



2025 ANNUAL REPORT

Mission *Statement*

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
Troy Moldenhauer	Development & Marketing Coordinator
Margaret Robertson	Program & Volunteer Coordinator
	PATH Intl. CTRI, CCS Provider
Monica Schaefer	PATH Intl. CTRI & Mentor
Amy Sheffield	PATH Intl. CTRI & Support Specialist
	CCS Provider
Anika Gooding	Program Assistant
Taylor Mattek	Program Assistant
Sarah Mitchell	Program Assistant
Abigail Bartlett	Program Assistant
Jeremy Ebert & EZ Signs, LLC	Property Manager, Facilities & Grounds
Fredonia Veterinary Clinic	Veterinarian
Dr. Sara Gilbertson DVM	Veterinarian & Equine Chiropractor
Chris Adickes	Farrier
Sherri Sandona Kamenski	Volunteer, Equine Massage, MMCP & MMES
Mark Carlson	Volunteer, Event Photographer

Program *Horses & Sponsors*

Ember	Anonymous
Lucero	Mark Reed
Frost	The Jors Family
Ali	Jim Zirngibl & Susan Wilson
Buckley	Lisa A.H. Cudahy
Prince	Matt & Celeste Pauli
Sir Steve	The Chavin Family
Captain	Sherri Sandona Kamenski
Lola	Anonymous

Barn *Ambassadors & Sponsors*

Donkey Kong	Deb
Goose (2015-25)	Deb
Carol	Donald Robbins & Tyler Wittmann
Merlin	Sponsor Pledged

2025 *Memorial Donations*

Anonymous
Anonymous
Gloria DeGross
John P. Gaughan, Sr., WWII Veteran
Seephen D. Moker, Vietnam Veteran
Larry J. Ten Pas, Korean War Veteran
"Goose"

Legacy *Pledge*

Anonymous
Anonymous
Anonymous

Equine Angel *Sponsors*

Anonymous
Anonymous
Hamza Jaka & Family
Herman B. Lustigman Foundation
The Mikolajczak Family
ReVivEquine, LLC
Mark Reed & Family
Michael & Sandra Smith
Marilyn Tenzer & Family
Jack & Arlene Warden & Family
David & Laura Zirngibl

Stall *Sponsors*

Anonymous	Bob J. Bach & Joan G. Bach
Anonymous	The Buechel Family
Anonymous	Devlin F. Gray & Family
Anonymous	Sherri Sandona Kamenski & Sharon Sandona



Letter from the *Executive Director*

Thank you for making 2025 our most meaningful year yet! Your increased generosity provided an incredible 1,897 equine-assisted services, while keeping rider fees financially affordable for families in need. With increased demand for therapeutic riding, our herd, staff, and volunteers did a phenomenal job managing resources to maximize impact in each area of programming, so thank you for once again providing the means for our mission.

While veteran participation in PATH Intl.'s Equine Services for Heroes program has declined in recent years, weekly participation at HGR increased from 2024 to 2025. You generously sponsored over 200 private veteran lessons, and with devoted 1:1 instructional time, our program staff became increasingly aware of how HGR could also benefit children of veterans and active duty service members in our community. Last fall HGR applied for funding from the Herb Kohl Foundation to pilot sponsoring children of veterans in 2026, and we have already begun awarding sponsorships this winter.

Our therapeutic riding program also saw significant growth last year, with most referrals coming from Ozaukee, Washington, and Sheboygan counties. Rider fees paid by county agencies generated 29% of our total income while rider fees paid out of pocket from families generated 3%. With charitable donations creating 61% of our total income, you generously provided over 100 scholarships every season, and we appreciate your increased support to exceed our goal in 2025.

Finally, our equine assisted learning program served more individuals and groups than ever, through weekly rehabilitation services, monthly events, and special outings. Comprehensive Community Services (CCS) and educational opportunities for the community helped us assess facility needs, including repairs and upgrades that would enhance one's overall experience at HGR without depleting financial reserves.



One significant improvement HGR made in 2025 was the installation of epoxy flooring in our reception area, restrooms, and main office. Creative Maintenance Solutions, Inc. beautifully elevated the professionalism of our entrance, and their work inspired further improvements to start in 2026. Although insulating the indoor arena is out of reach at this time, we remain committed to budgeting for increased operational expenses and program sustainability beyond year ten. As a result, we revised our five-year plan to preserve financial resources that will provide more services while making select capital improvements – such as an expanded, heated viewing area for families as well as an office space for certified instructors. These additions will give HGR dedicated space to host clinics, conduct meetings, and provide instructional mentoring. With much to celebrate and more to look forward to, we can't thank you enough for your support.

We can't wait for you to see your impact at this year's Hayburner Fundraiser & Silent Auction, which will be held on Saturday, September 12, 2026 from 1-4 PM at HGR. Thank you again for making year nine so memorable, and we look forward to seeing you at this year's events!

Sincerely,
Margaret Mary McClaren
Margaret Mary McClaren





Gone but not forgotten

More than a barn cat, more than an ambassador, HGR sadly said goodbye in 2025 to our good friend, Goose.

Goose had been with us since 2016, arriving from the Sheboygan County Humane Society with Maverick. At the time, we simply needed pest control in the barn, so we had no idea how he'd grow to fill such a huge place in our hearts.

When we built the office and bathrooms, Goose and Maverick were there, cuddling up to volunteer contractors, begging for scratches and catnaps between never-ending tasks. Although Goose watched several additional barn cats come and go in our early years, we were grateful he stayed close to home, and from the very beginning, Goose was always the first to greet us at our car doors.

Escorting us to unlock the office and open the barn doors as if he genuinely supervised the night shift, Goose eagerly briefed us before the lesson day got started. Over time, he alerted us to storm damage, burst pipes, combustible hay, raccoons, badgers, and all sorts of needs requiring attention outside of lessons themselves. It's amazing what he'd pick up on, working in tandem with the horses. Cool as a cucumber, he'd then prance back to the barn to oversee lessons; from horse conditioning and volunteer training to staff onboarding and rider triumphs, he saw it all, spectating from the arenas and walking along the trail.

During COVID, Goose was such a blessing behind the scenes — the saving grace to our sanity on site and the glue that kept us working together. He loyally stuck by our side, sealing envelopes with paw prints, working late nights and early mornings, always serving as a buffer for visitors to find common ground next to a furry friend.



When group lessons resumed in full swing, he claimed his spot on the couch in the family room, owning his role as the official greeter for HGR, while making just enough room for you to have a seat next to him. Over the years, he became a buddy for many who entered — alleviating stress for volunteers, participants, parents, siblings, veterans, and caregivers — simply by being there. Not to mention, he became part of every tour, meeting, interview, deep clean, and special event we had to date on-site.

Goose was deeply loved and will be deeply missed. HGR especially thanks Deb, who generously sponsored so much of his senior years, as well as all of the volunteers and staff who lovingly cared for him over the last nine

Volunteer of the Year: *Kevin Ott*



Some volunteers quietly change everything.

For the past four years, Kevin Ott has been a steady, reassuring presence at Heaven's Gait Ranch—showing up season after season as a volunteer side walker for individuals with special needs and disabilities. While many volunteers are able to give for a short time, Kevin has continued to give consistently, offering his time, energy, and heart whenever his schedule allows. His reliability alone sets him apart; his impact goes far deeper.

Kevin supports multiple participants and their families, meeting each rider with patience, encouragement, and care. Whether facing a blizzard, a heat wave, or a long day at the barn, Kevin arrives with the same calm demeanor and positive attitude. His quiet humility and moral integrity create a sense of safety and trust for riders who rely on consistency and compassion to thrive.

As a side walker, he provides physical support and emotional reassurance during therapeutic riding lessons, and beyond the arena, he helps prepare horses before lessons by grooming and tacking. He helps in between lessons by cleaning stalls and sweeping aisles, and after lessons, he lends a hand wherever is needed around the property. His attention to detail and willingness to do whatever is asked to ensure that programs run smoothly for participants and staff alike.



Kevin's greatest impact is seen in the people he serves. Over the years, he has supported a number of individuals with various needs, always succeeding in making them shine. Whether he is paired with a young woman undergoing cancer treatment, a small child with spina bifida, or a young man processing early childhood trauma, Kevin can always find a way to connect. He strikes a rare and respectful balance—offering a steady, helping hand as needed while encouraging independence whenever possible. He understands when to step in and when to step back, always focused on helping each participant reach their fullest potential.

What sets Kevin apart is his calming presence and gentle voice. He has an instinctive ability to meet people exactly where they are, even without knowing the full details of their journey. Parents and caregivers feel a sense of relief when they see Kevin at the ranch, knowing their loved one is supported by someone who leads with kindness, patience, and respect. Whether guiding a rider recovering from surgery or standing beside a small child grooming a 1,300-pound horse, Kevin encourages others to sit tall, stand proud, and face the day with confidence.



Kevin Ott embodies the very heart of volunteerism at HGR. His service reminds us that leadership does not always come with a title, and impact does not require the spotlight. Sometimes, it looks like quiet perseverance, showing up again and again, and believing in others especially when they may struggle to believe in themselves. We are proud to recognize Kevin Ott as our 2025 Volunteer of the Year, and we are deeply grateful for the compassion, integrity, and dedication he brings to our greater community.



Horse of the Year: *Captain*

Captain is a horse with a stunning presence and captivating heart. Known for his refined palate and personality - carrots must be fresh; baths must be warm (but not too warm), and forelock must be brushed - Captain has always been clear about what he likes and dislikes. Lovingly and generously sponsored by Sherri Sandona Kamenski, we are incredibly proud to name Captain **HGR's 2025 Horse of the Year**.

When he arrived at HGR in spring of 2021, he was bold, showy, and hot to trot, conditioned for fast-paced expectation and top-notch performance. Standing still and walking slowly proved more difficult than moving, but over time, through patience, consistency, and trust, Captain has transformed from a high-alert saddlebred ready to take the rail into a buddy-in-your-pocket who craves bonding before entering the arena.

For those who have worked closely with him, Captain has been both a student and a teacher. In quiet moments of groundwork, conditioning, and bodywork, he has learned to soften-and in doing so, has taught others the same. One veteran calls his time with Captain "a bright spot in an otherwise dark week."

Captain's journey has not been linear, yet each step forward has been earned through trust, patience, and a willingness to begin again when needed.

As a therapy horse at HGR, Captain has proven to be an extraordinary partner for various teens and veterans. Whether they're processing trauma or overcoming anxiety, Captain reflects one's experiences with remarkable clarity, allowing them to witness progress, setbacks, and resilience in real time.

Participants take pride in his growth, often seeing their own potential and healing mirrored in his courage. When Captain overcomes challenges that once felt impossible, participants celebrate those victories as their own-learning that belief, compassion, and grace can change outcomes for both horse and human.

Financial Review & Budget Summary

It is my pleasure to share with you the following budget review for 2025 and the planned operating budget for 2026. As always, we value transparent and timely communication.

In the following pages you will see a detailed breakdown of the program's expenditures and explanations if they differ substantially from the budget.

We are proud every day of what we have accomplished together on this small ranch in Cedar Grove.

Respectfully,
Brian McClaren

Co-Founder, Director of Finance and Operations



2025 Annual Report	2025 Budget	2025 Actual	2026 Budget
Income			
Rider Fee Income	\$ 120,000.00	\$169,021.29	\$155,000.00
Donation Income	\$ 235,000.00	\$319,977.65	\$250,000.00
Other Income	\$ 20,000.00	\$38,496.40	\$20,000.00
Total Income	\$ 375,000.00	\$527,495.34	\$425,000.00
Expenses			
Contractor - Lawn Care/Snow	\$ 12,500.00	\$11,900.00	\$12,375.00
Contractor- Farrier	\$ 5,250.00	\$6,500.00	\$7,000.00
Contractor - Veterinarian/Afterlife Care	\$ 25,000.00	\$16,767.29	\$20,000.00
Wages (Staff)	\$ 205,000.00	\$209,742.75	\$216,000.00
<i>Executive Director, MBA, PATH CTRI & CCS Credentialed Provider</i>	<i>\$ 52,500.00</i>	<i>\$52,503.96</i>	<i>\$57,500.00</i>
<i>Program & Volunteer Coordinator, PATH CTRI & CCS</i>	<i>\$ 46,000.00</i>	<i>\$45,875.08</i>	<i>\$48,000.00</i>
<i>PATH Certified Instruction/Therapeutic & Rehabilitation Services</i>	<i>\$ 49,500.00</i>	<i>\$48,715.25</i>	<i>\$50,500.00</i>
<i>Program Assistance: Equine Care, Facilities Management, Marketing & Outreach</i>	<i>\$ 57,000.00</i>	<i>\$62,648.46</i>	<i>\$60,000.00</i>
Employee Recruitment, Retention, & Benefits	\$ 5,000.00	\$5,750.85	\$6,000.00
PATH Membership(s) Annual Dues	\$ 7,500.00	\$6,838.30	\$3,500.00
Liability and Property Insurance	\$ 8,500.00	\$8,455.00	\$9,500.00
Workers Compensation Insurance	\$ 4,789.00	\$6,601.00	\$5,512.00
Unemployment Insurance	\$ 1,400.00	\$698.31	\$1,450.00
Supplies and Program Materials	\$ 10,000.00	\$13,558.13	\$14,500.00
Professional Services/Property Care	\$ 9,000.00	\$5,774.84	\$8,500.00
Meals and Entertainment/HGR Events	\$ 9,000.00	\$14,702.03	\$15,500.00
Office Supplies (Printing, Hosting, Publications & Mailing)	\$ 5,500.00	\$7,230.37	\$9,000.00
Payroll Expenses*	\$ 1,750.00	\$1,713.50	\$1,900.00
Payroll Taxes (FICA)*	\$ 15,700.00	\$16,045.34	\$16,600.00
Real Estate Tax	\$ 500.00	\$986.58	\$500.00
Repairs/Maintenance of Facility/Equipment	\$ 15,000.00	\$41,186.86	\$7,500.00
Utilities (Water/Sewer/Electric/LP/Internet/Trash)	\$ 13,500.00	\$12,599.05	\$13,750.00
Horse Feed (Hay & Grain)	\$ 13,000.00	\$15,142.00	\$15,500.00
Tack + Horses	\$ 5,000.00	\$804.35	\$2,000.00
Capital Expenses	\$ -	\$0.00	\$65,000.00
Total Expenses*	\$ 372,889	\$402,996.55	\$451,587.00
Carryover Income*	\$ 2,111.00	\$124,498.79	-\$26,587.00

*Updated 4/12/2026 to include payroll expenses & taxes. A previous report that circulated 3/31/2026 did not populate these categories at the bottom.

Financial Review and Budget Summary, continued

DONATION INCOME

2025 Donation Income outpaced expectations as some donors moved up their 2026 donations to 2025 to take advantage of tax deductions in a year where they could better use them. To the extent possible, we have pre-paid expenses to take advantage of the sooner-than-expected income. Additionally, some gave early to support 2026 Capital Improvements that have already begun.

RIDER FEE INCOME

In 2025 HGR provided 1,890 lessons. Rider fees increased in 2025 to maximize the benefit to the program from multiple county funding sources. Additionally, in 2025 we implemented a “no-show” policy where lesson rates were charged to those who did not cancel in advance or arrive for scheduled lessons. A significant amount of Q4 fees from 2024 were paid late in 2025, increasing the total rider fee income received for the year. The 2026 budget anticipates timely payment of fees.

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. We paid for the 2026 contracts in the calendar year 2025 to take advantage of discount pricing. We plan to continue to prepay for this service.

VETERINARIAN + SENIOR CARE + AFTERLIFE

In 2025 we were blessed with a healthy herd and proactive equine management. While we said goodbye to our barn cat, Goose, we did not incur the expense of euthanizing any equines.

COST OF LABOR (STAFF)

We are well staffed with Certified PATH Intl. Instructors, and we are prepared for a successful 2026. We combined a few roles into Program Assistance and anticipate a 3% growth in the category moving through 2026.

EMPLOYEE RECRUITMENT, RETENTION AND BENEFITS

The category includes a small retirement incentive match for staff who have been employed for 12 months as well as retention, apparel, and other minor benefits, such as bonuses and appreciation events that help keep our team happy and motivated.

PATH MEMBERSHIPS

This budget item decreased for 2026 as we tackled our national conference and continuing education goals in 2025. Our certified instructors will return to the PATH Intl. conference in 2027.

PROPERTY AND LIABILITY INSURANCE

In 2025, we had an insurable loss, a sewage backup event which required professional remediation. Our insurance deductible of \$5,000 remained our only exposure. The insurance income is captured in the other income category and expensed through the repairs and maintenance category. We anticipate a slight increase in our annual premium as a result.

MEALS AND ENTERTAINMENT/HGR EVENTS

In addition to hosting annual fundraisers, mentoring clinics, and one-time outings, we also celebrate holidays, birthdays, and anniversaries for our horses, riders, volunteers, staff, and supporters. Meals, seasonal decor, and tokens of appreciation were added to the list of expenses that fall into this category. We anticipate continued growth in 2026, especially as we celebrate our 10th year of operation, and we increase the number of people we serve.

MAINTENANCE OF FACILITY AND EQUIPMENT

This includes complete and early prepayment of the loan for the ToolCat. This also includes the \$19,000 in expenses related to the insurable loss described above. The maintenance component of the 2025 budget was fairly accurate, and we anticipate only regular maintenance for the two machines throughout 2026.

PROFESSIONAL SERVICES + LEGAL, ACCOUNTING, AND WEB

These categories have been combined to simplify our bookkeeping efforts. This includes hosting administrative CRM suites like Google and QuickBooks as well as hosting and securing the website. It also includes office and property third party services, from pest control and plumbing to clinical supervision and accounting.

SUPPLIES AND PROGRAM MATERIALS

This category has grown largely because of the rising cost of goods and services, from cleaning supplies and anti-dust material to stall shavings and horseshoes for our herd. We have also increased staffing on weekends and lesson breaks to ensure coverage during the most problematic times of the year. Extreme cold and heat affect the herd, leading to an increased use of equine care consumables.

OFFICE SUPPLIES

This overage is largely due to the necessary replacement of two computers and a printer/scanner.

CAPITAL EXPENDITURES

In 2026 HGR commenced with the construction of approximately 500 square feet of additional office and meeting space. This will accommodate future educational and credentialing seminars and serve as a heated spectator area. HGR will also be replacing a 25-year-old wooden fence that has failed.

CARRYOVER INCOME

We understand we are showing a **negative** balance for 2026, but we anticipate using cash reserves from higher-than-expected 2025 income to cover the Capital Expenses. We are choosing to budget for sustainable programming and consistent fundraising.

As you review the above information, please don't hesitate to reach out with any questions. We are proud of the work we do at HGR, and we know that we couldn't do it without your support. Thank you for taking the time to share part of your life & purpose with us.



Events in 2026

Super Bowl Squares: February 8, 2026

Thank you, Devlin Gray & Family, and all who participated or donated!

Meat Raffle: March 14, 2026 from 1-4 PM

Thank you, Kyote's Bar & Grill, for another great event!

Rounds for the Ranch, Charity Clay Tournament:

June 6, 2026 check in at 12 PM; shooting starts at 1 PM at Highland Sportsmen's Club in Cascade, WI

10th Annual Hayburner Fundraiser & Silent

Auction: Saturday, September 12, 2026 from 1-4 PM at Heaven's Gait Ranch

Text to Give: (920) 315-7551

Keyword: horses



How You Can Help HGR in 2026 & Beyond

Support our 10th Annual Hayburner Fundraiser & Silent Auction. Donate an item or help us invite others in your network to support our mission. Popular items include custom goods, gift certificates, baskets, event tickets, overnight stays, and experiences. All proceeds benefit future equine assisted services at HGR.

Consider a Corporate Matching Gift. Many businesses offer matching donations, & every little bit helps! Does your employer care about health & human services, child development, education, military veterans, or animals? Please ask your employer today or let us know if this is an option, and we'd be happy to connect. Many thanks to the individuals who doubled their impact in 2025 with the help of Aurora, Baird, Mortenson, and Northwestern Mutual, just to name a few!

Donate using your Donor Advised Fund. Maximize tax benefits whenever possible. You can "bunch" charitable giving for several years into one year; keep us posted on your plans, and we'll budget accordingly.

Make a Memorial Donation. Did you know that you can honor a loved one, two or four-legged, by making a donation of any size in memory of a family member or friend? After all, that's how HGR got started! This is such a beautiful way to keep their spirit alive. Please tell us their stories – who they were, what they stood for, what they did, and why you've chosen to support our mission on their behalf. It's a blessing to see the ripple effect you can create in our community!

Leave a Legacy. Help HGR build our endowment. Making a gift to Heaven's Gait Ranch, Inc. in your will or living trust can guarantee that your legacy endures. Our EIN is 81-1274623. Your gift may be a specific dollar amount, stocks, bonds, an estate, a percentage of your estate, or the remainder after all other provisions are specified. If you have named HGR in your will or trust, please let us know so we can ensure your gift is used according to your wishes. If you prefer to remain anonymous, we will keep your name and gift in strict confidence.

Volunteer. Weekly lead walkers & side walkers are needed to assist with lessons. Just one hour a week can make a difference to someone in need.

Heaven's Gait Ranch, Inc.

Therapeutic Riding Center

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Cedar Grove, WI 53013

920-400-0628

www.heavensgaitranch.org

