



# Annual Report 2020

## Heaven's Gait Ranch, Inc.

**It is the mission of Heaven's Gait Ranch, Inc. 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. CTRI
Margaret Robertson	Volunteer Coordinator, Equine Manager
Monica Schaefer	PATH Intl. CTRI & Mentor
Beth Kettner	PATH Intl. CTRI & ESMHL
Benjamin Singleton	Facilities Manager
Lynn Pfunder	Equine Trainer, Certified TTouch Practitioner
Jeremy Ebert & EZ Signs, LLC	Property Manager, Facilities & Grounds
Dr. Peggy Houghlum PhD, PT	Intakes & Assessments
Dr. Shannon McGill DVM	Veterinarian & Equine Chiropractor
Dr. Heather Roney DVM	Veterinarian
Matt Jones	Farrier

### Program Horses

Ember  
 Jack (1998-2020)  
 Mac  
 Simpson  
 Rufus  
 Ellie Mae  
 Windy  
 Lucero  
 Finn (leased Q4, 2020)  
 Frost (leased)  
 Dolly (1996-2021)

### 2020 Horse Sponsors

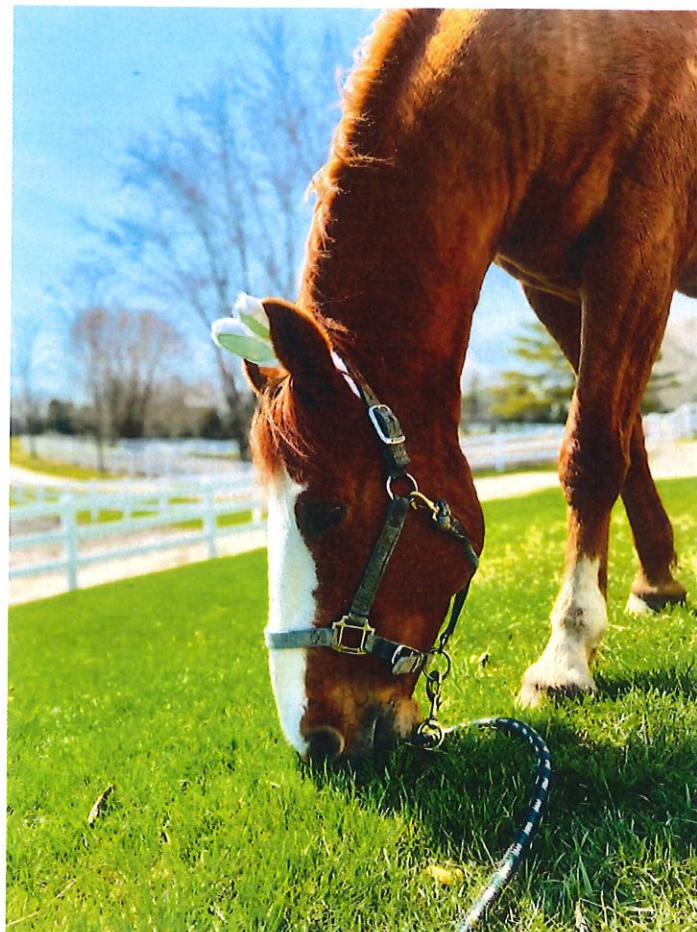
Anonymous  
 The Schultz Family  
 Jim Zirngibl & Susan Wilson  
 Helene Meyer  
 Anonymous  
 The Jors Family  
 Helene Meyer  
 Anonymous  
 The Jors Family  
 Jenny Rescorla  
 The Schultz Family

### Barn Ambassadors

Donkey Kong  
 Goose & Carol

### Sponsors

Deb  
 Deb  
 Dick Holicek & Kathy Michaels



## HGR's 2020 Equine of the Year: Mac



### Volunteers of the Year

Jim Hering  
 Abby Scott

### Legacy Pledge

Anonymous  
 Anonymous  
 Anonymous

### 2020 Memorial Donations

Norbert Ciesla  
 Herbert Doering  
 Jason Nelson  
 Alfred Miller  
 "Mitch"  
 Erika Plautz

### Equine Angel Sponsors

Anonymous  
 Anonymous  
 M.H.  
 The Jors Family  
 The Herman B. Lustigman Foundation  
 Jim & Pat McLaughlin  
 Mark & Karen Reed  
 The Schultz Family  
 Michael & Susan Smith  
 Jack & Arlene Warden





## Heaven's Gait Ranch Therapeutic Riding Center

Dear Family & Friends,

When you received last year's report, no one knew what the rest of 2020 would bring, but you helped us plan for the worst and hope for the best.

Your early encouragement to fight and not fold gave us confidence to take a leap of faith into the unknown and evoke our most valuable resources -- our relationships, compassion, and creativity. While you helped us provide telehealth services, build hybrid operations, and secure government support, your charitable contributions and trust in our mission remained our lifeline through the end of 2020. For this, we are forever grateful.

In fact, last year your generosity provided 1,056 therapeutic lessons to those in need: 365 were 100% sponsored by donations, while 691 were subsidized through partial scholarships & unrestricted funds.



With only one in-person fundraiser last year, just before COVID hit Wisconsin, you consciously made the effort to reach out in whatever way you could, and we can't thank you enough for rallying support from your friends and family on behalf of our participants, veterans, and horses. You honored loved ones who passed away, and you kept their memory alive by supporting others in need. You created alternative learning opportunities that fostered connection, growth, and resilience like we never imagined. You chose to care for aging animals by giving them grace and purpose that preserved their dignity. And you established an endowment that will grow a legacy for generations beyond us.

Last year, it was devastating to learn that hundreds of centers made the difficult decision to rehome their animals, furlough their staff, or shut down entirely, many after providing services for decades. But every time we learned of these realities, we became increasingly aware of the blessing you have been -- and continue to be -- to all of us at Heaven's Gait Ranch. Despite a year full of worry & fear, you really showed us that "kindness changes everything." Kindness is taking action. It's stepping up when it's easier to step back. And it's asking, "How can I help?" instead of saying, "It's not my problem."

Thank you for believing in us. For instilling in us a drive that fuels all passion for purpose. For giving us the tangible resources we need to build a sustainable future. For recognizing it takes more than just desire alone to persevere: it takes a village, and it takes family. Which means there's always a friend of a cousin whose neighbor knows a guy who might be able to help. And if that guy can't help, his brother probably can.

Hope you had a Happy St. Patrick's Day, and we wish you a sunny spring. May 2021 bring you all the health and happiness you deserve. Know that we are thinking of you and praying for you until we meet again!

Sincerely,

*Margaret Mary McClaren*

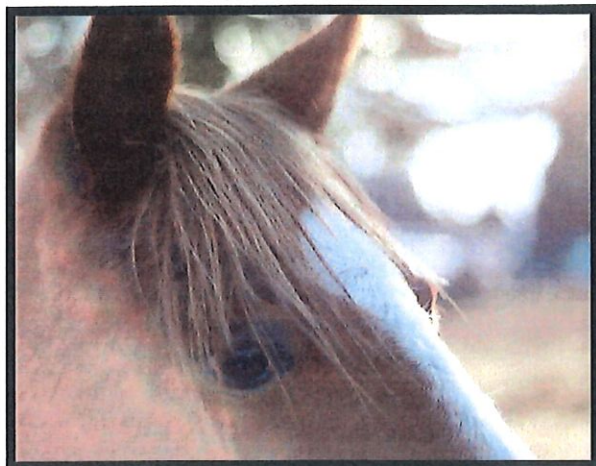
Margaret Mary McClaren

Founder, Executive Director





## Heaven's Gait Ranch Therapeutic Riding Center



### 2020 Programs & Donor Impact

#### Equine Services for Heroes (ESH): Veterans

In 2020, your generosity made it possible to provide 271 therapeutic lessons to the U.S. Military Veterans enrolled in our Equine Services for Heroes (ESH) program. ESH includes both unmounted and mounted activities that are 100% donor-funded. Telehealth services were added as an option last year, and one-third of our veterans chose to participate in virtual lessons while staying "safe-at-home." This will remain an alternative option as we continue to navigate through the pandemic. A huge thank you to the anonymous donors who equipped our barn with a "smart TV," enhancing the quality of our virtual services.

#### Equine Assisted Learning (EAL)

Equine-Assisted Learning (EAL), formerly called EAAT Education, includes services provided to individuals who primarily suffer from social, emotional, or psychological needs. While co-occurring disabilities may exist, these lessons focus on enhancing one's quality of life. It's no secret that domestic violence, mental illness, substance abuse, and suicides are rising as a result of the pandemic, so know that your kindness not only provides a safe environment for learning but also creates a crucial outlet for children and teens in need. You provided 94 lessons on scholarship through donations allocated to the Andy Mueller Memorial Scholarship Fund in 2020. Thanks to good friends & new partners, 100 more will be offered in 2021.

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

**940 S. Main St.**  
**Cedar Grove, WI 53013**

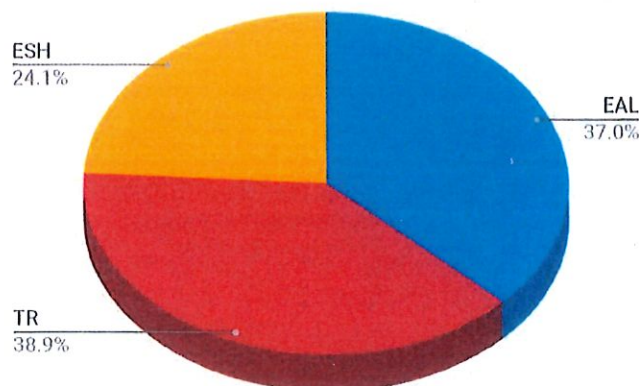
**920-400-0628**  
**[www.heavensgaitranch.org](http://www.heavensgaitranch.org)**

In 2021, our EAL program will expand to reach more individuals with long term care needs. Since 2017, Heaven's Gait Ranch has been an approved provider for services under the Children's Long Term Support Waiver (CLTS), Community Care Options Program (CCOP), and Include, Respect, I Self-Direct (IRIS); however, this year, our staff will also be trained to serve children and adults who qualify for Comprehensive Community Services (CCS). Heaven's Gait Ranch will provide psychosocial rehabilitation services for children and adults who suffer from trauma or substance abuse. With your continued support, as an approved provider under Ozaukee County's Department of Human Services, HGR will fill a growing need in our surrounding community.

#### Therapeutic Riding (TR)

While onsite lessons were limited last summer and fall to only two riders at a time, your understanding and support safely provided 691 therapeutic riding lessons to individuals with special needs or disabilities. With face coverings, temperature checks, familial side walkers, increased sanitation, and the whole nine yards, we only had two instances that HGR closed to quarantine. Thankfully everyone was understanding and respectful of our protocols, and remote services were offered during that time. Onsite lessons resumed after following the CDC guidelines.

#### HGR 2020 Total Participant Enrollment







## Heaven's Gait Ranch Therapeutic Riding Center



### 2020 Volunteers of the Year: Abby & Jim

As a 15 year old high school student, Abby Scott walked into HGR looking for a volunteer opportunity that would marry her interests of animals and helping people.

"Everyone here is so kind, considerate, and enjoyable to be around, it makes me never want to leave," says Abby. "I don't think there's ever been a day that I haven't left smiling."

For the last three years, Abby has been dedicated to a variety of needs at HGR. Her commitment and initiative are just two of the many reasons Abby was chosen for 2020's volunteer of the year. Last year affected us all in different ways; Abby suffered the loss of her best friend unexpectedly. Through this time, she attributed her healing to volunteering at HGR.

"HGR has consistently been a place where I have experienced a lot of love, peace, support, and healing," Abby says. "Even if I'm not a rider, the horses and the kindness of the people are therapeutic to me. On my first day back, after my friend passed away, I groomed Lucero & spent some time petting Kong; for the first time in a long time, I felt at peace."

Abby is off to college in September 2021. She is planning on attending UW River Falls for an animal science degree with an equine emphasis. We will definitely miss Abby's kindness and spirit around the barn, but we wish her all the best in her studies at UW River Falls!

When Jim Herring joined our veterans' program, he quickly demonstrated interest in also volunteering. Sharing his love and enthusiasm for every aspect of our mission, he began coming to the barn multiple days a week, not only assisting in lessons but also cleaning saddles & tack. He was a tremendous help throughout the pandemic, as volunteers dwindled when program needs continued to rise.

He says, "Volunteering is a way to express gratitude. Before I came to HGR I knew my life needed changing; particularly allowing others to get to know me. I had issues with trust: How could I trust a horse? Especially me -- a Vietnam Veteran."

Jim formed a deep connection with Dolly, a gentle Clydesdale who joined us in July. Together, they learned serenity and trust. After Dolly's injury, Jim spent hours grooming her, talking with her, and making her feel comfortable.

Today, he helps some of our younger riders as a lead or side walker. His quiet confidence assures the horse and rider. Celebrating small wins for each rider, he says, "The children bring me peace. I love to see them smile."







## Heaven's Gait Ranch Therapeutic Riding Center



### Farewell to Jack

While grieving a number of losses last year, one hit us hard in April: we quietly & privately said goodbye to our beloved Jack. Our first therapy horse to serve in lessons on site, Jack was about as gentle as they come. In summer 2016, he was donated to HGR by his owner Jackie Vana, and he quickly won the hearts of our participants with special needs and veterans with disabilities. With his quiet eyes and calming demeanor, Jack was so intuitive he really moved at the pace of his rider's wishes which undoubtedly put his team at ease.

Formerly trained for reining, Jack had a variety of skills, so even in his retirement, he had so much to give and teach. From 2017-2018, he was our #1 "go-to guy" when it came to taking care of our senior citizens and veterans with disabilities, and in 2018 he was named our Equine of the Year (pictured above).

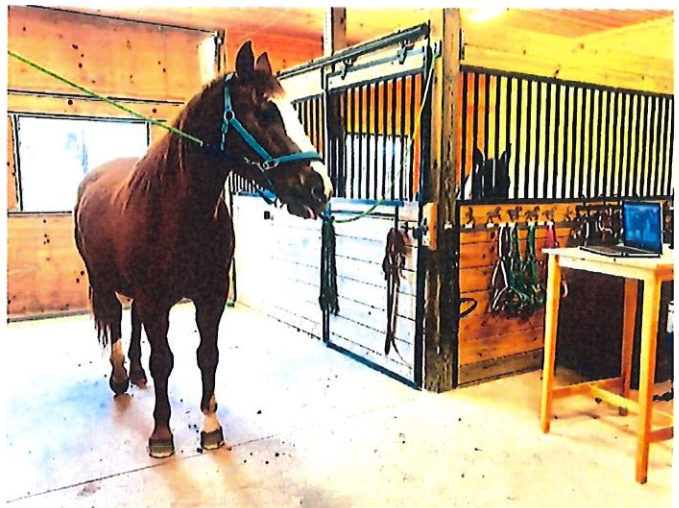
You could see it in his eyes, his joints and muscles, that he was so strong, willing, and daring back in the day, which made our veterans really take to him upon introductions. With old injuries himself, Jack was cautious but steady, trusting his handlers and expecting trust in return. For these reasons and more, Jack became the perfect friend for some of our veterans in need. As he slowed down, Jack reveled in the little things — smelling fresh grass in the mornings, rolling in the sand after a heavy rain, walking softly on the trail, and engaging in a little healthy competition any time he'd see barrels lined up in the arena. Sponsored by participant Steven Schultz and his family, Jack found a

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forever home with us at Heaven's Gait Ranch, and we can't thank him enough for all that he did to pioneer our programs.

Because WI shut down last March, no one was allowed on site, which meant participants, veterans, and volunteers were unable to say goodbye and process grief naturally as they knew it. Meanwhile, virtual lessons were just starting, and it was such an important time for families to discuss the reality of death as a part of life. Little did we know that some of our participants would soon lose grandparents and other loved ones later in the year. Thankfully, the horses at HGR continued to provide a way for families to bond, from barn to table, with pictures and videos, as they could always share "horse stories" even from miles away.



### 2020 Equine of the Year: Mac

After serving HGR since 2017, Mac was named our 2020 Equine of the Year! Providing more virtual lessons than any other horse, Mac showed us that there's so much more for our participants and veterans to learn between riding lessons that will help them in and out of the saddle. Whether he modeled hoof care, herd dynamics, or stretching exercises for self-care, Mac was quite the tutor during COVID-19. Congratulations, Mac, and thank you to his sponsors who have supported him for five years in a row!

**920-400-0628**  
**[www.heavensgaitranch.org](http://www.heavensgaitranch.org)**



## 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 organization. As a result, we take great care and concern regarding allocating and accounting for funds. Below you will find both the 2020 income and expense report, as well as the 2021 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**

Director of Finance and Operations

	2020 Budget	2020 Actual	2021 Budget
<b>Income</b>			
Rider/Participant Fee Income	\$ 24,180.00	\$ 25,808.00	\$ 30,000.00
Donation Income	\$ 120,000.00	\$ 151,019.00	\$ 155,000.00
Other Income	\$ 20,000.00	\$ 20,301.75	\$ 18,000.00
Paycheck Protection Program	N/A	\$ 13,900.00	\$ 10,000.00
<b>Total Income</b>	<b>\$ 164,180.00</b>	<b>\$ 211,028.75</b>	<b>\$ 213,000.00</b>
<b>Expenses</b>			
Advertising and Marketing	\$ 5,000.00	\$ 2,354.40	\$ 2,000.00
Contractor - Lawn Care/Snow	\$ 8,500.00	\$ 8,914.00	\$ 9,100.00
Contractor- Farrier	\$ 3,400.00	\$ 3,485.63	\$ 3,750.00
Contractor - Veterinarian/Medication/Supplements/End of Life Care	\$ 6,600.00	\$ 7,132.27	\$ 6,600.00
Contractor - Trainer	\$ 2,500.00	\$ 720.00	\$ -
<b>Wages (Staff)</b>			
Executive Director, MBA/Program Coordinator	\$ 32,500.00	\$ 33,250.08	\$ 37,500.00
PATH Certified Instruction/Therapeutic & Rehabilitation Services	\$ 17,500.00	\$ 24,138.12	\$ 27,500.00
Volunteer Coordinator/Equine Manager ->Program & Vol. Coordinator	\$ 13,800.00	\$ 16,235.00	\$ 20,000.00
Facilities Manager (sanitation before & after lessons/services)	\$ 5,200.00	\$ 6,231.35	\$ 10,500.00
Equine Management & Conditioning (administering daily meds/care)	\$ -	\$ -	\$ 20,000.00
Dues and Subscriptions	\$ 2,000.00	\$ 1,900.30	\$ 2,400.00
Liability and Property Insurance	\$ 4,500.00	\$ 3,072.00	\$ 4,500.00
Workers Compensation Insurance	\$ 4,000.00	\$ 2,393.00	\$ 3,500.00
Unemployment Insurance	\$ -	\$ -	\$ 2,500.00
Farm Supplies and Program Materials	\$ 2,500.00	\$ 5,302.57	\$ 3,500.00
Professional Services/Property Care	\$ 1,500.00	\$ 10,215.34	\$ 3,500.00
Legal	N/A	\$ 3,276.20	\$ 1,500.00
Meals and Entertainment/HGR Events	\$ 1,500.00	\$ 794.50	\$ 1,000.00
Office Supplies (Printing, Hosting, Publications & Mailing)	\$ 2,500.00	\$ 3,118.75	\$ 2,800.00
Payroll Expenses	\$ 500.00	\$ 952.50	\$ 1,000.00
Payroll Taxes (FICA)	\$ 5,300.00	\$ 6,108.87	\$ 8,262.00
Real Estate Tax	\$ 10,500.00	\$ 10,254.36	\$ 10,600.00
Maintenance of Facility/Equipment	\$ 3,500.00	\$ 6,680.80	\$ 4,500.00
Utilities (Water/Sewer/Electric/LP/Internet/Trash)	\$ 9,400.00	\$ 8,706.64	\$ 9,400.00
Horse Feed 2020 (Hay)	\$ 10,200.00	\$ 15,400.00	\$ 8,000.00
Tack + Horses	\$ 1,000.00	\$ 1,276.90	\$ 2,000.00
Capital Expenses	\$ 9,000.00	\$ 15,925.46	\$ 5,000.00
<b>Total Expenses</b>	<b>\$ 160,900.00</b>	<b>\$ 197,839.04</b>	<b>\$ 210,912.00</b>
<b>Carryover Income</b>	<b>\$ 1,280.00</b>	<b>\$ 13,189.71</b>	<b>\$ 2,088.00</b>



#### Rider Fee Income

In 2020, despite the COVID-19 Pandemic HGR provided 1,056 lessons! The average income per lesson was \$24.43 per lesson. We anticipate 2021 to be a post pandemic growth year. Additionally, HGR has increased its fees for the first time in five years & the price changes will take effect in 2021.

#### Donation Income

In 2020 HGR raised \$151,019.00 in donation income, which materially exceeded our goal. The 2021 goal is representative of the program's growth and direction.

#### Other Income

The home on site continues to be rented to a trusted individual. In 2020 we experienced an insurance loss on the home. The work to repair the damage has been completed, but the insurance proceeds will have been recognized in 2020 while the expenses will not be recognized until 2021.

#### Paycheck Protection Program

HGR was a recipient of a \$13,900 loan from the federal PPP; it has consequently been forgiven. HGR did not qualify for round II of the PPP but will continue to explore all government funding and grants available to small businesses and NPOs in 2021.

#### Advertising and Marketing

The bulk of this expense for 2020 comes from an annual contract in three full color community magazines: The Cedarburg Bridge, The Mequon Beacon, and The Grafton Magazine. We discontinued this service after one quarter in 2020 to make room for expenses elsewhere. Moving into 2021, we intend to refocus our advertising budget so that we can create more shareable video content.

#### Contractor – Lawn Care/Snow Removal

EZ Signs and Lawn Care, owned and operated by Jeremy Ebert, continues to exceed expectations. He will continue to provide excellent year-round property services to make our site accessible to those in need.

#### Contractor – Veterinarian

This category has been adjusted to reflect the end-of-life care needs of our aging herd. This unfortunate reality will make responsible herd management more expensive moving forward.

#### Wages (Staff)

Due to the pandemic, our volunteer pool plummeted in 2020 which we hope to remedy in 2021. Staff were stretched to maintain horse care, increase sanitation efforts, preserve current operations, & create remote programming. By reducing class sizes on site to no more than two riders at a time, weekly staff hours expanded, and payroll grew accordingly. To reflect the evolving needs of the organization, property, and horses, we reshuffled many responsibilities & added one more staff member in Jan. 2021. With an aging herd, equine management is essential 7 days a week. Staff have received reasonable wage increases to reflect certifications & added responsibilities. Two errors presented in 2020: the budget for the ED salary remained at \$30,500 instead of \$32,500, and a pay scale error resulted in a small premium to be paid. This error has been corrected.

#### Liability & Property Insurance

In 2021, we added Professional Liability & Coverage for Sexual Abuse & Molestation Claims. By offering remote, telehealth services and individualized services for people suffering from trauma & substance abuse, two programs funded by Medicaid, we were required to carry additional coverage. This will remain in the budget moving forward.

#### Unemployment Insurance

This is a new requirement for HGR as the number have staff has grown; the amount is based on gross payroll and will likely remain a line item for the future.

#### Workers Compensation Insurance

Although we were under budget in this category, we expect a 2020 audit to be payable in 2021. 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

The overage in the budget is almost exclusively a result of the increased expenses associated with being open during the pandemic; this category includes everything from Lysol, masks, laundry & mopping supplies, hand sanitizer, etc. The 2021 budget reflects a more accurate amount to continue to cover these necessary expenses, including rising costs of disinfectant sprays & material goods, etc.

#### Professional Services/Property Care

This category includes the updating of the electrical systems in the office, barn, and pony barn as well as the installation of a 2<sup>nd</sup> year-round waterer.

#### Legal

This unbudgeted item was to help HGR accomplish some necessary legal work in 2020. Traditionally, HGR is represented by Foley and Lardner on a pro bono basis, but this brief work was best handled by a third-party firm who was already familiar with the matter.

#### 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 \$3,000 tractor repair. The HGR Bobcat ToolCat 5200 will be 17 years old this year, and we expect continued maintenance challenges.

#### Horse Feed (Hay)

HGR secured a hay contract in late summer of 2019 for 100 round bales from a local provider and a second contract for an additional 100 bales in mid-2020. Although we put more hay under contract than the calendar year would require, both contracts were beneficial and have stretched into 2021 lowering our anticipated annual hay cost for this year.

#### Tack + Horses

HGR will be looking for 1 or 2 new horses during 2021 to replace Jack (who passed away in 2020), Finn (who went home in Dec.), & Dolly (who passed away in Jan. 2021). We expect related budget categories including, hay, equine management, tack, veterinary, & farrier bills to grow accordingly.

#### Capital Expenses

HGR had several improvement projects in 2020 which added on-site office & meeting spaces. Staff now share fewer interior workstations & devices.





## Heaven's Gait Ranch Therapeutic Riding Center

### How You Can Help HGR in 2021

**1. Donate** — Know that every little bit helps (including your shopping on **Amazon Smile**)!



**2. Support our Equine 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** — Our lesson rates have increased: \$45 enables 1 person to participate in a group lesson. \$405 covers 9 weeks of participation. \$1,620 gives lessons 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. Thank you to those who reached out to Baird, PGIM, & Tyson Foods in 2020! Thanks for sharing the love!

**5. Legacy Giving** — 2020 forced us to reflect on our purpose, and we encourage you to consider your personal legacy. What are ways you can share your story with the people you hold most dear? If our mission is important to you -- not only today but also in the future -- it would be an honor to be part of your story. If you want to make a positive, lasting impact, please remember Heaven's Gait Ranch, Inc. in your will or estate plan. Contact us to learn how you can make a meaningful difference. As a small nonprofit, we will remember you!

### Events in 2021:

"In person" events are still paused for HGR. Thank you for your patience & understanding as we navigate through the second year of the pandemic. Follow us on Facebook for upcoming virtual events & details on this year's fundraisers.

- Virtual Super Bowl Square Challenge: Feb.
  - Thank you everyone who participated!
- March Meat Raffle (Postponed): Date TBD
- **Virtual Derby Day Square Challenge: May**
- **2021 Hayburner Fundraiser Date: TBD**
- Text-to-Give remains an option for monthly donations or one time gifts.  
**Text "horses" to (920) 315-7551**
- For more information on how you can help, visit our website [www.heavensgaitranch.org](http://www.heavensgaitranch.org) or call Margaret Mary 920-400-0628.



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!

