



**2013 USO ANNUAL REPORT**



## ALWAYS BY THEIR SIDE

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**Brig. Gen. (Ret)  
John I. Pray, Jr.**  
*USO President & CEO*

## LETTER FROM USO PRESIDENT & CEO

The journey our troops and their families make as they work to protect the freedoms we enjoy daily is often as arduous as it is rewarding. To ease their journey, the USO family - a team of hundreds of employees, tens of thousands of volunteers, scores of partners and corporate sponsors and millions of concerned citizens - are focused on one critical task: showing our genuine appreciation for everything they do for us.

Building resiliency and helping these Americans cope with the challenges they face is what the USO does every day. At more than 160 locations worldwide, the USO comforts and supports them. We keep them connected while far apart and we provide a touch of home through world-class entertainment. For over 70 years, we have been *always by their side* - from the moment they join the service, throughout all of their moves and deployments and even as they transition back to their civilian communities.

As a non-governmental entity, we rely on the generosity of the American public and our corporate partners to deliver valued programs for this very special group. Your generosity gives us an unmatched ability to help not just today, but always.

This report shows the difference the USO has made, and continues to make ... literally 30,000 times a day. From the broad smiles of the military children at a Sesame Street Workshop, to a wounded service member's celebration as she crosses the finish line at the Warrior Games, or a couple enjoying their first Stronger Families seminar, or a traveling military family expressing their gratitude for a chance to relax at a USO airport center, it is clear we are making a huge difference.

Whether our troops and their families face deployment, recovery, transition or loss, thank you for helping us make their journeys brighter.

A handwritten signature in black ink, appearing to read "J. I. Pray, Jr.", written in a cursive style.



Helping troops and military families build rewarding and fulfilling lives after their service is critically important. Each transition is unique. The USO recognizes this and seeks to help on a personal level. In 2013, we helped more than 1,500 transitioning troops translate their military experience into words that civilian employers can appreciate. We also placed troops in meaningful civilian jobs through our partnership with Hire Heroes USA.

Through our relationship with the Wyakin Warrior Foundation, the USO offers academic support, a strong mentoring program and additional training and networking opportunities for these troops.

Troops aren't the only ones who feel the stress of frequent and lengthy deployments. Those absences also put tremendous strain on their families and relationships. Working with Stronger Families, your USO provided *Oxygen for Your Relationship* seminars across the U.S. Also, families who attended *Project Sanctuary* retreats learned to strengthen their familial bonds, which had been strained by frequent deployments.

These are among the 63 USO programs that helped create a national continuum of care made up of concerned individuals who take the time to reach out to returning troops and welcome them back to civilian life.

USO programs directly impact troops, ensuring their successful transition to civilian life. Your support makes a huge difference to them and their families as they start the next phase of their lives.

Your support makes possible the USO's 63 programs that helped create a national continuum of care.



## Hire Heroes USA

Marine Reservist Anthony Mannino knows where he's headed.

Mannino, a staff sergeant, was on duty in Hawaii, advising troops in a Warrior Transition Unit, when he decided to enroll in one of the USO/Hire Heroes USA Transition Workshops that he was suggesting to his soldiers.

The workshop helped him translate his military resume into language that both the private sector and federal employers would understand.

The result? Today Mannino is working for the Defense Contract Audit Agency.

"I'm living proof that this is a good product and it helps transitioning troops get jobs," he said.

In 2013, the USO hosted 95 Hire

**"I'm living proof  
that this is a  
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MARINE CORPS STAFF SGT.  
ANTHONY MANNINO

Heroes USA events worldwide. These events are tailored at the individual level and designed to be high-impact experiences that not only prepare transitioning troops, but also place them in direct contact with companies who are ready to hire. It's not a job fair, it's personal.



- 95 USO/Hire Heroes USA Transition Workshops and Career Opportunity Days trained and supported 1,591 troops during their transition back to the civilian workforce.
- 20 Career Opportunity Days boosted more than 510 participants' confidence as they prepared to transition from their military career to the civilian workforce, as well as provided an opportunity for employers to extend job offers or schedule follow-up interviews with prospective candidates.

## Wyakin Warrior Foundation

Kyley Trausch was confident she would be able to continue to apply her training as a dental assistant/hygienist when she left the Air Force. But sometimes life throws you a curve.

Trausch was medically discharged with heart problems that were complicated by her military service. Then, her heart was perforated when she had a pacemaker implanted, causing so much pain that she "could no longer run around a dental office."

Attending Boise State University wasn't easy, either. As a single mom with a serious medical condition, she was a part-time student and much older than her classmates. "I felt foreign there," she said.

The Wyakin Warrior Foundation, in close collaboration with the USO, enables severely wounded, ill and injured veterans to achieve personal and professional success as business and community leaders. As a member of the Wyakin Academy for Wounded Warriors, she bonded with veteran students and fellow Wyakin Warriors. Trausch said the

extra safety net provided by other participants is especially important for someone with no family nearby.

She began to study social work at Boise State and interned at a local Veteran Affairs Vet Center, helping other combat veterans readjust to civilian life.

"Everyone in the program served on active duty, and something happened so we could no longer serve," she said. "We felt cut short of our career plan."

She plans to go to graduate school for a master's degree in social work, with the goal of becoming a licensed clinical social worker.

"(The Wyakin) program is helping out wounded, ill and injured veterans to bring their talents to their communities, rather than becoming passive victims of their circumstances," said Trausch.

- The Wyakin Warrior Foundation provides a hands-on, multi-level mentoring approach to connect with and monitor troops' physical and emotional status to keep them on track as they transition from the military to the civilian community.
- The Wyakin Warrior Foundation offers a unique, high-touch secondary education experience and opens doors to networking opportunities as troops approach graduation.





Imagine what it's like serving at a remote base in Afghanistan. Your only water source might be found in plastic bottles. Hot meals can be rare.

Worst of all is the feeling of isolation. *Does anyone back home know I'm here?*

Yes!

Physical separation doesn't have to mean emotional separation. USO2GO shipments to the most remote locations in the world let troops there know we care. These shipments – averaging 1 ton each – include important reminders of home, from snacks and sports equipment, to laptop computers and DVDs of current movies.

Similarly, United Through Reading's Military Program gives troops and families a chance to connect over long distances. Troops are recorded reading a children's book, which is often sent home, along with the video recording, to be enjoyed by the whole family again and again.

The USO's satellite-based private telephone network offers expanded Internet connections and free calls home from USO centers in Afghanistan and Kuwait.

And being away from home doesn't always mean serving in a combat area – or even overseas. Your USO is with troops in Europe, throughout the Pacific and across the United States. Your support makes it possible for troops everywhere to remain connected with loved ones back home.

Your support makes it possible for troops everywhere to remain connected with loved ones back home.



## USO2GO

Life at Forward Operating Base (FOB) Ghazni, Afghanistan, is hard. Remote FOBs don't offer many, if any, amenities. When the troop drawdown started, remote bases like Ghazni really started feeling the crunch. That's where USO2GO comes in.

"The USO2GO program made such a tremendous impact on my platoon and boosted their morale. The program helps us bridge the gap as we continue the next several months of our deployment," said Army 1st Lt. Ben Lyman.

It's always the little things that make the biggest difference to troops like the 25 men serving in his firing platoon.

"There isn't an item we haven't made use of in the first couple of weeks," Lyman said. "Whether it is the extra toiletries, the board games, sports equipment or the Wii and the Xbox, my soldiers have already put it to good use.

"A pot of coffee brews every morning. The snacks keep my guys



going during long hours of work or training, and I know the soups and teas will keep us warm in the winter months. The movies, video games and board games provide a welcome relief for my team in the long hours between missions."

Every one of Lyman's soldiers joined the Army willingly, and he's confident that they have what it takes to finish their mission. But sometimes troops wonder if anyone cares about where they are or what they're doing. USO2GO lets them know you care.

It's always the little things.

## Operation Phone Home

The distance between the battlefield and home can make even the most war-tested Marine feel alone.

For then-Marine Lance Cpl. Alexander Carpenter, the dangerous patrols of the war on terror were routine. The focus was intense, and the camaraderie with his teammates kept him going. But the fighting in Iraq wasn't the only thing on his mind.

In a late 2013 interview, Carpenter described the scene of returning from a long rotation outside the wire to make one of the most important phone calls of his life.

"I cleaned my weapon fast," Carpenter wrote in an email interview with the USO, "because I knew my baby girl was supposed to be born that day. I skipped the chow

and the shower, and went straight to the USO call center. I called several people, but nobody answered, and that was scary.

"I knew I wasn't going to go to sleep without hearing my daughter's cry. Finally, I got an answer ... 10 fingers, 10 toes, healthy and kicking.

"I shouted, 'I'm a dad!' and nobody told me to be quiet. Everyone in the USO clapped and congratulated me."

"I spent six more months on patrols and firefights, and every 12 days I came back to the USO to call home to hear my daughter. The USO made those calls possible. Thank you, USO."



- *USO2GO bundles, weighing nearly one ton each, have been delivered to more than 600 remote forward operating bases in Afghanistan, Iraq, the Philippines, Egypt, Djibouti, Jordan, Australia, Kuwait, and Northwest Africa since 2008.*
- *USO has shipped more than 1,300 bundles since the program began in 2008.*
- *USO2GO continues to be the program most requested directly from troops to help our deployed troops relax and recharge.*

- *Operation Phone Home is one of the most frequently requested services from our forward-deployed troops. Connectivity is the number one reason troops visit our centers.*

- *To date, the USO has provided more than 3 million free prepaid international calling cards, allowing troops stationed overseas to connect with their loved ones back home.*

- *In 2013, 2.3 million calls were placed by troops in Southwest Asia - that is more than 21 million minutes of free talk time to reconnect with their families.*





Today's military is one of the most married in our nation's history and nearly 500,000 troops serving on active duty have children under the age of 6.

Ensuring that we're there to meet the needs of military families is one of our most important missions. After all, families serve, too, and they share in the journey that military life requires.

Whether families are separated by deployments or living together at locations around the world, your USO makes sure we meet their needs and deliver your messages of support.

Military life can be really tough on children. From a very young age, they face frequent moves and risk losing the friendships that are so important to them.

We provide live character programs for military families stationed in every part of the world through our partnership with *Sesame Workshop*. These productions help children learn to deal with frequent deployments and let them know that they are not alone.

Inspirational speaker Trevor Romain's *With You All the Way!* tour helps elementary and middle school-aged children cope with the issues that are unique to military life. From bullying to dealing with a returning parent who has come home different, these presentations offer a critical foundation for development.

Your support makes these powerful programs – and dozens of others – possible for military families everywhere.

Your support makes these powerful moments – and dozens of others – possible for military families everywhere.





## With You All The Way!



Every military child waits anxiously for his or her deployed parent to come home. But, homecomings can be difficult.

Alison Simerly went through five deployments and two more years of separation, waiting for her dad, Army Col. Mark Simerly, to come home.

"I always felt this combination of heaviness and buoyancy," she said.

At first, there's relief and joy, but then the issues associated with reintegration emerge.

"He left a little girl, and came home to find a 20-year-old who was driving and had a beauty routine."

Alison told her story at a USO *With You All the Way!* symposium

held at Fort Belvoir, Va., last spring during a panel discussion about how homecomings, transition and resilience affect the youngest military family members.

Trevor Romain, the creative force behind the Comfort Crew and the *With You All The Way!* program — supported by the USO — said adults often tell their kids what they think they want to hear, rather than actually listening to their concerns.

*With You All the Way!* tour presentations help children feel more comfortable.

"Children tell us they don't want someone to fix their problems, they want to know that adults understand what they've been experiencing," Romain said.

He said it's easy to set up homecomings as a Hallmark card event, but afterward there's a period of emptiness.

"Sometimes you need a buffer to be able to talk about what you're both feeling," Alison said. "My dad and I used music, and often the lyrics said what we couldn't say to each other."

## No Dough Dinners

The paycheck can be stretched thin for many military families, especially just before payday.

Army Spc. Will Daugherty knows what it's like to try to make ends meet with a wife and four children.

"Usually right about the 13th or 27th of the month, we're ordering pizza and eating off the dollar menu," he told the USO in 2013. "It's not ideal, and we try to eat healthy, but you have to do what you have to do."

Then, Daugherty heard about the USO's No Dough Dinners at Fort Riley, Kansas.

"I can always eat at the dining facility, but that's not necessarily true for families," he said.

The USO's No Dough Dinners help troops and families who might be struggling financially before payday. The dinners are usually twice a month, and include fresh fruits and vegetables. Sometimes families bond through an old-fashioned barbeque.

The dinners are about more than just providing a meal. They bring entire communities together. Most of the food is donated by local businesses

**"I'm really glad I found out about this - right here on base. It helps us, you know? Right at the moment when we need it most."**

ARMY SPC.  
WILL DAUGHERTY

and meals are often prepared by previous generations of veterans.

"I'm really glad I found out about this - right here on base," Daugherty said. "It helps us, you know? Right at the moment when we need it most."

- *The With You All The Way! tour promotes self-confidence and resiliency in military children 6 to 18 years old.*
- *The With You All the Way! tour traveled to more than 120 locations and connected with more than 35,000 kids in 2013. Since 2011, the tour has visited 205 locations and impacted more than 99,000 kids.*
- *Trevor Romain and the With You All the Way! program ranked as one of the highest valued programs supporting our nation's military families.*

- *USO No Dough Dinners provide great meals for entire military families.*
- *Dinners often happen right before payday in order to ease the financial burden on troops.*
- *These meals bring the base community, veterans and military supporters together to bond.*



Our tradition of supporting wounded, ill and injured troops dates back to World War II. Today, the USO continues its support of troops who have been injured on the battlefield. We're there when they arrive in Germany and we're with them all the way back home.

Many of these troops receive medical care for years. Sometimes their families can be with them, but more often than not that's a luxury. We're there to help a wounded warrior write or email home, or to make certain an injured service member gets to her physical therapy on time.

Our new Warrior and Family Center at Fort Belvoir, Va., was visited more than 115,000 times last year. This state-of-the-art building provides a place for rest and relaxation. Computers help troops stay connected. Classrooms and therapy space are there for them as they heal with honor in a place that feels like home.

USO Caregivers Conferences provide an opportunity for caregivers to learn from each other and build a support network. Our partnerships with great organizations like Ride2Recovery and U.S. Paralympics provide a chance for more of our wounded, ill and injured troops to participate in life-changing athletic events that instill hope and confidence.

These are just a few examples of what your support has meant to troops who were injured while protecting our freedoms.

Your support allows us to care for those who have given so much for all of us throughout their recovery.



## Caregivers Conferences

Marine Sgt. Danny Novoa was nearly killed in November 2008 by a roadside bomb in Iraq. He suffered a traumatic brain injury, was blinded in one eye and is dealing with epilepsy. His wife, Melissa, soon learned that problems like this don't come with a manual.

"Your first instinct is, 'I want to fix it. I want to make things better,'" she said.

She shared her story with other military families at a USO Caregivers Conference at Camp Pendleton, Calif., where attendees discussed compassion fatigue, resiliency, communicating with a loved one who has returned from war a different person and helping children cope.

Melissa learned that she isn't alone. More than 250,000 troops were diagnosed with some form of



traumatic brain injury and another 130,000 have symptoms of post-traumatic stress. More than 50,000 have visible wounds, including nearly 2,000 amputations.

These injuries change families.

In order to be with Danny at the Palo Alto Polytrauma Rehabilitation Center, eight hours from their home in Southern California, Melissa had to quit her job. During the week, she lived at the Fisher House at Palo Alto, and on weekends, she drove home to see their three young children.

"My life became what happened to my husband," she said.

Three years after the blast that injured Danny, Melissa now has a job as a human resources technician at Naval Hospital Camp Pendleton. She also coaches other caregiver spouses.

"My healing is in helping others," she said.

Danny has good days and bad days. Whatever happens, though, Melissa knows that she'll be able to handle it.

## Stronger Families

Chris and Stacy McMahon were high school sweethearts – her nickname for him was "Goofy" – but they lost touch when their families left Victorville, Calif. They started their own families and that could have been that.

But fate doesn't work that way.

By early 2007, they were both divorced, with two children each, when Chris reached out to Stacy after seeing her photo online. A year later, they were married. Their life changed again when Chris' spinal cord was severed in a freak accident while surfing at Huntington Beach, Calif., and left him paralyzed.

Through surgeries and rehab, their relationship grew stronger.

Chris, an Air Force veteran, and Stacy, who served as a medic with the Nevada National Guard, thought they were going on a kind of vacation when they attended

a USO/Stronger Families Oxygen Seminar in Twentynine Palms, Calif. Before long, Chris realized, "We can really benefit from this."

While they weren't experiencing marital difficulties, they knew that the lessons they learned would bring them closer and help their blended family.

Today, Chris and Stacy teach love

and survival, and show other couples how to be closer after a serious injury. Families learn the importance of being battle buddies.

The McMahons use their story to help others at USO/Stronger Families seminars across the country.

But it's about more than that.

"If we can help rekindle one marriage, my husband and I have been successful," Stacy said.



▪ *Caregivers Conferences address such topics as post-traumatic stress disorder, caregiver boundaries and intimacy, compassion fatigue, parenting, childhood grief and caregiver resiliency.*

▪ *Two USO Caregivers Conferences were held in 2013 supporting hundreds of caregivers and health care support staff, providing them with a forum to speak candidly about the issues they face.*

▪ *Couples learn to improve their communication, better understand each other's needs, resolve conflict, rekindle romance and find renewed hope.*

▪ *The USO brings the Stronger Families Oxygen Seminars to military communities to serve couples who face challenges or would like to strengthen their relationships and provide them the tools and support they need to sustain a healthy bond. Since the program's inception more than 42 seminars have helped 640 participants.*





A mother answers a knock on the door at the break of dawn. She sees people in military uniforms and instantly knows she is about to have the worst day of her life.

As she prepares to fly to Dover Air Force Base in Delaware to witness the dignified return of her child, she has no idea what to expect.

Your support of the USO makes it possible for us to meet her and hundreds of other grieving family members at airports as they begin this sad journey. USO staff and volunteers help them through unfamiliar airports and work with airlines to make certain they receive the care and respect they deserve.

When they arrive at Dover, they go to the Families of the Fallen Center, where they can better prepare for the emotional roller coaster they've already embarked upon. We're also with them as they return home.

The USO has participated in every dignified return at Dover since 1991. We support the families and the military volunteers who participate in this solemn duty. It's a special honor for us to do so.

We also support the Tragedy Assistance Program for Survivors (TAPS). Children thrive at TAPS Good Grief Camps across the country, thanks to your ongoing support.

Your support allows the USO to help those who have suffered the loss of their loved one.





## TAPS

On November 30, 2011, Marine Staff Sgt. Vincent J. Bell, 28, was killed by an IED in Afghanistan. The youngest of three children, he was on his first tour of duty in Afghanistan after having served four tours in Iraq.

"He was the sweetest, most gentle, loveable man I have ever known. He was the love and light in our family, and every day without him feels so painful," his sister London Bell said.

Sibling retreats conducted by TAPS, in coordination with the USO, offer a chance for siblings to bond. "I feel that it is important that I continue to reach out to TAPS to find support," Bell said. "I'm the only person in my circle of close friends who has lost a sibling in battle and it can be very isolating."

Bell, 37, lives in Chicago and relies on the TAPS retreats for emotional assurance that is critical to brothers and sisters who have lost so much during the wars in Iraq and Afghanistan. Through these retreats, she has found a sibling mentor who lives in Texas.

**"I do a lot to support my mom and dad and my sister in their grief, but I also need that support for myself."**

LONDON BELL

"I need to be able to share my story as a sibling," she said. "I do a lot to support my mom and dad and my sister in their grief, but I also need that support for myself."

She has learned a lot about life since Vincent died and she wants to support to other siblings.

"I can be an ear, a hug and a friend to other sibling survivors, and I want to be able to do that for others on this journey."

- *The USO and TAPS also provide Survivor Resource Kits to newly bereaved family members. Filled with comfort items, books of support, personal notes and information, these kits provide a warm embrace in the form of a carefully crafted package.*
- *The USO supports TAPS Good Grief Camps/Survivor Seminars and TAPS Kids Camp Out. The camps provide a safe atmosphere for children to connect with others coping with similar feelings, helping them to establish a support system. In 2013, the USO supported 11 TAPS camps, which hosted 1,560 participants.*

## USO Naples

On April 14, 1988, Navy Petty Officer 2nd Class Angela Santos was killed in an explosion as she was leaving the USO Fleet Center in Naples, Italy. She was the first Navy female service member to die as the result of a terrorist act.

"When we got Jennifer's email, we knew we had to do more than show her where the USO Center was in 1988," Pullido said. "We wanted to make her visit special and help her honor her sister."

"The response was a blessing,"

Cruz said. "That evening was still so fresh to them. I couldn't believe they had a plaque there commemorating Angela."

Pullido also worked with the Navy on a memorial service for those who were killed that night.

Maurizio Garzelli was working at the USO that April evening, and recalled the light mood as everyone left the center after

a music competition, which Santos had helped judge.

"People were happy and laughing, and then I heard the blast," Garzelli said. He accompanied Cruz to the former USO site in Naples.



Jennifer Cruz wanted to visit the place where her sister died, but she wasn't holding out much hope that it would be a simple matter.

She emailed USO Naples with her request and immediately heard from Sabrina Pullido, the USO's area director for Naples and Rome.

- *The USO works 24/7 to coordinate among USO centers across the country to support and comfort families traveling to and from Dover*
- *In 2013, the USO was there for more than 805 family members, attending 127 dignified transfers at Dover last year.*
- *USO's reach expands beyond Dover, with a vast network of support for our families of the fallen from coast to coast.*

For our troops and their families – from the moment they join the service, through multiple moves and deployments, and as they transition back into their communities – the USO is with them every step of the way. We make the most of your support by delivering resilience-building programs and experiences that allow our troops and families to successfully cope with the challenges that they face on our behalf.

Throughout their service, we are **always by their side**.



## **DELIVERING ON OUR PROMISE**

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**Gen. Richard B. Myers,**  
**U.S. Air Force (Ret.)**  
*Chairman, USO Board  
of Governors*

## LETTER FROM USO CHAIRMAN OF THE BOARD

The journey of every American service member is different and each of those individual journeys is important to your USO. We remain by their side, in times of peace and in times of war, in honor and appreciation of their service to our country and in support of your commitment to them.

As long as these brave men and women know you are there to support them, they will accomplish great things for all of us.

I've seen firsthand the good you make possible by assisting the USO in helping our troops. From the moments that I found comfort in USO Centers as a young Air Force officer, to the USO entertainment tours I accompanied as Chairman of the Joint Chiefs of Staff, one thing has always remained constant — your USO is there to deliver for troops everywhere.

The members of the USO Board of Governors bring a range of military and business experience that ensures the USO continues executing its special mission to lift the spirits of America's troops and their families. The board's expertise and advice helps us focus on what is important, and their oversight assures that we continue to deliver the most good for every donated dollar.

Millions of times each year, and tens of thousands of times every day, the USO's dedicated staff and volunteers deliver on our promise to be there for troops and military families.

Thank you for joining us on this most honorable journey.

A handwritten signature in black ink that reads "Dick Myers". The signature is written in a cursive, slightly stylized font.



### 2013 SURVEY RESULTS

More than 10,000 troops and family members surveyed agree that the USO:

**97%**

BOOSTS MY MORALE

**95%**

SHOWS MY COUNTRY SUPPORTS ME

**94%**

EASES MY SEPARATION FROM FAMILY AND FRIENDS



### EVERY MOMENT COUNTS

The USO provided **10 million moments** to troops and their families worldwide through center visits, programming and local services.



### SPECIAL DELIVERY

USO and the What to Expect Foundation hosted four Special Delivery baby shower events and supported more than 380 expectant military moms. **98%** of all participants agreed that the baby shower events made them feel supported.



### HEALING CONCERT

The USO, in partnership with the Gary Sinise Foundation, supported the Navy Yard Community when it co-hosted a "Concert of Healing" for **1,950 attendees**.



### FAMILY STRENGTHENING

USO and Stronger Families hosted more than 30 Oxygen couples seminars, supporting more than 500 attendees. **93%** of all family attendees felt that the information they learned during Oxygen Seminars was relevant to their circumstances, would help make their relationships more resilient, and assist them during the reintegration process.



### CONNECTING WITH KIDS

The *With You All the Way!* tour traveled to 120 locations and connected with more than **35,000 kids**.



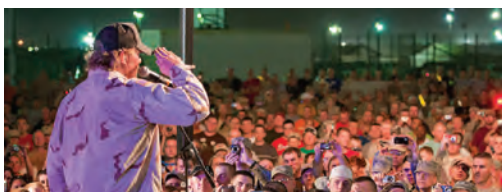
### OPERATION PHONE HOME

Through the USO's free phone service, troops in Southwest Asia made 2.3 million calls totaling nearly **21 million minutes**, allowing troops to connect with loved ones back home.



### TRANSITION WORKSHOPS

USO trained and supported **1,591 troops** through 95 USO/Hire Heroes USA workshops and Career Opportunity Days.



### THAT'S ENTERTAINMENT

The USO deployed 123 celebrity entertainers on 103 tours to 15 states and 24 countries - including 13 tours to combat zones - lifting the spirits of more than **254,000 troops and families**.

Highlights included Toby Keith's 11th USO tour, the Dallas Cowboy Cheerleaders' 77th USO tour and Gary Sinise and the Lt. Dan Band's 62nd USO tour.

## 8+ Million Visits

USO centers were visited by troops and their families more than 8 million times.



### FAMILY IMPACT

Since it began in 2008, more than **400,000 families** have seen the Sesame Street/USO Experience for Military Families tour, which addresses the challenges of being a military family.



### MORALE BOOSTING SHIPMENTS

The USO delivered 160 USO2GO shipments to remote locations worldwide, supporting nearly **25,000 troops**.



### USO VOLUNTEER OF THE YEAR

The USO recognized **Marine Gunnery Sgt. Jeremiah Johnson**, a USO volunteer at Okinawa's Camp Hansen, for his dedicated service to the USO, his creation of new programming and his ability to inspire young service men and women to help each other and their families.



### COMMITTED VOLUNTEERS

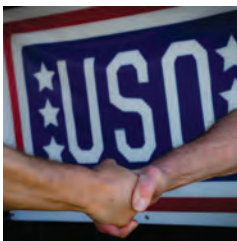
More than **29,000 volunteers** gave 1.5 million hours last year in service of troops and families. Eighty percent of USO volunteers polled cited "interaction with troops and their families" as their greatest reward.





### USO BARBECUE FOR THE TROOPS CAMPAIGN

The USO and Barbecue for the Troops spokesperson, **Chef Jennifer Behm** (pictured above left), rallied communities, individuals, organizations and companies across the country to host barbecue fundraisers to support USO programs and services that troops and military families need and want most.



### BNSF RAILWAY

BNSF is the first Presenting Sponsor for USO employment initiatives, contributing a minimum of **\$2.5 million** over the next three years.



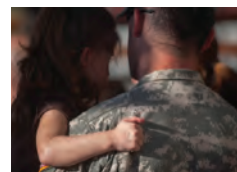
### JCPENNEY ROUND UP

In 2013, the USO received more than **\$2 million** from JCPenney, thanks to their customers "rounding up" their purchase totals during the month of December.



### JEEP

Jeep® launched Operation Safe Return, a multi-dimensional marketing campaign, which raised **\$1.9 million** in cash and budget relieving in-kind vehicles.



### COCA-COLA

The Coca-Cola Company, a USO partner **since 1941**, helped the USO bring "a touch of home" to troops and their families through their global support of in-kind product donations, programs for military families, wounded troops and troops in transition, and media donations to promote the USO story to new audiences.



## HONORING OUR HEROES

### KROGER

The Kroger Co. Family of Stores' Honoring our Heroes campaign raised nearly **\$3.2 million** in support of USO programs and services. Kroger's commitment to helping the community allows the USO to honor our heroes where they live and serve.

Troops and their families know the USO is **always by their side**. From serving those at forward operating bases to training bases and airports across the country, as well as those serving on ships deployed around the world, the USO provides programs, entertainment and services at more than 160 USO locations worldwide, including Afghanistan, Kuwait, United Arab Emirates, Germany, Italy, Japan, Guam, South Korea and the United States. In 2013, USO centers were visited more than 8 million times by troops and their families, helping boost their morale and strengthen their resiliency.

121

locations

### UNITED STATES

The **121 USO locations** in the United States were visited more than 3.6 million times. We were there with USO Warrior and Family Care programs, No Dough Dinners for military families and homecomings and deployment sendoffs. Our 45 airport centers continued their support of the families of the fallen.

### EUROPE

Europe's **23 USO locations** are vital to the military communities they serve. Troops and their families visited these locations more than 794,000 times. Centers at the Contingency Aeromedical Staging Facility (CASF) at Ramstein Air Base, which averaged 227 monthly visits, and the USO Warrior Center at Landstuhl which averaged more than 4,130 monthly visits, also host hundreds of local programs that are instrumental to our day-to-day support of wounded troops.

23

locations

15

locations

### SOUTHWEST ASIA

The **15 USO locations** in Southwest Asia were visited more than 3.1 million times last year. The USO sends USO2GO shipments and Holiday Boxes to troops in remote locations. On the ground, the centers provide a connection to home through our private telephone network and offer programs like exercise competitions, distance races, United Through Reading, Movie Night, dodgeball tournaments, Operation Mail Home and the annual USO Christmas Convoy.

### PACIFIC

Serving our troops in the Pacific region, **25 USO locations** provide special programming and activities, including Donut Drop, Operation Birthday Cake, Midnight Munchies, Dine on a Dime, Dinner & a Movie and Movies on the Lawn. In 2013, these locations were visited by troops and their families nearly 600,000 times.

25

locations



Consolidated Statement of Financial Position, December 31, 2013\* (in thousands)

<b>ASSETS</b>		<b>LIABILITIES</b>	10,479
Cash and cash equivalents	22,977		
Receivables, net	24,055	<b>NET ASSETS</b>	
Inventory, prepaid expenses and other assets	6,497	Unrestricted	78,932
Investments	78,176	Temporarily restricted	29,488
Programmatic Investments	5,950	Permanently restricted	25,598
Fixed assets, net	6,842	<b>Total Net Assets</b>	134,018
<b>Total Assets</b>	144,497	<b>Total Liabilities and Net Assets</b>	144,497

Consolidated Statement of Activities and Changes in Net Assets, year ended December 31, 2013 (in thousands)

<b>SUPPORT AND REVENUE</b>	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Contributions and grants	110,711	15,427	-	126,138
Contributed materials, facilities and services	74,105	1,701	-	75,806
USO center revenue	6,484	-	-	6,484
Investment and other income	3,243	3,760	-	7,003
Net assets released from restrictions	19,425	(19,425)	-	-
<b>Total Support and Revenue</b>	213,968	1,463	-	215,431
<b>OPERATING AND SUPPORTING EXPENSES</b>				
<i>Program services</i>				
USO centers	42,004	-	-	42,004
Programs	13,306	-	-	13,306
Contributed materials, facilities and services	76,007	-	-	76,007
Entertainment	9,123	-	-	9,123
Communications and public awareness outreach	18,308	-	-	18,308
<b>Total Program Services</b>	158,748	-	-	158,748
<i>Supporting Services</i>				
Fundraising	24,064	-	-	24,064
Management and general	16,302	-	-	16,302
<b>Total Operating and Supporting Expenses</b>	199,114	-	-	199,114
<b>Change in Net Assets</b>	14,854	1,463	-	16,317
<b>Net Assets, beginning of year</b>	64,078	28,025	25,598	117,701
<b>Net Assets, end of year</b>	78,932	29,488	25,598	134,018

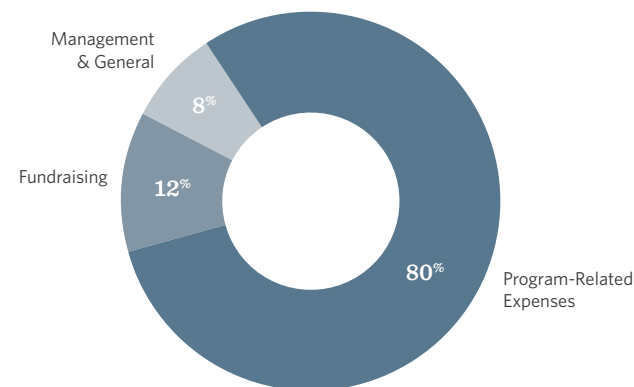
\*The consolidated statements of financial position and activities and changes in net assets reflect the accounts of USO, Inc., the USO Foundation and its domestic and overseas operating centers. U.S. chartered operations are financially autonomous from the USO and are therefore excluded from the USO's consolidated financial statements. The complete consolidated financial statements, accompanying notes thereto and independent auditors' report as of and for the year ended December 31, 2013, as performed by Grant Thornton LLP, are available at [USO.org/financial-statements.aspx](http://USO.org/financial-statements.aspx).

In 2013, the USO attracted

**\$215.4 Million**

IN SUPPORT AND REVENUE

We deploy our resources **efficiently** to support troops and families.



Per USO 2013 audited financial statements.

More than **10,000** troops and family members surveyed agree that the USO:

**97%** Boosts my morale

**95%** Shows my country supports me

**94%** Eases separation from family and friends

2013 survey of more than 10,000 troops and family members conducted by independent, outside firm, TARP Worldwide.

The USO is governed by a highly qualified, diverse Board of Governors consisting of senior industry executives, retired senior military enlisted and officers, community leaders, presidential appointees and philanthropists. The Board generously volunteers its time and resources to guide the USO's mission, ensuring that the USO continually adapts to the needs of America's troops and families, efficiently uses donor dollars and performs consistent with best practices for public charities, including the Better Business Bureau's Wise Giving Alliance Standards for Charity Accountability.

**Gen. Richard B. Myers, USAF (Ret.)**

Chairman, USO Board of Governors  
15th Chairman of the Joint Chiefs of Staff

**Jed Becker**

President  
Eurpac Service, Inc.

**Raymond Caldiero**

Chairman  
Sequoia Group, Inc.

**Gen. George Casey (Ret.)**

36th Chief of Staff of the U.S. Army

**Tom R. Del Valle**

President  
G2 Secure Staff

**Janice K. Emmert**

**Sgt. Maj. John Estrada,  
USMC (Ret.)**

Project Management and  
Planning Operations Manager  
Lockheed Martin Simulation,  
Training & Support  
15th Sergeant Major  
of the Marine Corps

**William M. Gershen**

President and CEO  
Vanguard Industries

**Sloan D. Gibson**

President and CEO  
USO

**James Hamilton**

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**Marillyn A. Hewson**

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**Debra Langford**

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**Curt Motley**

Manager  
Paradigm Agency

**Lisa Borin Ogden**

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**Beatriz R. Perez**  
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Chief Sustainability Officer  
The Coca-Cola Company

**Michael Phelps**

Former CEO, President and Publisher  
The Washington Examiner

**Sgt. Maj. Kenneth O. Preston (Ret.)**

13th Sergeant Major of the Army

**Lt. Gen. Harry D. Raduege, USAF  
(Ret.)**

Chairman, Center for Cyber  
Innovation  
Deloitte Services LP

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CEO  
American Management Association

**Leonel R. Roche**

**Karl-Heinz Stahl**

CEO  
TKS Telepost Kabel-Service

**John Suttle**

Senior Vice President of  
International Business Development  
BAE Systems, Inc.

**Sue Timken**

Co-Chair, Operation Enduring Care

**Tom Vice**

Sector President, Aerospace  
Systems  
Northrop Grumman

**Louis A. "Chip" Weil**

Former Chairman, President & CEO  
Central Newspapers

**Alicin Williamson**

Principal  
The Raben Group

**Ed Wilson**

Co-Chairman & CEO  
Attensity Media, LLC

## USO CONGRESSIONAL CAUCUS

The USO Congressional Caucus was formed in 2003 to enhance the outreach efforts of the American people to U.S. troops and their families. Serving as a forum for the ongoing exchange of information, the USO Congressional Caucus brings together members from the U.S. Senate and U.S. House of Representatives who have a shared interest in supporting our service members and their families around the world.

The primary purpose of the USO Congressional Caucus is to educate and inform members of Congress about USO programs and services (within states/districts) and related quality-of-life issues facing our armed services personnel and their families. The Caucus provides a unified voice to help ensure a new generation of Americans is engaged with supporting troops and their families.

In 2013, the USO Congressional Caucus was one of the largest caucuses in Congress with 233 members.

*To view the full list visit [USO.org/AnnualReport](http://USO.org/AnnualReport).*

### USO Congressional Caucus Leadership

Senator Jack Reed (D-RI)

*Honorary Chair*

Senator John McCain (R-AZ)

Senator Kay Hagan (D-NC)

Representative Jeff Miller (R-FL)

Representative Tim Walz (DFL-MN)

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

Representative Adam Smith (D-WA)

## OPERATION ENDURING CARE CAMPAIGN CABINET

USO Operation Enduring Care provides vital programming and services to wounded, ill and injured troops, their families and caregivers. The campaign also funded two state-of-the-art USO Warrior and Family Centers, which offer troops and their families a place of respite and recreation and a caring environment where the healing that has begun can accelerate. The first of these two Centers opened at Fort Belvoir, Va., in February 2013. Since its opening, the Center has been visited more than 115,000 times by troops and families. The Campaign Cabinet fundraising efforts will conclude with the grand opening of the USO Warrior and Family Center at Bethesda, Md., in April 2014.

### Honorary Campaign Co-Chairs

The Honorable George W. Bush

The Honorable William J. Clinton

### Campaign Cabinet Co-Chairs

Mr. Edward T. Reilly

Mrs. Sue Timken

### Campaign Cabinet Members

Donald V. Budinger

Raymond Caldiero

Richard D. Cantwell

The Honorable William A. Chatfield

Janice K. Emmert

Sloan D. Gibson

Richard F. Hoskins

Don D. Jordan

John Jordan

Stephen R. Lee

Richard Miller

General Richard B. Myers, USAF (Ret.)

Paul Olin

Michael Phelps

Louis A. "Chip" Weil

Ed Wilson

Elaine Rogers, ex-officio

### Honorary Campaign Council

Jerry Colangelo

Roger S. Goodell

The Honorable Charles T. Hagel

The Honorable Dan Quayle

Alex Trebek

### President and CEO

Sloan D. Gibson

### Senior Vice President – Development

Kelli Seely

## USO PRESIDENT'S CIRCLE

## WORLDWIDE STRATEGIC PARTNERS

## PARTNERS &amp; DONORS

The following contributors made cash or in-kind gifts to the USO:

## \$2,000,000 and Above

BNSF Railway Foundation	J.C. Penney Company, Inc.
Mr. A. James Clark	The Kroger Co.

## \$1,000,000 - \$1,999,999

AT&T Inc.	Grand Canyon University	Northrop Grumman Foundation
The Coca-Cola Company	Jeep	TriWest Healthcare Alliance
	Microsoft Corporation	

## \$500,000 - \$999,999

American Airlines	ConAgra Foods, Inc.	San Francisco International Airport
BAE Systems	Dallas/Fort Worth International Airport	San Jose International Airport
BIC USA, Inc.	Kangaroo Express	TKS Telepost Kabel Service Kaiserslautern GmbH & Co. KG
The Boeing Company	McCarran International Airport	Wawa, Inc.
City & County of Denver-Denver International Airport	The Procter & Gamble Company	
City of Phoenix		

## \$250,000 - \$499,999

21st Century Fox	Dover International Speedway	Lockheed Martin Corporation
Altria Group	Fedex Services	Mars North America
American Crew	Mr. Mark I. Gelfand	Northrop Grumman Corporation
Bob Woodruff Foundation	Harris Teeter, Inc.	The Walt Disney Company
The Coca-Cola Foundation	The Home Depot Foundation	

## \$100,000 - \$249,999

AARP	Avon Products, Inc.	Chevron
Advisors Excel	Bass Pro Shops	Columbia Metropolitan Airport
Armed Forces Bank	Bennett Family Charitable Fund	eps infrastructure and service GmbH
Armed Forces Families Foundation	CharityWorks	



General Mills	Monster and Military.com	Southwest Convenience Stores, LLC	Fort Hood Real Property	Landenberger Family Foundation	Mr. Edgar Sabounghi
The Grainger Foundation	National Football League	United Airlines, Inc.	Kent & Joann Foster	Jonathan and Jeannie Lavine	The Salt River Pima-Maricopa Indian Community
Johnson & Johnson	North Texas Girl Scouts	United Way of San Antonio and Bexar County	The Fraternity of Phi Gamma Delta	Love Ride Foundation	Sanderson Farms, Inc.
KCEN TV London Broadcasting	Panera Bread	Walgreens	The Fred L. Hartley Family Foundation	John W. Mason	CPT Jason C. Scangas, US Army
LifeLock	The Paradies Shops, LLC	Watertown Rams	Freedom Honda	Massachusetts Port Authority	Rosalyn H. Schuknecht
Lowe's Companies, Inc.	The PKW Donor Advised Fund of The Dallas Foundation and Mary M. Jalonick Advised Fund of The Dallas Foundation	Mr. & Mrs. Peter and Kay Winzenried	Fusion Brands, Inc.	MEDITECH	Sea Life Park Hawaii
Manhattan Guam Inc. dba Royal Orchid Guam Hotel	Richard S. Reynolds Foundation	Yokota Foundation	GE	MS Power Foundation	Service Credit Union
MGM Resorts International	Harold Simmons	1 Anonymous Donor	GEICO	Music IT	The Socrates Foundation and the Ralph R. Whitney Jr. Family
Military Bowl			Margaret and Sloan Gibson	The NASCAR Foundation	Starbucks Coffee Company
			Girl Scouts - Cactus Pine	Network For Good	Support The Troops, Inc.
<b>\$25,000 - \$99,999</b>			Global Broadband	NJVC, LLC	Tee it up for the Troops in partnership with Full Swing Golf
3M	Bell Helicopter, A Textron Company	Dallas Cowboys Merchandising LTD	The Gordon A. Cain Foundation	Northwest Florida Regional Airport	Texas Roadhouse
ABC Studios	Benchmark Hospitality International	Dallas Rotary Club Foundation	GTA	ORIX Foundation	The TharpRobbins Company
Accenture	BlackRock	Defense One	Eric and Tammy Gustavson	Pacific Daily News	Third Federal Savings & Loan
AIU Insurance Company, Ltd. (AIG Property Casualty)	Boston Bruins	Dell, Inc.	Hasbro	Papa John's International, Inc.	TRIPLE J ENTERPRISES, INC.
Alice F. & Cortland J. Knipe Charitable Trust	Boston Celtics Shamrock Foundation	Diageo, North America	Hickam AMC Terminal	Patriot Chevrolet Buick GMC of Hopkinsville	Tukaiz, LLC
Americable Intl. Japan, Inc.	Brown-Forman Corporation	Direct Energy	HMSHost North America	Peace Lutheran Church	UnitedHealthCare Military & Veterans
American Engineering Corporation (AEC)	Buffalo Wild Wings	Dover Memorial Post 9962	Ms. Catheryn E. Hoehn	Pensacola International Airport	Valtron, Inc.
The American Legion	Causemedia Group	DynCorp International	Houston Airport System	PepsiCo, Inc.	Vanguard Charitable Endowment Program
American Management Association	Charles G. Wright Endowment for Humanity	The Educational Foundation of America	Hugoton Foundation	Paul & Jan Pool	Verizon Federal Fort Belvoir
AOL	Churrasco Brazilian BBQ & Salad Bar	eFfusion Publishing Group LLC	Huntington Ingalls Industries	Petersen Aluminum Corporation	Veterans of Foreign Wars
A.P. Kirby, Jr. Foundation, Inc.	City of San Antonio	El Paso International Airport	Hudson Group	Kellie Pickler	Volvo International Customer Sales
Apregan Group, Inc.	CLEAR CHANNEL AIRPORTS	Expo Chemical Company, Inc.	International Charity Foundation	Ram Truck Brand	Wal-Mart Stores, Inc.
APS	Close to My Heart, Inc.	Express Scripts Federal Pharmacy Services	Jack and Marie Lord LP Fund	Ramsey Popcorn Co.	Chip & Daryl Weil
ARCHWAY INCORPORATED (dba Infusion Coffee & Tea; I ♥ GUAM)	The Cookie Corner Hawaii	Farrell Group	Mr. and Mrs. Craig D. Jung	Raytheon Company	Worth Linen Associates
Army & Air Force Exchange Service	Cornelia Bailey Charitable Trust	First Light Federal Credit Union	Kimberly Clark Health Care	Reader's Digest Magazine	2 Anonymous Donations
Jon & Beth Averhoff	Cove Meadows Management Corp.	The Floor Store Hawaii	King Soopers	Rita's on the River	
		Fluor Corporation	Mr. and Mrs. Curt Kolcun	Rugged Races, LLC	
		The Fluor Foundation	Ms. Monica M. Krick	Run 4 Vets, Inc.	
				Mrs. Kathryn M. Rupp	

## \$15,000 - \$24,999

Activision Blizzard, Inc.	Disabled American Veterans	JDA Frontline, Inc.
Agility Defense & Government Services	Matthew Donohoe	Dr. and Mrs. Steven E. Johnston
Airport Management Services LLC	DRS Technologies	JustGive
Airpower Foundation	Deborah Dunn	Keefe Supply Company
Aloha Harvest	James T. Dyke	Caren and Tom Kilgore
American Legion Auxiliary	Col. George J. Edelmann	Koridoor Tours Co., Ltd.
Anheuser-Busch	El Pomar Foundation	Lone Star Sports & Entertainment
Artichoke Joe's Casino	Electrical Contractors Hawaii	Maersk Line, Limited
Bank of Hawaii	Michael P. and Janice K. Emmert	Margaret H. and James E. Kelley Foundation
Barnes & Noble	Eurpac Service, Inc.	Mediatti Broadband Communications
Benevolent and Protective Order of Elks	Flowers Foods	Microsoft Matching Gift Program
Dr. Jill Biden	Benjamin T. Frana, Jr.	
Blackbaud, Inc.	Frito-Lay, Inc.	Bill & Chelen Moore
Boca Java Gourmet Coffee & Tea	FTD.com, Inc.	National Society Daughters of the American Revolution
Car Program, Inc.	Gary Sinise Foundation	Steve Netzley
Ms. Shirley A. Carberry	GE Aviation	NewDay USA
Challenger Homes	GE Foundation	Occidental Petroleum Corporation
Chemung Canal Trust Company	General Federation of Women's Clubs	Sam Oliver
Cobham	Girl Scouts in the Heart of Pennsylvania & Ashdon Farms	Perkins Motors
Columbia Metropolitan Airport	Girl Scouts of the Chesapeake Bay Council	Darren Day & Elizabeth Prann
Continental Building Products, LLC	The Goodnow Fund/Edward B. Goodnow	Mr. & Mrs. Bert W. Rein
Costco Wholesale Corporation	GPM Investments	RocketLife
Cubic Applications, Inc.	Grant Thornton LLP	Rodel Foundation
Dale and Edna Walsh Foundation	Greenberg Traurig	David & Jean Rosenblum
Dallas Mavericks	Guilford Foundation	San Antonio International Airport
Del-Mar-Va Council Boy Scouts of America	Havas Edge	Mr. Jeffrey M. Schmalz
Delta Air Lines	Robert Henderson	Security Service Federal Credit Union
Dian Graves Owen Foundation	Mrs. Max Hopper	Sewell Automotive Companies
	Mr. Robert Houssels Jr.	Southwest Airlines
	Houston Texans	
	IP Casino Resort Spa	

St. Martin's Episcopal Church  
Mr. & Mrs. Frederick B. Stark  
STUDIOS Architecture  
Support Sky Harbor Coalition  
Charles L. Szews  
Tasty Baking Company  
TIF Foundation Fund  
Tigua, Inc.

The Timothy Curt and Dona Bissonnette Charitable Fund of the Ayco Charitable Foundation  
Transportation Security Administration  
Triple Canopy, Inc.  
Troop Ride 2013  
USAA  
USO Council of Georgia, Inc.

Wagner Equipment Company  
J.J. Watt  
Janie Wilkinson  
Mr. Warren B. Williamson  
Ms. Kim E. Wilson/  
Wilson Construction Co.  
Winchell's Donut House Guam  
XO Communications, LLC

## PLANNED GIFTS

*The following gifts were bequeathed to the USO:*

Helga N. Alten	James J. Driscoll	Harold C. Pagendarm
Evelyn L. Baecker	Yukiko Howell	Gerhard K. Paschke
Jack H. Bates	Hugh E. Wade Living Trust	Ronald Eugene Resh
Jack M. Berghuis	E. Lucille Iseminger	Winifred C. Roscoe
Sybil Bralver	Stephen F. Judy	Stanley and Nicole Gordon Trust
Carl P. Gottsmann Trust	Margit Katz	Michael T. Trueheart
Loretta Connolly	Amelia Klepej	Ann M. Ware
Clayton Cowen	Carlo LoPiccolo	Lavetta D. Wimmer
Margery F. Crist	Ilse Marx	Virginia K. Woods
Veronica Curran	Andrew M. Maxell	1 Anonymous Donor
Wilma DeJong		

For our troops and their families – from the moment they join the service, through multiple moves and deployments, and as they transition back into their communities – the USO is with them every step of the way. We make the most of your support by delivering resilience-building programs and experiences that allow our troops and families to successfully cope with the challenges that they face on our behalf.

Throughout their service, we are **always by their side.**



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