



Executive Summary

Name of organization: Second Chance Ranch

Name of Program: Leading With Horses

Address of organization: PO Box 19602, Spokane, WA 99219
1810 W. Paradise Road, Spokane, WA 99224

Telephone number: (509) 443-7003 (office)
(425) 443-4638 (cell)

Website: www.secondchanceranch.org

Executive director: Katie Merwick

Email: katie@secondchanceranch.org

Annual Income: \$250,000 - \$265,000

501c3 Nonprofit Status: Established, December 1999

Registrations

Federal Tax ID (EIN) 91-1999946
Washington UBI 601-980-369
Washington State Charities Registration 1107980

INDEX

Mission Statement	1
Organization Overview.....	2
Programs and Services	5
Facilities	11
Partners and Collaborators.....	11
Board of Directors and Advisors	12
Financial Planning	13



Mission

Second Chance Ranch is an award winning 501c3 corporation that has served Washington State since 1999. We offer a dual-impact mission: providing a platform for mental health professionals in the Inland Northwest to incorporate Equine-Assisted Psychotherapy (EAP) into their treatment plan, while also addressing community needs with additional programming; The Pursuit of Harmony youth initiative and Horses for Heroes for military and veterans, which does not involve a mental health therapist.

Our goal is to expand the role horses play in education, mental health, and well-being. Our collaborative approach between mental health professionals, educators, and equine specialists will cultivate and advance the next generation of mental health solutions. SCR offers the only EAP program in Washington that allows any licensed professional to participate in the process with a genuinely creative and customizable platform used in tandem with existing treatment plans.

Equine-Assisted Psychotherapy (EAP) stands as a beacon of innovation, giving mental health professionals an opportunity to embrace creative therapies that resonate deeply with their clients. It allows overwhelmed mental health professionals an adjunct alternative to conventional talk therapy and another outlet to reach their most difficult clients. By integrating the therapeutic qualities of horses into their practices, therapists can forge stronger connections and inspire profound change.

At the heart of our mission is the unwavering belief in the potential of every individual, especially our youth and military heroes. Through programs like The Pursuit of Harmony and Horses for Heroes, we harness the transformative power of horses to create nurturing spaces where participants can explore their emotions, build confidence, and engage in meaningful community connections.

Second Chance Ranch embodies the spirit of hope and healing, reminding us that transformation is always possible. Our special collection of retired sport horses provide a comprehensive approach to building resilience in families and to conquer the negative health and behavioral consequences of trauma and toxic stress. It is our belief that creative learning environments lead to outcomes of increased confidence; enhanced motivation and engagement; and development of social, emotional and critical thinking skills.

Second Chance Ranch is fueled by a commitment to making EAP resources accessible to all. We are proud to offer our services free to those enrolled through their therapists, supported by generous donations and grants. Together, we can build a community that thrives on resilience, connection, and hope.

Organization Overview

Our purpose is to assist individuals with cognitive, behavioral, and emotional challenges to reach their fullest potential, and improve quality of life through equine-assisted therapies and activities.

The Spokane mental health community is assertively developing alternative recovery programming and trauma treatment options since the pandemic. SCR contributes to remote and adventure type therapies which have become one of the most effective tools for overcoming trauma and making remarkable advances toward reaching goals. EAP is often the only treatment that has brought progress to many of our unreachable muted, or non-verbal guests. We are focused on whole family treatment to repair disfunction and provide a path forward for all family members to reach their fullest potential and improve quality of life.

EAP focuses on education, personal growth and developing specific life skills which impact team dynamics including effective communication, creative thinking, problem-solving, leadership, taking responsibility, teamwork, and confidence.

Research confirms that it has a profound impact on individuals, couples, families, at-risk youth, and military personnel. EAP addresses a variety of mental health and behavioral challenges ranging from autism, PTSD, sexual abuse, trauma, addiction, ADHD, eating disorders, depression, anger management, and anxiety, to boundary issues, relationship problems, effective communication, resiliency, and reintegration. There really is no demographic that does not benefit from an EAP experience.

We are proud to bring the benefits of equine-assisted therapies and activities to hundreds of participants in the Inland Northwest annually, with the potential to serve thousands. Our customized programming and inclusive approach also helps to distinguish us from other therapeutic horsemanship providers.

What We Aim To Accomplish

Our ultimate goal is to improve the quality of life for children, adults, active military and veterans by providing the highest-quality equine assisted activities and therapies in an inclusive and sensory-rich environment. We do this by empowering individuals to achieve functional gains and provide life-changing experiences that inspire the mind, strengthen the body, and lift the spirit. The ability to serve multiple mental health agencies creates a significant reach and greater impact within the Inland Northwest community.

Our Key Strategies To Make This Happen

- Establish an inspiring culture that reflects a collaborative team working towards standards of excellence.
- Provide a safe and healing environment in a first-class facility that support program and capacity needs today and tomorrow.
- Form ongoing partnerships with mental health agencies and accredited mental health professionals and equine professionals. Continue to buildout and train our treatment team.
- Enrich and integrate sustainable and impactful programs consistent with our mission. Ensure long-term sustainability of SCR by continuing to build its capacity.
- Expand public awareness and outreach to strengthen public understanding and support of the value of Equine-Assisted Activities and Therapy.
- Serve any person without discrimination of finances, race, religion, or ethnic background
- Develop and implement metrics based assessment tools to track and measure program efficacy over time.
- Assess the internal and external factors and the operational constraints and challenges that need to be addressed to enable SCR to fulfill our stated mission.
- Focus on the core capabilities of Leadership, Finance, Programs, Development, and Infrastructure, we framed alternatives and prioritized those goals and objectives to achieve milestones.
- Strengthen on-going grant funding and other fundraising efforts.

Our Capabilities For Carrying Out Initiatives

Since its founding in 1999, Second Chance Ranch has met or exceeded all of its founding goals and five year benchmarks. We relocated to Spokane in January, 2018. Our organization has become a vital part of the local mental health and horsemanship community by creating programs and services for individuals with a broad range of needs. We have formed meaningful partnerships with local organizations and industry professionals, associations and programs. This has provided an ongoing stream of referrals, volunteers, donors, and industry supporters.

In 2022-2023 we achieved a long-time goal of building an indoor arena and stables to accommodate our clients with seasonal availability. Now with a fully functional facility we are able to expand our

programs with seasonal availability; the volume of clients/guests; a higher level of safety and comfort; and a more professional work space for both horse and human.

Our team is uniquely trained and certified to meet the goals of our organization. Equine-assisted therapy is fundamentally different from other forms of therapy because it utilizes the three-dimensional movement of the horse to mirror movement in the human body.

It is also effective because it connects the physical, psychological and spiritual elements of healing. Utilizing the knowledge and emotional intelligence of our lead facilitator, Katie Merwick, along with licensed therapists, volunteers, and the therapeutic power of specially trained horses, SCR's programs have proven to be highly successful in improving the quality of life for individuals with learning disabilities and emotional or mental health challenges.

At SCR, we are justifiably proud of the daily work we do with some of the communities most vulnerable and inspiring individuals and families with special needs. We have witnessed first-hand the positive impact that our services provide. These successes invigorate us to continue our work to improve the lives of individuals through varied and meaningful equine programs. While we do this, we strive to have greater understanding, foster broader acceptance, and to celebrate the many achievements in the lives of the people we serve.

Awards:

- 2020, 2021, 2022, 2023 Awarded the GuideStar (Candid) Platinum Seal of Transparency.
- 2020 Equine Coach and Artiste, Bruce, inducted to The Horse Stars Hall of Fame by the EQUUS Foundation and the United States Equestrian Federation (USEF) for outstanding contribution to Equine Assisted Psychotherapy Art Program.
- 2019, 2020, 2021 - Awarded the "Guardian" status by the EQUUS Foundation for transparency and work in equine therapy.
- 2019 Thoroughbred of the Year award - won by equine coach, Bruce, for his work in equine therapy. This award was from the Jockey Club Thoroughbred Incentive Program (TIP).
- 2011 - The first Charlynn Taketa award from the Thoroughbred Exhibitor's Association for SCR's contribution to thoroughbred rehabilitation.
- 2008 - The first and only Special Achievement Award from the Washington Thoroughbred Breeders Association for her [Katie's] work with off the track Thoroughbreds.
- 2000 - A recipient of the National American Red Cross "Hero of the Year" award for [Katie's] work in animal nonprofit welfare.

Programs and Services

Our Services

We are proud to bring the benefits of equine-assisted activities to the most vulnerable and underserved demographics of youth through an inclusive and sensory-rich environment. EAP empowers individuals to improve their quality of life by providing life-changing experiences that inspire the mind, strengthen the body, and lift the spirit.

The calling for evidence based animal assisted psychotherapy cannot be overstated. This modality is often the only treatment that has brought progress to many of our unreachable, muted, or non-verbal guests. We target the most vulnerable and underserved demographics in the community.

According to the CDC, the amount of children with disabilities continues to rise year over year and there are also rising mental health challenges including among veterans. Equine Assisted activities and therapies provide benefits that do not exist in a clinical setting. Unfortunately, these services can often be financially out of reach for families as similar programs around the country often: 1) charge an "equine fee" for the use of the horse which is not billable to insurance or 2) they do not take insurance, but provide families with a "super-bill" that they can submit on their own to their insurance and hope to be reimbursed. This creates a huge financial burden for many.

49.7 million Americans have a certified disability, and children age 5 to 20, account for 8% of this number. Therapists providing services within the context of the conventional clinical setting for children with a wide range of disabilities often struggle to provide effective motivational and naturalistic interventional strategies that translate into life skills and communicative enhancement.

SCR offers a unique solution for clients who might otherwise languish in the conventional clinical setting due to limitations imposed by the therapy environment itself. EAP offers a judgement-free companion that assists them with re-entry to civilian life and decreases time spent in recovery. While we don't discriminate by age, gender or disability, our focus is on youth development and family counseling - often they are military, low-income, or other under-served demographics.

At present, SCR offers the only EAP program in the Pacific Northwest that is free to the community and funded by public donation, grants and program service fees from our mental health partners. We are also the only equine therapy program in the Inland Northwest to offer EAP workshops and certification programs through H.E.A.L for mental health professionals to best utilize horses in their therapy sessions.

Our unique platform allows a larger reach into the mental health industry to build collaborations and maximize the positive impact on our community. We have enjoyed a successful collaboration with Excelsior Wellness since 2020 with proven success in treatment of substance abuse, suicide prevention, anger management, anti-bullying, and pandemic related distress. In 2023 we added the Reardon School District to our list of clients, as well as Gestalt Coach, Jennifer Hammond, with Wild Skye Healing. Staff at our partnering agencies report measurable and marked progress in emotion

management, ability to self-soothe, positive response to change, and increased levels of engagement.

Our Executive Director, Katie Merwick, is available to facilitate the visits. Katie has enjoyed more than 43 years as a successful animal behaviorist, trainer and author. As Founder and visionary, Katie has served on the board of SCR for 26 years. Therapists who have extensive equine experience may opt to handle their sessions privately. Our learning philosophy used to instruct the horsemanship part of the program is based on the developmental processes that include emotional behavior, self-control, perceptual, and cognitive development and sequential learning. I align our methods with Dialectical Behavior Therapy (DBT) – a modernized type of Cognitive Behavior Therapy and fundamental psychology. Its main goals are to teach people how to live in the moment, develop healthy ways to cope with stress, regulate their emotions, and improve their relationships with others

Programs

In our journey to empower the most vulnerable, we are driven by the belief that every individual has the potential to heal and thrive. Equine-assisted activities provide a unique pathway to resilience, inviting participants to a journey of self-discovery.

THREE PROGRAMS OFFERED

Pursuit of Harmony: *Discovering balance and truth through the wisdom and connection of horses.*

This is a program designed for youth facing cognitive, behavioral, and emotional challenges to discover their full potential. A safe place and healthy activity that does not include professional therapy. This therapeutic environment enhances ones journey of self-discovery and strengthens the mind, body, and spirit. This is available to schools, other nonprofit youth groups, and individuals on a case-by-case basis.

Well-structured equine activities have been proven to be an effective therapy. Research has shown that it can lower blood pressure and heart rate, relieve stress, and alleviate symptoms of anxiety and depression. This approach helps individuals gain a deeper understanding of their behaviors and fosters personal growth, including the development of essential life skills, effective communication, problem-solving, teamwork, taking responsibility, and building confidence.

Horses are a beacon of hope, a catalyst for change, and a life-saving companion for many facing their darkest moments. Our diverse programs are designed to foster a sense of belonging and connection. Alongside one-on-one time with the horses, we offer a variety of activities involving art and music to tap into the power of creativity. We are here to support and empower individuals on their journey to healing and self-discovery.

Horses For Heroes (and Art Class) - Sharing our herd of horses for Sunday gatherings is our heartfelt way of expressing gratitude to our military and veteran community. We recognize their sacrifices and honor their contributions. We are honored to support military families through our transformative art class and equine activities. Horses teach us about the power of second chances, the strength found in community, and the unspoken bond between humans and animals that can change lives in ways words cannot capture.

Throughout history, horses have played a vital role in warfare, serving as essential assets for transport, logistics, and cavalry charges. Today, they continue to be valuable companions offering unwavering support and inspiring you to embrace the journey of life with grace and strength.

Sharing our herd of horses for Sunday gatherings is our heartfelt way of expressing gratitude for your sacrifices and honoring your work.

Guiding the art sessions is Katie Staib, former Director of Education for the Washington Museum of Art and Culture (MAC). This all-age friendly program includes specially tailored activities for kids. Coming soon is Music Therapy!

Equine Assisted Psychotherapy and Learning (EAPL)

This program empowers licensed mental health providers (MHP) to deliver transformative Equine Assisted Psychotherapy (EAP) programs in a sensory rich environment at the farm. The dynamic collaboration of MHP and equine specialist expands the role horses play in education, mental health and overall well-being. Without this collaboration, therapists would be unable to offer EAP to their clients while retaining full control of the counseling process. We offer, but not require, EAPL workshops and certification programs through H.E.A.L for mental health professionals to learn how to best utilize horses in their therapy sessions.

EAPL is an evidence based therapy which has proven its effectiveness throughout a wide range of mental disorders and emotional trauma. Research confirms that it lowers blood pressure and heart rate, alleviates stress, and reduces symptoms of anxiety and depression. This modality helps people to better understand their behaviors and develop skills that will give them positive results in society. It presents an effective tool for guiding those who are moving forward from trauma, while therapists address a multitude of issues effecting both adults and youth including depression, PTSD, substance abuse, anti-bullying, domestic violence, and suicide prevention.

Our special collection of distinguished, retired sport horses have been together for more than a decade and are distinctively trained to partner with people. In a number of ways, they demonstrate their exceptional capacity of teaching and healing abilities. Our program does not include riding or riding instruction at this time. EFP is focused on human skills, not horse skills. Allowing horses and client to interact naturally and of their own free will is what leads to change in people's lives.

Of course there are boundaries and safety training involved – still, it’s more about the relationship between the horses and clients, not the relationship between the facilitators and clients. Professionals are there to facilitate opportunities and bring perception or realization to the lessons being learned.

Each provider creates their own curriculum based on their client’s needs to achieve a more holistic and comprehensive approach to solutions and treatment. Our staff collaborates with the MHP to create activities that compliment the learning objectives of the client’s treatment plan and to achieve goals set forth by the mental health professional and the client. In most cases the therapist works privately with their client and the horse(s). The providers are only required to have limited prior equine experience, however, we offer EAP workshops and certification if needed. Our HIPPA certified equine specialists are only there as much or little as needed to ensure privacy.

No prior horse experience is necessary for the client/patient. In fact, the more unique the experience is, having not been around horses, the more powerful and effective it is. Our special collection of retired sport horses have been together for more than a decade and are distinctively trained to partner with people. In a number of ways, they demonstrate their exceptional capacity of teaching and healing abilities.

Equine therapies help people who are struggling with addictions and mental health disorders, as well as those seeking overall life skill improvement to develop the following skills for healthy living. Examples include, but are not limited to;

- Self-esteem and confidence building
- Major life change and adjustment issues
- Anxiety Disorders
- Mood Disorders
- Communication
- Family Counseling
- Problem Solving
- Connection and relationship building skills
- Trauma
- Grief and Loss
- Trust
- Impulsive-Control Disorder

Studies show EAP increases confidence and decreases anxiety as they learn coping skills to regulate their emotions and navigate choices. We invite whole families to a program that encourages communication and results in emotional growth within the entire family.

This team approach of licensed mental health professional and equine expert offers a safe, controlled environment for the client. Sessions are structured and facilitated to specifically address the reasons clients come to therapy, and designed to best create metaphors to “real life”. Clients have shown us that they truly do have the answers they seek, when given the opportunity to discover them.

Our program is available to anyone who is currently being treated by a therapist, licensed counselor, or enrolled in a program with one of our partners. Our focus is on military families, youth development and family counseling. SCR offers the only EAPL program in Washington that is free to

the community if your visit is through a therapist. We are funded by public donation, grants and program service fees from our mental health partners.

Why Horses?

The unique nature of the horse is what makes the therapy so successful. Horses reflect the behavior and emotional state of the people around them and provide us with immediate and effective feedback, promoting self-awareness, mindfulness, and growth. Interactions with horses provide opportunities for the therapist to use metaphors that may parallel what is happening in the participant's life as a vehicle for change.

By integrating the horse-to-human connection, we offer experiential learning where the meaning and the process is solely based on the individual's personal experience, rather than being "taught" through someone else's experience. Professionals find their clients to be more receptive of accepting information from the horses through this non-verbal, alternative to talk therapy. And, as well, more open to expressing themselves, than if directly speaking about their issues. By allowing them to process information in a different way, it allows professionals to observe their client's triggers and respond to them in real-time counseling. The professional and client can work freely in a safe environment to elicit, decipher, prove and encourage their clients healing and growth.

The most important element of therapy is trust. There is an unspoken truth that horses don't lie or deceive. Not because they are altruistic, but because they are incapable of deceit as an animal who cannot concoct an alternate tale of reality. As the horse builds trust it connects with the person. This

quite often provides the client with a feeling of comfort and the opportunity to break down barriers and address the challenges they have been facing. Horses have a majestic and powerful presence. For those who lack confidence, being put in a position of leadership over a 1000lb animal, and successfully managing that animal, is sure to build self-esteem and self-confidence. Or even those who have a false over confidence, the horse teaches humility through example as these powerful creatures live peacefully and cooperatively with us.

Benefits of the horse as a partner in therapy

- Honest, non-judgmental feedback gains immediate trust – clients are willing to be more emotionally vulnerable
- Stimulus/Response: immediate responses by the horse demonstrates patterns of behavior and belief systems by both equine and handler.
- Non-verbal interaction tests ideas of connection and attachment. horses communicate mostly with body language and limited vocal communication, clients are able to observe and practice how non-verbal communication might be impacting or influencing others in our lives.
- Awareness and Focus. Handling a large and powerful animal creates a need for boundaries and awareness. Horsemanship requires that we are observant, focused and attentive.

- Confidence: Horses are a majestic and powerful presence. For those who lack confidence, successfully managing a horse raises self-esteem and gives instant gratification. For those who have a false or over-confidence, the horse teaches humility through example as these powerful creatures live peacefully and cooperatively with us.
- Many of our youth guests have lacked the experience of feeling loved, safe, or accepted. This happens instantly with in the presence of a horse (dog, cat, or other non-human animals). It is the first time they recognize self worth coming from within themselves – they are accepted and loved by the horse for no other reason than that they exist.

For more on ["How It Works"](https://www.secondchanceranch.org/leading-with-horses) please visit our website to read about Metaphoric learning, experiential learning and nonverbal communication. <https://www.secondchanceranch.org/leading-with-horses>

Facilities

Katie Merwick, Founder and Executive Director of SCR, oversees daily care of horses and facilitates the sessions with mental health professionals to help guide their clients through the learning process.

Our location is nestled in a private, rural neighborhood adjacent to the Slavin Park (600 acres of non-motorized trails for dogs and horses), and only 12 miles (15 min) to downtown Spokane, 6 miles west of the South Hill region.

In 2022-2023 we constructed a stables and indoor arena to offer seasonal availability. The entire stables has matted flooring for safety and comfort. Amenities include a heated kitchen, feed and tack room, a heated wash bay and open work-space for our guests, as well as professionals such as farriers and veterinarians.

Working spaces include a large, 9-stall stable with wash bay, heated kitchen, and four paddocks attached to stalls. A 60 x 60 indoor arena with attached paddock. 20 acres of turnout paddocks, some treed. This gives you and your client a variety of environments and we can easily limit or increase the number of horses involved. There is also a small home on the property with a "Therapy Room" and bathroom for guest use.

With the newly constructed indoor arena and stables, and cross-sectioned paddocks, we have all the tools we need to move forward in expanding our client base, and offering seasonal availability. Longer hours, more days of the year, and larger groups of guests.

Partners and Collaborators

This platform was created to fill a specific gap in the EAP community to serve mental health professionals who are not "equine experts" but don't want to lose their client to an EAP program. Similar EAP programs staff "horse experts" who offer the therapeutic abilities of equines, however, lack the professional training and qualifications to work with most mental illnesses.

SCR purchased property in Spokane County in 2018. Since that time we have enjoyed a number of relationships within the health care community. Excelsior Wellness, Reardan School District, and Gestalt Coach, Jennifer Hammond, are some of our current partners. Coming Soon (fall of 2024) we will welcome **two new therapists**; Bekah Sieg, LMHC, who is currently a therapist for Whole You Counseling, and has 11 years experience as a school counselor. And, Emma Pasuik, Ph.D, LMHCA. Her doctorate is in Animal Behavioral Sciences, with extended experience in Equine Assisted Psychotherapy.

We are actively seeking new opportunities to expand our role in the Inland NW mental health community.

Board of Directors and Advisors

Board of Directors and Advisors

Collectively, the Board of Directors includes equestrian professionals and those with backgrounds in nonprofit, marketing and business administration. The organization also draws on a community of volunteers that bring additional knowledge and expertise advisors in the fields of legal, accounting, marketing and development.

Katie Merwick, President | Executive Director As the founder of SCR, Katie continues to be the visionary for the organization's direction of growth and program development. She has enjoyed a career of nearly four decades as a professional animal trainer, behaviorist, and author. Although Katie wears many hats within the organization, her primary role as visionary is to create new programs that demonstrate the value of horses as an instrument of healing and learning.

Valerie Burgess, Vice President – Valerie is a member of, and works at the corporate offices of, the Tulalip Tribe. She has been involved with SCR for ten years. Her home in northern Washington has served as a foster and rehabilitation facility for SCR, and she also contributes to marketing concepts and technical assistance for our website. Valerie is the owner of three SCR adopted horses.

Jessica Hoppe, Secretary – Jessica has been involved with SCR as a volunteer, adopter and board member for 12 years. She was formerly a writer for Thurston Talk.com and an anchor person for NBC Montana. Jessica has adopted four SCR horses, and now lives in North Carolina.

Alexandra "Ali" Sutton, Treasurer – Ali brings decades of banking experience to SCR, and a lifetime (40 years) of equestrian knowledge. She is the proud adopter and owner of two SCR herd alumni. Ali is present at the barn at least once a day to assist with feeding, cleaning and other farm chores or delivering supplies with her truck.

Current Advisory Board

Adam Karp, Attorney and advisor to Second Chance Ranch and Katie Merwick since 1993. Mr. Karp is a Martindale-Hubbell AV Preeminent-rated and AVVO 10.0 Superb-rated lawyer who exclusively practices animal law throughout Washington, Oregon, and Idaho. Having graduated from *Gonzaga University* with Honors and University of Washington with a J.D. and M.S. in statistics, he has practiced law for more than four decades. He teaches animal law at Western University and founded and served as first chair of the Washington State Bar Association's Animal Law Section.

Patti Stauffer, Director, Health Sciences Public Policy and Advocacy, Office of External Affairs and Government Relations, Washington State University. Patti assists in grant writing and community relations.

Leigh Shambo, Leigh Shambo is the founder and owner of H.E.A.L (Human Equine Alliance and Learning), a program which certifies mental health professionals to use Equines in Therapy. Leigh's psychotherapy practice and educational workshops incorporate horses to guide clients in search of self-awareness and better relationship skills. An accomplished equestrian coach with a master in social work.

Financial Planning and Fund Distribution

Revenue Summary

As an independent nonprofit organization, Second Chance Ranch's primary funding comes from private donations, grants, and program service fees generated from our mental health partners. Second Chance Ranch began in 1999 with a \$35k budget. Over the past 25 years we have grown to be the largest and longest standing animal welfare and animal assisted mental health platform in the Pacific Northwest with an operating budget of approximately \$250k (an accumulative revenue of over \$4 Million). The lives of both animals and humans that have been saved or positively impacted is priceless.

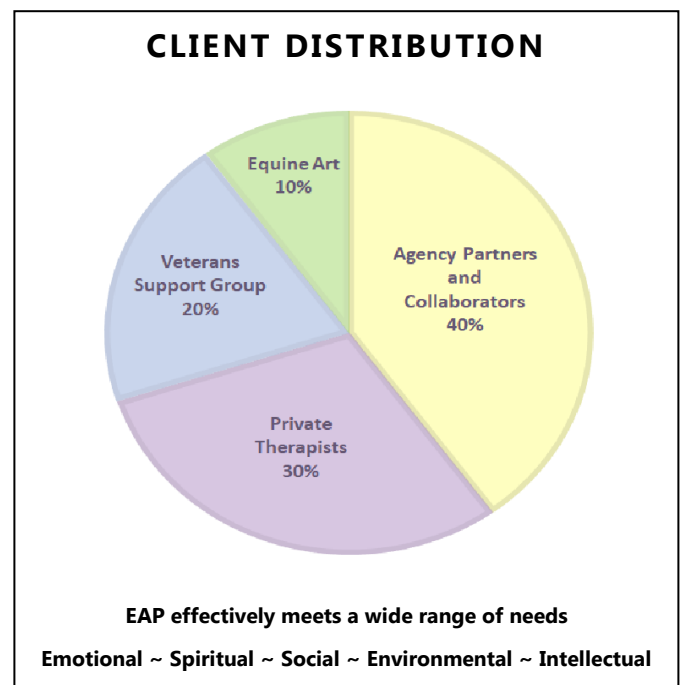
Our goal for 2025 – 2026 is a 20% income increase and a slight overhead decrease. The increase will come from the new seasonal availability to hold more sessions and a facility accommodating more clients. Our largest budget item is also the most crucial - feed for the horses. To reduce that cost we need to purchase larger lots of hay from our supplier for a discount. The more we purchase upfront, the more the cost goes down. Additionally, we have a large herd of senior horses. As our number of herd members drop due to natural causes, we will not repopulate the herd above 15 – 20 horses.

SCR has cultivated a business model intended to reduce dependence on grants and donations and achieve greater financial self-sustainability and fiscal responsibility. By fully leveraging our assets to generate revenue, our Program Service Fees contribute 15% of our income from the entire client base (see Client Distribution pie chart). These partnerships have the potential of reaching 30% or more of our revenue.

SCR relocated to Spokane in 2018. In an effort to establish ourselves in the community and to prove the value of our program, we have shared our services for free or significantly discounted, which is not a sustainable long-term approach. By asking for a reasonable fee we anticipate revenue growth from our partnerships.

Additional programming in the works include the Equine Art and Veteran Support groups which are intended to provide a healthy and safe activity for community members without the presence of a therapist. This includes those who have visited the farm with a therapist in the past or are currently doing so. It would be extremely beneficial to our community if we could reduce the need for therapy of those who simply need a stress-reliever.

Historically and at present, 70% or more of our revenue is derived from general donations and fundraisers. We have strong ties with communities throughout Washington State resulting in enduring support. Fundraising efforts have been primarily online, without direct spending on marketing, salaries, or class materials. While successful in a smaller capacity, inadequate funds to invest into in-person fundraisers is affecting the scale of our work and income.



Expense Summary

We typically allocate **80% - 90% of our expenses to program expenses** and **10% - 20% to overhead expenses**. Our board is composed solely of volunteers, and no salaries are paid. Over the next 5 years and beyond, our largest budget items in the program expense category will be reduced by natural causes as our herd of senior horses age out, without repopulating new horses into the program.

Our expenses and liability are significantly decreased by charging agencies and private therapists for the use of the facilities instead of incurring the cost of employing staff.

The current budget framework does not encompass provisions for financial reserve/savings, emergency funds, program or facility expansion, marketing and advertising; program expansion; or a salary for an in-house provider. We have thus far been reliant on producing fundamental expenses, while our service to the community has grown exponentially. These are costs we are working to incorporate.

A Financial Portfolio with current revenue/expense, balance sheet, and debt schedule available upon request.

**Thank you for the opportunity to
introduce Second Chance Ranch**

