



**WARRIOR FOUNDATION
FREEDOM STATION®**

Serving Military Heroes in Transition

PRIDE, PASSION & PATRIOTISM

ANNUAL REPORT 2016



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Mission Statement

Warrior Foundation~Freedom Station aims to be the leading force in assisting, honoring and supporting the military men and women who have bravely served and sacrificed for our country. We are committed to supporting our warriors with quality-of-life items, support services, and transitional housing designed to assist them and their families during recovery.

Warrior Foundation~Freedom Station assists four main groups of warriors: the seriously injured returning home from war with immediate medical and emotional needs; those suffering from post-traumatic stress or traumatic brain injury; those undergoing physical or occupational therapy, and transitioning warriors who have been medically retired and remain in our community. To serve this last group in particular, we pioneered a new approach and opened Freedom Station - a unique transitional housing facility that provides injured warriors with the acclimation time, guidance and resources to successfully make the transition from military service to civilian life.



President's Message from Sandy Lehmkuhler



Five years ago, our foundation's longtime dream became a reality with the grand opening of Freedom Station. It started as a simple, yet pivotal concept. Our nation's service members, returning home from war with visible and invisible injuries, couldn't simply be plugged back into civilian life without preparation. It was such a glaringly unrealistic expectation, yet all over the country, that was the fate of many men and women in uniform.

As with all worthwhile endeavors, the search for the perfect place to create a transitional home required vision; we had to see with more than just our eyes. I remember touring many residential complexes before we found the property that would eventually become Freedom Station. In its charming cottages, we envisioned a place where warriors would shift from being corporals or sergeants in the barracks to living independently as a "Mr. or Ms." in their own homes. In the front yards, we imagined young men and women sitting together by fire pits, sharing their stories of loss, survival, and resilience. In the center of the courtyard, which at the time stood

empty, we visualized an American flag soaring proudly - an eternal symbol of the pride, passion and patriotism that defines our nation, our warriors, and the dedicated team that exists at **Warrior Foundation~Freedom Station**

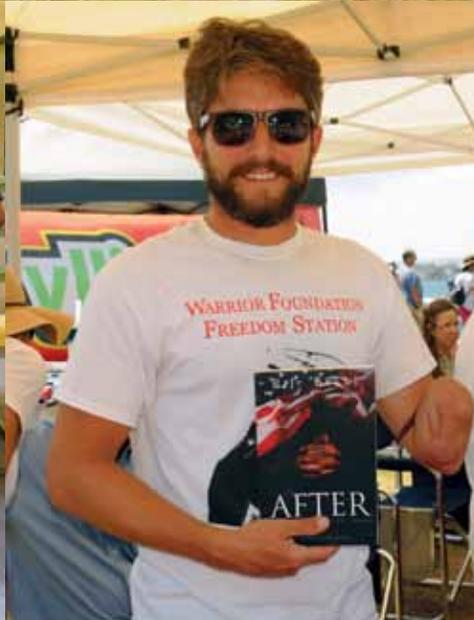
When Freedom Station opened in May 2011, it became the first transitional housing facility of its kind in the San Diego region. Our foundation is proud to offer assistance to warriors in many forms, from quality-of-life items to numerous support services. Yet Freedom Station is truly the heartbeat of our work. It is a place for healing, personal growth, and preparation for the new opportunities that await in civilian life.

We are deeply grateful to our board, volunteers, and donors for making it possible to give back to our warriors every single day. To the military heroes that **Warrior Foundation~Freedom Station** has had the privilege of serving, thank you for choosing to protect and honor America and all the ideals it represents. We are forever in your debt.

God Bless,

Sandy Lehmkuhler

**PRESIDENT
WARRIOR FOUNDATION~FREEDOM STATION**



The Heroes We Serve

Warrior Foundation~Freedom Station assists four main groups of warriors:

- **The Seriously Injured**

Our first group of warriors are the seriously injured who are returning home from war with immediate medical and emotional needs.

- **PTS and TBI**

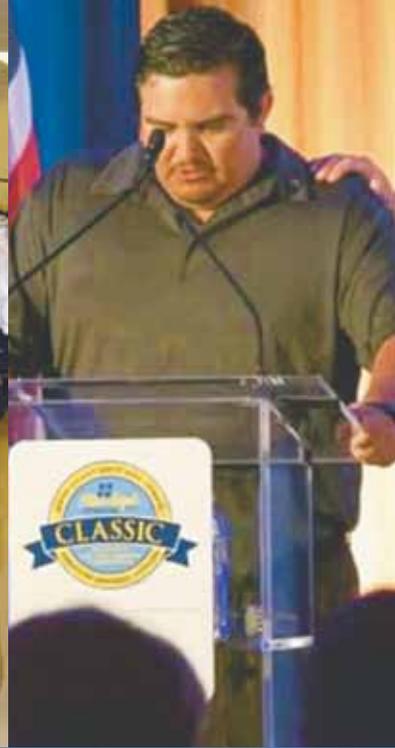
Our second group of warriors suffers from post-traumatic stress (PTS) and/or traumatic brain injury (TBI).

- **Physical and Occupational Therapy Patients**

Our third group of warriors has been undergoing physical and/or occupational therapy for two to four years or longer at military medical facilities.

- **Transitioning Warriors**

Our fourth group represents warriors who are in the process of medically retiring and transitioning to civilian life.



Warrior Foundation~Freedom Station in Action

Warrior Foundation~Freedom Station serves the needs of injured warriors via our three primary program areas:

Quality-of-Life Items

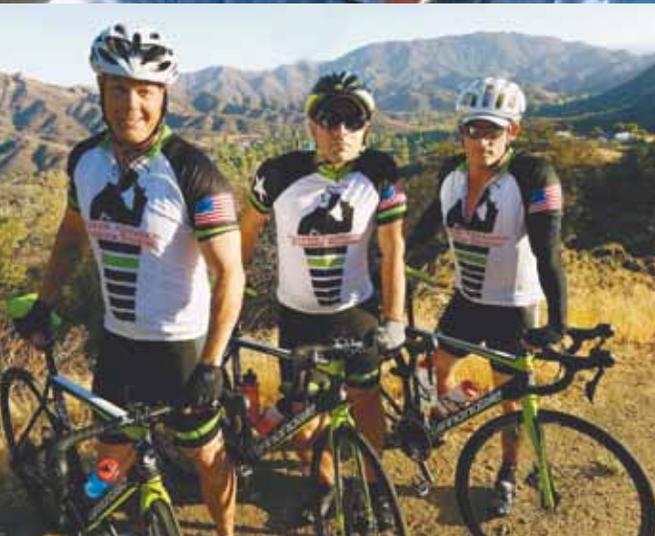
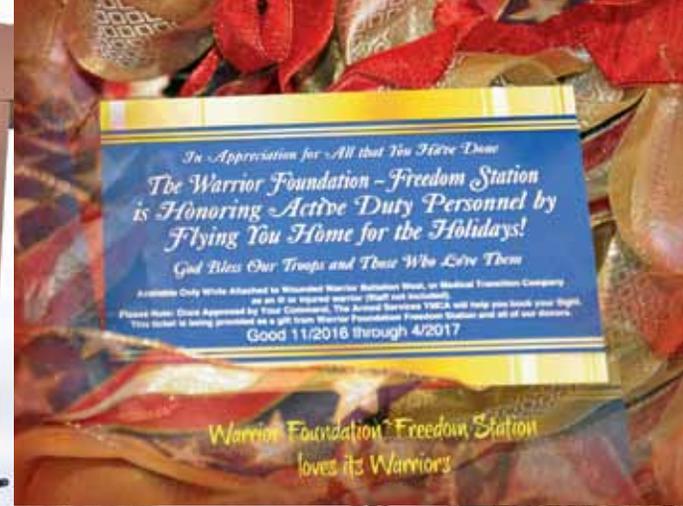
We provide a wide variety of items that improve quality of life and provide added comfort to injured service members during recovery, including:

- * Airfare, hotel rooms and rental cars for visiting families of seriously injured warriors. We handle these financial and logistical needs so they can simply focus on their warrior's recovery.
- * Ultra light wheelchairs
- * IDEO braces for warriors with lower limb injuries
- * Modified combat boots with built-in zippers to accommodate prosthetic limbs
- * iPads with specialized applications for those with PTS and TBI
- * High quality pillows, pillow cases, blankets and bath towels for the hospital
- * Pallets of bottled water and food items

Support Services

We provide numerous support services that positively impact the lives of warriors and their families. Highlights of our services program include:

- * **Recreational Activities** – We organize recreational outings, such as fishing trips, golf and baseball games, that get warriors out of the hospital and provide them with the camaraderie of being among fellow service members.
- * **Therapeutic Programs** – We provide funding for the Wolfpack, the only all-military wheelchair basketball team in the United States. The Wolfpack is comprised of active duty and veteran service members who have sustained an amputation, spinal cord injury or other orthopedic or neurological disorder.
- * **Career Support** – We provide educational and career guidance that prepares warriors for the civilian world, from college selection and scholarship applications to internships, job opportunities and résumé assistance.
- * **Vocational Projects** – We fund vocational projects that help injured warriors prove they're still capable of doing what they love to do, from motorcycle and automotive builds to videography programs.
- * **Home for the Holidays** – Every year, we purchase hundreds of plane tickets to fly injured warriors home for Christmas. For a warrior who has been confined to a hospital, there is no greater source of joy than to wake up in his or her own bed on Christmas morning.



Transitional Housing: Freedom Station

A train station is where people go to begin a journey, or change direction. Freedom Station is a place where injured warriors make the critical transition from military service to civilian life.

The day that Marines, soldiers and sailors are told they can no longer be in the military as a result of their injuries is a very hard day. This particular group of warriors often enters a period fraught with fear, uncertainty and self-doubt as they await their medical retirement. It is during this critical transition that many veterans fall through the cracks and are at risk of homelessness or joblessness.



The Missing Link: Freedom Station

In 2011, Warrior Foundation pioneered a new concept designed to address the needs of transitioning warriors. Freedom Station is a 12-unit housing complex that fills the void for a supportive transitional environment that service members often lack as they return to life outside of the military. During this critical time, warriors face many decisions that will affect the rest of their lives, from pursuing a career and enrolling in college to learning how to manage finances. Freedom Station provides our residents with assistance in all areas relevant to transitioning to civilian life. We believe a helping hand at this point is the best way to help solve some of the issues caused by wartime.

Each unit is fully furnished and move-in ready, stocked with everything from cleaning supplies to place settings. The idea is to shift warriors from a “barracks mentality” to independent living. With four apartments and eight cottages all surrounding a central courtyard, warriors also feel the camaraderie that is so crucial during the transition period. They recover among their peers and know they are supported by others who understand the harsh realities of war firsthand.



What Makes Freedom Station Unique?

While other military housing and transitional facilities exist in the country, there are two key ways in which Freedom Station differs, which have ultimately led to our success.

1) Timing the Transition: Most military housing facilities work with service members after they have been discharged from the military and are already having trouble. Freedom Station understands that the transition needs to take place before a military member leaves the service, giving them the necessary time to acclimate. Residents are allowed to move in to Freedom Station approximately four months before they are scheduled to receive their DD214 (Department of Defense Certificate of Release or Discharge from Active Duty). They will typically stay at Freedom Station for up to seven months after receiving their DD214 discharge papers, resulting in an average stay of 11 months.

2) A hand up, not a handout: Freedom Station prepares residents for real-world civilian challenges. One of the most vital is having monthly expenses and taking care of those responsibilities. In addition to paying rent, they have utilities to manage, groceries and more. Many military housing facilities are free and do not charge their residents any rent – an unrealistic preparation for real-world living. Although Freedom Station pays the mortgage the property every month, residents pay a small amount of rent and are taught how to save and begin to move on.





Success Stories – Journey to a New Life

A Successful Transition

Freedom Station measures the success of our program by our residents' ability to demonstrate a successful transition from military to civilian life and engagement in society as self-sufficient, productive and contributing citizens. Several of the key factors used to measure a resident's success are: finding and maintaining employment; enrolling in college or a vocational school; establishing and maintaining healthy relationships; and finding long-term independent housing after leaving Freedom Station.

100% of our residents have gone on to become productive civilian members of society who make us proud each and every day. Freedom Station 'graduates' have been accepted to higher education institutions, established fulfilling careers with top businesses, gotten married and started families. As evidenced by these success stories, the existence of a supportive transitional environment for our military men and women can make all the difference as they begin a new journey outside the service.



"The Warrior Foundation was always present supporting the team when I used to play with the San Diego Wolfpack. As I moved away and started my new journey, I joined the Orlando Magic Wheels. Last year, after the end of last season, I needed to adjust my basketball chair. I talked to Junior and he made it happen with the Warrior Foundation. Within weeks, I had my new basketball chair ready for the Invictus Games 2016 in Orlando, Florida, and this NWBA season. The team was in a great position to be invited to Nationals. As our staff, teammates and volunteers worked to raise funds to go to Nationals, I decided to once again to reach out to Junior and the Warrior Foundation to see if they could sponsor me personally for Nationals. Once again, they came through!"

Because of the support provided by Warrior Foundation-Freedom Station, I can play one of my favorite sports, which is an important outlet in my life. I was also able to train and teach my fellow teammates and countless athletes throughout camps in wheelchair basketball. The Orlando Magic Wheels walked in ranked #5 and finished 4th in the 2017 National Wheelchair Basketball Tournament. Thank you Warrior Foundation-Freedom Station for always supporting us warriors!

- (YNC) SS Javier Rodriguez
U.S. Navy (ret.)



"On May 8, 2016, I lost my left leg below the knee and shattered my right leg below the knee. It has been a long year, but the Warrior Foundation played a large part in helping me get moving in the right direction to go back to the operating forces. For quite some time, I was wearing mismatched shoes and boots that I had borrowed from friends, in order to meet the requirement of being in uniform. As I'm sure you can imagine, the different heel heights from mismatched boots was very hard on my back and hips. This made it very difficult to properly train and get myself back in shape running, hiking with my gear, and completing my fitness tests. With the help of Dian Self and the Warrior Foundation, I was able to obtain boots that fit each foot properly. This cut down on the blisters I was getting, as well as the back and hip problems, and helped me get back out moving and grooving again the way I need to in order to go back to full duty. I can't thank you all enough for the caring support you have shown to all of us."

- LCpl Blake Brown, U.S. Marine Corps



"I just wanted to say from the bottom of my heart, thank you for giving me the opportunity to play at the NWBA Division 1 National tournament in Louisville. To be able to play on the biggest stage in the United States for wheelchair basketball was such an honor and experience, and I wouldn't have been able to accomplish what I did without your organization. With your help in travel and hotel costs I was not only able to make it to the national tournament, but I was able to budget and make it to the final two tournaments of the year as well. The money I would have spent on nationals would have taken away from competing in the Las Vegas and San Diego tournament. My family and I appreciate you taking us under your wing, bringing us into your family and helping us. I would proudly wear your foundation's patch any day."

- AEAN Steven J. Davis, U.S. Navy (ret.)



"Freedom Station has been a huge blessing to my wife and me. We have loved the spirit here and the comfort of family that surrounds us. When my wife or I are in hardship, Freedom Station, the staff, and its donors have been there to help us out! I'm so grateful and humbled to be around such loving people!"

**- LCpl Caden James Gossard
U.S. Marine Corps (ret.)**



"Throughout this last year living at Freedom Station, I've experienced the support that I've needed throughout my transition. I am challenged with numerous obstacles with my condition and the foundation has assisted me with overcoming these bumps in the road. As a result of my TBI, I struggle to interact with other individuals, and it helps being placed with a group who has common interests, such as golfing, swimming, hiking, schooling, etc. As I have an ample amount of wounded warrior brothers and sisters who have recently gotten out, I would encourage WFFS to expand their locations. WFFS impacts the lives of countless individuals in ways that not everyone is willing to admit to."

-Corporal Adam Emfield, U.S. Marine Corps (ret.)

Financial Highlights – Year Ended December 31, 2016 & 2015

Warrior Foundation~Freedom Station relies predominantly on the generosity of corporate and individual donors to fund our mission objectives. To protect these objectives for the near term, the foundation endeavors to maintain a conservative financial position and to keep liquid assets on hand of approximate value to satisfy our mortgage obligation(s) and one year of operating expenses. This helps protect our warriors' interests even in times of economic downturn.

Statement of Financial Position At December 31, 2016

(With Comparative Totals for 2015)

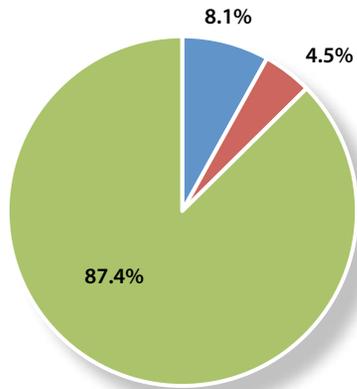
	2016	2015
ASSETS		
Assets:		
Cash and cash equivalents	\$ 1,816,797	\$ 1,251,988
Donations receivable	16,957	-
Investments	3,379,276	3,195,145
Temporarily restricted investments	-	-
Other assets	63,189	57,638
Property and equipment, net	1,926,028	1,927,283
TOTAL ASSETS	\$ 7,202,247	\$ 6,432,054
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 24,166	\$ 11,876
Accrued expenses and other	12,941	8,887
Mortgage note payable	1,060,124	1,107,886
TOTAL LIABILITIES	1,097,231	1,128,649
Net Assets:		
Unrestricted:		
Undesignated	4,966,651	4,186,312
Board designated	1,063,365	1,111,273
	6,030,016	5,297,585
Temporarily restricted	75,000	5,820
Total net assets	6,105,016	5,303,405
TOTAL LIABILITIES AND NET ASSETS	\$ 7,202,247	\$ 6,432,054

Statement of Activities and Changes in Net Assets For the year ended December 31, 2016

(With Comparative Totals for 2015)

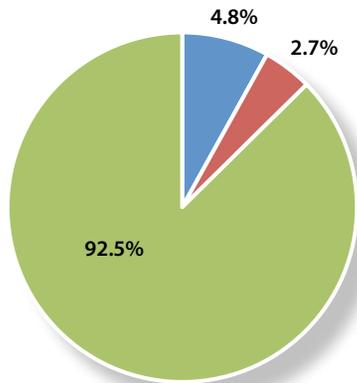
	2016			2015
	Unrestricted	Temporarily Restricted	Total	Total
Revenues:				
Net support from special events	\$ 417,376	\$ -	\$ 417,376	\$ 383,723
Contributions	941,547	109,628	1,051,175	1,080,585
Donated services	126,000	-	126,000	108,000
Interest and dividend income	105,630	-	105,630	86,794
Net realized and unrealized gains (losses) on investments	74,368	-	74,368	(137,816)
Rental income	97,500	-	97,500	95,329
Other income	76,030	-	76,030	10,494
Net assets released from use restrictions	40,448	(40,448)	-	-
Total revenues	1,878,899	69,180	1,948,079	1,627,109
Expenses:				
Program services	1,001,801	-	1,001,801	896,759
Management and general	92,575	-	92,575	67,939
Fundraising and development	52,092	-	52,092	66,031
Total expenses	1,146,468	-	1,146,468	1,030,729
Change in net assets	732,431	69,180	801,611	596,380
Net assets, beginning of year	5,297,585	5,820	5,303,405	4,707,025
Net assets, end of year	\$ 6,030,016	\$ 75,000	\$ 6,105,016	\$ 5,303,405

2016 Statement of Expenses



- Management and General
- Fundraising and Development
- Program Services

2016 Management and General / Fundraising and Development Expenses as % of Revenue



- Management and General
- Fundraising and Development
- Revenue Directly Available for Programs

Program Spending



	2016	2015	2014	2013
Direct Assistance to Warriors and Family	\$ 578,588	\$ 550,039	\$ 428,459	\$ 327,266
Freedom Station	\$ 199,495	\$ 177,431	\$ 197,108	\$ 181,454
Other Programs	\$ 223,718	\$ 169,289	\$ 78,458	\$ 99,423
Total Program Services Expenses	\$ 1,001,801	\$ 869,759	\$ 704,025	\$ 608,144
Management General & Fundraising Expenses	\$ 144,667	\$ 133,970	\$ 109,416	\$ 112,626
Total Expenses	\$ 1,146,468	\$ 1,030,729	\$ 813,441	\$ 720,770

Program Spending		
Year over year increase in support of our mission		
Year	Prog\$	%Increase
2016	\$1,001,801	12%
2015	\$896,759	27%
2014	\$704,025	16%
2013	\$608,144	
Year	Admin & Fund	%Total
2016	\$144,667	13%
2015	\$133,970	13%
2014	\$109,416	13%
2013	\$112,626	16%

Thank You to Our Supporters!

- * American Shooting Center
- * Bay Equity Home Loans
- * BB&T Insurance Services
- * Betz Concrete Inc.
- * Bill Howe Plumbing
- * Blue Angels Foundation
- * Bridgepoint Education
- * Camp Pendleton Armed Services YMCA
- * Center for Car Donations
- * Coca-Cola
- * Corvus Business Solutions, LLC
- * Cox Communications
- * Creative Plastic Printing & Die Cutting
- * E&S Construction
- * Enterprise Car Rental
- * Furnishing Hope
- * Gary Sinise Foundation
- * Hauff Sports
- * Home Depot
- * Jack in the Box
- * Jeff Gray, DDS
- * Jim Bates Watercolors
- * Jos. A. Bank
- * Julian Post 468 Sons of the American Legion
- * KFMB Radio
- * Lake Elsinore Bass Club
- * Latus Motors Harley-Davidson of Eugene
- * Mintz Levin
- * Mor Furniture for Less
- * MSE Landscape
- * Newman Windows
- * North Coast Medical
- * Orange County HOG Chapter
- * Over the Hill Gang
- * Pearson Dental
- * PB Printing
- * Poway Weapons and Gear
- * Rapid Transmission
- * Reno Contracting
- * Rotary Club of Coronado
- * R.J. Belle
- * San Diego Parrot Head Club
- * San Diego Toyota Dealers Association
- * Southern California Purchasing Council
- * Southern California Trades Association
- * STM Bags
- * Studio Diner
- * Tee It Up for the Troops, Inc.
- * The Frank M. & Gertrude R. Doyle Foundation
- * The Marine Group Boat Works
- * Walters Management
- * Wells Fargo
- * Watermark Home Loans
- * Zodiac

Board of Directors

OFFICERS:

Sandy Lehmkuhler	President and Co-Founder
Glenna Gasper	Vice President
Judy Sexton	COO
Tom Janecek	Treasurer
Sue Lemke	Secretary
Jeff Applegate	Honorary Board Member
Jim Bedinger	Board Member and Co-Founder

Craig Blanke	Board Member
Ed Hanson	Board Member
Duncan H. Hunter	Honorary Board Member
Sharron LaHaye	Board Member
Brian Lehmkuhler	Board Member
Juliana Mercer	Board Member and Special Events Chair
Sandy Moul	Board Member and Communications Chair
Guy Riddle	Board Member

Dian Self	Board Member
Mike Seymour	Board Member
Mike Slater	Honorary Board Member
Rocky Sheng	Board Member
Mark Stuart	Board Member
Vic Tambone	Board Member
Larry West	Board Member
Shawn Cheney	Military Liaison, Naval Medical Center San Diego





Photo credit: Thank you to our extraordinary photographer Dian Self for providing the majority of photos in this report!

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