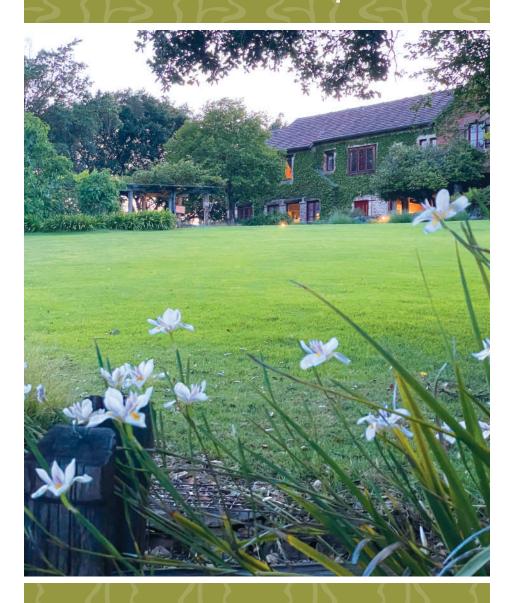
# 2022 Annual Report





# **Embracing Change**



Dear Ranch Friends,

A heartfelt thank you.

The Bishop's Ranch is here today because of your faithful stewardship over so many years. 2022 was a testament to this commitment as The Ranch Community celebrated a milestone anniversary: 75 years of hospitality and community in this beautiful place! The investments you have made in this special place mean future generations will be able to experience and enjoy it as we have. You have sustained us with your prayers, your visits, your loving encouragement, and your financial

support. Together we create the truth that "every day The Ranch exists is a miracle."

As I shared recently, our theme for 2022 was "embracing change, expecting miracles." It seems appropriate that we spent the year both celebrating how far The Ranch has come and also planning for its future. Last year we welcomed the return of many guests for the first time since 2019. While that feels like a return to the familiar, we are acutely aware of how current circumstances continue to challenge us, calling for innovation and flexibility as we move forward together.

Preparing thoughtfully for our future has included developing a new strategic plan. This roadmap starts with Mission Clarity, and encompasses sustainability in the areas of Human Resources, Facilities and Land Management, and Finances. While choices we make in each area will uniquely impact the future of The Ranch, these choices all link intrinsically to our financial stability.

The principal financial challenge we face is to develop a sustainable revenue model for The Ranch. This priority was underscored when 2022 ended with a budget deficit of \$301,286. Even as The Ranch came back to life, the impact of COVID continued. We first began work on a bold new revenue model in 2019. Unfortunately, the pandemic shutdown made it impossible to implement this plan. As a result, our revenue remains similar to what it was in 2019, while operating costs have skyrocketed.

# Expecting Miracles

### 2022 Income Statement\*

Earned Revenue	\$1,400,631
Other Income	\$128,731
Contributed Revenue	\$493,125
Total Revenue	\$2,022,487
Expenses	\$2,322.771
Net Loss	(\$301,286)

As we step into 2023 we are ready to invest in generating more earned and contributed revenue. We are also taking action to make Ranch operations as lean and efficient as possible, while continuing to provide a high level of hospitality. The future of The Ranch will be significantly shaped by the success of these efforts, buoyed by your continued partnership.

What hasn't changed is the reality that The Ranch depends on your support. Year after year you rise to each challenge we face together. Your steadfast support provides the encouragement and resources needed to ensure that the life-changing hospitality of The Ranch remains available to all who visit.

Thank you for your continued dedication to the mission of The Ranch.

Aaron Wright, Executive Director



\*Excludes Capital Campaign Revenue & Expenses.



# Hospitality

Life-changing hospitality is at the very core of the The Ranch's mission. Parish retreats, organizational gatherings, summer camps, and Ranch-sponsored programs and events are the heartbeat of The Ranch. In 2022 this heartbeat grew stronger as more groups and individuals came home to The Ranch post-pandemic. More than ever, The Ranch offers guests a much needed place for respite and renewal.

### 2022 Hospitality By The Numbers

- 4,749 Total Ranch Guests
- 4,469 Overnight Guests
  - 280 Day Guests
  - 485 Guests on Personal Retreats
  - 185 Summer Camp Participants
  - 310 Ranch Program and Retreat Participants
  - 369 Special Event Guests
    - 47 Hosted Episcopal and Other Faith-Based Groups
    - 59 Hosted Non-profit and Organizational Groups
    - 23 Ranch-Sponsored Camps, Programs, Retreats, and Events
- 24,830 Individual Meals Served by The Ranch Kitchen
  - 3,958 Beds made by Ranch Housekeeping





### Facilities & Land

Maintaining and improving Ranch facilities and land is vital to operations, allowing us to continue to be a sacred place of respite and renewal for all who visit. Each year, our team — staff, volunteers and business partners — join together to protect, repair, and restore The Ranch. In 2022, we completed many essential repair and improvement projects, including fire prevention, kitchen upgrades, pool improvements, and more.

### **Projects Completed In 2022**

- · Expanded the wifi network to Harrison House
- · Installed a new domestic hot water system in Harrison House
- · Installed a new hot water heater for our commercial kitchen
- · Installed two new convection ovens in our commercial kitchen
- · Installed a new evaporative cooler for our commercial kitchen
- Completed construction on the Webb attic, installing insulation and closing up wildlife access points
- · Upgraded and restored the main driveway
- · Replaced in-pool lights with energy efficient LED bulbs
- Reduced poison oak and fire fuels on the lower campus and north side of Keepo Canyon with the help of a very special team of fireprevention goats
- Thinned the canopy of trees around Saint John's Meeting House to reduce fire hazard
- · Replaced ten mattresses in The Ranch House & Webb Lodge





## Summer Camp

In 2022 the Ranch offered five weeks of summer camp to 185 children and youth, an increase of 10% from 2021.

BREAD Camp offered three overnight experiences - Explorers, Adventurers, and Discoverers. Campers engaged in daily spiritual activities, discovered poetry and songwriting, played large group games, tie-dyed shirts, and of course enjoyed pool time. Songs were sung by the fire, cookies consumed by the hundreds, and laughter could be heard throughout campus!

READ Camp is our day camp for 4th through 6th graders who are enrolled in the accelerated language and free/reduced cost lunch programs of the Healdsburg School District that focuses on building reading skills. Thanks to The Ranch's generous donors — including the **Josephine S. Leiser Foundation, The Episcopal Diocese of California, and The Guardsmen** — READ Camp was again provided at no cost to campers.

Leaders of Family Camp and Generations Camp came together to create a new, yet familiar Intergenerational Camp. This sold-out camp combined the traditions and values of both previous camps, creating a fresh and fun experience for all ages.

Twenty-eight seasonal staff, including counselors, chaplains, nurses, teachers, and musicians joined The Ranch team to create a summer camp season to remember.

"I have to wait 12 more months before coming back here!"

— Ren, 6, first-time Intergenerational Camp participant





# Programs & Events

Programs and events at The Ranch embody the portion of our mission statement that reads, "where renewal of spirit, mind and body is nourished."

In 2022 we offered 23 different Ranch-sponsored experiences — a few new and many favorites. Programs were rich and varied. Some were kinesthetic, such as a Day of Yoga or the Spring and Fall Hikes. Some engaged the arts, such as Writing in Ordinary Time and the Ranch Quilt Retreats. Others embraced the liturgical calendar year, like the Holy Week Retreat and Quiet Days in Advent.

The Annual Acorn Society Forum was combined this year with a celebration of our 75th Anniversary. It was a grand day of picnicking and activities. More than 200 guests enjoyed delicious food, games, goat petting, a dunk tank, swimming, and more. We also recognized three very special long-time patrons of the Ranch — Liz Hook, The Rev. Jan Snibbe, and The Rev. Dr. Fran Toy — all of whom have been coming to the Ranch since 1947 when they were campers.







## Hosted Groups

For 75 years, Hosted Groups have relied on The Ranch to provide a welcoming and comfortable space for their retreats, conferences, and social gatherings. As we continued to emerge from the pandemic shutdown, parishes from across the Diocese of California as well as dozens of other faith-based groups joyfully returned to The Ranch for their annual retreats. In recent years The Ranch has also been discovered by more than 75 secular non-profits and social organizations that need space to meet to support the transformative work they do in their communities. Fifty-nine of those non-profits and social organizations also returned to The Ranch this year — representing our fastest growing sector.

CREDO is one of the national Episcopal groups that returned to The Ranch in 2022. CREDO retreats — sponsored by the Episcopal Church Pension Group — provide clergy with a multifaceted wellness experience where participants explore ways to support personal well-being, a healthy life, and vibrant ministry. The Ranch hosted two CREDO retreats, including the first-ever women Bishops Retreat.

The Ranch is proud to have become home to regional First Responders Resiliency retreats. In 2022, more than 185 firefighters, EMTs and other first responders participated in three science-based education and trauma-informed retreats to address stress management related to the vital and challenging work they do to save lives. Responders enjoy rest, rejuvenation, and play at The Ranch, and often refer to their time at The Ranch as "life-changing."



### Volunteers

The Ranch is supported by an active and dedicated community of hands-on volunteers. We are thankful for their enduring support and stewardship.

#### **Hosts:**

- · Laurie Glover
- · Cass "Jack" Grimes
- · Nat McGregor
- · Nydia McGregor Lewis
- · Craig Palmer
- · Matt and Joanie Santos

### **Prayer Residents:**

- · Sandra Ahn
- · Patricia ('Theo') Cavanaugh
- · Fr. Cassian Gándara-Peréa, CMR
- · Laurie Glover
- · Ana Hernandez
- · Fr. John Kirkley
- · Pamela Netzow
- · Emily Shurr
- · Fr. Brendan E. Williams, CMR

### **Churches and Groups:**

- · Men of Grace
- · St John's, Oakland
- · Trinity Church, Menlo Park
- Ranch Board of Directors & Committee Members

#### Individuals:

- · Alan Beber
- · Alan Brinkman
- · Sue Brinkman
- · Michael Defty
- · Marc Fredson
- · Laurie Glover
- · Cass "lack" Grimes
- · Jan Grimes
- · Stan Gwyn
- · Dave Householder
- · lames Martin
- · Jane Marx
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- · Susan Pierpoint
- · Caroline Putnam
- Mark Stanger
- · Brian Wallace
- · Susan Watson
- · Donna White
- · Alta Whitt
- · Fr. Brendan E. Williams, CMR
- · Darrell Wright
- · Sheila Wright

## Ranch Life















## Ranch Life















# Fundraising Summary

Guest fees cover less than 80% of the cost to operate the Ranch and care for the property and land. Generous Ranch donors are partners in our mission to make Ranch Hospitality accessible to people of all walks of life.

Annual Fund Donations	\$390,561
Average Annual Fund Contribution Per Donor	\$822.25
Number of Individual Annual Fund Donors	462
Number of First Time Annual Fund Donors $\ldots \ldots$	64
Partnership Fund Donations	\$98,806
Partnership Fund Donations  Treehouse Project Fund Donations	-
	\$2,808

## Special Donors

#### **Partnership Fund Donors**

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# The Legacy Circle

Founded in 2011, The Legacy Circle ensures that The Ranch provides loving hospitality for future generations. Members include The Bishop's Ranch in their estate plan in order to secure long-term financial viability of the Ranch. At the close of 2022, there were a total of 122 Legacy Circle members. More info at: www.bishopsranch.org/support/legacy/.

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#### 2022 Full-Time Staff

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Brooke Wright,

Communications & Events Coordinator

Matt Kissmann, Facilities & Land Manager

Mayko Gutierrez, Facilities & Land / Kitchen

Mari Gonzalez, Housekeeping Manager

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Julie Miller, Guest Services-Host

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Dominic Marsden, Kitchen
Sarah Williams, Kitchen
Mac Wrgith, Kitchen
Mateo Wright, Kitchen

### Our Mission



Guests enjoy a trail-side lunch in Gina's Orchard







"The mission of the Ranch is to serve God by providing for people of all walks of life a place where lives are changed; a place of hospitality amidst the beauty of God's creation where renewal of spirit, mind, and body is nourished, leading to spiritual growth and closer relationships with God and one another."