



Warriors For Freedom Foundation

Strategic Plan

2025

To the Warriors For Freedom Foundation Community,

*I am pleased to present our 2025 Strategic Plan. This represents a simple, yet comprehensive blueprint that will be instrumental in guiding our collective priorities over the next few years. The Plan aligns with WFF's Core Values, Vision, Mission, and reflects our commitment to making the Warriors For Freedom Foundation the most impactful veterans support non-profit in the world. Further, when we focus on the main priorities, we will be supporting our mission to **End Veteran Suicide**.*

Even as we celebrate the accomplishment of the development of our 2025 Strategic Plan, we must begin the planning process for the subsequent several decades. We have learned a great deal about ways to be more effective going forward, and we must be fully committed to improving fundraising, branding & reputation, and engagement as we evolve and grow. There's no doubt we must also improve in our operational efficiency and become fully transparent, so that our partners and those we serve can have 100% confidence in our foundation.

As a special acknowledgement, I would like to extend my heartfelt appreciation to our board of directors, staff and stakeholders for their contributions and commitment to the development of this plan. By keeping things simple and striving for excellence, we will be positioned to become a stronger, healthier, and more impactful organization. I am excited and look forward to witnessing what I know we will accomplish together.

Sincerely,

*Eli Davis
Board Chair
Warriors For Freedom Foundation*



The NUMBERS

- As of January 2025, the population of Oklahoma is 4.2 million.
- Oklahoma has approximately 18,737 active-duty service members. The state also has 20,300 National Guard and Reserve members.
- In 2022, there were 244,334 veterans living in Oklahoma (that number is estimated to be higher today) the largest group of those veterans served during the Vietnam era.
- HUD estimates there are almost 1,000 homeless veterans in Oklahoma.
- According to the Tragedy Assistance Program for Survivors (TAPS), there are an estimated 11,000 surviving spouses in Oklahoma.
- Oklahoma has 13,794 active-duty children and 13,051 National Guard and Reserve children living in the state.
- This doesn't include the number of Blue and Gold Star parents, siblings, etc. that are not being counted.



WARRIORS FOR FREEDOM

CHALLENGE, TRIUMPH AND CHANGE

AN AUTOBIOGRAPHY BY

Major Edward Pulido

AS TOLD TO MARIE BARTLETT

Born out of a deep Patriotic duty to serve our Veterans, Co-Founder Brett Dick partnered with Maj. Ed Pulido and Sgt. Scott Momper to establish the Warriors for Freedom Foundation in 2011. The organization received official 501c3 status in March of 2012.



Who We Are

Warriors For Freedom Foundation is a 501c3 that serves a membership comprised of Veterans, Active Service Members and their families totaling 2,000+. The organization utilizes programs, activities and services as a vehicle to make a positive impact on the community, with a focus on suicide prevention and integrating into civilian life.

Foundation Leadership:

- Eli Davis –Board Chair
- Brett Dick – Vice Chair
- Christina Sanders – Treasurer
 - Ray Carter – Secretary
 - Jose Cinco – At Large
 - Brian Burrough – At Large
- Shelley Zumwalt
- Jay Bridwell – At Large
- TJ Nance - At Large
- Sam Wollman – At Large
- Duane Cummings – Executive Director
- Denise Martinez – Director of Operations



★ ★ ★
REMEMBERING
— THE **22** —
★ ★ ★

What We Believe

MISSION, VISION, and VALUES

- **Mission:** The mission of the Warriors for Freedom Foundation is to provide a safe community, constant support, and year-round activities, where we can restore hope, renew purpose, and revitalize our veterans, active-duty military, and their families.
- **Vision:** To be a world class nonprofit, where we cultivate excellence by providing the highest quality administration, programs, facilities, and a positive, inclusive environment for those we serve.
- **Values:** Service, Integrity, Compassion, Respect, and Accountability are the values we hold dear.

Our “WHY” is easy...**END VETERAN SUICIDE!**

******At the height of this tragic situation, 22 veterans were committing suicide EVERYDAY in the U.S. That number is reportedly now down to 17 a day.***

Recent Achievements

- Launched Purposeful Thrift
- Successfully Managed the 2024 Annual Budget
- Hosted 2024 Board Retreat
- Solidified Brand (established brand guidelines)
- Relunched Website
- Remodeling of Office thanks to Home Depot Grant
- Scrubbed CRM-engaged membership
- Received Multiple Grants
- Reestablished/increased engagement of members/donors
- Launched Volunteer of the Quarter and Year Awards
- Reviewed/adjusted bylaws
- Created new fiscal policies
- Updated all tax information – 990's
- Engaged new partners/donors
- Evaluated, adjusted, and added additional programming
- Fiscally Healthy
- Successfully onboarded new Executive Director
- Expanded membership and social media reach
- Increased follow through and accountability
- Successfully completed inventory
- Increased donor appreciation
- Increased board engagement
- Efficient planning and calendarizing of events and programs for 2025



About Our Services/Programming

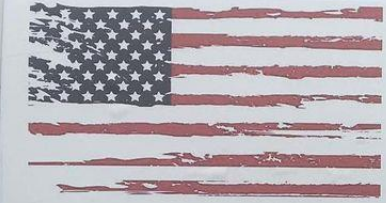
We are currently reevaluating our program and service offerings to ensure we are meeting the needs and expectations of our membership and those we hope to serve in the future.

Warriors for Freedom currently has 2108 members in our CRM, but not all are actively participating. We are continuing to “scrub” our list and reengage with members from the past. We hope to expand the geographic impact of our organization in the coming years.

The 2025 budget and calendar will provide clarity to whether an event is outreach, fundraising, community building, volunteering, or programming.

Our current focuses are:

- **Ride Services**
- **Golf** – Provided 50+ members the opportunity to play for free.
- **Scuba** – Will undergo a program revamp in 2025. We have a 5k grant to start the year off.
- **Fishing** – Would like to expand beyond our Fishing for Freedom event held in the fall that supports 50 Veterans and 50 Guides.
- **Warriors in Need** – From homelessness to hunger, we step in and fill the gap. This could be our biggest expenditure in our budget.
- **Hunting/Shooting** – Redefining what will be on the calendar and whether the events are fundraising or programming.
- **Warrior Breakfast Coffee** – This is a good opportunity for outreach and camaraderie.
- **Purposeful Thrift** – This will provide not only funding, but future job opportunities for veterans.
- **Equine Therapy** – We are currently “vetting” a potential partner to provide this program.
- **Arts & Crafts** – Will continue to offer classes like Pottery, Glass Blowing, and Painting.
- **Warrior Community** – From Volunteering at Savannah Bananas to the Hot Air Balloon Festival, we will continue to find ways to integrate into our community by way of service.




**VETERAN
RIDE SERVICES**

405-286-9920

Administrative

- Registration and Engagement of Membership
- Training and information, ie. First Aid, CPR Training, etc.
- Member Account Management
- Event /Program Registration, Scheduling and Management
- Discover Partnership Opportunities/Resources
- Inventory Management
- Volunteer Oversight
- Vetting and Background Checks
- Human Resources – Diversity, Equity and Inclusion
- Policies, Procedures and Handbooks
- Board, Volunteer and Staff Education
- Financial Reports, Payroll, and Banking



**WE SERVE THEM
BECAUSE THEY SERVED US**

Who is WFF?
The Warriors For Freedom Foundation is a 501c3 non-profit organization of paid staff, volunteers, veterans, active duty personnel, family members, and civilians, who work together to ensure our nation's heroes and their families get the mental, physical, and wellness support they need.

What does the org do?
The WFF offers programs, essential resources, and critical services that cultivate camaraderie, and champions the mental health of those we serve. The organization is well known for providing activities that help those who face Post Traumatic Stress Disorder (PTSD), Combat Stress Reaction (CSR) and Traumatic Brain Injuries (TBI), as well as acutely focusing on suicide prevention via the R22 Campaign.

When does it happen?
We're there when we're needed. Although we have "office hours" and some activities are seasonal, the WFF offers a variety of programming to ensure community members can stay involved year round, and those in need can contact us day or night for assistance.

Where is WFF?
Programs, events, gatherings, and functions are offered in multiple locations to ensure we reach all who are in need. Although the organization originated in Oklahoma and has been focused in that geographic region, WFF is expanding to serve members across the United States.

How does the WFF get it done?
WFF is working diligently to become a self-sustaining organization, by utilizing a business model that will inevitably fund our mission. Until we reach that goal, we rely on grants, the generosity of caring donors, sponsorship's, fundraising events, and program partners to ensure our professional staff and volunteers have the financial resources to fulfill our mission.



Why?
The Warriors For Freedom Foundation exists to "End veteran suicide and ensure NO Veteran, active duty member, or their family members EVER go without the help, resources, or support they need to thrive and live fulfilling lives."

MISSION STATEMENT:
The mission of the Warriors For Freedom Foundation is to create a safe community, constant support, and provide year round activities, where we can restore hope, renew purpose, and revitalize our veterans and their families."

VALUES:
Excellence - Service - Honor - Camaraderie - Compassion

PILLARS OF SERVICE:
People - Communication - Experiences - Fundraising

Program Offerings:
Scuba, Community Service, Family Fun, Warrior Group, Hunting, Fishing, Golf, Arts, Education, Benefits Assistance, Employment, Ride Services, Outreach, Emergency Needs. (Some of our services and programs are fulfilled via vetted/accredited partnerships.) Our goal is to always provide our offerings at no cost to members.

WARRIORS FOR FREEDOM  

HELP END VETERAN SUICIDE

14824 Metro Plaza Blvd. Ste. A, Edmond, OK 73013 405-286-9920 info@warriorsforfreedom.org

Operational

How You Can Help!



Wondering how you can help the Warriors For Freedom Foundation? We have identified 7 areas of need. Hopefully, there's one that suits how you'd like to serve.

#1 Volunteer - Whether you offer your time to help at an event, work on a project in the office, or volunteer to be on the board of directors, our organization can only succeed with the help of others. If this area is something you'd be interested in pursuing, please contact denise@warriorsforfreedom.org to learn more about volunteering opportunities.

#2 Donate - Our organization is working diligently to become self sustaining, but in the meantime we rely on the generosity of others who donate funds. Whether you want to donate on a recurring schedule like within our R22 campaign where supporters give \$22 a month, make a one time donation, or contribute to our endowment fund, donations are tax deductible and are the only way we can continue serving our brothers and sisters in need.

#3 Sponsor a Soldiers Programming - Our foundation provides our members services and events at NO COST. To ensure every veteran has the opportunity to pursue something that interests them or engage in a new activity, paying the cost for a soldier to participate is a very rewarding way to contribute and you can do it anonymously or perhaps build a new relationship with someone in need.

#4 Participate in Events - Whether it's a golf outing or a hunt, by becoming a paying participant, we are able to utilize those funds to fulfill the mission.

#5 Share Our Message - It's FREE and pretty easy. Follow us on social media, comment, share, and let the world know what we are up to.

#6 Contribute Unwanted Items - We have launched "Purposeful Thrift" as a way to be self sustainable. If you need to clean out a closet, garage, or whole house...we can generate income by reselling your gently used items. In addition, our long term plan is to put veterans to work as well.

#7 Introduce Us - Whether you think someone would be a great sponsor, donor, or partner...making introductions is incredibly important and will allow for us to continue growing. BIG THINGS have come from introductions, and we will be grateful regardless of the outcome.

So, did you see one or more items that you can do to help us out? If so, please don't wait. If you didn't see any, or have another idea, please contact duane.cummings@warriorsforfreedom.org and let's have a conversation. THANK YOU in advance for your consideration.



HELP END VETERAN SUICIDE

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- Scheduling
- Location, Equipment, Facilities Management / Maintenance
- Asset/Inventory Procurement and Protection
- Equipment Management and Procurement
- Office Facilities Oversight
- Medical Equipment and Training
- Security of People, Equipment and Facilities
- Information Technology, Website, Social Media
- Marketing
- Community Outreach – Development
- Personnel - Staff Management
- Collaboration with Board of Directors
- Fundraising – Collection of Gifts in Kind-Thanking donors
- Management of Purposeful Thrift Program

Fiscal Responsibilities

- Collections and Payments
- Budgeting
- Accounting
- Auditing
- Taxes and Government Filings
- Bank and Cash Management
- Debt Management
- Risk Management
- Lease and Contract Management
- Payroll Processing
- Insurance Policies and Certificates

Case Study

Erica Walker is the perfect example of "why" we exist.

Erica served her country well and married another soldier, who had a very difficult time with medical challenges and PTSD after several deployments. So, the affect was on the one she loved, and the father of her children, more than simply on her.

She did deal first-hand with her own challenges of being a female in the service, as well as not being able to fully adapt to civilian life upon exiting. As she worked to navigate life, be a mother, and keep her marriage intact, she had to find creative solutions and programs that would help her, and her family overcome the incredible challenges they were facing. They, like many other veterans turned to a service dog, and attempted many other educational activities after separation, but were unable to find the solution.

That's when she began looking for a position in a veteran focused, non-profit where she believed she could make an impact and help not only her husband, but other soldiers facing similar obstacles. She is empathetic, and loves to serve others, which helped her successfully fill the role of ED at WFF. She grew membership and engagement by several hundred percent and created a true community that serves veterans in need.

Along the way, she overcame her fear of the water and not only became scuba certified, but she and her husband have since become instructors, and launched their own dive company.

**** PLEASE DO NOT SHARE THIS...but in May of 2025 it will be publicly announced that Erica has received the prestigious American Heroes Award presented by Evan Williams Bourbon.



What We Face



- **Funding Challenges**
- **Non-Traditional Working Hours - 7 days a week**
- **Need for staff professional development**
- **Need for additional, impactful staff/board members**
- **Ensuring moral, engagement, and enthusiasm stays high**
- **Saturated veteran non-profit market**
- **Historically "non-aligned" org culture**
- **Previous lack of performance evaluations and accountability**
- **Prior inconsistency in policies and processes**
- **Lack of "Unity" historically in org**
- **Overcoming a "We have always done it this way" mentality**
- **People working IN the business, vs ON the biz**
- **Overcoming previous negative engagement**

The KEY Ingredient - People

First and fore-most, the Warriors for Freedom Foundation is in the people business, and we aspire to be a world class organization. Therefore, we must create a working environment that can attract and retain the very best talent, who will provide five-star services.

Having the right people is crucial to the organizations' success, especially with the added aspect of special circumstances that go into serving the needs of Veterans, Active-Duty Military, and their families. WFF must also seek to add outstanding board members who wish to offer their time, talent, and some treasure to our membership and community.



Priority #1 ***Fundraising***

"Funding is the iron that makes all wrinkles go away."

We must ensure the organization is fully committed to establishing and successfully implementing a fundraising plan. We will accomplish this by always ensuring there is a committee and chairperson in place that takes on that challenge. We must also ensure we continue to have a culture throughout the organization that affirms a standard where *"everyone understands they are a fundraiser."*

We will place a high priority on reoccurring donations, grant applications, corporate sponsorships, fundraising events, and creating revenue streams via our Purposeful Thrift Project and ecommerce opportunities like branded coffee sales.





REVENUE - FUNDRAISING Areas of Focus

Revenue Sharing - % of sales
Board and Staff Contributions - Monetary
General Donations – Monetary & Gifts in Kind
Monthly Reoccurring Donations
Grants – Restricted & Unrestricted
Sponsorship – Underwriting Programming/events

Partnerships – Gifts in Kind and Monetary
Merchandise Sales
Fundraising Events – Warriors Shootout - Gala
Thrift Store Sales
Endowment Distributions – OCCF & Cimmaron
***Logos above are a small sample of partnerships.



Priority #2 ***Branding & Reputation***

The Warriors for Freedom Foundation must continue to make “*Branding & Reputation*” a top priority to ensure the future success of the organization. There has been a great deal of confusion in the marketplace as to who we are and what we do. We have operated in the shadows of other larger non-profits like Wounded Warrior and Folds of Honor but are poised to step into the light.

We must resourcefully, purposefully, and creatively continue to share our story in an authentic manner, starting with the state of Oklahoma and then expand to a national level. Our image and “*who*” we are should be top of mind for any citizen, and our reputation must remain sterling, so that people continue trusting us.

An American flag is shown in a stylized, torn-paper effect. The top portion of the flag, featuring the stars and stripes, is visible against a white background. Below this, a jagged, black silhouette represents the bottom edge of the torn paper, revealing a solid black background for the text below.

**WE SERVE THEM
BECAUSE THEY SERVED US**

HELP END VETERAN SUICIDE

Tag Lines

No different than Nike's "*Just Do It*"...the Warriors for Freedom Foundation use tag lines that are immediately recognizable to the public and keep the organization TOP OF MIND. We will continue to honor and follow the brand guidelines and only use approved logos and taglines in all communications, signage, collateral material, and merchandise. Consistency is the key to success.



Priority #3 *Effective & Impactful Engagement*

The Warriors for Freedom Foundation will continue to stay focused and make every interaction matter. From the acknowledgement of each member/stakeholder's contributions, to expanding our reach and helping those who were unaware that we exist, we will have a strong and vibrant community.

We will ensure this happens by putting our best foot forward, being of service, staying humble and putting the needs of others at the forefront of our everyday efforts. We will continue to will make a positive impact on the world by practicing active listening, timely and accurate follow up, and being accountable to doing what we say we will.



The obvious Items!

The organization will continue being a leader in the community. There is no question we must follow through, hold each other accountable, and eliminate any ineffective programming, policies, and procedures. Our team should continue to embrace change and be willing to adapt and evolve. Operationally, we will be efficient and resourceful, good stewards of the resources we are provided, and always seek to build long and healthy relationships. We strive for diversity of thought and alignment in actions, and will continue monitoring, accessing, and adjusting our approach to ensure we stay on target and do not lose sight of the mission.



The CHALLENGE!

To keep all involved in the leadership of this organization focused and executing!

Making a commitment to ensure we succeed!!.

ENDING VETERAN SUICIDE!!!

**On behalf of the entire
Warrior community, we are
grateful to have this
opportunity and look
forward to serving with you
to END VETERAN SUICIDE.**

WARRIORS

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2012

FOR

WAR

FREEDOM

