



*why we do what we do*

THE 2010 ANNUAL REPORT



# *why?*

*Why work so hard to support troops and their families?*

*Why maintain a global network that runs 24/7/365?*

*Why keep improving our programs, researching, fine-tuning,  
and checking quality? Why recruit thousands of volunteers*

*who personify America's gratitude to her troops,  
and who enable us to deliver needed services and*

*continue to make them better? Why strive to ensure that  
whenever and wherever our troops are at the front,*

*they have as much access to home as possible?*



# *because*

*Because democracy carries a price, and that price can be painfully high. Because when America goes to war, her defenders need her as much as she needs them – to help wounded warriors heal, to comfort families wracked by loss and grief, to maintain the links to home that keep Americans in uniform connected to those they love. Because when people are putting their lives on the line for freedom, there's no such thing as doing too much for them.*



## **USO Centers**

**WHY WE'RE EVERYWHERE** *In transit or on base, Americans in uniform can rely on centers to provide the support they need when they need it.*

There is nothing like a USO center. It's where troops and their families can relax and feel at home, find a friendly smile and know that their country supports them. A lone traveler finds companionship. A recruit rattled by a missed connection gets a cold soda and assurance that all will be well. A family naps between flights or gets that diaper changed before hitting the road.

Most of the people staffing centers are volunteers, the heart and soul of the USO. Every day, for compensation measured in grins and waves and handshakes, they treat all comers like family – because for them, troops and their families are family. Last year centers worldwide tallied nearly 8 million visits by troops and their families and presented more than 1,700 family-focused events.

Centers and activities have evolved to reflect what troops and families want. In 2010, we opened 11 centers, including locations in Afghanistan at Kandahar Airfield, at forward operating bases Leatherneck, Fenty, Shindand and Shirana, and at six locations in the U.S. We'll keep putting centers where troops want them. It's what we're supposed to do.

Centers abroad provide tastes of home, from softball games and cookouts to birthday celebrations. Centers on bases add another facet to garrison life – a change from the pattern, a different set of faces and voices, a chance to read, to socialize, to relax. Troops can connect with home by computer or phone at no charge, or simply enjoy a few more minutes in that comfortable chair. We wouldn't have it any other way.

*"It's a lot like being at home. Even if someone is of bigger rank, at the USO, they'll talk to you just like a friend. So you can relax, have fun and just chill with your buddies."*

AN ARMY PRIVATE FIRST CLASS, HOME FROM IRAQ, NOW STATIONED AT FORT BLISS, TEXAS



**WHY THEY NEED US** *Sometimes troops on the line need the relief only recreation can bring. We try to provide that relief in a USO2GO shipment.*

## **USO2GO**

Out there on the line it's always the same bleak scene, the same harrowing routine of constant patrols, bottled-water "showers" and slit-trench latrines. Even the incoming rounds get kind of repetitive. USO2GO helps fracture the edgy monotony at the tip of the spear.

USO2GO shipments are the improvised equivalent of a USO center. Each pallet of boxes weighs nearly 2,000 pounds and only goes to remote outposts. The units themselves choose a shipment's contents. The most popular selections are electronics, sports equipment and toiletries. Pallets include the latest DVDs and software, laptop computers, musical equipment, board games and stacks of snacks.

USO2GO delivers those and many other diversions, reminding troops in the field that no matter how remote a station may be, the people there are in the thoughts of someone at home. Since 2008 we've sent 500 of these shipments, and in 2010 alone we sent USO2GO pallet-loads to 200 locations in Afghanistan and Iraq – nearly 200 tons of fun provided to locations where fun tends to be in extremely short supply.

These deliveries go over especially well at positions so far forward there might not even be a road in. One shipment went to a firebase in Afghanistan that had been having a rough time of it, prompting one of the men to take the time to write to us to say how much USO2GO had boosted morale. *"Sometimes I think that America has forgotten that there is a war,"* he wrote. *"Not you guys, though. Thank you!"* No. Thank you.

*"It's an incredible achievement for this organization. If they have to pack up an entire USO and airlift it into the middle of nowhere, that's exactly what they're going to do."*

A NAVY COMMANDER WHO WAS STATIONED IN THE PERSIAN GULF



**WHY WE CARE** *Troops need to know their country appreciates their service. Every grateful gesture helps get that thought across.*

## **Operation USO Care Package**

USO care packages remind troops in the field that someone at home remembers them. Made possible by donations from every part of the country, care packages contain snacks, toiletries, prepaid phone cards, chewing gum, playing cards – little things, we know, but also a welcome touch of home in situations where homesickness can be the order of the day.

The contents aren't the most important part, however. Every single package includes a handwritten message of thanks and support. We hear from troops that these brief personal notes, even though they're from strangers, mean the world to them. As with any gift, it's the thought that counts, and the thought we mean these gifts to convey is our gratitude for the job troops are doing. Our wish is that when an American in uniform opens a USO care package, the first glance at the contents brings a smile.

We shipped our first care package in 2001, and in succeeding years we've never faltered. In 2010, we passed the two-million-package mark. We'll keep collecting and passing along those handwritten messages and sending those hand-filled care packages as long as the people we care so much about are stationed abroad.

Volunteers assemble care packages in sessions that sometimes include the President and First Lady, members of Congress and celebrities, as well as everyday people. At these events there's a strong feeling of shared purpose and unity. No matter who's putting packages together, the sentiment is always the same: We know you're out there, we care about you, and we want you home soon.

*"Those care packages meant so much to my soldiers. When you get one and you're out in a remote forward operating base, that may be the first time you've seen a razor in a month."*

AN ARMY MASTER SERGEANT AND VETERAN OF FOUR TOURS IN IRAQ



**USO  
Operation  
Phone Home**

**WHY WE DO IT** *Keeping the connection between troops and their families is essential to the strength of both. Strong families make a strong military.*

Technology has revolutionized communications between troops in the field and the home front. Now it's far easier to tell a spouse "I love you," wish a tired child sweet dreams or say "I miss you" to a parent or a friend. It's wonderful to punch in a number from a remote forward operating base and hear the happy clatter of dinner being made or a birthday party under way. And then there are those much-needed heart-to-hearts about more substantial matters.

But these intimate connections come at a steep cost. Phone service is expensive, and international charges can play havoc with a military family's budget. Prepaid international phone cards lead the list of items that troops request from us, and to satisfy that demand we started USO Operation Phone Home®.

Discounts from phone service providers and support from donors allow us to give troops in the field prepaid international phone cards with enough minutes to enable callers to carry on conversations that go beyond "Hello" and "Goodbye" and allow families to draw a little closer for a lot longer. USO centers in Afghanistan, Iraq and Kuwait also offer a free private telephone network, Internet and Wi-Fi access. In 2010, troops averaged 200,000 free calls home per month on this satellite-based system.

These connections work wonders for the morale of troops over there and for families back home. Hearing the voice of someone who's serving our country half a world away lifts hearts at home, and hearing a voice from home makes deployment easier. There's no such thing as too much communication between troops and their families. We mean to do all we can to maintain and deepen that connection.

*"I e-mailed my kids often when I was overseas. But the phone calls were most important. Getting to talk to me and knowing I was okay was so much better than getting an e-mail."*

AN ARMY SERGEANT AND MOTHER OF THREE



## ***United Through Reading's Military Program***

**WHY IT WORKS** *Across thousands of miles, we help bring families together for the simple pleasure of sharing stories and most of all, time, the greatest gift.*

Absence might make the heart grow fonder in song and story but in the real world, deployment unravels ties between child and parent.

When Mom or Dad deploys – sometimes both at once – children can feel terribly sad. Barriers of time and distance leave everyone aching. E-mails, texts and phone calls help, but for the feeling of being there . . . you have to be there. Happily, technology offers an alternative. Among the uses video sees in combat zones, few rival United Through Reading's Military Program for sheer human impact.

At a USO location, a deployed parent chooses from a selection of children's books ranging from unabashed fun to important topics like missing a parent or starting at a new school. The book is read aloud in front of a video camera that records the scene to DVD, and soon book and disc are en route to the family home. Troops and their families pay nothing.

The effect is awe-inspiring. As the DVD plays, children touch the screen, read along and revel in the sight and sound of a beloved face and voice. Kids bring discs to school to share with classmates. Families shoot videos of youngsters watching the reading and send them back to the deployed parent.

These DVDs and books become integral to children's lives, preserving a precious bond until the youngsters have Mom or Dad – or Mom *and* Dad – back. The popularity of the program with deployed parents and their children is evidenced in its steady growth from 7,600 DVDs recorded in 2007 to more than 70,000 recorded in 2010.

*"The program gives kids a way to see their father or their mother in real time. As if they're right there with them reading 'Green Eggs and Ham' with a smile on their face."*

AN ARMY SPECIALIST JUST BACK FROM AFGHANISTAN



**WHY WE GO** *Appearances reward audiences and entertainers alike. Troops catch a welcome breather; celebrities enjoy crowds unlike any other.*

## ***Entertainment Tours***

From monsoon-soaked hillsides in the South Pacific to dusty flatbeds in Southwest Asia, we've been bringing entertainers and other celebrities to combat zones for seven decades. Sometimes full-on extravaganzas, sometimes one-performer shows, these tours offer troops a break from the grind, a show of something other than force, and the sizzle of star power from famous volunteers donating talent, time and energy as a way of saying thanks for a hard job well done. In 2010 we worked hard to expand our entertainment offerings to military families.

Hundreds of times each year, tours touch down at compounds and bases worldwide. It's a win-win all around, especially during the holidays, when, for deployed troops and their families, loneliness is just a thought away. It means a lot that famous athletes, actors, comedians and musicians, who could be anywhere doing as they please, choose to spend that season with Americans making sacrifices for their country. It means a lot to the celebrities as well.

USO tours have become legend thanks to their essential humanity. Performances that come straight from the heart get the boots on the ground stomping — often at outposts so remote that musicians play unplugged because there's nothing to plug into.

USO tours bring military audiences an almost dreamlike departure from garrison life. In return, artists experience a jolt of true appreciation. If that means we tend to be better known for stagecraft than any of our many other efforts on behalf of troops and their families, we can live with that.

*"I was in Iraq when a USO Holiday Tour came through. What they brought to the base was great. The energy and enthusiasm there in our gym was incredible."*

AN ARMY MASTER SERGEANT WITH TWO TOURS IN SOUTHWEST ASIA



## **USO Wounded Warriors**

**WHY IT MATTERS** *We offer those injured in battle the embrace of a caring community and practical aid to help ward off that persistent foe, despair.*

After the violent moment inflicts its damage and pain, the thought comes: Things have changed. Maybe the realization hits in the field or at the hospital. Every wounded warrior travels a unique path between then and now, between whole and recovered, between “I was. . .” and “I will be. . .” – a hard journey that many Americans in uniform and their families are making.

Body armor and advanced battlefield medicine mean troops are surviving wounds that once would have been fatal, but injuries still shatter lives. Ask the more than 40,000 troops wounded in war, or the hundreds of thousands bearing the invisible scars of post-traumatic stress and traumatic brain injury.

Once home, these heroes often face months – even years – of medical care as they fight to rebuild their bodies and their lives. The aftershocks of combat strain them and their families in so many ways. This reality drives us to energetically engage with partners on behalf of wounded warriors.

To do more for troops and families, we partner with other organizations. Ride2Recovery propels wounded warriors forward. So do the Warrior Games, a service team competition hosted by the U.S. Olympic Committee and its Paralympics division. The National Military Family Association sponsors healing adventures that bring families closer. Hire Heroes USA teaches skills that smooth the transition to civilian work. The U.S. Chamber of Commerce helps with job searches. Our Caregivers Conferences frankly address the challenges facing wounded warriors and their families, from finances to compassion fatigue to suicide prevention. We are always trying to do more. We see progress, but we have far to go.

*“There were so many points where I wanted to quit, but you see the person next to you or in front of you and they are pushing you, they are handing you water, they don’t let you quit.”*

A NAVY VETERAN AND PARTICIPANT IN THE 2010 WARRIOR GAMES



## **Operation Enduring Care**

**WHY WE'RE RAISING \$100 MILLION** *The funds will support essential programs and facilities that help wounded warriors and their families.*

Operation Enduring Care is a USO fundraising initiative created to raise \$100 million to help wounded warriors and their families restore their lives.

The initiative will put \$25 million toward building new USO centers at Fort Belvoir, Virginia, and at the new Walter Reed National Military Medical Center in Bethesda, Maryland. Another \$25 million will endow the centers. The remaining \$50 million will cover programs to be offered at the centers and worldwide, wherever there's a need.

The centers will address critical non-medical needs facing wounded warriors and their families. They also will provide the comforts of home and a sense of community, and practical services for those for whom war's profound aftermath is part of day-to-day life.

Despite horrific wounds, warriors and their families still have to pay bills, file paperwork, look for jobs, and all the rest – as well as handle recordkeeping and communications related to their injuries. To assist with these and other tasks, these centers will provide access to computers, fax machines and other useful equipment – the ordinary stuff of life for people dealing with extraordinary challenges.

At the centers and at other locations around the world, Operation Enduring Care will underwrite programs aimed at helping wounded warriors succeed as they transition to the next stages of their lives. Working with nonprofit partners recognized for their impeccable track records, we'll provide education, training and support for both troops and spouses – another way we say thanks for your service.

*"These centers have been desperately needed for many years. But, it's obvious that someone had a real vision when setting the wheels in motion for this wonderful project."*

A BLOGGER ON THE USO WEBSITE



## ***Families of the Fallen***

**WHY WE'RE THERE** *Knowing that someone has made the ultimate sacrifice, we do what we can for those who gather to mourn.*

Nothing can erase the anguish of loss, and those who lose family members to war feel a pain that is theirs alone. We honor the fallen by reaching out to their families.

The USO maintains a dedicated presence at Dover Air Force Base, Delaware, whose mortuary receives every military casualty from abroad. Casualties can arrive at any time. Since the 9/11 attacks, no matter what the hour, the USO has been there for each of those who made the ultimate sacrifice for America. More than three-quarters of repatriations occur with loved ones present. To support those families, the Air Force, with USO help, opened the Families of the Fallen Center near the mortuary in 2010.

The Center has furnished sitting areas, meditation and meeting rooms, a playroom and kitchen. Families can gather there in privacy. Besides providing snacks and beverages for the center, the USO supplies food and other provisions to Fisher House for Families of the Fallen, where families can stay.

Sometimes families have only hours to reach the base. Along the way, USO volunteers and staff stand ready to do all they can to ease the shock and hurt of that journey. We assist with practical matters, help with young children and offer comfort at a sad time. It's the very least that anyone can and should do.

In addition, during 2010 we began partnerships with the Tragedy Assistance Program for Survivors (TAPS) and the Moyer Foundation. TAPS welcomes fallen warriors' children to its Good Grief camps. The Moyer Foundation's Camp Erin program is adding camps devoted to military families at Ft. Campbell, KY; Joint Base Lewis-McChord, WA; Ft. Hood, TX; and Ft. Bragg/Camp Lejeune, NC.

*"The heart of America is who's giving their life out there. The story of their loss isn't what happens on Dover Air Force Base; it's the impact of their loss on their families."*

A USO STAFF MEMBER AT DOVER AIR FORCE BASE



**WHY WE PRESS ON** *Since 1941, we've seen the positive difference our programs and services make in the lives of our military and their families.*

## **Highlights of the Year**

**Nearly 8,000,000 Visits** During 2010, troops and family members visited more than 160 USO locations around the world. More than a million visits occurred at USO centers in Afghanistan and Iraq.

**200 Tons** USO2GO delivered pallets of recreational gear to troops at remote bases, bringing a strong dose of relaxation and encouragement. We tailor each load to order, so we know we've provided items that hit the mark.

**2,400,000 International Calls** Our expanded war-zone private phone network enabled troops on deployment to make millions of free calls home, tightening the bonds that matter most at a time when they're stretched furthest.

**An Audience of 350,000** More than 200 celebrity volunteers entertained troops and families at more than 700 USO events in 20 countries — a gift with a value of \$80 million.

**90,000 Muppet Fans** Elmo and friends toured with the USO in 2010 to talk about the challenges of deployment for military families, bringing a welcome message to enthusiastic audiences.

**70,000 Kid's Book Recordings** Deployed parents and their children enjoy closer connections through books and DVDs thanks to our partnership with United Through Reading®.

**1,200,000 Volunteer Hours** To accomplish our goals, we rely on our volunteers. These dedicated individuals, the smiling face of the USO, work day and night to remind troops someone cares.

**1,900,000 USO Donors** We couldn't even open our doors or operate our programs unless we had the support of the American people. In 2010, millions of our countrymen and corporations opened their hearts and their wallets to the USO and to troops and their families, making all these activities possible.



## *A Million Reasons Why*

SLOAN GIBSON  
USO PRESIDENT AND CEO

*Why do we do the things we do?*

*We are the way America says “thank you” to troops and military families for their service and sacrifice in defending freedom.*

*We comfort. We connect. We entertain.*

*Every year we deliver countless tangible expressions of gratitude to men and women in uniform and their families.*

*On previous pages you’ve read about the ways we show appreciation – millions of visitors welcomed at USO centers, hundreds of entertainment events, millions of free phone calls home, tons of stuff the troops want most delivered to forward bases – on a scale and scope unseen since World War II.*

*Who needs us most today? We’re there for all of our troops and their families, but we strive hardest on behalf of those in harm’s way, and families strained by multiple deployments. We support wounded warriors and their families and the families of the fallen against a new enemy – despair. If we’re not working to lift their spirits, we’re not doing our job.*

*How do we know we make a difference?*

*We ask. We survey thousands of troops and families around the world. Overwhelmingly they say we ease the loneliness of separation*

*from loved ones, boost morale, let them know America supports them, make them feel better and help them feel normal in settings that are anything but normal.*

*Why do we do the things we do? The answer is clear to anyone who’s witnessed firsthand what forward deployed troops endure, who’s seen a family reunite, who’s spent time with wounded warriors and their families as they work toward the happy, fulfilling future they deserve, or who’s stood with a family on the tarmac at Dover welcoming a loved one home that last time.*

*Aaron*

*Gibson*



## *A Year of Progress*

GEN. RICHARD B. MYERS, USAF (RET)  
USO CHAIRMAN OF THE BOARD

*Working with the USO, I've come to see firsthand how much people appreciate what we do. Whether they've served in the military or had a relative or friend in uniform, when the subject of the USO comes up, they almost always smile.*

*Often the smile is followed by a story about getting help at a center or seeing a show out in the middle of nowhere or the phone call that made someone's day. It's gratifying, it warms your heart, and it makes you want to do more.*

*What this really reflects is an extraordinary commitment shown by USO volunteers and staff. These folks apply themselves unfailingly, whether they're booking celebrity tours, developing fundraising campaigns, wrangling a couple of*

*toddlers while Mom catches a nap between flights or welcoming a warrior home. It's inspiring to see such generosity of spirit being put into practical action every single day.*

*Time and again I've marveled at the countless hours and the energy that USO staff members and volunteers devote. They work hard because they believe in our troops and they believe in the USO's mission. The USO could never have become the incredible organization it is today or have achieved what it has without that dedication, and I want to offer my sincerest gratitude to all USO staff members and volunteers.*

*You were there before I wore the uniform and while I wore the uniform. You're there now and you'll be there long after I'm gone. For that and for everything else you do day after day on behalf of our troops and their families, I thank you.*

*I also want to thank our immediate past chairman Ed Reilly, a good friend, who for many years, has shown a boundless enthusiasm and energy for the USO. Ed's tireless dedication to the USO's mission resulted in tremendous growth in the scope and quality of every one of our programs worldwide. Our troops and families owe him more than they know.*

*Richard Myers*

## United Service Organizations, Inc.

These consolidated financial statements reflect the accounts of USO Inc., the USO Foundation, and its domestic and overseas operating centers. U.S. chartered operations are financially autonomous from the USO and are, therefore, excluded from the USO's consolidated financial statements. The complete consolidated financial statements and independent auditors' report as of and for the year ended December 31, 2010, as performed by Grant Thornton, LLP will be made available on request.

<b>Consolidated Statement of Financial Position, December 31, 2010</b> <i>(with comparative totals as of December 31, 2009)</i>	<b>2010</b>	<b>2009</b>
<b>Assets</b>		
Cash and cash equivalents	\$ 11,517,944	\$ 12,223,259
Contributions receivable, net	8,378,463	5,022,507
Grants receivable	4,080,769	5,493,207
Other receivables	411,324	472,293
Prepaid expenses and other assets	799,498	1,421,188
Inventory	2,013,246	2,517,113
Investments	65,774,602	57,524,642
Fixed assets, net	10,452,350	7,243,070
<b>Total Assets</b>	<b>\$103,428,196</b>	<b>\$91,917,279</b>

<b>Liabilities and Net Assets</b>	<b>2010</b>	<b>2009</b>
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$ 12,001,624	\$ 8,528,460
Deferred rent	497,605	588,843
<b>Total Liabilities</b>	<b>12,499,229</b>	<b>9,117,303</b>
<b>Net Assets</b>		
Unrestricted		
Operating	16,230,194	21,313,717
Board-designated		
Spirit of Hope	29,714,630	26,064,567
<b>Total unrestricted</b>	<b>45,944,824</b>	<b>47,378,284</b>
Temporarily restricted		
Desert Storm Education Fund	627,570	635,880
Spirit of Hope	9,550,130	5,235,710
Time Restriction	44,031	85,000
Ongoing Program Activities	4,661,319	3,186,188
Capital Projects	4,237,665	572,818
USO Councils and Others	265,505	108,173
<b>Total temporarily restricted</b>	<b>19,386,220</b>	<b>9,823,769</b>
Permanently restricted		
Camp Casey	25,000	25,000
Spirit of Hope	25,572,923	25,572,923
<b>Total permanently restricted</b>	<b>25,597,923</b>	<b>25,597,923</b>
<b>Total Net Assets</b>	<b>90,928,967</b>	<b>82,799,976</b>
<b>Total Liabilities and Net Assets</b>	<b>\$103,428,196</b>	<b>\$91,917,279</b>

## United Service Organizations, Inc.

Consolidated Statement of Activities and Changes in Net Assets, Year Ended December 31, 2010  
(with comparative totals for the year ended December 31, 2009)

Revenue and Support	2010				2009
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Programs					
USO center revenue	\$ 7,339,783	\$ —	\$ —	\$ 7,339,783	\$ 8,026,615
Contributed materials, facilities and services	206,170,704	2,795,764	—	208,966,468	148,456,614
Grants and sponsorships	23,788,840	711,485	—	24,500,325	16,190,953
Public support			—		
Corporate, foundation and individual giving	10,333,426	9,459,465	—	19,792,891	13,095,464
Direct response	60,664,759	2,569,039	—	63,233,798	55,440,997
United Way, CFC and other federated	2,270,221	—	—	2,270,221	1,988,080
Investment income	3,654,911	4,381,658	—	8,036,569	9,904,263
Other income	248,287	—	—	248,287	208,137
<b>Total Revenue and Support</b>	<b>314,470,931</b>	<b>19,917,411</b>	<b>—</b>	<b>334,388,342</b>	<b>253,311,123</b>
<b>Net Assets Released from Restrictions</b>	<b>10,354,960</b>	<b>(10,354,960)</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Revenue and Other Support</b>	<b>\$324,825,891</b>	<b>\$9,562,451</b>	<b>\$—</b>	<b>\$334,388,342</b>	<b>\$253,311,123</b>

Operating Expenses	2010				2009
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Program services					
USO operations	\$ 51,773,903	\$ —	\$ —	\$ 51,773,903	\$ 46,480,212
Contributed materials, facilities and services	209,731,791	—	—	209,731,791	146,443,359
Entertainment	11,302,892	—	—	11,302,892	7,221,197
Communications and public awareness outreach	17,744,025	—	—	17,744,025	15,156,647
Total Program Expenses	290,552,611	—	—	290,552,611	215,301,415
Supporting Services					
Fundraising	22,831,954	—	—	22,831,954	16,780,672
Management and general	12,874,786	—	—	12,874,786	11,512,646
<b>Total Supporting Services</b>	<b>35,706,740</b>	<b>—</b>	<b>—</b>	<b>35,706,740</b>	<b>28,293,318</b>
<b>Total Operating Expenses</b>	<b>326,259,351</b>	<b>—</b>	<b>—</b>	<b>326,259,351</b>	<b>243,594,733</b>
<b>Changes in Net Assets</b>	<b>(1,433,460)</b>	<b>9,562,451</b>	<b>—</b>	<b>8,128,991</b>	<b>9,716,390</b>
<b>Net Assets, beginning of year</b>	<b>47,378,284</b>	<b>9,823,769</b>	<b>25,597,923</b>	<b>82,799,976</b>	<b>73,083,586</b>
<b>Net Assets, end of year</b>	<b>\$45,944,824</b>	<b>\$19,386,220</b>	<b>\$25,597,923</b>	<b>\$90,928,967</b>	<b>\$82,799,976</b>

**USO  
2010  
Congressional  
Caucus**

**LEADERSHIP**

Honorary Chair

Senator Jack Reed (D-RI)

**Co-Chairs**

Senator John McCain (R-AZ)

Senator Kay Hagan (D-NC)

Representative Silvestre Reyes (D-TX)

Representative Jeff Miller (R-FL)

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Representative Howard P. "Buck" McKeon (R-CA)

Senator Sherrod Brown (D-OH)

Senator Sam Brownback (R-KS)

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Senator Thad Cochran (R-MS)

Senator John Cornyn (R-TX)

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Senator Byron Dorgan (D-ND)

Senator Michael Enzi (R-WY)

Senator Dianne Feinstein (D-CA)

Senator Al Franken (D-MN)

Senator Kay Hagan (D-NC)

Senator Tom Harkin (D-IA)

Senator Kay Bailey Hutchison (R-TX)

Senator James M. Inhofe (R-OK)

Senator Daniel K. Inouye (D-HI)

Senator Mark S. Kirk (R-IL)

Senator Mary L. Landrieu (D-LA)

Senator Frank R. Lautenberg (D-NJ)

Senator Joseph Lieberman (I-CT)

Senator John McCain (R-AZ)

Senator Barbara A. Mikulski (D-MD)

Senator Ben Nelson (D-NE)

Senator Bill Nelson (D-FL)

Senator Jack Reed (D-RI)

Senator David Vitter (R-LA)

Senator George Voinovich (R-OH)

Senator Roger Wicker (R-MS)

Representative Rodney Alexander (R-LA)

Representative Michele Bachmann (R-MN)

Representative Brian Baird (D-WA)

Representative Tammy Baldwin (D-WI)

Representative Roscoe P. Bartlett (R-MD)

Representative Joe Barton (R-TX)

Representative Shelley Berkley (D-NV)

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*One individual made an anonymous donation.*

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Los Angeles Int'l Airport  
Ontario Int'l Airport  
Palm Springs Airport  
San Diego Downtown  
San Diego Int'l Airport  
San Francisco Int'l Airport  
San Jose Airport  
Travis AFB

## COLORADO

Denver Int'l Airport  
Fort Carson  
Mobile Canteen  
West Mobile USO

## DELAWARE

Dover AFB AMC Terminal  
Dover AFB Port Mortuary

## FLORIDA

Jacksonville Int'l Airport  
Jacksonville NAS  
Mayport  
NW Florida Airport  
Pensacola NAS  
Pensacola Regional Airport

## GEORGIA

Atlanta Hartsfield Airport  
Columbus  
Robins AFB  
Savannah Int'l Airport

## HAWAII

Honolulu Int'l Airport  
Joint Base Pearl Harbor-Hickam

## ILLINOIS

Midway Airport  
Naval Station Great Lakes  
Navy Pier, Chicago  
O'Hare Int'l Airport

## INDIANA

Camp Atterbury  
Indianapolis Int'l Airport  
Muscatatuck Urban Training Center

## KANSAS

Fort Riley

## KENTUCKY

Fort Campbell

## MARYLAND

Andrews AFB  
Baltimore-Washington Int'l Airport  
Fort Meade  
Indian Head

## MASSACHUSETTS

Boston CGB  
Boston Logan Int'l Airport  
Westover Air Reserve Base

## MISSISSIPPI

Gulfport/Biloxi Int'l Airport  
Gulfport NCBC

## MISSOURI

Fort Leonard Wood  
Lambert St. Louis Airport  
Mobile Canteen

## NEW JERSEY

McGuire AFB/Fort Dix

## NEW MEXICO

McGregor Range

## NEW YORK

Fort Drum  
Fort Hamilton  
New York City

## NEVADA

Las Vegas

## NORTH CAROLINA

Charlotte Douglas Int'l Airport  
Fort Bragg  
Jacksonville  
Mobile Canteen  
Raleigh-Durham Int'l Airport

## OHIO

Cleveland Hopkins Airport  
Cleveland MEPS  
Columbus MEPS  
Dayton-Vandalia Airport  
Port Columbus Airport  
Toledo Naval Operation Support Ctr

## PENNSYLVANIA

Philadelphia Int'l Airport  
Willow Grove NAS/JRB

## SOUTH CAROLINA

Columbia Airport

## TEXAS

Central Mobile USO  
Corpus Christi NAS  
Dallas/Fort Worth Int'l Airport  
East Fort Bliss  
Fort Bliss  
Fort Bliss Mobile Canteen

## TEXAS (CONT)

Fort Hood  
Fort Hood Mobile Canteen  
Houston Bush Airport  
Houston Hobby Airport  
North Fort Hood  
San Antonio Downtown  
San Antonio Int'l Airport

## VIRGINIA

Dahlgren  
Dulles Int'l Airport  
East Mobile USO  
Fort Eustis  
Fort Lee  
Fort Monroe  
Fort Myer  
Huntington Hall  
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Naval Amphibious Base Little Creek  
Naval Mobile Processing Site  
Naval Station Norfolk (AMC Terminal)  
Newport News Int'l Airport  
Norfolk Int'l Airport  
Reagan National Airport  
Richmond Airport  
Wallops Island

## WASHINGTON

Joint Base Lewis-McChord  
Mobile Canteen  
Sea-Tac Int'l Airport

## WISCONSIN

Milwaukee

## AFGHANISTAN

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FOB Shindand  
Kabul  
Kandahar

## BAHRAIN

NSA Bahrain

## GERMANY

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Landstuhl Warrior Center  
Mobile Canteen  
Ramstein Air Base AMC Passenger Terminal  
Ramstein Air Base Contingency Aeromedical  
Staging Facility  
Ramstein Air Base Joint Mobility Processing  
Center (Purple Ramp)  
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Vogelweh

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Frankfurt Int'l Airport  
Grafenwoehr  
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## GUAM

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## IRAQ

Balad  
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Sasebo Nimitz Park  
Yokosuka

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