



2021 Annual Report

Letter From The CEO

“When life gives you your greatest gift it is often disguised as your worst nightmare. The more you resist this the harder it gets. I continue to believe that unbinding from any construct is the only way to heal and grow.”

– MICAH FINK, CEO & FOUNDER

Letter From The CEO

The Only Way To Heal and Grow

As we look back at 2021, let me say with gratitude and humility, thank you. Each year the team at Heroes and Horses reviews and compiles audited financial numbers, program outcomes, marketing reviews, digital analytics, detailed organizational assessments, and evaluates our internal systems, processes, and procedures to produce our annual report. None of this work is possible without this community and the team at H&H. We are becoming a nationwide community of volunteers and investors who represent the fabric of what weaves together the definition of an American. There are no boundaries, races, prejudices, social, or economic classes here. It's just thousands of strangers woven together invested in this one mission. We are an example of what is possible when we lay aside all that we think divides us and focus our energy on what is good.

Then, the unimaginable happens. 2021 was a year of great transition, challenges, and change for us. Closing on our home base, launching the Capital Campaign, and running a full season was the culmination of 7 years of incredible effort. No longer a mobile operation that packs up and moves four times a year. Conventional success is driven by how big your company is, the assets you can accumulate, or the likes you get on social media. At H&H, our focus is to create national change and produce a social return on investment. We are building new networks, establishing a new community, and building solid relationships that are growing in the middle of a veteran treatment disaster, that is massively funded and highly marketed. We have to get back into the business of human development. It is an illusion to think that individuals can move beyond challenging experiences without commitment, effort, and time that involves every aspect of our lives as humans. The journey of the Hero starts and ends with your choices. Choices create your next experience. We must become the governors of our own perceptions by first knowing ourselves. There are no quick fixes or secret sauces. This idea is not truth. This is an illusion that no effort is necessary.

Today as I write this letter, I do so in a world that is accelerating itself into chaos and individualism. We can't control what's happening on the outside, but we can create what's happening on the inside. As we regain and focus our attention, we change ourselves, and one by one, we change the world around us. Thank you for being a part of this family and mission to redefine the relationship between challenge and purpose.

- MICAH FINK, CEO & FOUNDER

Our Vision

Our vision is to provide veterans the tools to discover and re-discover, what they already have inside. Over 41- days we use a 360-degree whole human approach that combines whole-food eating, mindset, breathing techniques, meditation, remote wilderness, digital detox, fitness, and a daily leadership course. Our goal is to break the addiction cycle of looking out for answers and outsourcing the most important decisions that impact others. You place a person at a disadvantage treating only a singular aspect of who they are. The symbiotic relationship between the physical, mental, emotional, and spiritual aspects of a human must be considered if a person is to move forward in their life. The whole human approach looks at how everything works together and creates the space so a person can heal.



Our Approach & Mission

OUR APPROACH

This isn't just about healing "battle wounds," it's about asking the bigger questions in life. It's about taking a look at what's going on with each person as a whole. By addressing the physiological, psychological, and spiritual components of an individual over 41 days. You can't just "treat" one part of a person and expect them to thrive, you have to look at how everything works together. The perception of life lies beyond the perception of experience. Serious problems exist in the world because people have serious problems. Truth is found within oneself and unbinds you from any construct, paving the way for an individual to create new outcomes.

OUR MISSION

Our purpose at Heroes and Horses is to unprogram the programmed. We offer a 41-day human development program for combat veterans, which utilizes a 360-degree whole human approach.

Our Staff

Micah Fink

CEO & Founder

Mark Davis

Chief Operating Officer

Jay Lappe

Program Director

Chloe Garrison

Development Director

Karynne Anderson

Development Manager

Erika Gioscia

Administrative Manager

Mackenzie Fink

Nutrition Director

Ben Bonner

Ranch Manager

Jake Choate

Head Cowboy

Garrett Rice

Cowboy

Our Board

Micah Fink

CEO/ Founder of Heroes and Horses

Samuel J. Frederick

Crowley Fleck PLLP

Dan Brochu

Primerica Financial Services

Rick Van Arnam

The Table Group

Clint LaRue

Lewis Energy Group

Joel Leadbetter

Hall and Hall

Garrett Glass

Source-Texas, LLC

The Investor's Journey

Conviction

“I discovered H&H through one of their social media clips a few years ago. We have always supported veteran causes, but this mission felt different and more personal. With H&H it is evident your contributions go directly to impacting and improving people’s lives, and not some general slush fund. It is rewarding to witness Micah’s vision and techniques evolve to continue to challenge participants to find worth and value in themselves while shedding others’ expectations. It is such a sacred message and tool we could all learn from, but the veterans who sacrifice so much of their lives deserve this process and healing more than anyone. We look forward to continuing to support the efforts of the H&H team and to witness the evolution of the mission.”

John Isham
Nashville, TN

The Investor's Journey

Motivation

Something that I found profound and inspiring is the diligence of duty and thoughtfulness of care that H&H offers its cohorts and the individual before, during, and after the program. I am disgusted at times that we live in a sociocultural period where for-profit and non-profit organizations attempt to monetize the vulnerabilities of Veterans and it is viewed as acceptable. I wanted my support and efforts to truly have an impact however big or small it may be and with H&H that validation came with the testimonies of the brave individuals sharing their hearts at the Gala. Now I am a ride or die.

Impact

I think the thing that impacts me the most is Heroes and Horses' ability to look objectively and creatively towards a long-term solution for healing every individual that walks through the H&H gate. I think it is sometimes a hopeless cycle for Veterans getting tossed around the VA or being branded as something they don't truly feel is representative of them or their experience. Compounded by the VA inundating Veterans with pill after pill not ever addressing the root problem just facilitating the symptoms. Heroes and Horses' view opens the horizon for an alternative perspective to recovery and self-discovery. That is truly the most empowering and impactful piece of all of this for me.

Brandon Howley
Dallas, TX

2021 By the Numbers

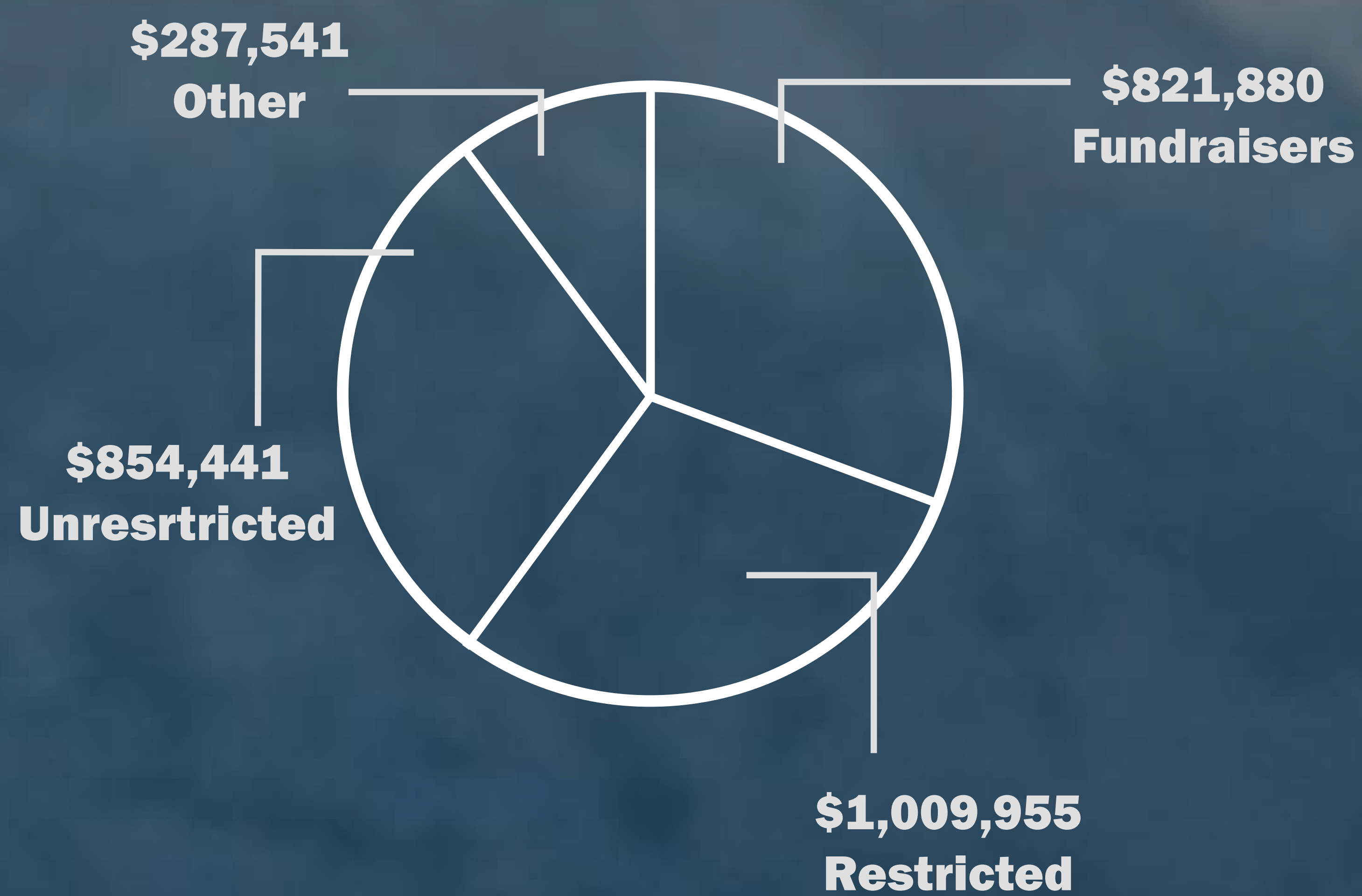
After the 2020 program cancellation, our operations in 2021 resumed with a full program running on our own ranch. We also resumed our annual gala in 2021, which raised the most funds of any event we've ever held. We launched the public phase of our 180 Out Capital Campaign at the gala which resulted in an increase in restricted donations near the end of the year. The 180 Out Campaign funds will be used for the ranch purchase and infrastructure and we are just over 50% of our way to our goal of \$10M.. As we head into 2022 we find ourselves running a full program at our permanent home, on stable footing both operationally and financially.

2021 By the Numbers

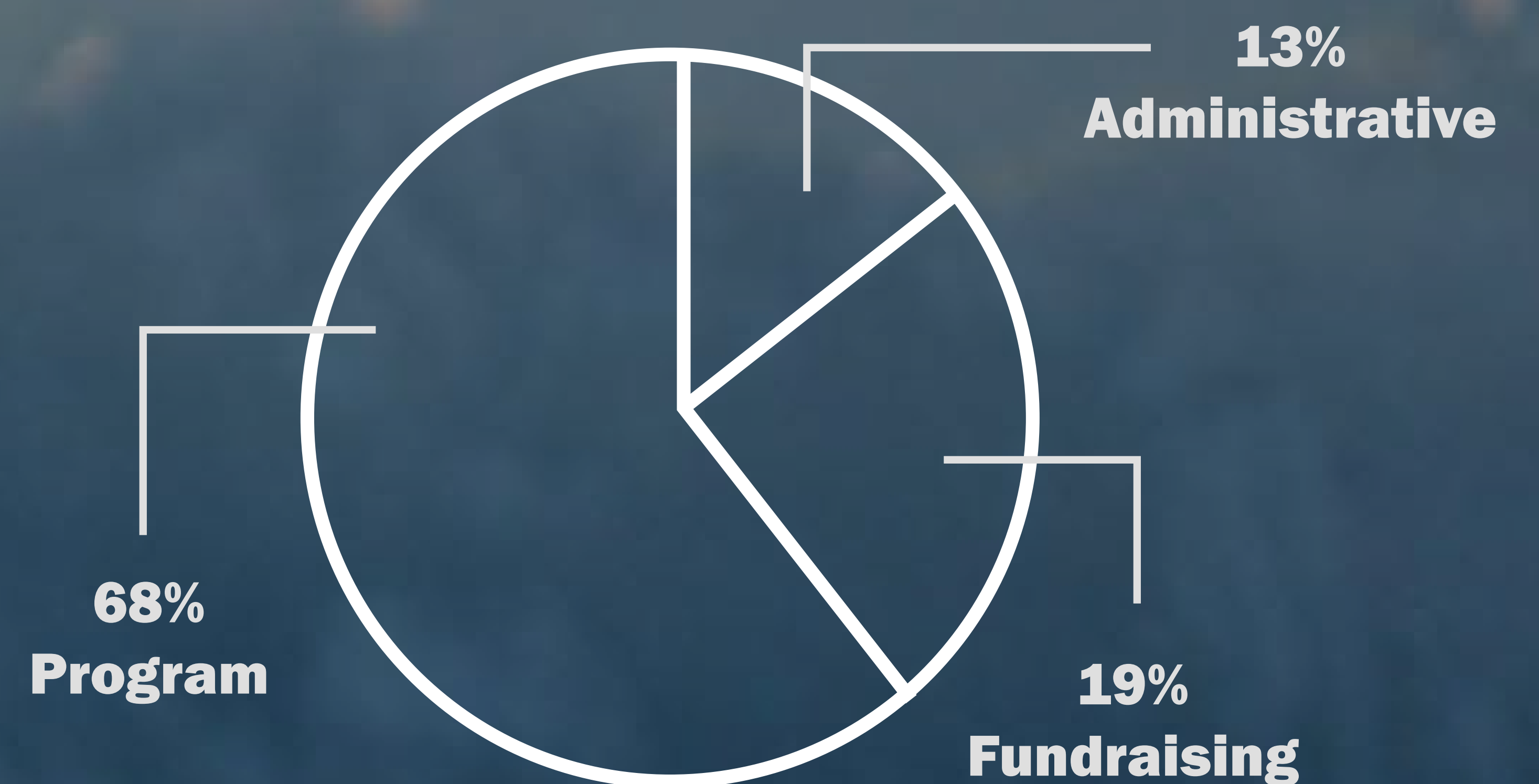
OVERVIEW

REVENUE:	\$2,973,817
<small>INCLUDES CAPITAL CAMPAIGN</small>	
EXPENSES:	\$1,665,584
NET INCOME:	\$1,308,233
NET ASSETS:	\$4,655,787

Revenue Highlights



Expense Summary



*EXCLUDING GALA IN-KINDS

2021 Innovations



We hired three new members of the team and have a new board member.

Team: Chloe Garrison, Erika Gioscia, Jay Lappe
Board: Garrett Glass



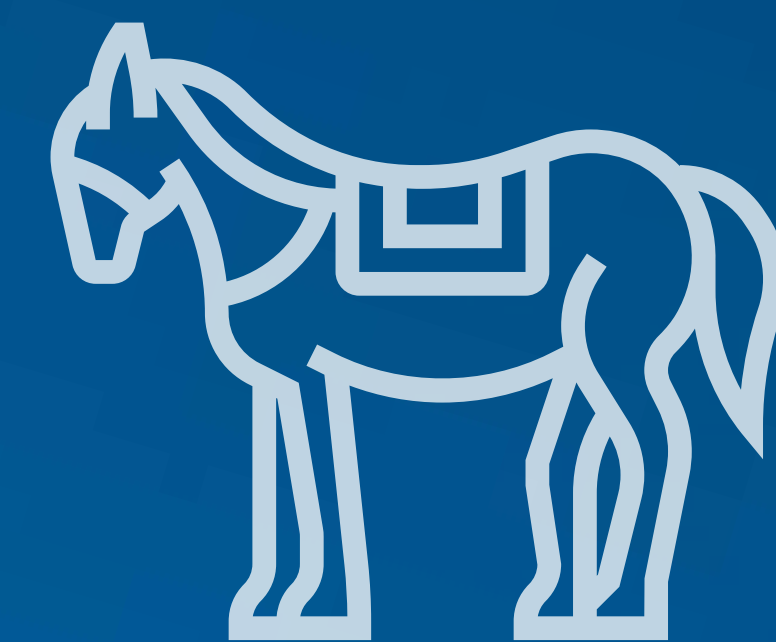
Established our very own freeze dried whole food meals for the back country portion of program. These meals draw attention to the medicinal benefits of food and support the reduction of inflammation in the body.



We established and implemented new modalities to our program: new fitness program and partnership with Gym Jones, hired a goal setter, incorporated sound medicine, daily cold plunge utilizing Wim Hof methods, and built a Lakota Sweat Lodge.



We partnered with Montana State University where they will be working with us to refine our data capturing process.



We broke ground on our indoor riding arena which will help expand our programming to year round.



We initiated Phase I of our construction projects at our ranch.

2021 Class Profile



BRANCH

Army: 53%
Marine Corps: 37%
Navy: 10%



EMPLOYED AT TIME OF PROGRAM

Yes: 58% No: 42%



HAVE CHILDREN

No: 53% Yes: 47%



RANK

E-1 to E-5: 74%
E-6 to E-9: 15%
Officer: 11%



MARITAL STATUS

Married: 42%
Divorced: 15%
Single: 37%
Separated: 6%



MILITARY OCCUPATIONAL SPECIALTY

Infantry/Sniper/Recon: 63%
Medic/Combat Medic/FMF Corpsman: 16%
SOF/SEAL: 11%
Motor Transport: 5%
Pilot: 5%



OPERATIONS

Operation Enduring Freedom (Afghanistan): 84%
Operation Iraqi Freedom (Iraq): 52%
Operation Inherent Resolve (Iraq & Syria): 21%
Desert Storm/Desert Shield: 5%
Other: 16%



The Family's Journey

"Before the program, he carried a perennial emptiness—the antithesis of a zeal. It was a constant in his life and our life....

Most of all, it's been the communication that's changed most. When the emptiness creeps back and his internal dialog turns sour, he reaches outward more readily—whether that be to me, a friend, or calling one of the dogs up to sit with him—but the stewing for days or weeks has shrunk to hours or minutes.

H&H's holistic approach does not fix or solve anything for anyone. The program provides what the individual needs to look inward to live wholly. A tool box. Scaffolding. A pressure washer. A pause button. A swift kick. Or, a little bit of everything."

– 2021 H&H Graduate's Wife



The Hero's Journey

“Heroes & Horses was, is, and will be the most life changing experience of my existence. It brought me back. Reminded me to breathe. Opened my eyes, heart, and spirit. I’m beyond grateful for the privilege. H&H helped me realize more strength, more faith, more belief, than I'd had a year before. Such an incredible organization, surrounded completely by the best. Hands. Down. 10,000%. Onward and upward.”

–2021 H&H Graduate

What have I learned?
I honor myself!
I honor my wife and I am a better person to her.
I love myself again. I am not afraid to love others.
I want to continue to be all of these and more. I want to come back and help others that may want to gain these same emotions to better their lives.

–2021 H&H Graduate



Capital Campaign: At a Glance

One Eighty Out Campaign



After a successful quiet phase of the One-Eighty Out Campaign in the fall of 2020 thanks to the generosity of many committed supporters, Heroes and Horses was able to close on a 3500-acre ranch that would become the permanent home base for our program – the Double H Ranch.

As a result, in 2021 Heroes and Horses was able to run our classes from our very own home base for the first time in our history – greatly improving the student experience, our operations, and ability to scale our programming to fulfill the high demand for our approach.

With tremendous progress underway, Heroes and Horses launched the One-Eighty Out Campaign publicly to a full house of enthusiastic supporters at our Annual Gala in October 2021, and announced the goal to raise \$7.5M over five years with gifts applied to the ranch purchase, capital improvements, and equipment and furnishings.

Our campaign progress remains strong, and through the printing of this report, Heroes and Horses has raised \$5.3M in gifts, pledges, and in-kind contributions. Phase I construction projects are nearing completion and include an outdoor arena, round pens, corrals, and an indoor arena that will significantly expand our ability to scale our program year-round.

While we celebrate the enormous progress we have made to date, we must also recognize the impact world events headlined by COVID-19 and the war in the Ukraine have had on our plans. In 2021 inflation soared, demand increased, and supply shortages continued, all substantially impacting our construction costs and resources.

Committed to our plans and prudent in our planning, with board leadership Heroes and Horses has resolved to increase our campaign goal to \$10M to reflect the construction dynamics we are currently confronting. With this adjustment to our final goal, we want to restate our commitment to not outbuild our campaign, but continue to adjust our phased construction plans to meet cash-on-hand to build. We are confident this goal is attainable and look forward to sharing major milestones this year.

We are grateful and indebted to all that have invested their time and resources into Heroes and Horses, and remain steadfast in their commitment to our mission to unprogram the programmed. Our success rests with our one-of-a-kind human development program for combat Veterans, proven outcomes, and now, thanks to our donors, a permanent and sustainable home base.

For more information on the campaign, please visit our website or reach out directly to our Development Director, Chloe Garrison at chloe@heroesandhorses.org.

Again, thank you for your ongoing and generous support.

Richard J. Van Arnam, Jr.
Campaign Committee Chair & Board Member

Heroes and Horses Ranch





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