

GHOST RANCH 2010 ANNUAL REPORT



Thriving For Sustainability

Message from the Leadership of Ghost Ranch



Transitions and challenges marked 2010 as a year of change and of growth. We are ever grateful to our strong supporters who worked diligently to provide growth in the number of guests, donors and financial and in-kind gifts to Ghost Ranch.

As in all times of change, some of the transitions were difficult and some were energizing. We were saddened by the closing of the operations in Santa Fe, the layoffs of staff, and the death of our program assistant, Barbara, as well as the passing of several other dear friends of the Ranch.

We are excited about the new sustainable program ideas and models being generated for the Ranch in Abiquiu and in satellite areas.

We are excited about the stewardship of the Ranch and the new opportunities to use our resources to transform lives and land.

We are excited to be a place where one can journey with God in a variety of

creative and spiritual practices. And we strive always to be models in the peaceful and welcoming ways of Christ. The opportunity to host people of diverse faiths, generations and social backgrounds is a true blessing.

Thank you for all you do with, and for, Ghost Ranch. Your encouragement, your support and your talents are all appreciated.

Peace,

Mark
Mark Hostetter
President, Board of Directors

Diane
Diane Arenberg
President, National Ghost Ranch
Foundation

Debra
Debra Hepler
Executive Director

The Ghost Ranch Governing Board

The Ghost Ranch Governing Board serves to review and create policy and to plan strategically for the growth of the Ranch. The Board meets in person three times annually and through teleconferencing when needed. Ghost Ranch is honored to have the following individuals guiding our leadership.

Officers

Mark Hostetter, President
Mary Ann Bumgarner, First VP
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Geoff Mather, Treasurer
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National Ghost Ranch Foundation



The National Ghost Ranch Foundation meets two times a year. Their very important function is to help raise money for Ghost Ranch.

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Management Team & Discussion

2010

Management Team

Debra Hepler, Executive Director
Len Horan | Rich Moore, Director of Finance

Marla Ulibarri, Guest Services Director, Abiquiu

Ann Philbrick, Guest Services Director, Santa Fe

Linda Seebantz, Director of Marketing & Communications

Debbie Manzanares, Contract and Employee Services Manager

Bill Wylie, Land & Facilities Manager

Lee Walters, Interim Program Director

2010 was a successful year of increased guests, day visitors and donors. Program participation increased by 3.6%, Groups and Meetings by 17.7% and Overnight Lodging/Visitors by 13.8% over 2009.

We are working to improve the financial bottom line. Losses this year include prior year adjustments that were made to reconcile balance sheet accounts, and the accrual of the severance payments and benefits to Santa Fe staff.

Due to the recessionary effect on the Chimney Rock Endowment fund, there was no support to the Ranch from this fund again in 2010, although the National Ghost Ranch Foundation provided the same facilities funds in 2010 as 2009 and provided the necessary loan for a new telephone system at the Ranch.



Thank You for Giving to Ghost Ranch - 2010 Contributors

Thank you to all our contributors for your financial support. We appreciate all you do for Ghost Ranch.

Contributions included are: annual fund, restricted, in kind, memorial, and other gifts.

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Bob & Dottie Smith
Donald Smith & Laurie Woodard
Cecil Smith
Hugh Smith
Leta Smith
Lila Smith
Rebecca Smith
Suzanne Smith
Philip Snyder
Stephen & Judith Snyder
Carl & Jean Soderberg
Alan & Libbie Soffer
Jennifer Soule-Hill
Bob & Joyce Spears

Edward Spence
Mary Alice & John Spencer
Richard & Velma Spinner
Florence Sprague & David Misemer
Jane Spratt
Arlene Springer
Taylor & Jackie Stem
Alan & Janice Stephenson
John Stephenson
Donald & Geraldine Stevens
Phyllis Stevens
Jean Stewart
Rex Stewart & Carol Rogers
Thomas & Brenda Stiers
Jerry & Linda Stitt
Charles Stohr & Donna Johnston
Robert Stolarick
Thomas & Sharon Stout
John & Jeanne Stratford
Paul Street
Joseph Strickland
Mark M. Strothmann
Jacquie Sunde
Blanca Surgeon
Sandra Sweeney
Marilyn Taulbee
Helen Tennent
Richard Thomas & Geraldine
Moors
Andrew D. Thomson
Bettye Thompson
Janet Thompson
Julie Thompson
Laning Thompson
Richard & Dorothy Thompson

Sara Thompson
Robert & Margery Tibbetts
Regine Tillmanns
Sallie & Ricky Tinney
Paige Tinney-Reed
Phyllis Todd
Howard Toenniges
Marybeth Toomey
Andy Trujillo
Clorinda Trujillo
Elizabeth Twaddell
Kristin Tyrrell
Rick & Kitty Ufford-Chase
Mary & Richard Utt
Angela Valdez
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Herb Valentine
James & Susan Van Eman
Jud Van Gorder
Jack & Lucille Van Horn
Damian Velasquez
Lorraine Velasquez
David & Sue Verity
Jean Vieten
Florence Vonderohe
Anne Vosler
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Jack Walmsley
Joseph & Miriam Walstad
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Nahum Ward-Lev
Doug & Donna Waterman
Mary Waterson
Becki & David Watkins
John Weber

Susan Weber
Sarah Webster
Marvin & Julia Wehrman
Cynthia & Barry Weiss
Marilyn Wells
Lora Wermuth-Morgan
Elizabeth Wertheim
John Westervelt
Sue Wetsel
Matalie Wham
Marcia Whitcomb
Norman & Marcia Whitcomb
Eric White
Susan & Randal Whittington
Gerald & Rita Wilkie
Myla Williams
Natalie Williams
Wayne Williams
Tim & Sandra Willis
Terry & Alys Wilmot
Jacqueline Wilson
Paula Winnig
Patricia Wiseman
Gary & Kathryn Wolf
William Wylie & Lee Walters
Marilyn & Alan Youel
Joanne Young Stephen
The Zia Singers
Carl & Natille Zimmerman
David and Mary Ellen Zuverink





Ghost Ranch Consolidated Statement of Income

	2010	2009
Operating Revenue		
Programs	\$1,741,807	\$1,774,641
Groups & Meetings	1,441,194	1,363,162
Bed & Breakfast	331,317	338,254
All Other Operating Income	578,433	678,626
Total Operating Income	4,092,751	4,154,683
Program and Group Related Expenses		
Direct Program Related	710,027	648,971
Facilities Management	1,772,278	1,952,257
Food Service	1,009,587	956,861
Hospitality	92,193	147,957
Trading Post	302,985	222,212
Total Programs and Groups	3,887,070	3,928,258
Total Gross Operating Margin	205,681	226,425
Administrative Expenses		
Director's Office & Board	122,747	180,916
Finance	234,793	203,079
Marketing	483,182	307,889
HR & IT	143,919	137,747
Funds Development	129,609	120,356
Total Administrative Expenses	1,114,250	949,987
Net Margin (Loss) from Operations	(908,569)	(723,562)
Non-Operating Support		
Annual Fund Contributions	390,488	447,704
NGRF-Chimney Rock/Facilities Support	15,550	115,892
NGRF-Controller and IT Support		
Total Non-Operating Support	406,038	563,596
Total Net Margin	\$ (502,531)	\$ (159,966)
Prior Year Adjustment	(75,471)	
Accrued Severance	(161,698)	
Net Margin after Adjustments	(739,700)	
Prior Year Balance Sheet Adjustment	500,459 *	

*Reduction of Revenue 2003 through 2010

Ghost Ranch Consolidated Balance Sheet

Assets	2010	2009
<i>Cash</i>		
Cash & Money Market Funds	\$ 227,157	\$ 577,738
Petty Cash	5,175	5,175
Total Cash	232,331	582,913
<i>Investments</i>		
Long-term Investments held by the Foundation	444,120	425,574
<i>Other Assets</i>		
Accounts Receivable	110,910	151,931
Prepaid Expenses	191,171	133,820
Inventory	138,055	153,172
Total Other Assets	440,137	438,923
Fixed Assets	6,419,177	6,584,953
Total Assets	7,611,255	7,681,782
<i>Liabilities</i>		
Accounts Payable-PC(USA)	1,441,653	806,498
Accounts Payable-Accruals	12,941	96,850
Amounts Held for Others	3,719	57,916
Notes Payable	67,752	
Accrued Severance	161,698	
Deferred Revenue	287,913	201,337
Total Liabilities	1,975,677	1,162,602
<i>Net Assets</i>		
Unrestricted Net Assets	(1,387,294)	(647,593)
Temporarily Restricted	159,572	156,244
Temporarily Restricted-La Bruzza	(88,530)	(107,079)
Permanently Restricted	532,650	532,653
Plant Fund	6,419,179	6,584,955
Total Net Assets	5,635,578	6,519,180
Total Liabilities & Net Assets	7,611,255	7,681,782



National Ghost Ranch Foundation Financial Report 2010

Description	Beginning Balance	Receipts	Redemptions	Earnings	Unrealized Gain/Loss	Ending Balance
New Covenant Funds:						
Ellis Endowment	\$ 17,635			\$ 212	\$ 1,761	\$ 19,608
Ellis Museum	7,332	250	1,940	66	512	6,220
Art Bldg Equipment	10,587	1,461	0	134	1,162	13,344
Jim Kempes Pot Hollow Ceramic	4,421	0	0	53	441	4,915
Advancement for Ceramics & Arts	11,130	0	0	82	770	11,982
Environmental Dev	947	0	0	11	95	1,053
Garbage Truck	6,606	80	0	80	669	7,435
Labyrinth Ghost Other	422	0	0	5	43	470
Memorial Plaques	9,710	1,200	0	122	1,044	12,076
Volunteer Housing	28,331	0	0	340	2,829	31,500
Jim Hall Humanities	38,476	0	0	462	3,842	42,780
Creating a Culture of Peace	3,320	0	0	40	331	3,691
Lidie Miller Library	9,051	0	0	109	904	10,064
Ruth Hall Paleo	5,197	600	0	63	535	6,395
General Scholarship	37,846	0	0	454	3,780	42,080
Roberts Scholarship	2,377	3,000	0	55	610	6,042
Sanderson Scholarship	10,638	0	0	131	1,056	11,825
Jim & Ruth Hall Memorial	1,369	0	0	16	137	1,522
June Lewis Memorial	17,557	0	0	211	1,753	19,521
NGRF Facilities	315,596	5,334	50,330	2,363	35,291	308,254
Chimney Rock Fund	1,214,368	23,108	0	6,900	78,143	1,322,519
New Earth Endowment	2,612	0	0	31	261	2,904
Ellis Research	5,693	0	0	68	569	6,330
Ellis Scholarship	15,678	45	1,600	178	1,495	15,796
Dirks Endowment	28,375	0	0	340	2,835	31,550
Spiritual Life & Development	20,921	0	0	251	2,089	23,261
	1,826,195	35,078	53,870	12,777	142,957	1,963,137
Merrill Lynch account	10,285	13,477	19,012	189	0	4,939
Note receivable- Ghost Ranch	0	(3,769)	(26,800)	0	0	23,031
	\$1,836,480	\$44,786	\$46,082	\$12,966	\$142,957	\$1,991,107



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Thank you for your support of Ghost Ranch.

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