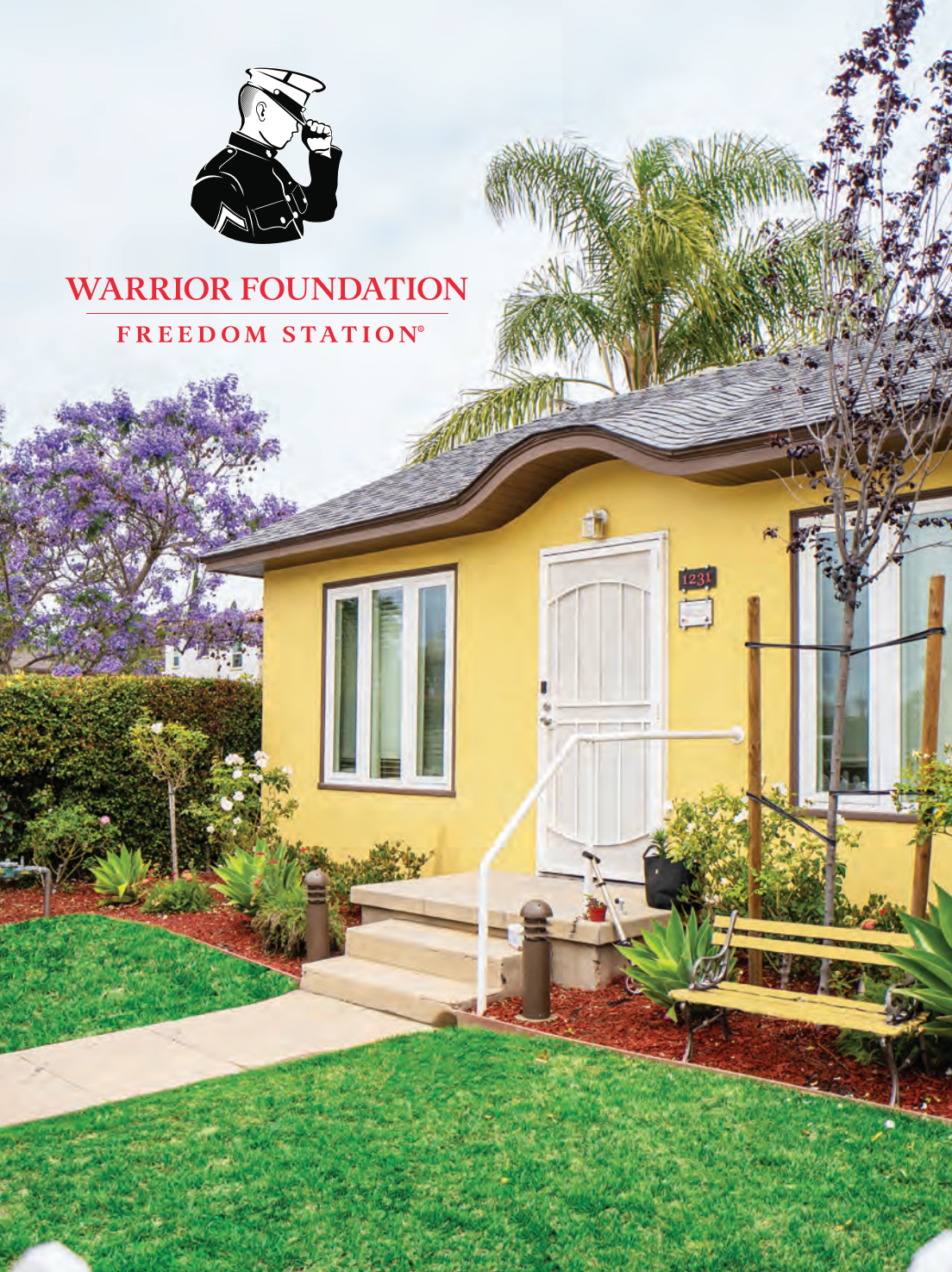




**WARRIOR FOUNDATION**  
**FREEDOM STATION®**



**PRIDE, PASSION  
and PATRIOTISM**

**ANNUAL REPORT 2022**

The background of the entire page is a stylized, wavy American flag. The stars are white on a blue field, and the stripes are red and white.

# Mission Statement

## Our Mission

Warrior Foundation Freedom Station's aspires to be the leading force in assisting, honoring and supporting the military men and women who have so bravely served and sacrificed for our country. We are committed to supporting our Warriors in a variety of ways, providing quality-of-life items and numerous support services designed to assist them and their families during recovery.

## Warrior Foundation Freedom Station assists four main groups of Warriors:

1. The seriously injured returning home from war.
2. Those suffering from post-traumatic stress (PTS) and/or traumatic brain injury (TBI).
3. Those undergoing physical or occupational therapy.
4. Warriors who have been medically retired and remain in our community.

To serve this last group in particular, Warrior Foundation Freedom Station pioneered a new approach and created Freedom Station – a unique recovery transition center and housing facility that provides injured Warriors with the acclimation time, guidance and resources to successfully make the transition from military service to civilian life.

*We Vow to be a “Hand-up;  
Not a Hand-out”*



# CEO and Founder's Message

## Dear Warrior Foundation Freedom Station Supporters:

I know I do not express this as often as I should, so I wanted to take the time to simply say – THANK YOU!

You have all given an outpouring of love, assistance, and time to our Warriors. Your help has positively impacted so many lives this year.

It takes amazing supporters like you to help our extraordinary Warriors.

It was in 2011, Warrior Foundation Freedom Station (WFFS) pioneered an innovative concept designed to address the needs of transitioning service members with our original Freedom Station. It became the first transitional housing residence of its kind in the San Diego region – a place for healing, personal growth and preparation for the new opportunities that await them in civilian life.

The idea was to shift Warriors, of all military branches, from a “barracks mentality” to independent living. During this period, Warriors are at the highest risk of homelessness, joblessness, and emotional distress.

In the past 13 years, more than 120 Freedom Station residents have become success stories, embarking on a new independence, career pursuits, college or vocational education and starting their own families.

Today, San Diego remains home to one of the largest military populations in the world. WFFS is opening a third property in San Diego with a new twelve-unit transitional housing residence appropriately named Freedom Station III.

Like its predecessors, Freedom Station III was chosen for its proximity to Naval Medical Center San Diego, one of the nation's largest military hospitals and leading centers for amputee care and is the most technologically advanced Navy Medical treatment facility in the country. While living at Freedom Station III, residents will continue to receive the best medical care and prepare for new challenges in the civilian world.

Residents recover among their peers and know they are surrounded by others undergoing the same transition. The pipeline of Warriors coming to our Freedom Stations comes directly from the Active Duty military where we begin to engage and enable them to assimilate into our new more structured Transitional Housing Program.

Our President Andrew Gasper, WFFS Board members and staff created and refined a wraparound support program that engages our Warrior community and enables them to excel in the next chapters of their lives.

But, it all comes to life through the individual and group dedication of our volunteers, business partners and donors. Without you, we wouldn't exist!

So, with that in mind, I once again express my heartfelt gratitude, in the simplest and most direct terms I know how to say – Thank you!

Sincerely,

**Sandra Lehmkuhler,**

CEO and Founder, Warrior Foundation Freedom Station





# President's Message

## Dear Supporters, Volunteers, Warriors, and Families:

In my one-year tenure as President of Warrior Foundation Freedom Station (WFFS), I have thoroughly enjoyed getting to know our Warriors, volunteers, and donors on a personal level. Seeing our Warriors thrive as they accomplish their personal goals is immensely gratifying and builds upon our core values. It is extremely rewarding to apply first-hand experience of what motivates Warriors to achieve their goals and employ techniques through our Transitional Housing Program. Earlier this year, we launched an innovative and specifically designed Transitional Housing Program that guides and supports Freedom Station residents.

Additionally, WFFS offers a rent-credit voucher where Warriors take ownership of their future by developing skills, strategies, and goals that will assist them in creating a tailor-made transition plan. In addition, provide an opportunity to monetarily reduce their rent. The Transitional Housing Program is divided into five phases: (1) Assimilate, (2) Identify, (3) Develop, (4) Execute, and (5) Graduate. Each phase promotes setting short term attainable personal and career goals.

I am so incredibly proud of all that our team has accomplished during these past 12 months. Within that short amount of time, we have been able to purchase Freedom Station III, launch construction, and projected to open by December 2023. We also implemented property management software to manage our increase from 17 to 29 housing units, increased program expenses from 78% to 88%, and received an exemption to California and San Diego City law that will allow us to continue to offer affordable transitional housing.

With an eye to last year and WFFS successes, we are excited to build off that momentum and enrich relationships with community partners, donors, and continued financial growth for the Warriors we serve. All of this could not be possible without our incredible donors! From the bottom of my heart, thank you for entrusting us with your resources as we change the lives for our transitioning Active Duty Warriors.

Sincerely,

**Andrew P. Gasper,**

President, Warrior Foundation Freedom Station

# Board of Directors

## OFFICERS

<b>Jim Bedinger</b>	Board Member, Commander (Ret.), U.S. Navy, P.O.W.
<b>Michael Carter</b>	Board Member, Lieutenant Colonel (Ret.), U.S.M.C., Rancho Bernardo Site Project Manager, Chief Information Office, Northrop Grumman Corp.
<b>Carmel Cheely</b>	Board Member / Secretary, Strategic Partnership Manager, iHeart Media
<b>Andrew Gasper</b>	Board Member / President, Warrior Foundation Freedom Station, Staff Sergeant, (Ret.), U.S.M.C.
<b>Thomas Janecek</b>	Board Member / CFO-Treasurer, Technology Integration Group (Ret.)
<b>S. Wayne Kay</b>	Board Member, Healthcare CEO (Ret.), Non-profit Executive
<b>Brian Lehmkuhler</b>	Board Member / Business Office Manager, CWO4 (Ret.), U.S. Navy
<b>Sandra Lehmkuhler</b>	Chairman of the Board / CEO-Founder, Warrior Foundation Freedom Station
<b>Sandy Moul</b>	Board Member, Executive Director, InfraGard National Members Alliance
<b>Guy Riddle</b>	Board Member, Lieutenant Commander (Ret.), U.S. Navy
<b>Wes Schermann</b>	Board Member, Colonel (Ret.), U.S. Army Reserve, Deputy District Attorney San Diego County (Ret.)
<b>Dian Self</b>	Board Member, Educator (Ret.)
<b>Mike Seymour</b>	Board Member / Vice President, Owner, MSE Landscape
<b>Rocky Sheng</b>	Board Member, Bridgepoint Education, Executive Vice President / Chief Administrative Officer (Ret.), Reserve Deputy, San Diego County Sheriff's Dept.
<b>Chris Syktich</b>	Board Member, Syktich Financial, LLC, CW03 (Ret.), U.S.M.C.
<b>Vic Tambone</b>	Board Member, President, Corvus Strategies, Colonel (Ret.), U.S. Air Force

# Financial Highlights

## STATEMENT OF FINANCIAL POSITION

At December 31, 2022  
(With Comparative Totals for 2021)

	2022	2021
<b><u>ASSETS</u></b>		
<b><i>Assets:</i></b>		
Cash and cash equivalents	\$1,334,744	\$339,334
Donations receivable	288,935	247,165
Investments	7,072,492	8,901,755
Other assets	148,583	25,715
Property and equipment, net	11,550,109	6,503,786
TOTAL ASSETS	<u>\$20,394,863</u>	<u>\$16,017,755</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b><i>Liabilities:</i></b>		
Accounts payable	\$22,435	\$15,686
Accrued expenses and other	53,115	18,896
Mortgage note payable	4,681,648	863,747
TOTAL LIABILITIES	<u>4,757,198</u>	<u>898,329</u>
<b><i>Net Assets:</i></b>		
Unrestricted:		
Undesignated	14,076,701	14,085,383
Board designated	866,543	866,543
	<u>14,943,244</u>	<u>14,951,926</u>
Temporarily restricted	694,421	167,500
Total Net Assets	<u>15,637,665</u>	<u>15,119,426</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$20,394,863</u>	<u>\$16,017,755</u>

# Financial Highlights

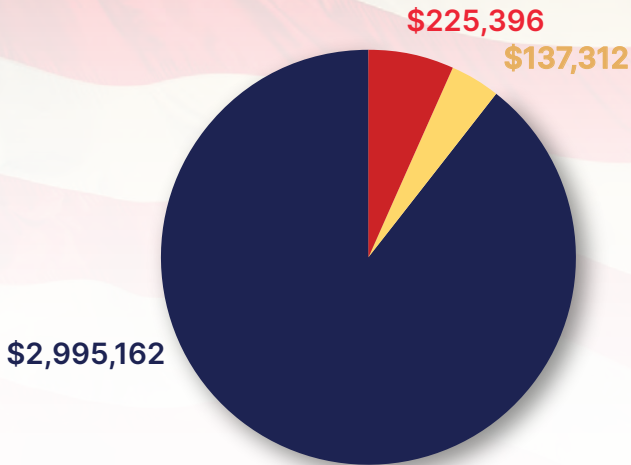
## STATEMENT OF ACTIVITIES & CHANGES IN NET ASSETS

For the Year Ended December 31, 2022  
(With Comparative Totals for 2021)

	2022			2021
	Unrestricted	Temporarily Restricted	Total	Total
<b>Revenues:</b>				
Contributions and grants	\$2,598,629	\$727,094	\$3,325,723	\$3,332,385
Donated services	537,307	-	537,307	135,000
Events, net	137,654	-	137,654	126,428
Investment income, net	(1,064,751)	-	(1,064,751)	451,227
Gain on interest rate swap	127,027		127,027	-
Rental income	293,124	-	293,124	159,720
Other income	1,786	-	1,786	6,432
SBA loan forgiveness				19,270
Net assets released from use restrictions	200,173	(200,173)	-	-
Total revenues	2,830,949	526,921	3,357,870	4,220,462
<b>Expenses:</b>				
Program services	2,476,923	-	2,476,923	1,772,102
Management and general	225,396	-	225,396	306,979
Fundraising and development	137,312	-	137,312	194,363
Total expenses	2,839,631	-	2,839,631	2,273,444
Change in net assets	(8,682)	526,921	518,239	1,947,018
Net assets, beginning of year	14,951,926	167,500	15,119,426	13,172,408
Net assets, end of year	\$14,943,244	\$694,421	\$15,637,665	\$15,119,426

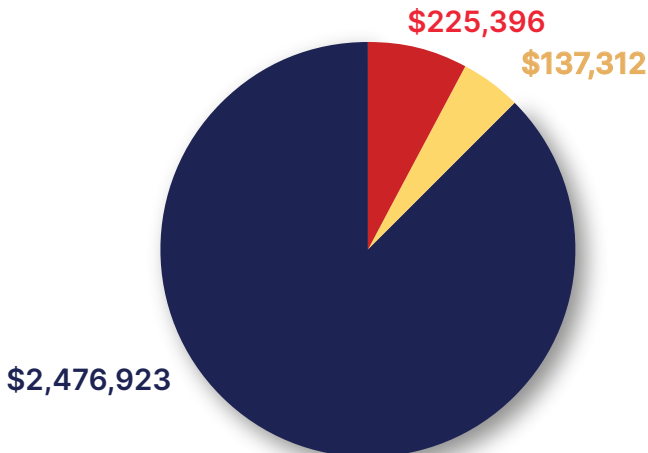
# Financial Highlights

## 2022 Expenses as % of Revenue



- Management and General (7%)
- Fundraising and Development (4%)
- Revenue Directly Available for Programs (89%)

## 2022 Statement of Expenses

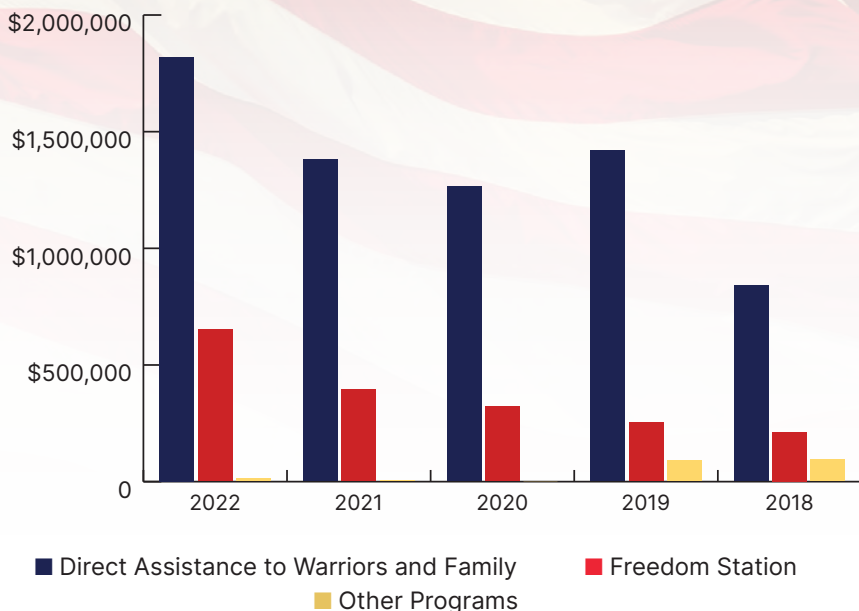


- Management and General (8%)
- Fundraising and Development (5%)
- Program Services (87%)



# Financial Highlights

## Program Spending



	2022	2021	2020	2019	2018
Direct Assistance to Warriors & Family	\$1,817,397	\$1,378,844	\$1,262,091	\$1,416,803	\$837,916
Freedom Station	648,519	393,145	321,114	252,046	210,090
Other Programs	11,007	113	-	90,004	91,204
Total Program Services Expenses	<u>2,476,923</u>	<u>1,772,102</u>	<u>1,583,205</u>	<u>1,758,853</u>	<u>1,139,210</u>
Management, General & Fundraising Expenses	<u>362,708</u>	<u>501,342</u>	<u>437,864</u>	<u>303,473</u>	<u>237,026</u>
Total Expenses	<u><u>2,839,631</u></u>	<u><u>2,273,444</u></u>	<u><u>2,021,069</u></u>	<u><u>2,062,326</u></u>	<u><u>1,376,236</u></u>



# Thank You to Our Sponsors

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Mission: Next Step  
SDMAC (San Diego Military  
Advisory Council)  
The Swinerton Foundation  
Tee it up for the Troops  
VFW MC  
VFW Special Thanks Wheelchair  
Games  
VFW Veterans of Foreign Wars  
Imperial Beach

## **SOUTHERN CALIFORNIA INDIVIDUALS AND BUSINESS SUPPORT:**

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American Bath Remodelers	Bay Equity Home Loans
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	Canyon Quilters of San Diego

# Thank You to Our Sponsors

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Chuck Ross

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McGriff Insurance Services

Mintz Levin

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SCTA

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Catholic Church

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STM

Streamline Autobody & Repair

Tammy Hobbs

The Cosmopolitan Hotel  
& Restaurant

The Los Angeles Chapter  
of the Kiwi Club

Urban Plates

Val Breda and Blessed Sacrament  
Cares for Kids

Walters Management

Watermark Home Loans

Whitcraft Engineering Solutions, Inc.



**WARRIOR  
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STATION®**

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