



WARRIOR FOUNDATION  
FREEDOM STATION®

PRIDE,  
PASSION,  
AND  
PATRIOTISM

ANNUAL REPORT 2023

# Mission Statement

## Our Mission

Warrior Foundation Freedom Station 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 ill and injured soon to be medically retired
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:

When I look back on 2023, I find myself reflecting on the immense generosity, compassion, and unwavering support we've received from individuals like you — and I simply want to say: THANK YOU.

Your kindness has made a profound difference in the lives of our ill and injured Warriors. Through your contributions of time, energy, resources, and heart, you've helped them rediscover hope, dignity, and purpose during some of the most challenging transitions of their lives.

Since the inception of Warrior Foundation Freedom Station in 2011, we have remained committed to one powerful idea: that our Warriors deserve more than just a place to live — they deserve a place to heal, grow, and thrive. Our original Freedom Station pioneered the concept of transitional housing specifically designed for post-9/11 service members who are medically retired or separating from the military. It was the first of its kind in San Diego, offering not just shelter, but community, purpose, and a path forward.

Over the last 12 years, we've watched more than 120 residents graduate from our Freedom Stations, moving on to careers, higher education, new families, and independent lives filled with promise. These successes reaffirm what we've always believed: that with the right support, our Warriors are unstoppable.

In 2023, our mission advanced with the purchase of a new property—Freedom Station III—a twelve-unit transitional housing residence located just minutes from Naval Medical Center San Diego. This location will offer more cottages for more residents to begin the next chapter of their lives, surrounded by a supportive peer community.

With our evolving wraparound support model, created by our President Andrew Gasper, we're able to provide Warriors with customized resources including financial guidance, mental health support, career mentoring, and education planning — all designed to empower them on their journey to independence.

At the heart of it all is YOU. Whether you're a donor, volunteer, business partner, or friend, your involvement breathes life into everything we do. You are helping us prove that while the uniform may come off, the mission of service continues — through healing, purpose, and community.

So as we head into a new year filled with hope and opportunity, please accept my heartfelt thanks. Your belief in our mission makes every success story possible.

Sincerely,

**Sandra Lehmkuhler,**

CEO and Founder, Warrior Foundation Freedom Station



# President's Message

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

As I reflect on this past year serving as President of Warrior Foundation Freedom Station (WFFS), I am filled with gratitude, pride, and a deep sense of purpose. It has been an honor to connect with so many of you — our Warriors, volunteers, and donors — who are the

heart and soul of this incredible organization.

One of the greatest joys of this past year has been witnessing our Warriors not just recover but thrive. Watching them take ownership of their futures, set meaningful goals, and achieve them, has been a powerful reminder of the strength and resilience that defines our military community. Drawing on my personal experience and deep understanding of what motivates Warriors, we continued to build on the strong foundation of support that WFFS has provided for over a decade.

In early 2023, we launched our Transitional Housing Program — an 18–24-month structured phase-based model that is designed to guide and support residents Freedom Stations. There are 5 distinct phases throughout this process and each phase helps participants set and accomplish realistic goals tailored to their personal and professional growth.

### **2023 was also a year of major milestones for our organization:**

- Purchased Freedom Station III and broke ground on construction, with a projected opening by December 2024.
- Implemented a property management system to support our growing community.
- Raised our program allocation from 78% to 88%, ensuring donor dollars go even further in direct support of our Warriors.
- Achieved a critical exemption from California and San Diego housing laws, allowing us to continue offering affordable, transitional housing.
- The Dress for Success program was expanded to Warriors stationed in Hawaii and North Carolina.

As we look ahead, we're more energized than ever to strengthen partnerships, expand our impact, and keep evolving to meet the needs of those we serve. But none of this is possible without YOU!

To our donors: your generosity provides more than housing — it offers hope, dignity, and a path forward for those who've sacrificed so much.

From the bottom of my heart, thank you for your trust and support. Together, we are truly changing lives.

Sincerely,

**Andrew P. Gasper,**

President, Warrior Foundation Freedom Station

# 2023 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.,<br>Rancho Bernardo Site Project Manager,<br>Chief Information Office, Northrop Grumman Corp.             |
| <b>Carmel Cheely</b>     | Board Member / Secretary,<br>Strategic Partnership Manager, iHeart Media  |
| <b>Andrew Gasper</b>     | Board Member / President, Warrior Foundation<br>Freedom Station, Staff Sergeant, (Ret.), U.S.M.C.   |
| <b>Thomas Janecek</b>    | Board Member / CFO-Treasurer,<br>Technology Integration Group (Ret.)  |
| <b>S. Wayne Kay</b>      | Board Member, Healthcare CEO (Ret.),<br>Non-profit Executive  |
| <b>Brian Lehmkuhler</b>  | Board Member / Business Office Manager,<br>CWO4 (Ret.), U.S. Navy   |
| <b>Sandra Lehmkuhler</b> | Chairman of the Board / CEO-Founder,<br>Warrior Foundation Freedom Station  |
| <b>Sandy Moul</b>        | Board Member, Executive Director,<br>InfraGard National Members Alliance  |
| <b>Guy Riddle</b>        | Board Member, Lieutenant Commander (Ret.),<br>U.S. Navy   |
| <b>Wes Schermann</b>     | Board Member, Colonel (Ret.), U.S. Army Reserve,<br>Deputy District Attorney San Diego County (Ret.)  |
| <b>Dian Self</b>         | Board Member, Educator (Ret.)   |
| <b>Mike Seymour</b>      | Board Member / Vice President,<br>Owner, MSE Landscape  |
| <b>Rocky Sheng</b>       | Board Member, Bridgepoint Education, Executive Vice<br>President / Chief Administrative Officer (Ret.),<br>Reserve Deputy, San Diego County Sheriff's Dept. |
| <b>Chris Syktich</b>     | Board Member, Syktich Financial, LLC,<br>CW03 (Ret.), U.S.M.C.  |
| <b>Vic Tambone</b>       | Board Member, President, Corvus Strategies,<br>Colonel (Ret.), U.S. Air Force   |



# Financial Highlights

## STATEMENT OF FINANCIAL POSITION

As of September 30, 2023\*  
(With Prior Year Ending December 31, 2022)

|  | 2023*               | 2022                |
|--|---------------------|---------------------|
| <b><u>ASSETS</u></b>                     |                     |                     |
| <b><i>Assets:</i></b>                    |                     |                     |
| Cash and cash equivalents                | \$632,264           | \$1,334,744         |
| Donations receivable                     | 103,008             | 288,935             |
| Investments                              | 7,634,767           | 7,072,492           |
| Other assets                             | 306,236             | 148,583             |
| Property and equipment, net              | 12,135,781          | 11,550,109          |
| TOTAL ASSETS                             | <u>\$20,812,056</u> | <u>\$20,394,863</u> |
| <b><u>LIABILITIES AND NET ASSETS</u></b> |                     |                     |
| <b><i>Liabilities:</i></b>               |                     |                     |
| Accounts payable                         | \$63,044            | \$22,435            |
| Accrued expenses and other               | 36,792              | 53,115              |
| Mortgage note payable                    | 4,506,404           | 4,681,648           |
| TOTAL LIABILITIES                        | <u>4,606,240</u>    | <u>4,757,198</u>    |
| <b><i>Net Assets:</i></b>                |                     |                     |
| Unrestricted:                            |                     |                     |
| Undesignated                             | 14,956,655          | 14,076,701          |
| Board designated                         | 866,543             | 866,543             |
|  | <u>15,823,198</u>   | <u>14,943,244</u>   |
| Temporarily restricted                   | 382,618             | 694,421             |
| Total Net Assets                         | <u>16,205,816</u>   | <u>15,637,665</u>   |
| TOTAL LIABILITIES AND NET ASSETS         | <u>\$20,812,056</u> | <u>\$20,394,863</u> |

\*2023 Numbers are based on 9 months due to change in Fiscal Year

# Financial Highlights

## STATEMENT OF ACTIVITIES & CHANGES IN NET ASSETS

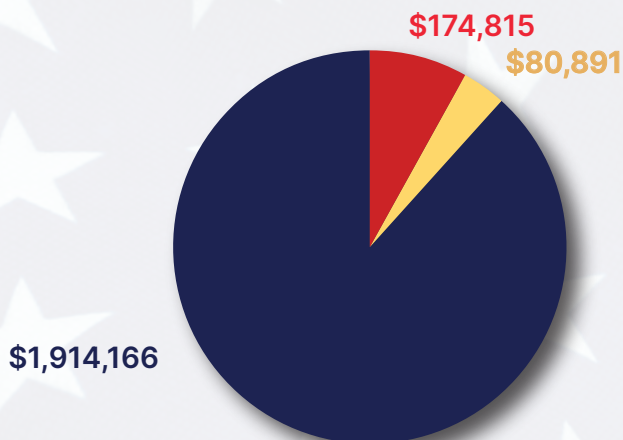
For the Nine Month Period Ended September 30, 2023\*  
(With Prior Year Ending December 31, 2022)

|   | 2023*               |                        |                     | 2022                |
|---|---------------------|------------------------|---------------------|---------------------|
|   | Unrestricted        | Temporarily Restricted | Total               | Total               |
| <b>Revenues:</b>                          |                     |                        |                     |                     |
| Contributions and grants                  | \$1,329,726         | \$181,865              | \$1,511,591         | \$3,325,723         |
| Donated services                          | 363,879             | -                      | 363,879             | 537,307             |
| Events, net                               | 54,245              | -                      | 54,245              | 137,654             |
| Investment income, net                    | 412,295             | -                      | 412,295             | (1,064,751)         |
| Gain on interest rate swap                | 136,885             |                        | 136,885             | 127,027             |
| Rental income                             | 257,648             | -                      | 257,648             | 293,124             |
| Other income                              | 1,480               | -                      | 1,480               | 1,786               |
| Net assets released from use restrictions | 493,668             | (493,668)              | -                   | -                   |
| Total revenues                            | 3,049,826           | (311,803)              | 2,738,023           | 3,357,870           |
| <b>Expenses:</b>                          |                     |                        |                     |                     |
| Program services                          | 1,914,166           | -                      | 1,914,166           | 2,476,923           |
| Management and general                    | 174,815             | -                      | 174,815             | 225,396             |
| Fundraising and development               | 80,891              | -                      | 80,891              | 137,312             |
| Total expenses                            | 2,169,872           | -                      | 2,169,872           | 2,839,631           |
| Change in net assets                      | 879,954             | (311,803)              | 568,151             | 518,239             |
| Net assets, beginning of year             | 14,943,244          | 694,421                | 15,637,665          | 15,119,426          |
| Net assets, end of year                   | <u>\$15,823,198</u> | <u>\$382,618</u>       | <u>\$16,205,816</u> | <u>\$15,637,665</u> |

\*2023 Numbers are based on 9 months due to change in Fiscal Year

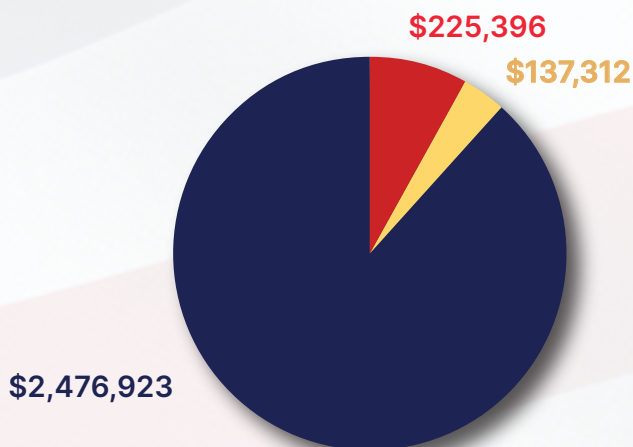
# Financial Highlights

## 2023 Statement of Expenses\*



- Management and General (8%)
- Fundraising and Development (4%)
- Program Services (88%)

## 2022 Statement of Expenses



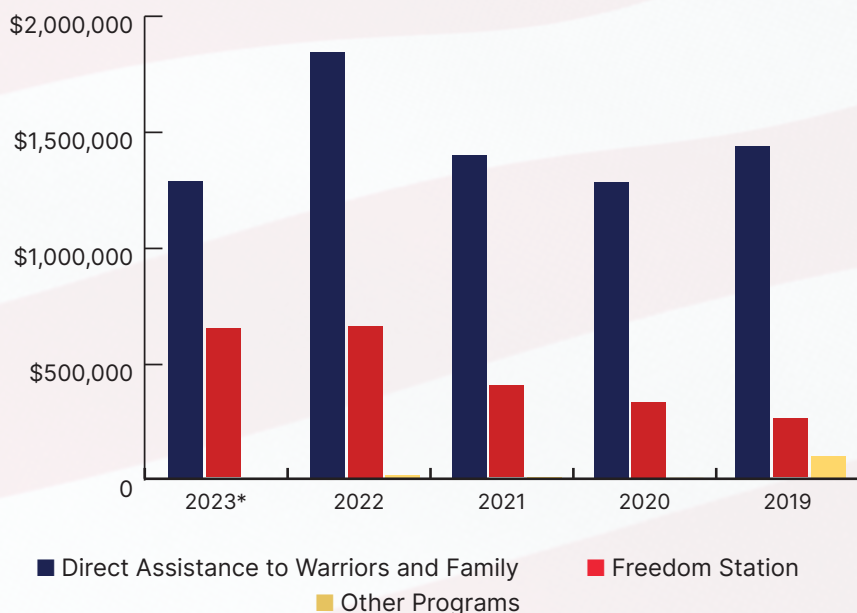
- Management and General (8%)
- Fundraising and Development (5%)
- Program Services (87%)

\*2023 Numbers are based on 9 months due to change in Fiscal Year



# Financial Highlights

## 2023 Program Spending\*



|  | 2023*              | 2022               | 2021               | 2020               | 2019               |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Direct Assistance to Warriors & Family     | \$1,267,664        | \$1,817,397        | \$1,378,844        | \$1,262,091        | \$1,416,803        |
| Freedom Station                            | 636,360            | 648,519            | 393,145            | 321,114            | 252,046            |
| Other Programs                             | 10,142             | 11,007             | 113                | -                  | 90,004             |
| Total Program Services Expenses            | <u>1,914,166</u>   | <u>2,476,923</u>   | <u>1,772,102</u>   | <u>1,583,205</u>   | <u>1,758,853</u>   |
| Management, General & Fundraising Expenses | <u>255,706</u>     | <u>362,708</u>     | <u>501,342</u>     | <u>437,864</u>     | <u>303,473</u>     |
| Total Expenses                             | <u>\$2,169,872</u> | <u>\$2,839,631</u> | <u>\$2,273,444</u> | <u>\$2,021,069</u> | <u>\$2,062,326</u> |

\*2023 Numbers are based on 9 months due to change in Fiscal Year

# Thank You to Our Sponsors

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# Thank You to Our Sponsors

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**WARRIOR FOUNDATION  
FREEDOM STATION®**

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