



## Heaven's Gait Ranch Therapeutic Riding Center

**It is the mission of Heaven's Gait Ranch to  
build a compassionate community that  
embraces individuals who  
recognize the need to heal and  
challenge their adversity to grow.**

### Board of Directors

Margaret Mary McClaren, President  
Brian McClaren, Director of Finance & Operations, Secretary  
Mark P. Zirngibl, Vice Chair, Veterans Liaison, Treasurer  
Elizabeth Munao, Social Chair  
Devlin F. Gray, Director of Development

### Team of Professionals

Margaret Mary McClaren	Executive Director, Program Coordinator
	PATH Intl. Therapeutic Riding Instructor
Margaret Robertson	Volunteer Coordinator, Facilities Manager
Micah Keshemberg	PATH Intl. Therapeutic Riding Instructor
	Equine Manager
Monica Schaefer	PATH Intl. Therapeutic Riding Instructor
	PATH Intl. Certified Mentor
Beth Kettner	PATH Intl. Therapeutic Riding Instructor
	Equine Specialist, Mental Health & Learning
Lynn Pfundter	Equine Trainer, Centered Riding Instructor
	Certified TTouch Practitioner
Jeremy Ebert & EZ Signs, LLC	Facilities & Grounds
Dr. Peggy Hougum PhD, PT	Intakes & Assessments
Dr. Shannon McGill DVM	Veterinarian & Equine Chiropractor
Dr. Heather Roney DVM	Veterinarian
Matt Jones	Farrier

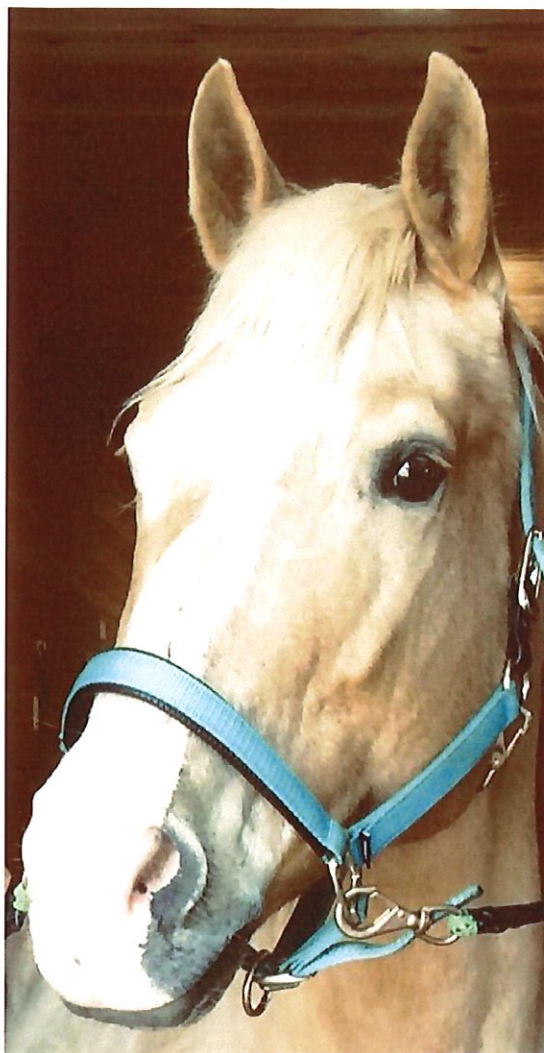
### Program Horses

Ember  
Jack  
Mac  
Simpson  
Levi (Retired)  
Rufus  
Ellie Mae  
Windy  
Lucero

### 2019 Horse Sponsors

Anonymous  
The Schultz Family  
Jim Zirngibl & Susan Wilson  
Helene Meyer  
Anonymous  
Anonymous  
The Jors Family  
Helene Meyer  
Anonymous

## Annual Report 2019



### HGR's 2019 Equine of the Year: Windy



### Volunteers of the Year

Kenneth Severn  
Tammy Staley

### Barn Ambassadors

Goose  
Carol

### Equine Angel Sponsors

Anonymous  
Anonymous  
Anonymous  
Matt Jones  
Helene Meyer  
Catherine Orr  
Lynn Pfundter  
Margaret Robertson  
Michael & Susan Smith  
David & Laura Zirngibl





## Heaven's Gait Ranch Therapeutic Riding Center



Dear Family & Friends,

Today's your lucky day! No, you likely didn't win the lottery. Nor did you likely solve the world's problems. But, you did grab the mail today, with a small chance that there'd be something good in there. And you chose to open our letter. So today's your lucky day!

In the wake of worldwide worry and national negativity, take a deep breath, and remind yourself of the mission you support: "to build a compassionate community that embraces individuals who recognize the need to heal & challenge their adversity to grow."

In a time of uncertainty, remain confident in knowing that your community isn't so much about proximity as it is about friendship, and more importantly, as it is about love. Year after year, you send your love in a variety of ways, and you prove to us that anything's possible if you just take the time to make the effort, to be kind, and to show someone that you care.

Last year your love helped us weather a Polar Vortex -- survive a national hay shortage -- fix our broken tractor -- repair wiring to our water well -- determine our horses' senior needs with dignity -- and support a small staff through growing pains.

You kindly encouraged our participants with special needs and quietly empowered our veterans with disabilities. You happily offered respite for their families and service for their caregivers. You generously employed our talented staff and intrinsically provided purpose for our soul-searching volunteers. So today...

**Heaven's Gait Ranch**  
**Therapeutic Riding Center**

940 S. Main St.  
Cedar Grove, WI 53013

Find joy and comfort in knowing that  
you make a difference in small town America.  
You make a difference on Main Street  
in Cedar Grove, Wisconsin,  
and you make a difference to our greater community  
at Heaven's Gait Ranch.

Because of your ongoing prayers and continued support in 2019, we exceeded our programming goal and provided over 1,000 therapeutic lessons to those in need. Your kindness and generosity, near and far, has meant the world to so many, and we can't thank you enough for showing such love from a distance, year after year.

While 2020 is rapidly unfolding by the day, we appreciate your patience, understanding, and prayers during this difficult time. We will do all that we can to safely stay connected as a family and community, and we look forward to hearing from you soon. Until then, take care of yourselves and each other, and know that we are thinking of you and your family. Wishing you a restful & healthy spring at home!

With All Our Love,  
*Margaret Mary McClaren*  
Margaret Mary McClaren  
Executive Director



920-400-0628

[www.heavensgaitranch.org](http://www.heavensgaitranch.org)





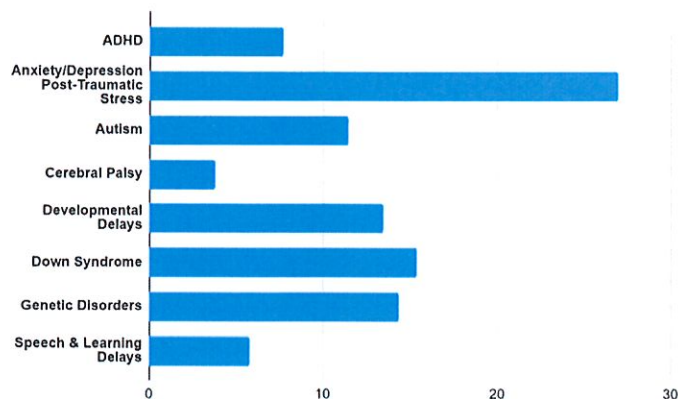
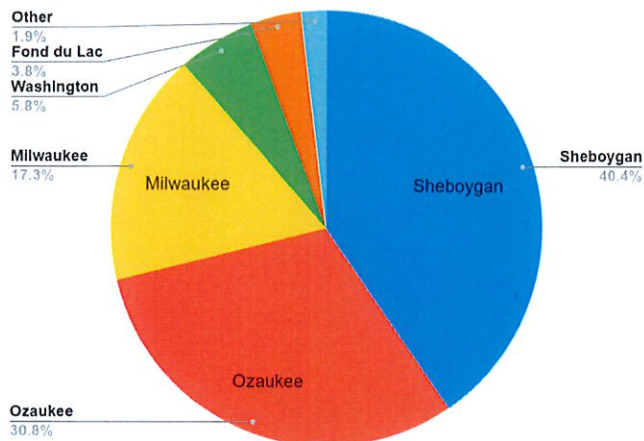
## Heaven's Gait Ranch Therapeutic Riding Center

### 2019 At a Glance

- 4 PATH Intl. Therapeutic Riding Instructors
- 9 Program Horses
- 1,084 Total Lessons
- 2,740 Volunteer Lesson Hours

### Who We Served

#### Reach By County



#### Needs Served by Percentage

**"I volunteer at HGR and see God's hand at work, not only in the lives of the clients, or in the great staff, but I see God at work in my own personal life. I see healing taking place within me as I give some of myself to others and experience their blessings."**

**- HGR 2019 Volunteer of the Year, Ken Severn**



### 2019 Volunteers of the Year: Ken and Tammy

Ken Severn came out of the woodwork to volunteer with us in 2019. After his wife Nancy had been volunteering at HGR for over a year, Ken stopped by one day and noticed his time and talents could be of service to our community. Since then, he has become a critical part of our team – both in and out of lessons and on the property at large.

As a retired Law Enforcement Officer who has also worked in property management with the DNR, Ken says, "I've able to use some of the skills God has blessed me with to help in other areas of [Heaven's Gait Ranch]. Removing hazardous dead ash trees -- a large project we will be continuing with shortly -- carpentry work, building projects, metal work, and well, you name it. Here is a place with all sorts of projects to work on, a place that blesses the lives of some very special people. And isn't this what Jesus asks us to do, to love one another in His name?"

Empathetic to those with post-traumatic stress, Ken cultivates a calm and collected presence for others on site that is much appreciated by visitors and staff alike. His warm smile, subtle encouragement, and steady strength go a long way at HGR, and he is always willing to help.





## Heaven's Gait Ranch Therapeutic Riding Center



Last year Ken not only cut down 17 dead ash trees on site, but he also created an electronic volunteer system to help streamline processes. He volunteered in weekly lessons as a lead walker and side walker, and he built a beautiful, sturdy fence line within our indoor arena, to safely separate our mounting area from the riding area, a requirement of PATH Intl.'

Retired, Ken now has time to engage in some interests he neglected due to his career. "I started a wood shop, Black River Woodwright, where I make furniture and other items. I enjoy computers, technology, amateur radio, reading, building homes, planting native wildflower gardens and trees, traveling, my wife, our four grown children and three grandchildren, and the list goes on and on. But above all things, my personal walk with Jesus Christ is the foundation of all."

**"The feeling that 'everyone is welcome' is inspiring to me," says Tammy. "The community benefits from creating a place for inclusion and offering an opportunity to give back."**

**-HGR 2019 Volunteer of the Year, Tammy Staley**



Tammy Staley began volunteering with us in 2018 and has been a constant beacon of light at the ranch and for our mission ever since. A horse-girl from an early age, Tammy's quiet presence and kind heart makes her a true friend not only to the program horses but also to the riders at HGR.

"I very much enjoy watching the riders' progression from week to week," she says. "And being able to work with Windy."

Because we ask our program horses to serve a variety of people -- from riders who walk with a lead walker and two side walkers to participants who canter independently with a bridle -- Tammy took a special interest in developing Windy's confidence and conditioning. As a lead walker, Tammy developed a special bond with Windy and became dedicated to increasing Windy's strength and balance under saddle.

After many hours together, in and out of lesson times, it's no surprise Windy earned HGR's 2019 Equine of the Year! Their efforts did not go unnoticed, and we greatly appreciate their teamwork to best serve our riders' needs.

When Tammy isn't volunteering her time at Heaven's Gait Ranch, she enjoys reading, practicing yoga, walking her dog, knitting, baking and cooking. Not to mention, she works as a librarian at the Cedar Grove Public Library. One of our most reliable, local volunteers, Tammy recognizes the need for a tight-knit community within our small town.





## Heaven's Gait Ranch Therapeutic Riding Center



### Important COVID-19 Update

Change is difficult for all of us, but it can be especially stressful for those with social, emotional, and psychological needs. Some of our participants do not understand why their families are worried or why they are now at home and cannot visit us at HGR.

Thankfully, our participants are still turning to us when their worlds turn upside down: they look to the trusted eyes in their lives, to their best friends, to their pets; they look to their helpers, their teachers, and their neighbors -- as sources of comfort, sunshine, & support. Nevertheless, every PATH Intl. Premier Center in the state of Wisconsin has shut down due to the CDC's guidelines and state order, and Heaven's Gait Ranch is no exception. We will be postponing services on site until further notice is given to us from the Department of Health & Human Services. In the meantime, as a provider for therapeutic services under the DHS and the Children's Long Term Support Waiver, Heaven's Gait Ranch has requested approval from all families and case managers to provide virtual learning opportunities for our participants to grow at home during this time.

Know that our efforts to remain connected with families and case managers have been very positive thus far, and we are hopeful that DHS will approve a remote provision of services for providers like us. Until new parameters are in place, we need your help in supporting our participants and their families during this difficult transition. Because we are doing our part to "stay home," our Board has encouraged and approved our multi-talented staff to work from home at this time, and with your support, they will be creating modified resources for all of our participants – kids and veterans – so that their physical, social, emotional, and psychological well-being remains engaged & on the rise.



With today's technology, there's no reason we can't bring the barn to you too! Follow us on Facebook for updates and more of Simpson's smiles!

### How You Can Help HGR in 2020

**1. Donate** — Know that every little bit helps (including shopping for toilet paper & soap on **Amazon Smile**)!

**2. Support our Equine Emergency Angel Fund** — Your gift to this fund will provide the best care for our best friends when they need it most. This fund helps us prepare for emergency vet visits and end of life care.

**3. Sponsor a Person in Need** — \$35 enables one person to participate in a group lesson. \$315 covers nine weeks. \$1,260 sponsors year-round.

**4. Corporate Matching Gift**—many businesses offer matching donations. Ask your employer today, or let us know if this is an option, and we'd be happy to connect.

**5. Legacy Giving** —when there's a will there's a way. Literally. Please consider leaving a gift to Heaven's Gait Ranch in your will so that your cherished values live on. How do you want to be remembered? A gift of stocks, bonds, an estate, or planned giving would make us eternally grateful by strengthening the sustainability of our programs. As a small nonprofit working to make a big difference, we will remember you!



## Budget and Financial Summary

The Heaven's Gait Ranch Board of Directors takes our budgeting responsibility very seriously; we have the utmost respect for all the generous supporters of our program. As a result, we take great care and concern regarding allocating and accounting for funds. Below you will find both the 2019 income and expense report, as well as the 2020 projected operating budget. On the page following, you will find context and explanations for any material differences expected between the budget or from year to year. If a line item is not discussed, then we did not experience or are not expecting a material change. Your continued support is enormously appreciated and tremendously important.

Respectfully,  
*Brian McClaren*

Brian McClaren  
Director of Finance and Operations

2019	2019 Budget	2019 Actual	2020 Budget
Income			
Rider Fee Income	\$ 25,678.00	\$ 33,690.00	\$ 24,180.00
Donation Income	\$ 120,000.00	\$ 127,251.94	\$ 120,000.00
Other Income	\$ 12,500.00	\$ 19,822.68	\$ 20,000.00
<b>Total Income</b>	<b>\$ 158,178.00</b>	<b>\$ 180,764.62</b>	<b>\$ 164,180.00</b>
Expenses			
Advertising and Marketing	\$ 4,750.00	\$ 6,256.00	\$ 5,000.00
Contractor - Lawn Care/Snow	\$ 8,000.00	\$ 8,905.00	\$ 8,500.00
Contractor- Farrier	\$ 3,400.00	\$ 2,975.11	\$ 3,400.00
Contractor - Veterinarian (Vet visits, meds, chiro, supplements)	\$ 4,250.00	\$ 5,235.96	\$ 6,600.00
Contractor - Trainer	\$ 4,000.00	\$ 3,141.25	\$ 2,500.00
Cost Labor (Staff)	\$ 71,500.00	\$ 67,318.00	\$ 67,000.00
Executive Director/Program Coordinator	\$ 32,500.00	\$ 32,500.00	\$ 30,500.00
PATH Certified Instruction	\$ 24,000.00	\$ 19,173.00	\$ 17,500.00
Equine Manager/Volunteer Coordinator	\$ 15,000.00	\$ 15,645.00	\$ 13,800.00
Facilities Manager	\$ -	\$ -	\$ 5,200.00
Dues and Subscriptions	\$ 870.00	\$ 2,330.00	\$ 2,000.00
Liability and Property Insurance	\$ 4,500.00	\$ 4,057.00	\$ 4,500.00
Workers Compensation Insurance	\$ 6,800.00	\$ 2,823.00	\$ 4,000.00
Farm Supplies and Program Materials (Fleet Farm, Dollar Store, Walgreens)	\$ 650.00	\$ 2,357.00	\$ 2,500.00
Professional Services/Emergency Property Care	\$ 1,000.00	\$ 1,586.68	\$ 1,500.00
Meals and Entertainment/HGR Events	\$ 1,500.00	\$ 1,199.53	\$ 1,500.00
Office Supplies (Printing, Web Maintenance, Publications & Mailing	\$ 2,500.00	\$ 3,519.12	\$ 2,500.00
Payroll Expenses	\$ 450.00	\$ 495.00	\$ 500.00
Payroll Taxes	\$ 5,545.00	\$ 5,150.00	\$ 5,300.00
Real Estate Tax	\$ 10,250.00	\$ 10,422.00	\$ 10,500.00
Maintenance of Facility/Equipment	\$ 2,500.00	\$ 3,237.90	\$ 3,500.00
Utilities (Water/Sewer/Electric/LP/Internet/Trash)	\$ 8,600.00	\$ 9,327.90	\$ 9,400.00
Horse Feed 2018 (Hay)	\$ 5,175.00	\$ 10,080.00	\$ 10,200.00
Tack + Horses	\$ 1,000.00	\$ 3,035.93	\$ 1,000.00
Capital Expenses	\$ -	\$ 4,869.06	\$ 9,000.00
<b>Total Expenses</b>	<b>\$ 147,240.00</b>	<b>\$ 158,321.44</b>	<b>\$ 162,900.00</b>
Carryover Income	\$ 10,938.00	\$ 22,443.18	\$ 5,652.00





## Heaven's Gait Ranch Therapeutic Riding Center

### Rider Fee Income

In 2019 HGR provided more than 1,000 lessons. The average income per lesson in 2019 was \$31.07 per lesson. In 2020 we set a goal to provide 1100 lessons, which we have since adjusted downward to 780 as the reality of COVID-19 and social distancing continues to develop. The total projected rider fee income is now expected to decrease to \$24,180.00.

### Donation Income

In 2019 HGR raised \$127,251.94 in donation income, which exceeded our goal. With the recent news of the COVID-19 pandemic, it is difficult to estimate and budget where the program will go in the rest of 2020. Due to this reality, we set a goal of \$120,000.00 in donation income to help fund programming costs.

### Other Income

The home on site is rented to a trusted individual for \$1,000/mo. In addition, we set a goal of \$8,000 generated by The Hayburner's Silent Auction.

### Advertising and Marketing

The bulk of this expense in 2019 comes from an annual contract in three full color community magazines: **The Cedarburg Bridge**, **The Mequon Beacon**, and **The Grafton Magazine**. However, because we anticipate a decrease in rider fees and donation income in 2020 due to COVID-19, we will not auto-renew our contract with Best Version Media, effective June 2020. We will still place one-time ads on Facebook, **The Lakeshore Weekly** & **The Ozaukee Press**.

### Contractor – Lawn Care/Snow Removal

We have committed to a full-service law care and property maintenance contract for 2020. The projected increased costs result from unusual amounts of snow and ice this winter and the need for constant plowing, salt spreading and ice chipping. Although higher than last year, this maintenance cost enables us to provide lessons year-round, and the care is invaluable to ensure safe footing for the horses and volunteers as well as ADA pathways and parking for participants and guests.

### Contractor – Veterinarian

We were well over budget in this category for 2019 due to an aging herd as well as adding a new horse. We have also reorganized staff responsibilities and scheduling so that contractors, such as the trainer and farrier, can be reached as additional resources. We plan to increase this budget moving forward.

### Cost of Labor (Staff)

HGR completed calendar year 2019 well under budget. In 2020 we separated the roles of facilities manager and equine manager, as each job has grown with the program. With the challenging start to the year and the open-endedness of COVID-19, it is difficult to estimate true costs for 2020. Our Executive Director generously declined an earned and planned raise at the start of 2020, and she has now also agreed to receive a pay cut, with the rest of the staff, for program coordination if services are suspended altogether by the Dept. of Health & Human Services this spring/summer. We have made a commitment to our staff to keep them working for as long as possible, but the pandemic will affect every staff member at every level. For these reasons, we have budgeted overall payroll to match the 2019 performance.

### Dues and Subscriptions

This category is higher than expected because two board members and three staff members attended the National PATH conference in Denver, CO, which celebrated the 50<sup>th</sup> anniversary of the therapeutic riding industry. HGR paid for the conference fee and continuing education credits for all Certified PATH Instructors, but HGR did not pay for travel or accommodations. We will not be attending a national conference in 2020 as a team, and the regional conference has been postponed due to the COVID 19 pandemic. The 2020

budget now reflects more accurately the cost of continuing education and professional development for staff.

### Workers Compensation Insurance

We were far under budget in this category, although we expect a 2019 Audit to be payable in 2020 and have budgeted for such an unknown amount. It is important to note that our WC classification is particularly expensive and that we are required by State and Federal law to participate in the WC Insurance Plan.

### Farm Supplies and Materials

This category was poorly budgeted, and we were overly optimistic about having the correct tools, program aids, and general supplies to run the program while it grows. This category has become a catchall for miscellaneous items such as stall bedding, magnesium chloride to treat the indoor arena for dust, grain, pasture seed, sanitation materials, equipment etc. The 2020 budget reflects a more accurate amount to cover these necessary expenses, including rising costs of toilet paper, soap, rubber gloves etc.

### Office Supplies (Printing, Web Maintenance, Publications & Mailing)

This category is over budget largely due to increased technological needs associated with a growing staff as well as the increased cost of printing and mailing to a growing recipient list.

### Professional Services

This category is entirely the result of having an emergency power outage at HGR that resulted in a break in the power supply and required us to run a new main power supply line underground.

### Repairs and Maintenance of Farm Equipment

Again, this category has become a bit of a catch-all for farm related equipment, fuel, supplies and the like. The largest expense incurred in 2019 was a \$2,100 tractor repair. The HGR Bobcat Toolcat 5200 will be 16 years old this year, and we expect continued maintenance challenges.

### Utilities (Water/Sewer/Electric/LP/Internet/Trash)

Although it may appear over budget, we have added trash to this line item which was a separate line item in the past. These categories are within budgetary parameters.

### Horse Feed 2018 (Hay)

HGR secured a Hay contract in the Late summer of 2019 for 110 bales of hay. Both halves of the payment were paid in 2019. We expect we will need to contract for a slightly greater amount in 2020.

### Tack + Horses

This category is over budget, mainly because we addressed a specific program need in 2019: we accepted a larger, stockier horse to serve our growing number of adults and veterans with disabilities. With the support of a generous donor, HGR purchased Lucero and his custom saddle & tack for \$2,000.00 upon completion of his trial period on site.

### Capital Expenses

This was an unbudgeted expense for 2019 but represents a substantial sum. The CAPEX expenditures are the costs associated with building out additional office space for a growing staff as well as physical improvements required to achieve a PATH Premier Center Accreditation.

### Total Expenses

Total expenses exceeded the 2019 budget by approximately 7.5%. The 2019 overages are due to the purchase of a new program horse, the ineffective budgeting for program materials and the unexpected but necessary repairs of a power line and the HGR tractor.





## Heaven's Gait Ranch Therapeutic Riding Center



Heaven's Gait Ranch  
Therapeutic Riding Center

940 S. Main St.  
Cedar Grove, WI 53013

### Events in 2020:

Thank you to everyone who supported our Dine to Donate Fundraiser on Tuesday, March 10th at The Stilt House in Cedarburg, WI! Many thanks to Gordon Goggin & his team for hosting us when you did! We are very grateful for you!

**Saturday, June 6th:** Party in the Paddock. Grill Out & Open House at HGR in Cedar Grove, WI. (TBD by CDC. This event will likely be postponed.)

**Saturday, August 22nd:** The Hayburner & Silent Auction Fundraiser at Newport Shores in Port Washington, WI. A block of rooms (2 night minimum) is reserved at Harborview Hotel for your convenience. Please call 262-284-9461.

**Fall 2020:** Fundraiser TBD in Chicago, IL

For more information on how you can help, visit our website at [www.heavensgaitranch.org](http://www.heavensgaitranch.org) or call Margaret Mary 920-400-0628.



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