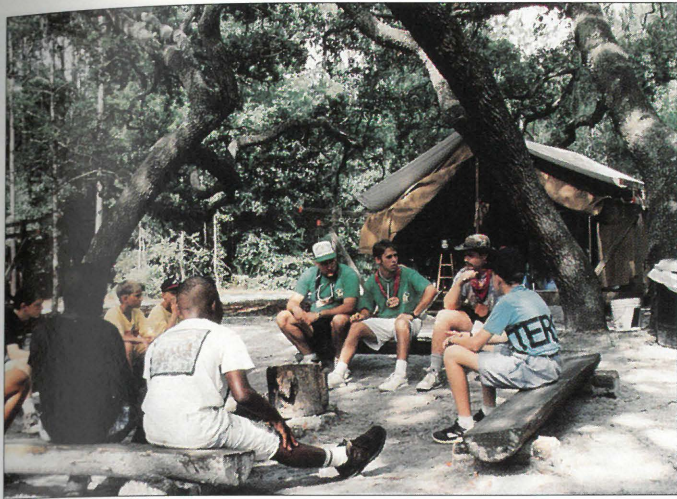
during the summer months, it was time to find a permanent site for the program. In the fall of 1982, we acquired Girl Scout Camp Ticochee near Barberville in Volusia County. The buildings on the heavily wooded 154-acre site needed extensive repairs and renovation but otherwise it was a good location.

More than decade has past since that first summer camp experiment. Over the years, thousands of boys and girls have attend camp free of charge thanks to the generosity of the donors who sponsor them.

We now host nearly 500 boys and girls during our summer camping sessions. Campers enjoy a wide range of activities including swimming, fishing, archery, horseback riding, hiking, arts and crafts and campfire sing-a-longs. Daily activities balanced between work and play teach youngsters to accept responsibility and recognize the value of sharing and teamwork.

For many boys and girls, it's their first vacation, but it's also much more. Bonds of love and trust develops be-



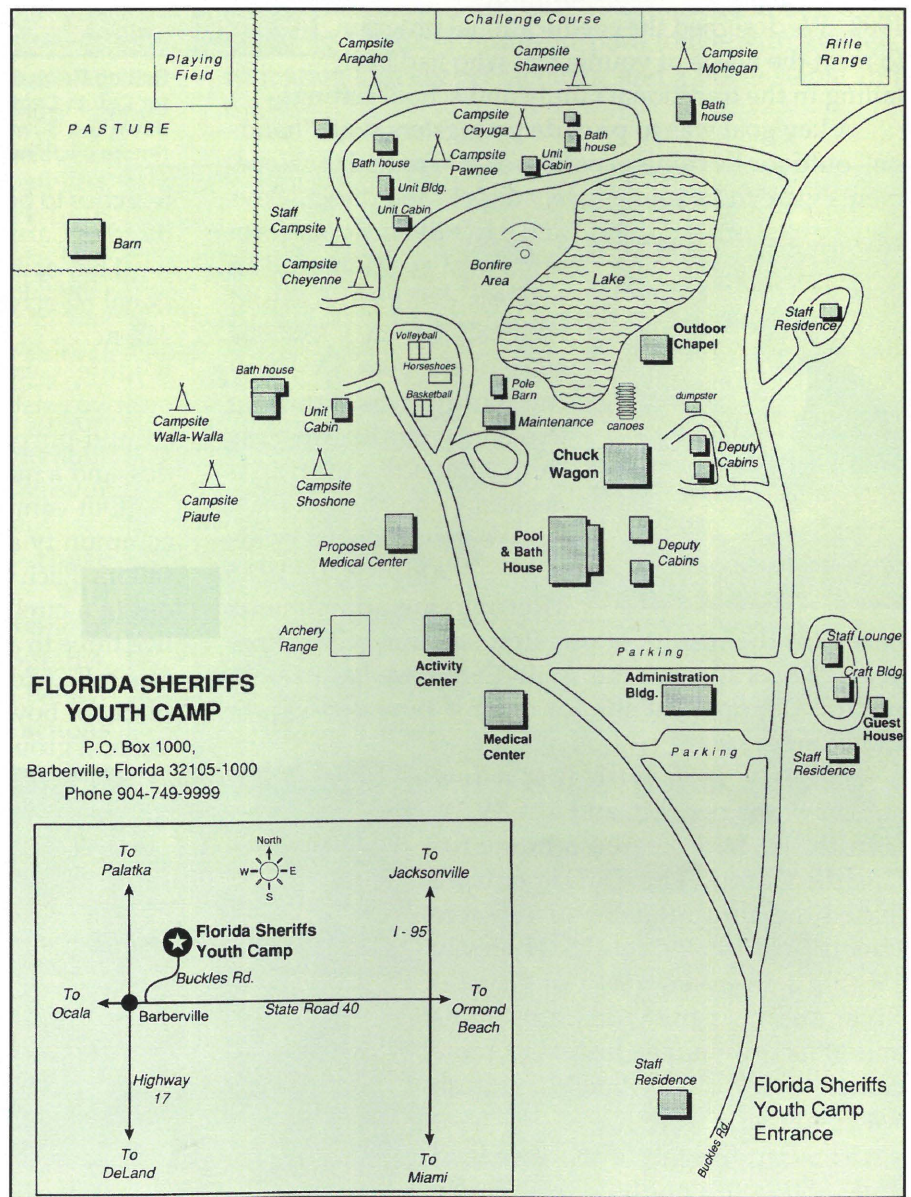
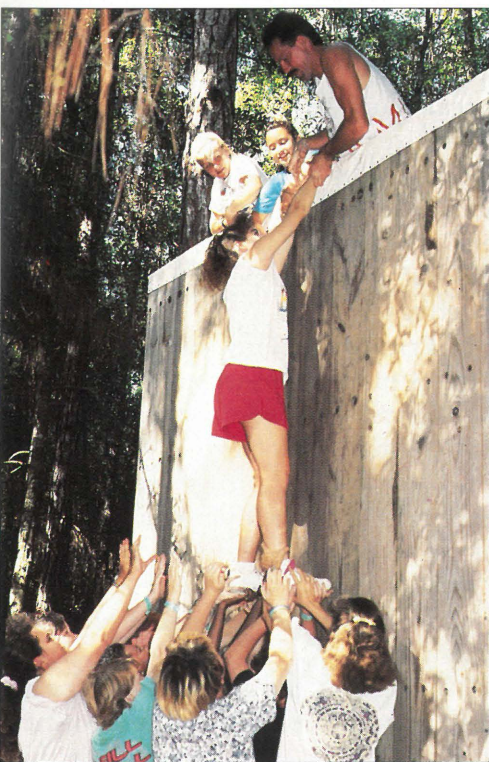


tween our counselling staff and the young people. These relationships help to work miracles in the boys and girls overall attitude and self-esteem.

The Youth Camp staff includes Deputy Sheriffs who volunteer their time each year, as well as mature young adults such as school teachers and college students who direct programs and serve as counsellors.

The youngsters' most unique experience is getting to know the law enforcement people behind the badges in an informal setting. The reality of the camp's slogan, "Law Officers Are Your Friends," is evident in the tearful good-byes shared at the end of each session.

The Florida Sheriffs Youth Camp received national accreditation from the American Camping Association in 1992.



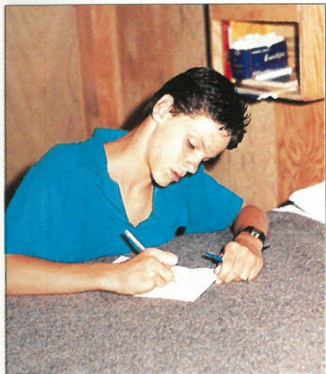
Caruth Camp — Inglis/Yankeetown

Our expansion in the 1980s focused on youngsters in crisis situations we still weren't reaching through our Youth Ranches programs and services. These boys and girls were too troubled to fit into our regular residential or youth camp programs.

Our newly-acquired Youth Camp facilities gave us a perfect setting to address the needs of these youngsters, an opportunity for them to work out their problems before they got into serious trouble with the law or otherwise destroyed their lives.

The Youth Ranches introduced its first year-round Wilderness Camping Program in 1982. We designed the coeducational program to meet the needs of youngsters who had been failing in the traditional family and school settings.

A key goal was to provide youngsters with "hands on" outdoor learning experiences where their achievements were more immediate, tangible and direct. Boys and girls lived in platform tents and participated in projects designed to build their self-esteem. By the close of the year, we knew this Wilderness Camping Program could address their special emotional needs.



We re-introduced Wilderness Camping in 1985 after making adjustments

based on the results of our first session. After three years of operations at the Youth Camp, we began looking for a permanent site for what is now our Caruth Camp program.

In early 1986 with just a few strokes of the pen, Mr. and Mrs. W. W. Caruth, Jr., had created a home for Caruth Camp. The Dallas couple leased the Youth Ranches a 185-acre tract of land located on U.S. Highway 19 about 14 miles north of Crystal River and near the villages of Inglis and Yankeetown. The lush land came complete with a large house and fresh water spring.

The Caruth's gift of rent-free land and \$50,000 enabled the Youth



Rafting Down the Suwannee River — Learning survival skills is fun for Caruth Campers. They designed, built and then floated this raft down the Suwannee River during one of their many field trips. (Photo by John Moran/Gainesville Sun)

Ranches to begin work readying the site for youngsters. By 1988 Caruth Camp had welcomed its first boys.

That same year Georgia Pacific donated an additional 60-acres of land increased the Caruth campus to 242-acres of lush underbrush and native plants and wildlife. Generous donors also funded construction of our two existing campsites, an administration building, a multi-purpose center with kitchen and shower facilities, and a maintenance/vocational center.

Our campsite designs help to increase the spirit of community and teamwork among the boys and counsellors. Each site has five wood-frame rustic cabins, laid out in a circle and joined by a wooden walkway. Boys live three to a cabin. One cabin houses the staff counsellors called "chiefs." The remaining cabin is a gathering place for boys and staff and equipped for limited cooking and group meetings.



Primitive living conditions help "tune out" routine urban life. There are no televisions or radios which can distract from the problem solving process and separate actions from consequences. Group activities such as field trips, scouting, team sports and nightly "Pow Wow's" (campfire sessions) quickly become favorites with the Campers.

The boys gather around the campfire each day as darkness falls to share their thoughts. They take pride in their

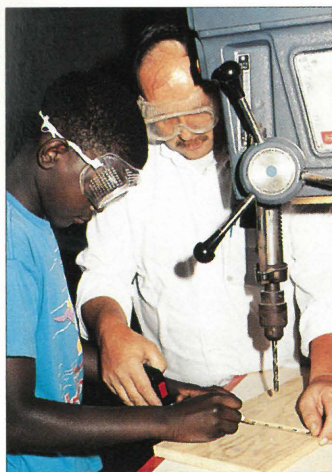


accomplishments, success in overcoming their problems and acquire a deep sense of satisfaction in what they have achieved with the help of their friends.

The boys soon learn basic survival skills including how to read, write and work with numbers. Learning is something that can happen anywhere at Caruth Camp. The campus offers a unique schoolroom that fans over acres and acres of woods, ponds and a flowing spring.

The boys' days are filled with woodworking and building projects, daily chores, chapel, group interaction and problem solving. Daily lessons in self-discipline, responsibility and teamwork help the boys overcome their emotional handicaps, learning disabilities or behavioral problems. There are also informal group meetings throughout the day whenever problems arise.

Many of these youngsters will "graduate" to one of the Youth Ranches regular residential programs. However, a boy must first master his own behavior and accept responsibility for his own actions before taking this step.



the Youth Ranches regular residential programs. However, a boy must first master his own behavior and accept responsibility for his own actions before taking this step.

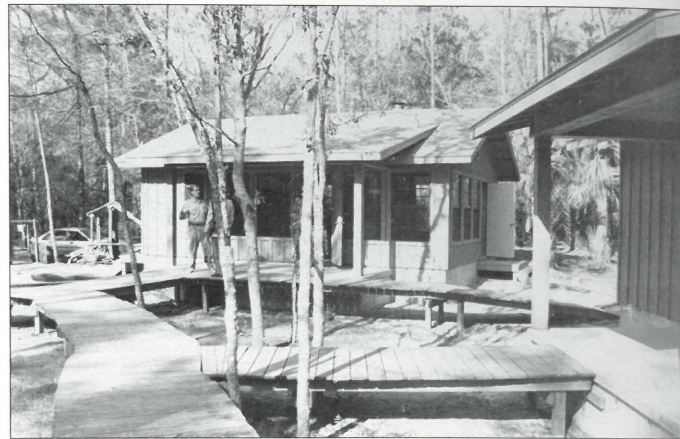
Florida Sheriffs Caruth Camp

Caruth Camp Campsites

- 1988 Florida State **Moose Campsite**
- 1991 Raymond and Myrtle **Whitaker Campsite**
- Four additional campsites are planned for Caruth Camp.

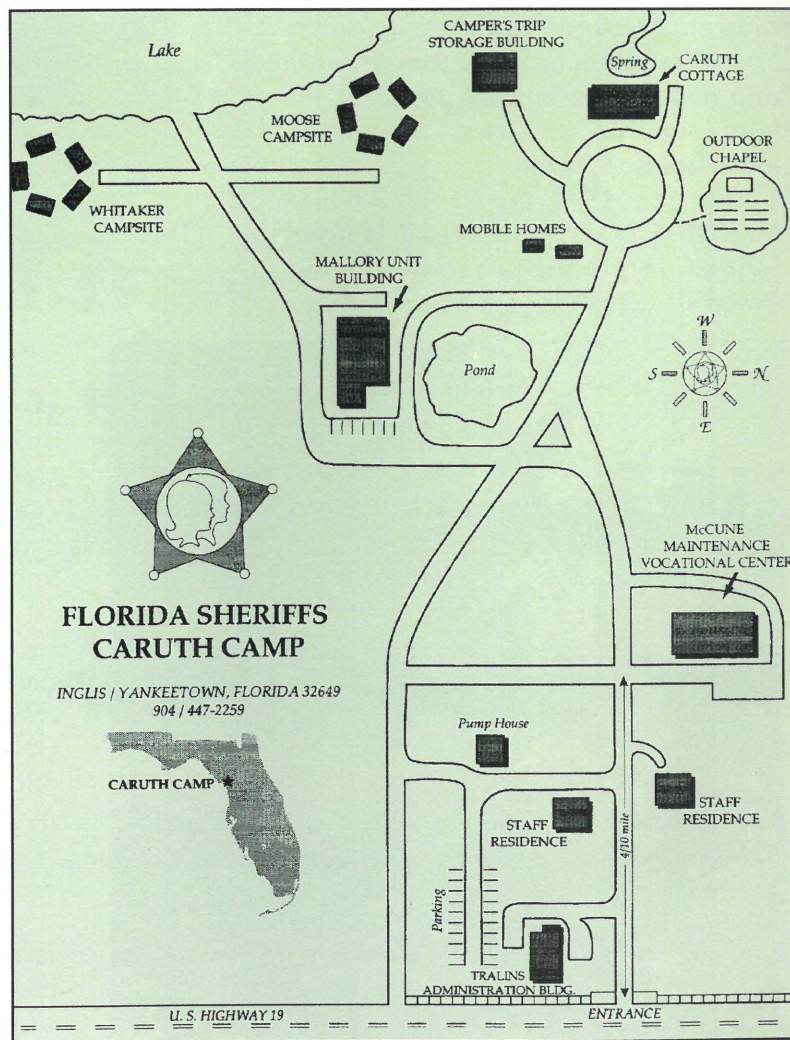
Caruth Camp Buildings

- 1987 W. W. Caruth **Spring House**
- 1987 The Sonya **Tralins Administration Building**
- 1989 Roger P. **Mallory Unit Building**
- 1990 Frank and Mae **McCune Maintenance/Vocational Center**



The Youth Ranches hopes to open this wilderness program to girls in the near future. Caruth Camp currently serves only boys due to limited housing and living quarters.

Future development plans call for additional campsites and separate unit buildings for a total of 54 boys and girls. Expansion will also include a separate Learning Center, a multi-purpose lodge with kitchen, recreation and chapel facilities, and a horse stable and trails.



Youth Ranch — Bradenton/Sarasota

Today an average of 1,200 boys and girls daily benefit from the Youth Ranches comprehensive services. Programs designed to salvage young lives and reunite troubled families. Despite our efforts to serve as many boys and girls as funding permits, our waiting lists continue to grow.

The Youth Ranches is always searching for ways to increase its outreach. We continue to make our services and residential child care programs more accessible to Florida's children and families in need of help.

The newest addition to the Youth Ranches family — Youth Ranch-Bradenton/Sarasota — provides us with the opportunity to better serve southwest Floridians. The Youth Ranch sits amidst 60-plus acres of wooded, country terrain in eastern Manatee County.

It was originally founded in 1984 as the Manatee River Youth Ranch. The joint efforts of the Kiwanis Club of Bradenton and Manatee County Commissioners brought the program into reality. The county provided the land for the program through a lease/license agreement.

Early in 1991, the Ranch's Board asked the Florida Sheriffs Youth Ranches to incorporate the program into our statewide network of child care facilities.



After a series of meetings with Manatee's County Commissioners, the agency agreed.

The merger and legal transfer of the 99-year lease/license occurred on September 3. The Florida Sheriffs Youth Ranches assumed responsibility for the former Manatee River Youth Ranch and the ten boys in residence on October 1.

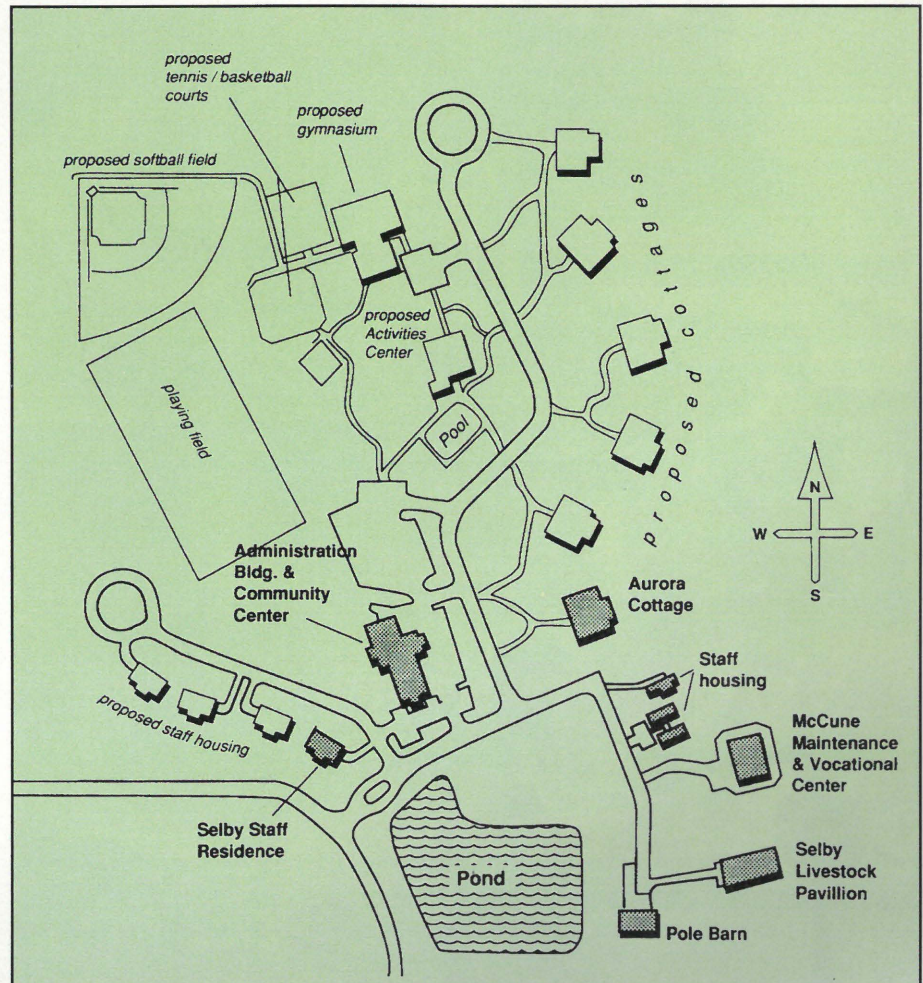
The Ranch's existing facilities included a residence cottage, an unfinished administration building, a mobile home and a horse pavilion. The Youth Ranches has already made major improvements to the Ranch campus.

In early 1992 work began to finish the administration building and community kitchen. Later in the same year two major donations in 1992 funded the construction of a staff residence and maintenance/vocational center. The maintenance/vocational center allows boys the opportunity to learn basic mechanical, electrical and woodworking skills.

Currently, the Youth Ranch is home to ten boys but there are plans to expand the enrollment to accommodate 60 troubled youngsters with a total of six residence cottages. In addition there are plans to add a multi-purpose activities center for education, chapel, and recreational activities and a dual-purpose basketball/tennis playing court.

This Youth Ranch may join the Youth Ranch at Safety Harbor and the Youth Villa near Bartow as our third co-educational facility. However, until additional facilities are completed, it will remain a home for troubled boys — boys with bad breaks who are getting a second chance to straighten out their lives.

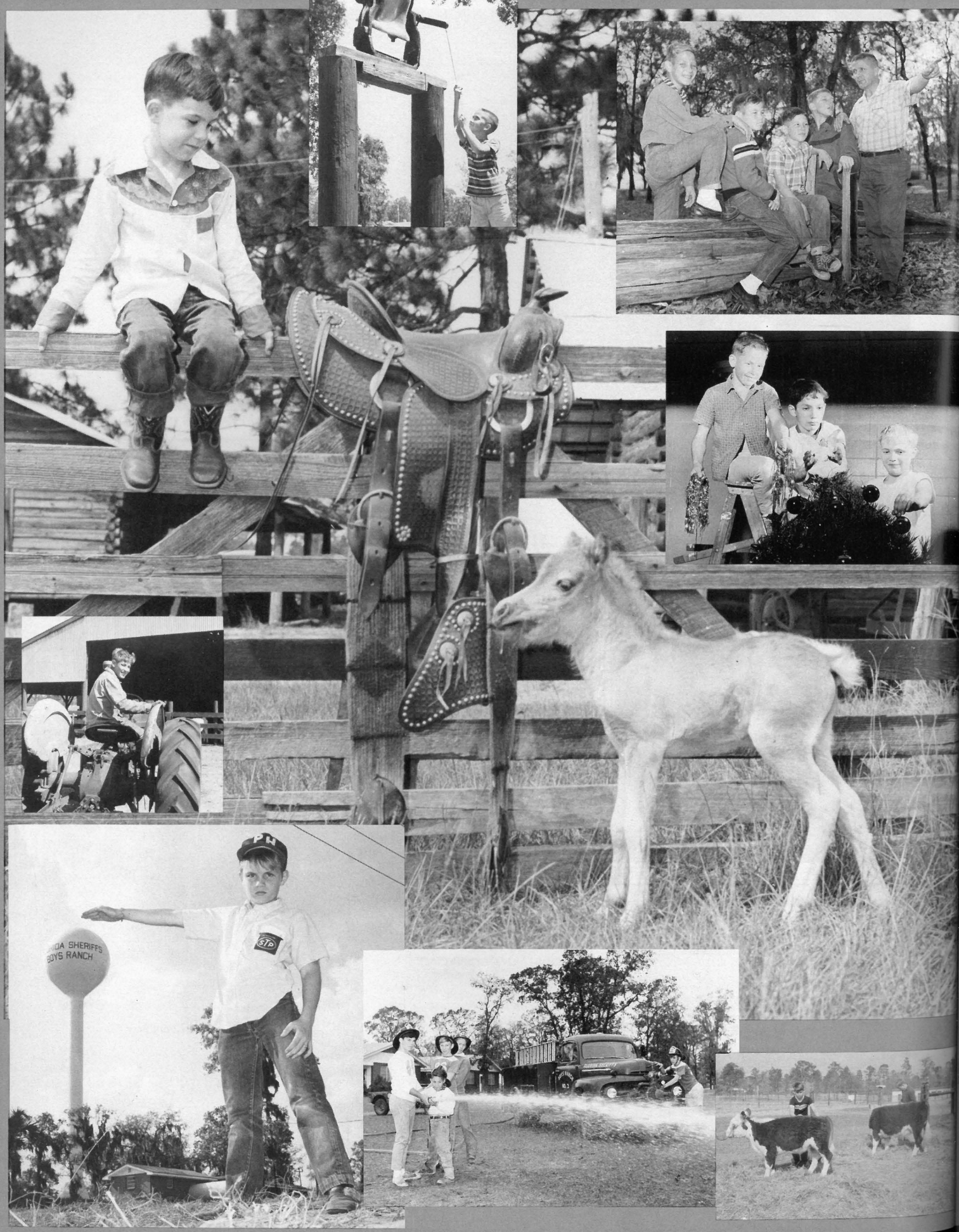




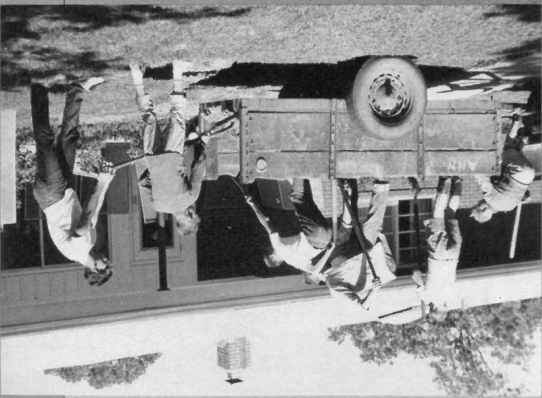
Youth Ranch—Bradenton/Sarasota — Youth Cottages
 1989 **Aurora Cottage**
 *Five additional Youth Cottages are planned for this campus.

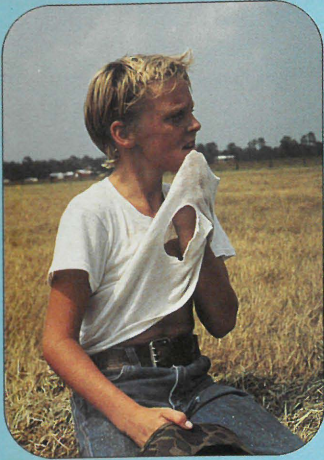
Youth Ranch—Bradenton/Sarasota — Buildings
 1989 **Selby Livestock Pavilion**
 1991 **Administration/Activity Building**
 1992 **McCune Maintenance/Vocational Center**
Selby Foundation Staff Residence
 *Activities, recreational and learning center facilities as well as additional staff residences are planned for this campus.

FLORIDA SHERIFFS YOUTH RANCH - Bradenton / Sarasota
 P. O. Box 9571, Bradenton, FL 34206
 Phone (813) 776-1777



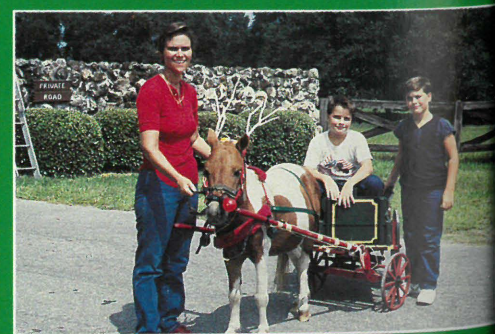
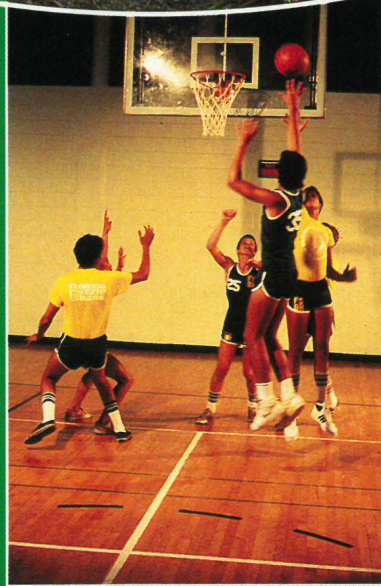
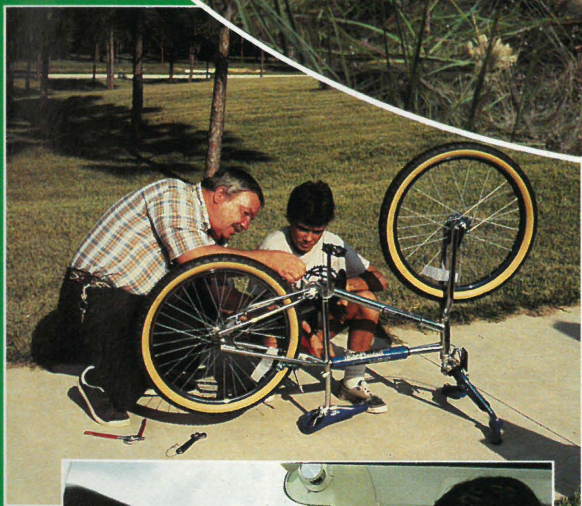
HIGHLIGHTS

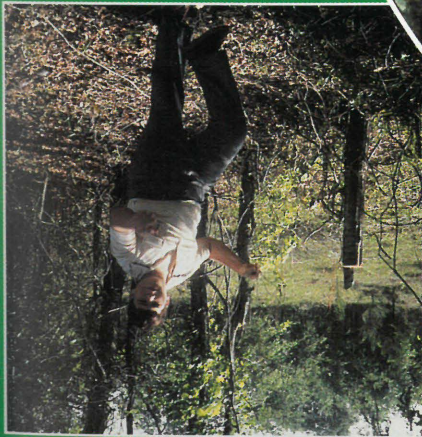
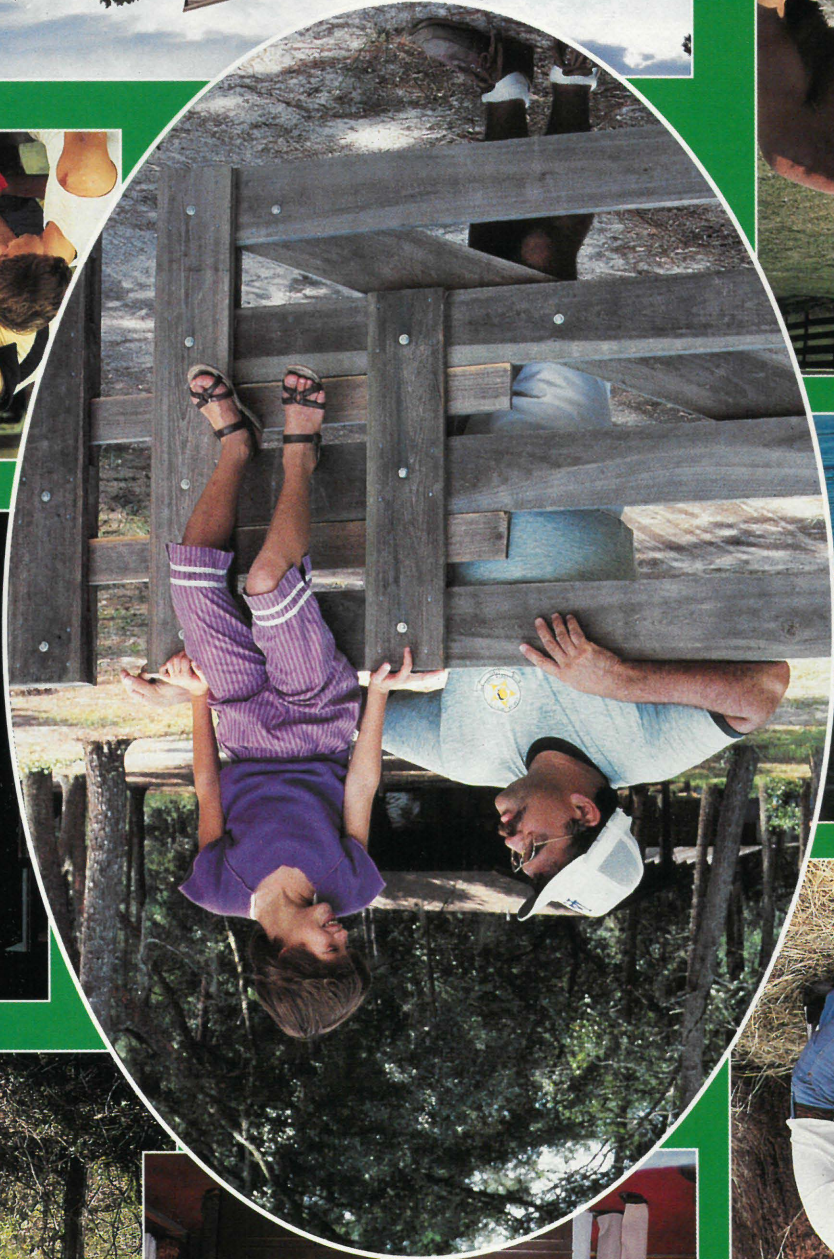
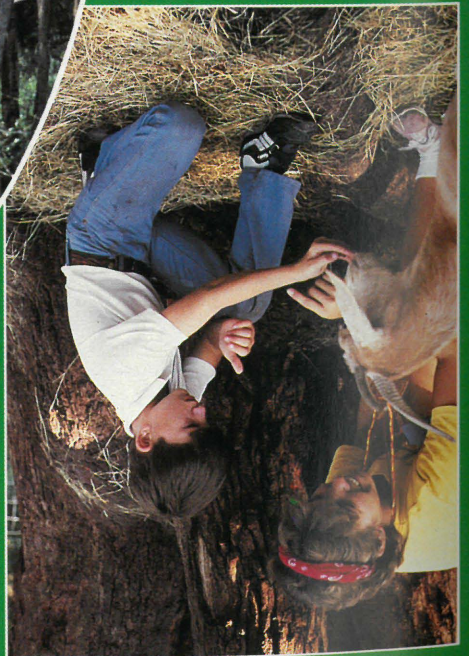
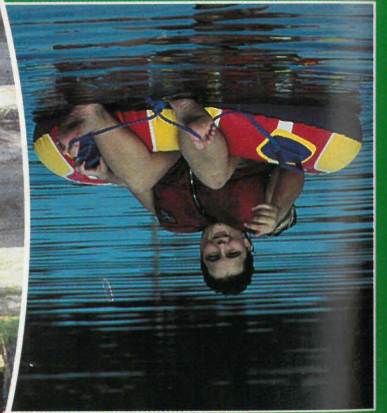
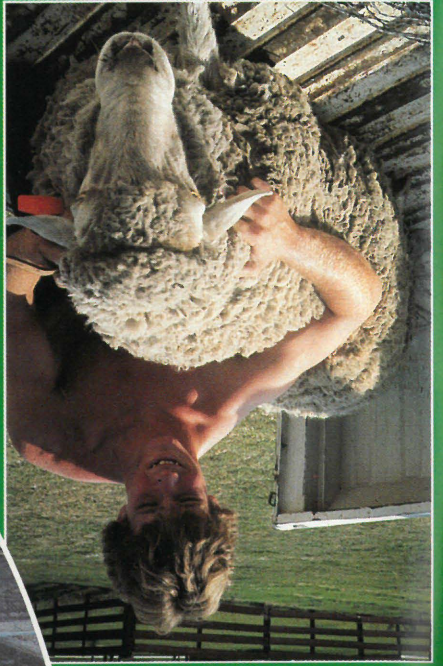




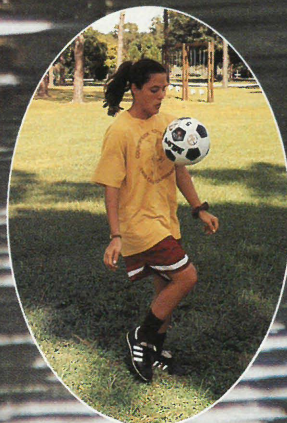
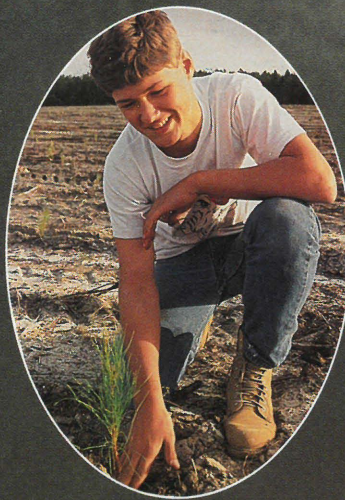
HIGHLIGHTS







1990's PHOTO HIGHLIGHTS



Strategic Planning for the 90's

We live in an era of rapid change. Just 35 years ago the Florida Sheriffs Youth Ranches was little more than a dream of two hard-nosed Florida Sheriffs. They had a vision of salvaging young lives before they headed down the wrong road. Today that dream is a thriving reality. The Youth Ranches provides counseling and residential services for approximately 1200 troubled boys and girls on a daily average, throughout a given year. It has a statewide network of six child care programs and regional field offices located throughout Florida.

In 1989, the Youth Ranches Board of Directors, weighing the rapidly changing environment of the child care industry and the increased demand for Youth Ranches services, launched a futuristic study to map out its vision and plans for the 90s

A special task force was given the job of evaluating the Youth Ranches programs. The members included the Youth Ranches Board of Directors, Florida Sheriffs, community educators and leaders and our staff throughout Florida. In addition, child care specialists, licensing agencies, internal auditors, legislators and judicial specialists participated in the nationwide survey. They found the Youth Ranches program is making a difference in the lives of youth. They also concluded it is worthy of the trust of its thousands of contributors, whose gifts provide the life-blood for our superior statewide network of programs for youngsters.

The result of this extensive study outlines the 14 emergent issues facing the Youth Ranches in the 90s. The report addresses youth services, administrative services, financial development, fiscal management, personnel and public relations. Also examined: the Youth Ranches relationship to its sponsor, the Florida Sheriffs Association.

Florida and national child care specialists reaffirmed that the 90s will be a time of rapid change and specialization. Our new focus on aftercare in youth and family services continues to be critical to our success. Caruth Camp's Wilderness Program and our highly successful Summer Camping Program, display our willingness to successfully adapt our services to the needs of the future. The Youth Ranches improvement of youth services will continue to focus on planned program growth. This includes reduced

caseloads for Unit and Family Social Workers, as well as reducing the census in our cottages, and emphasizing vocation exploration and education.

Steps have been taken to reduce the cost of insurance. In 1992, its workers compensation premiums were reduced by almost \$50,000. The Youth Ranches has expanded its safety training for staff and residents

and restricted high risk activities that could result in injuries and accidents. Ways to lower the health insurance cost and premiums are being examined, and a risk management program is under development.

The Youth Ranches Foundation is exploring new ways to generate additional financial revenues and resources. Planned giving programs, corporate and foundation grants and endowment programs will all play a major role in stabilizing the cash flow in the coming decade.

Fiscal management issues include an increasing emphasis on the sale of real estate held for investment purposes. Non-cash gifts and retailing ventures are being utilized

to generate additional income. We have also begun exploring additional funding available through HRS and the Department of Education.

Personnel issues include: replacement of key retiring personnel, offering competitive salaries, increasing staff orientation and in-service training. Steps are now underway to comply with new federally mandated legislation on equal opportunity and access in the workplace such as the Americans with Disabilities Act.

Public Relations continues to play a major role in the Youth Ranches planning. The 90s will see expanded efforts made to inform and enlighten our donor family and public — telling the story of our boys and girls and their successes in our programs.

With our goals more clearly defined, we are finding means to process implementation of Strategic Planning. Some issues, initially rejected or postponed, are pending future review. The goal of developing a new level of success for the Youth Ranches is well underway. We have identified issues critical to our future and the plans to bring them into reality. Strategic Planning has given us a roadmap to help the Youth Ranches successfully navigate the coming decade.

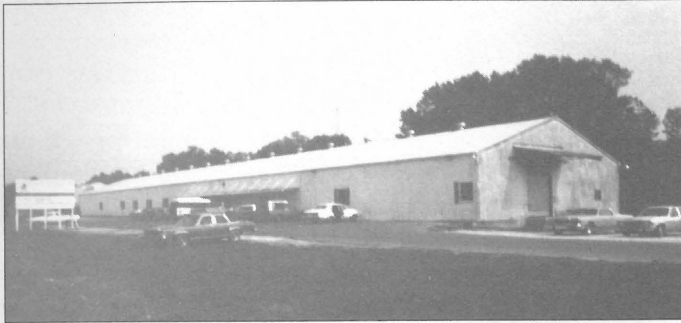


Opportunity Stores

Over the years, the Youth Ranches has accepted an amazing variety of non-cash gifts — cars, trucks, boats, horses, furniture, clothing, appliances, jewelry, antiques, etc. Many of these items go to our child care programs. Surplus items are sold at auctions and rummage sales.

These sales developed into a valuable source of revenue. They became so well attended despite our remote rural location, that we decided to make our retailing more accessible. The Youth Ranches Opportunity Stores were created to help us sell this surplus merchandise.

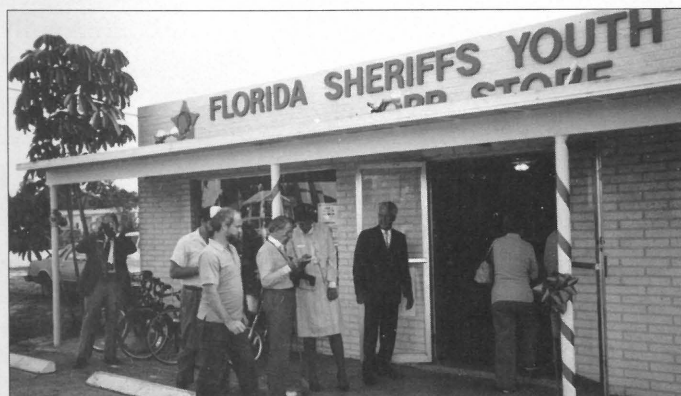
The first Opportunity Store opened for business in Live Oak early in 1987. Open six days-a-week, the store quickly proved an invaluable aid in converting surplus non-cash gifts into urgently needed cash. The enthusias-



Opportunity Store #1, in Live Oak, opened in early 1987, with 15,000 square feet of retailing floor space and 9,600 square feet of storage.

tic response from bargain hunters encouraged us to open a second outlet. Opportunity Store #2 opened in Stuart during December, 1989. Like its forerunner in Live Oak, it received excellent support throughout the area. Our third Opportunity store opened in Crystal River in October 1991.

Opportunity Stores also accept non-cash donations as do our other Youth Ranches locations throughout the state. If you are unable to deliver your donation, you can make arrangements to have your gift picked-up by call-



Opportunity Store #2, in Stuart, opened in 1989, with 3,500 square feet of retailing floor space and 1,500 square feet of storage.



The Opportunity Stores wide selection of merchandise and low prices make them a bargain hunters paradise.

ing our nearest office.

Sorry, we cannot accept dogs, cats, exotic animals, birds or other types of pets. We always have a ready supply of these animals. However, the list of what we do accept is so long it defies description. It ranges from horses and cows to trucks, cars, boats, farm machinery, building materials and real estate.

We will give you a non-cash receipt to document your gift, but we cannot give an appraised value. Donors should determine the appropriate value of a gift through consultation with accountants, attorneys, or appraisers. There are new Internal Revenue Service rulings that apply to non-cash gifts valued over \$5,000 (excluding marketable securities). If you are planning to make a gift, we will meet with you and your advisor to help you prepare the paperwork involved in securing a charitable deduction.

The non-cash gifts sold in our retailing ventures have always been an important factor in sustaining the momentum of the Youth Ranches progress. In fact, the first gift we received at the beginning of the Youth Ranches saga in 1957 was a non-cash item. It was a piece of Suwannee River Valley property upon which the Boys Ranch now stands.



Opportunity Store #3, in Crystal River, opened in 1991, with 15,000 square feet of retail and storage space.

Going . . . Going . . . Gone

Auctions . . . etc.

In the beginning, we were able to use almost every non-cash gift we received. After a while surplus developed, and we began to store items for later use. Soon we ran out of storage space.

In the 1960s we experimented with Boys Ranch auctions to market some of our surplus. The auctions were so successful we built a large central warehouse next to the Boys Ranch. The warehouse provided safe, adequate storage for non-cash gifts as well as a comfortable setting for bargain hunters.

Today, "big ticket" items like cars, trucks, furniture and antiques and valuables come up



for sale at our quarterly auctions. We also auction off horses, cows, farm machinery, and other items.

The same basic principle applies to all non-cash gifts. We keep everything we can put to use in our child care programs and sell only the surplus.

The volume of non-cash gifts is amazing. We are now using over \$200,000 worth of clothing, furniture, motor vehicles, etc., annually in our Youth Ranches programs. Fortunately, thanks to our donors generous "in kind" gifts we have a surplus to operate

our Opportunity Stores and Auctions.

"Fun-Raising . . ."

FUND RAISERS

How far do our loyal supporters go to help us raise funds for the Youth Ranches boys and girls? They go to jail, swim the ocean, bike cross country, run the marathon, sponsor golf tournaments, and a host of



other inventive events throughout the year. Golfers have raised thousands of dollars in special charity tournaments such as the Youth Villa Classic and the SunBank Women's Open. The Great Floridian Triathlon annually benefits our

programs as does our Caruth Camp Bike-a-thon and Bowl-a-thons.

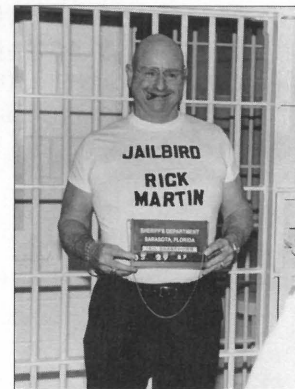
Our sponsoring Sheriffs may have locked-up the most ingenious twist — "lockdowns". They get supporters in their county's to donate money to spend a night locked-up in jail. For Sheriffs, it is a chance to put their new jails through a trial run. Youth Ranches supporters help Sheriffs make certain all the equipment is working properly before the real



inmates arrive. For donors it's a look behind the scenes and a way to raise money to help prevent youngsters from ending up behind bars.

A state prison convict sent us money and a note. "If there had been a Boys Ranch when I was growing up, I might not be where I am today."

For 35 years we have benefited from an endless variety of gifts and givers. Bruised and battered professional wrestlers slam each other in the ring and send the profits to us. An elderly widow sold her diamond ring, a treasured memento of a long marriage, and gave the money to us. She wanted this most precious keepsake to continue the work that was so close to both their hearts while her husband lived. The two started a family by adopting two homeless boys.



We could write a book — volumes in fact — about the generous people who support us with gifts and services. Our survival depends on the voluntary gifts graciously provided by our loving donor family. We continue to search in vain for adequate words to describe how deeply we are indebted to them.

Reaching for the future

The Youth Ranches Foundation

By any measure, the Youth Ranches programs are a stunning success. Few charities have achieved as much in such a short period.

Yet viewed from another perspective, the Youth Ranches is remarkably fragile. Its future lies in human hearts. Despite its previous accomplishments, the Youth Ranches is only as strong as its ability to attract new resources and friends. As the Youth Ranches has grown, so have the dimensions of the task.

Recognizing this need, in 1986 the Youth Ranches Board approved the creation of a separate legal entity, the Florida Sheriffs Youth Ranches Foundation, Inc. It provides the Youth Ranches with critical fund raising, fiduciary and business management skills.

Though legally separate, the Foundation exists solely for the benefit of the Youth Ranches. Its mission, using marketing and public information programs, is to secure funds to provide for the orderly growth and development of our child care programs.

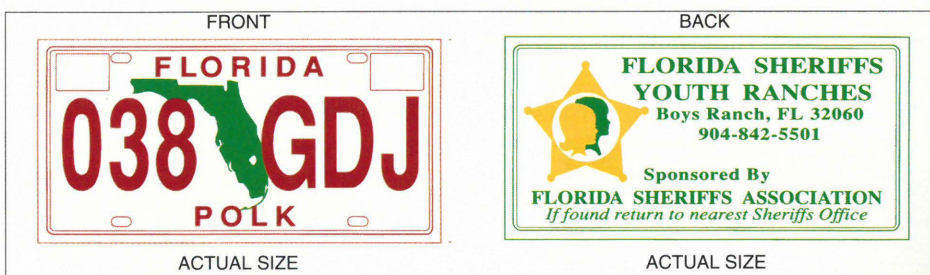
The Foundation's 15-member board is responsible for managing, investing and distributing those funds under the highest standards of prudence and professional care.

The Foundation is expected to assume additional responsibility for the Youth Ranches fund-raising activities. This includes any business ventures which it may choose to operate on the Youth Ranches behalf. Initially, the Foundation has focused its efforts in three primary areas. They are corporate and foundation major gift support, charitable gift planning, fiduciary support, and endowment gift support.

One of the initial actions taken by the Board was to apply to the Internal Revenue Service for 501(c)(3) status. This makes gifts to the Foundation deductible for income tax purposes. More recently, the Foundation launched its successful miniature key tag project aimed at increasing the donor base and future funding.



There's an old adage — "There's always room for one more." — but it simply doesn't apply at the Florida Sheriffs Youth Ranches where quality child care is being provided. We believe to over-enroll is to provide room and board and little else. When a child leaves such a program, he or she is still much the same as before — just older and bigger.



Board of Associates are "friend raisers"

The child care programs of the Florida Sheriffs Youth Ranches are blessed by hard-working friends throughout the state. A large share of the credit for our favorable public opinion belongs to the Boards of Associates that function as "friend raisers" rather than fund raisers.

Each residential care program has a Board composed of local citizens who qualify as opinion holders and molders. These carefully selected Boards help us maintain open lines of communication with the public and serve as goodwill ambassadors for the Youth Ranches.

To help them achieve their mission, we try to acquaint them thoroughly with our programs. This orientation

includes a brief history of our programs, introductions to our staff and most of all our children.

Experience shows us when we perform our orientation conscientiously, better public understanding and acceptance of our programs just naturally result.

The Boards are advisory and supportive. We do seek their advice on major issues confronting the Youth Ranches, even though they have no policy making power which rests with the official Youth Ranches Board. Their contribution gives us a potent public relations punch in communities across the state.

Gifts of Love Keep us Going ... and Growing

For more than 35 years, friends of the Florida Sheriffs Youth Ranches have dedicated themselves to a single goal: preventing juvenile delinquency. The Youth Ranches provides a positive program of help and hope for those youngsters most at risk — boys and girls from broken home backgrounds. Without the Youth Ranches, many of these youngsters would become victims of their tragic home and street environments. Almost inevitably, they'd later join the ranks of society's misfits, the chronically unemployed, or the criminal population.

Yet, thanks to the generous support of friends who care deeply about the future of Florida's children, the Youth Ranches has successfully redirected the lives of thousands of hurting youngsters throughout Florida. This distinguished record of accomplishment benefits all of Florida's citizens. A record we protect and encourage today.

The Youth Ranches' need for endowment and charitable giving is particularly acute. In contrast to many charities, the Youth Ranches receives less than 1 percent of its revenues from fees or services. We serve low income youth and families who cannot afford the actual cost of care and counselling they receive. So, we depend almost entirely upon the loving compassion of our donor family to support our current program operations. Income from endowments and other planned giving programs provides a steady predictable cash flow. It helps correct for seasonal or other economic factors which cause cash flow problems.

One of the major tasks in the 90s will be to secure sufficient principal so annual endowment income will fund 50 percent of the Youth Ranches operational costs. Many of our friends have thoughtfully made provisions for us in their financial and estate planning.

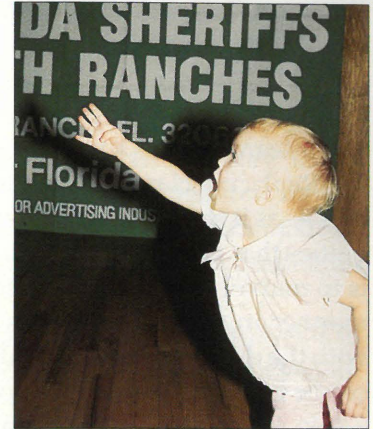
Donors who believe in the Youth Ranches and want to further our work can help even though they have other obligations. There are several ways for those who would like to but feel they can't afford to give to our programs.

Charitable Gift Annuities — allow a donor to make a gift to the Youth Ranches and receive annual payments for life. The annuity payment one receives is based on the amount of the gift and the age of the donor when the gift was made. The older the donor the high-

er the gift annuity rate (up to 12 percent annually). A portion of the gift is immediately tax deductible and a portion of the periodic payment is tax-free during normal life expectancy.

Life Estate Agreements — allow donors to transfer title to their home or property to us as a charitable gift now. Yet, they keep their right to live there and use the property for life. A tax deduction is available in the year of the gift.

Charitable Remainder Trusts — Many donors would like to make a sizeable charitable gift now, but need the income their capital earns. Two programs, the Charitable Remainder Annuity Trust and the Charitable Remainder Unitrust, both provide a donor with income for life based on the fair market value of their gift . These methods can also save estate taxes and probate costs as well as substantial income taxes.



These are just some of the Youth Ranches varied planned giving programs. The variety enables donors from all walks of life to help redirect the lives of our boys and girls in our programs. For more information, simply fill out the coupon below and mail it in the postage-paid envelope found in this magazine.

Please send literature about: Address inquiries to:

- Wills
- Gift Annuities
- Pooled Income Fund
- Endowment Fund
- Trusts
- Other _____
- Visit me when you are in my area.

Office of the President
Florida Sheriffs Youth Ranches
Boys Ranch, Florida 32060
Phone (A/C 904) 842-5501

Name _____

Address _____

City _____ State _____

Zip _____ Telephone No. _____

The proper form for a bequest is as follows:
I bequeath to the Florida Sheriffs Youth Ranches, Inc., Boys Ranch, Florida, 32060 . . .

Harry K. Weaver's retirement scheduled for October 1, 1994

By Carl Stauffer
Editor of *The Rancher*

No one is indispensable. That's what I tell myself when I try to imagine the Florida Sheriffs Youth Ranches organization without Harry K. Weaver as its President.

It's a struggle, but I've got to get used to the idea because the unthinkable has become the inevitable. Yes, after 32 years at the helm, Harry K. Weaver has announced that he is going to retire on October 1, 1994, and a search for his successor has already begun.

Replacing Harry is going to be a long drawn out process — as it should be, considering the weighty responsibilities that go with the position — but my first reaction is to marvel at the contrast between the hasty desperate manner in which Harry was hired in 1961, compared with the deliberate and carefully-structured way his successor is being chosen right now.

In 1961 I was field secretary for the Florida Sheriffs Association and actively involved in helping to develop the Florida Sheriffs Boys Ranch, which the Association had founded four years earlier as a home for worthy, needy and neglected — but not delinquent — boys.

The project had gotten off to a good start as a bold unique effort to give troubled youngsters a new start in life. However, due to staffing problems, it had gotten into deep, deep trouble, and Florida's Sheriffs were desperately looking for a leader to get it back on track.

In the midst of this crisis, I found Harry K. Weaver,



A talented pilot, Harry's skills have afforded him opportunities to spend more time with the programs, donors and his family by reducing his travel time.

a personable, young U.S. Probation Officer with a degree from Florida State University and experience in vocational education. We were both living and working in Tallahassee, and over a period of many months, I persuaded him to apply for the Boys Ranch administrator's position. (Actually, he was quite wary, and it took a whole year to break down his reservations about budgeting, and clear lines of authority.)

On the day that he said "I'll consider it," Sheriff Ed Yarborough, a Boys Ranch trustee, happened to be in Tallahassee, and I arranged for him to meet Harry.

Somehow, after Ed had talked to Harry for a short time he got the hunch that this was our long-sought "rescuer", and in the aggressive manner peculiar to Sheriffs, whisked him forthwith to the Boys Ranch for some serious consultations. There, with help from other Boys Ranch trustees, the hiring of Harry became a done deal.



In early 1962 Harry Weaver (right) helped to expedite construction of Boys Ranch facilities.

"Why I took it I don't know."

Recently when he was reminiscing about the "deal," Harry shook his head in disbelief. "I took the job on a handshake," he said, "... no contract, no letter of intent, no retirement plan, no health insurance, and so forth..."

"Why I took it I don't know, because I left a relatively secure position I also liked and went to a position with less salary and endless hours."

Harry recalled that his family and his boss said he had lost his mind. To this day he seems to have difficulty understanding his deci-

sion, but he still remembers a convincing statement made by "a long-time, crusty, hard-nosed, old-line, law enforcement centered Sheriff" who said: "We Sheriffs need to get the hell out of trying to run a child care facility and turn it over to somebody else. Let's run it with the help of professional people. Let's get the credit for its success and not for its failure or demise."

No one, including Harry, knew it at the time, but the whirlwind hiring procedure that put him in charge of the Boys Ranch proved to be a vital turning point.

With Harry at the helm, the "sinking ship" was not only salvaged, but eventually became the "flagship" in a statewide flotilla of group child care facilities under the banner of the Florida Sheriffs Youth Ranches, Inc.

Details of the Youth Ranches success saga can be found elsewhere in this 35th Anniversary issue of *The Rancher*. Therefore, a few figures from the files should suffice here to reveal the saga's dramatic dimensions . . .

In 1960, just before the "Weaver era" began, the Boys Ranch budget totaled \$209,043 and it has been estimated that the net worth was less than \$500,000.

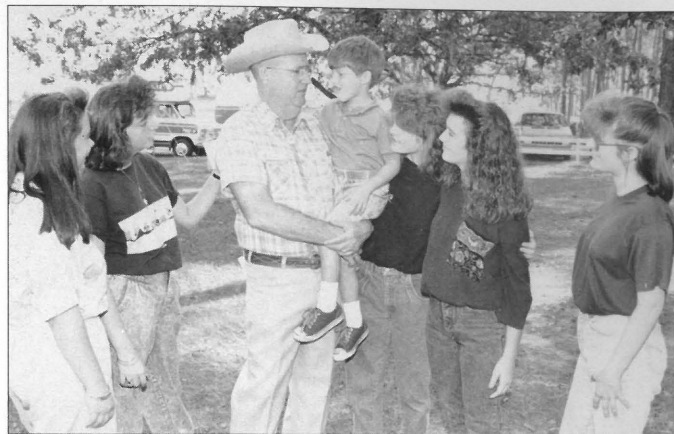
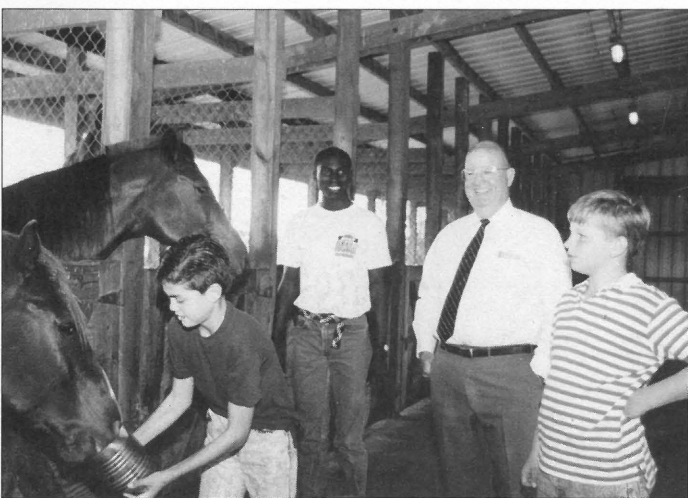
In the fiscal year that ended September 30, 1992, the operating budget for the Florida Sheriffs Youth Ranches totaled \$10,422,761 and the net worth \$20,833,413.

Credit for this amazing growth belongs to many people, including hundreds of staff members past and present, sponsoring Sheriffs, as well as thousands of generous donors, but Harry Weaver's leadership is the catalyst that made it all possible.

The search for a successor

That being the case, how does one replace this man who has played such a vital role in the Youth Ranches pageant of progress?

The answer is: one does it cautiously, carefully, and even prayerfully — proceeding with deliberate prudence in order to avoid any sudden jolts that might interrupt the forward momentum of "Florida's Charity for Florida's Children."



With these basic principles in mind, a President's Transition Task Force has been organized to carry out a three-fold process. Included in the task force is a Search and Screening Committee comprised of key Youth Ranches management personnel appointed by the Youth Ranches Board of Directors. This committee has been evaluating a large number of potential candidates and narrowing the field to ten.

Currently a Selection Committee composed of Youth Ranches Board members and Sheriffs is evaluating the front-runners by conducting extensive background checks, reviewing professional profiles and conducting on-site interviews.

The goal of the Selection Committee is to recommend the top three applicants to the FSYR Board in February 1993, and the Board's objective is to choose a new President before August 1993.

If this schedule works as planned, the new President will have ample time to resign his or her current position and spend a long orientation period before assuming the office in October 1994, the target date for Harry Weaver's retirement.

It has been estimated the expenses of screening and selecting a new President will total over \$22,150. Payroll, transportation and relocation expenses of the selected candidate during an orientation period has been estimated at \$33,000.

However, a generous grant in the amount of \$33,000 from the Jessie Ball DuPont Fund is covering these expenses and the leadership change is not expected to place any undue stress or strain on the Youth Ranches budget.

Meanwhile, I have found some relief for the emotional stress of Harry's proposed retirement. Harry reassured me recently that he is stepping aside, but not totally out of the picture. He said he will continue to be available for consultation and advice after he has been dropped from the payroll.

Thanks, Harry, my stress level has dropped and I can actually smile again.



Lyndon Johnson was in the White House in 1964 when seven youngsters from the Boys Ranch had their photos taken on the lawn with Press Secretary Pierre Salinger (right). The boys were accompanied by (from left) Pinellas County Sheriff Don Genung, Congressman Don Fuqua, Hillsborough County Sheriff Ed Blackburn, and Boys Ranch Administrator Harry Weaver.

Winging to Washington is a Youth Ranches tradition

Making airborne educational pilgrimages to Washington, D.C. is a Youth Ranches tradition that began in 1964 and has been repeated many times since then.

Seven Boys Ranch youths chosen for their scholastic performance and general excellence made the 1964 trip accompanied by Pinellas County Sheriff Don Genung, Hillsborough County Sheriff Ed Blackburn, and Boys Ranch Administrator Harry K. Weaver.

Their itinerary included a courtesy call at the White House, where they delivered a ten-gallon hat and a Sheriff's badge to President Lyndon Johnson. They also had lunch with Florida's congressional delegation and visited many points of interest.

Similar scenarios have been followed in subsequent



During the 1992 pilgrimage to Washington, eight Youth Ranches boys and girls were photographed on the steps of the capitol with Congressman Pete Peterson, who represents the district in which the Boys Ranch and the Youth Ranches central office are located.

journeys to America's pinnacle of political power — including the tour that was taken by eight Youth Ranches boys and girls in September, 1992.

The Washington pilgrimages in recent years have been sponsored by Green Cove Springs banker/businessman J. P. Hall, Jr. He inherited his interest in the Youth Ranches from his father, the late Clay County Sheriff J. P. Hall, Sr., one of the founders of the Boys Ranch.

After the 1992 trip, the Youth Ranches travelers signed a letter expressing their appreciation for Mr. Hall's generosity. "Everything was exciting," they told him, then added: "Thank you for helping us to learn more about the greatest country in the world, and to get a better appreciation of our democracy."

FLORIDA SHERIFFS YOUTH RANCHES
BOYS RANCH, FLORIDA 32060

Address Correction Requested



NON-PROFIT ORG.
U.S. POSTAGE
PAID
FLORIDA SHERIFFS
YOUTH RANCHES