



ABOUT THE USO

The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation. We are the **Force Behind the Forces**°.



STAY CONNECTED

To stay connected and learn more about the USO and how we support service members and military families, visit:



USO.org



Facebook.com/theUSO



Instagram.com/theUSO



Twitter.com/the_USO



YouTube.com/theUSO

Since 1941, the USO — a private, nonprofit organization — has served the men and women of the U.S. military, and their families, throughout their time in uniform – from the moment they join, through their deployments and as they transition back to their communities.

Today's service members need the care, comfort, connection and support that can only be provided by an organization that is with them at every point of their military journey, wherever they serve.

The USO is continuously adapting to the needs of our men and women in uniform and their families so they can focus on their important mission.

Although the USO is a congressionally chartered organization and works in close partnership with the Department of Defense (DoD), the USO is not part of the federal government.

We are a family of volunteers, sustained by the charitable

contributions of millions of generous Americans and united in our commitment to support America's service members by keeping them connected to the very things they've sworn to defend – family, home and country. Our work is America's most powerful expression of gratitude to the men and women who secure our nation's freedoms.

The USO remains dedicated to expanding access to USO centers and programs worldwide, increasing annual service connections and boosting transition services for our service members and their families throughout their time of duty. In every corner of the world, our service members will know that the USO is always by their side.

USO meets all 20 Better Business Bureau Standards for Charity Accountability and is a gold-level GuideStar Exchange participant, demonstrating its commitment to transparency.

We believe that all Americans — united in spirit and action for our service members—can change lives, communities, our military and our country, all for the better.



IN A DIFFICULT YEAR, THE USO WAS THERE

How the USO adapted to deliver its mission of strengthening America's military service members by keeping them connected during a global pandemic.

In 2020, as the world faced an unprecedented pandemic, our military members continued their mission to serve while also pivoting to relief efforts to help our entire nation. Like all of us, service members' lives have been disrupted with childcare facilities closed, spouses laid off, births and weddings missed and social distancing and quarantines causing additional stress. However, whether stationed here in the U.S. or abroad, our service members could not abandon their mission even as they faced these new challenges right alongside us.

During this difficult time, and because of it, the importance of the USO's mission to promote a healthy, resilient, confident and prepared military remained crucial. Despite a challenging landscape, and because

of your support, the USO quickly pivoted to ensure critical programs and services were delivered where they were needed the most, even while the health, safety and welfare of our employees, volunteers and service members remained a top priority.

The generosity of USO donors and the dedication of USO staff and volunteers meant we were able to quickly find innovative ways to help such as supporting our quarantined service men and women with hygiene packs and medical gear, sharing topnotch programs and entertainment virtually for military members and their families and delivering food, refreshments and a welcomed break from the stress of the day to active duty, National Guard and Reservists working on the front lines of the virus.



Global Support

Supported 432 USO centers, installations, outreach locations and ships around the world



live look-ins at military locations :USO:

service members and family USO MVP participants

745,000

unique views for USO MVP digital music specials on Facebook, YouTube and Twitch

US States &

1 territory

ships

service members and military spouses received professional services support as a

result of COVID-19

16,755 events 2,537,317 participants

Includes virtual and distance programming, front-line support and



65.220

care packages delivered to quarantine facilities and on the front lines



22,500 additional attendees received virtual transition programming

USO2GO kits delivered to support 56,798 service members

ALWAYS BY THEIR SIDE

Our locations are the foundation for our connection to the military community and enable the USO to provide outreach support to areas where no physical facility exists. USO locations offer an inviting and comforting place where service members and their families can connect by internet or phone, play a video game, catch a movie, have a snack or just put their feet up and relax.

USO global operations are organized into eight geographic regions - Pacific, Europe, Southwest Asia, US-Northeast, US-Southeast, US-Midwest, US-Central and US-West - with leadership teams managing operations and providing strategic support for the military in their respective geographic areas.

In 2020, the USO opened several new locations, including Hamid Karzai Int'l Airport (Afghanistan), New London (CT), Naval Base Guam (Guam), Fort Shafter (HI), Louisville Muhammad Ali

Int'l Airport (KY), New Orleans MEPS (LA), Rickenbacker Air National Guard Base (OH), Eastern Europe Expeditionary Vehicle (Poland), Prince Sultan Air Base (Saudi Arabia), SE Mobile Sprinter (US), Marine Corps Base Quantico-West (VA).

In addition to these centers, the USO renovated Sasebo Nimitz Park (Japan), Camp Walker (Korea), Osan Air Base (Korea), Tumon Bay (Guam), Sasebo Fleet Landing (Japan), Camp Kinser (Okinawa), San Francisco Int'l Airport (CA), Fort Hood (TX), PTA (HI), Milwaukee Int'l Airport (WI) and Wright-Patterson Air Force Base (OH).

In 2020, USO Centers at Q-West (Iraq), Al Taqaddum Air Base (Iraq), OB Fenty (Afghanistan), Bagram East (Afghanistan), Kandahar (Afghanistan) and Hanscom Air Base (MA) closed their doors. In 2020 the USO also opened a new Transition location on Fort Benning.



USO locations in

17 countries

United States, Afghanistan, Australia, Djibouti, Germany, Italy, Iraq, Japan, Jordan, Korea, Kuwait, Poland, Qatar, Saudi Arabia, Spain, Turkey, United Arab Emirates

USO locations in

32 states and one territory



USO services on

7 continents

AK, AZ, CA, CO, DE, FL, GA, Guam, HI, IA, IL, IN, KS, KY, LA, MA, MD, MO, MS, NC, NJ, NV, NY, OH, OK, OR, PA, SC, TN, TX, VA, WA, WI

Supported through facilities, outreach programs, and entertainment









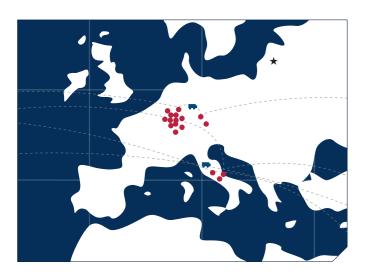




USO locations provide a home away from home for service members and their families around the world.

*With many USO locations temporarily suspending operations in 2020 due to COVID-19, the USO saw a significant decrease in center visits. However, the organization quickly pivoted to provide virtual programming to service members and their families and socially distanced inperson support to service members on the front lines of the fight against the pandemic to ensure the military community stayed connected and remained resilient. (2020 USO Impact Data)

EUROPE



U.S. forces serving in Europe play a critical role in deterring traditional military threats to our country and providing vital support to others deployed in combat operations in Southwest Asia, Africa and beyond.
USO locations in Germany, Italy, Spain and Turkey support those service members and their families by helping them stay connected to family, home and country, despite being stationed far from home. USO personnel also directly support troops exercising with our allies in more remote European locations.



21 locations installation & mobile locations



1.1M total service connections in 2019



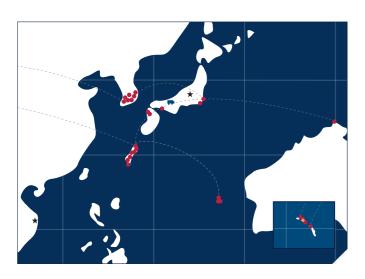
790k total service connections in 2020





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PACIFIC



U.S. military personnel in the Pacific play a critical role in deterring conflict in a region marked by intense geostrategic competition, five nuclear-armed nations, eight of the world's ten largest militaries and five of our nation's seven mutual defense treaty allies. U.S. military forces in the Pacific are engaged in counterterrorism operations and defend freedom's frontier along the demilitarized zone (DMZ) in Korea, providing the security essential for diplomatic negotiations and economic prosperity. USO Pacific provides support through permanent locations in mainland Japan, Okinawa, South Korea, Guam and Hawaii; and through expeditionary operations supports deployed forces in Indonesia, Malaysia, the Philippines, Thailand and Australia. USO Pacific strengthens our service members and their families so they can focus on their mission while stationed far from home.



31 locations installation, mobile, MEPS, Transition and expeditionary support locations



1.6M total service connections in 2019



875k total service connections in 2020





SOUTHWEST ASIA



U.S. forces are engaged in counterterrorism and combat operations throughout Southwest Asia. For service members deployed to this region, the USO has personnel and centers on the front lines where our military members serve. Nothing speaks louder about the USO's commitment – and the trust the military has in us – than our presence alongside these heroes.

Southwest Asia locations draw large numbers of service members primarily for connectivity, entertainment and relaxation. Additionally, local programs and community-building activities like gaming events, holiday celebrations, creative arts and food-focused events provide a much-needed break from the demanding and challenging environment.



13 locations installation and expeditionary support locations



1.5M total service connections in 2019



500k total service connections in 2020







STATESIDE



America's service members and their families are spread across our country, supporting their deployed brothers and sisters, training to counter new threats to our freedoms or awaiting deployment overseas to remote and combat locations. Most of the USO's more than 250 locations are here in the United States at service members' induction sites, at their training bases or in the airports they pass through. No other military support organization has the trust and the reach of the USO.

Stateside-based operations are organized into five regions: West, Central, Midwest, Southeast and Northeast, and are comprised of locations operating under two business models: directly managed and independent chartered organizations or franchises. The network of USO centers across the country is strong and the mission and impact of USO support is universal, regardless of the operating model.



202 locations installation, airport, community, mobile, MEPS, Transitions and expeditionary support locations



8M total service connections in 2019



4.8M total service connections in 2020



47 states and territories (including Guam and D.C.) reached through physical footprint and outreach efforts in 2020







OUR GLOBAL REACH

The global reach of the USO includes a diverse set of locations, all designed and established to meet their specific military community's needs. While no two locations are the same, all fall into a category:

Traditional Installation & Community Locations

A majority of all USO locations fall into what is considered a traditional location category and date back to the organization's start in 1941. One such location in Jacksonville, N.C., has been in operation for the entire history of the USO. Traditional centers offer core amenities, including connectivity (internet, phones, Wi-Fi), snacks, drinks and a homelike environment (comfortable seating, TVs, movies, video games). Traditional centers have small staff and are primarily supported and

operated by a team of volunteers. Traditional centers host frequent programs and events and often have a regular schedule of activities.

Airport Locations

As they travel, service members and their families can find USO airport locations across the country in major metropolitan areas, small communities and near central military installations. Airport locations, both inside and outside of security, also offer core amenities, including connectivity (internet, phones, Wi-Fi), snacks, drinks and a home-like environment (comfortable seating, TVs, movies, video games). The USO's network of airport locations are staffed by volunteers who welcome weary travelers and provide resources to ease travel burdens.

MEPS Locations

Military Entrance Processing Stations (MEPS) are facilities of a DoD jointservice operation, staffed with military and civilian professionals who support enlistment at various locations across the U.S. In 2018, the USO continued to expand its presence to several more MEPS, providing additional support for service members on what may be the first day of their military career. By increasing the USO's presence at MEPS, we can introduce service applicants and their families to the wide range of USO support that they'll find during different phases of their military careers. Service members and their families visiting MEPS often experience long wait times for appointments and evaluations. The USO provides relaxation space and entertainment to help them pass the time.

Mobile Locations

Dubbed "Traditional Centers on Wheels," this fleet of vehicles takes our services to far-reaching corners of the world for however long we are needed. The vehicles, which operate in the U.S., Europe and the Pacific, range in size from commercial vans to canteens and large recreational vehicles. In addition to supporting training exercises and bringing USO services to nearby installations, Mobile USO locations also deploy to support our service members in local or national emergencies, such as hurricanes or wildfires.

Expeditionary Support Locations

In remote and isolated areas of the world where we find service members conducting training exercises or missions, expeditionary support locations serve as an extension of USO support. Typically unmanned by paid staff, expeditionary sites can be found in the U.S., Pacific and Southwest Asia, and offer standard amenities including connectivity, snacks and a comfortable place to relax.

USO Pathfinder ®

USO Pathfinder Transition teams focus on coordinating services via a human connection and

state-of-the-art technology to help service members and their families navigate the transition from military service to thriving veteran status, no matter where they are located around the world.

USO Mobile App

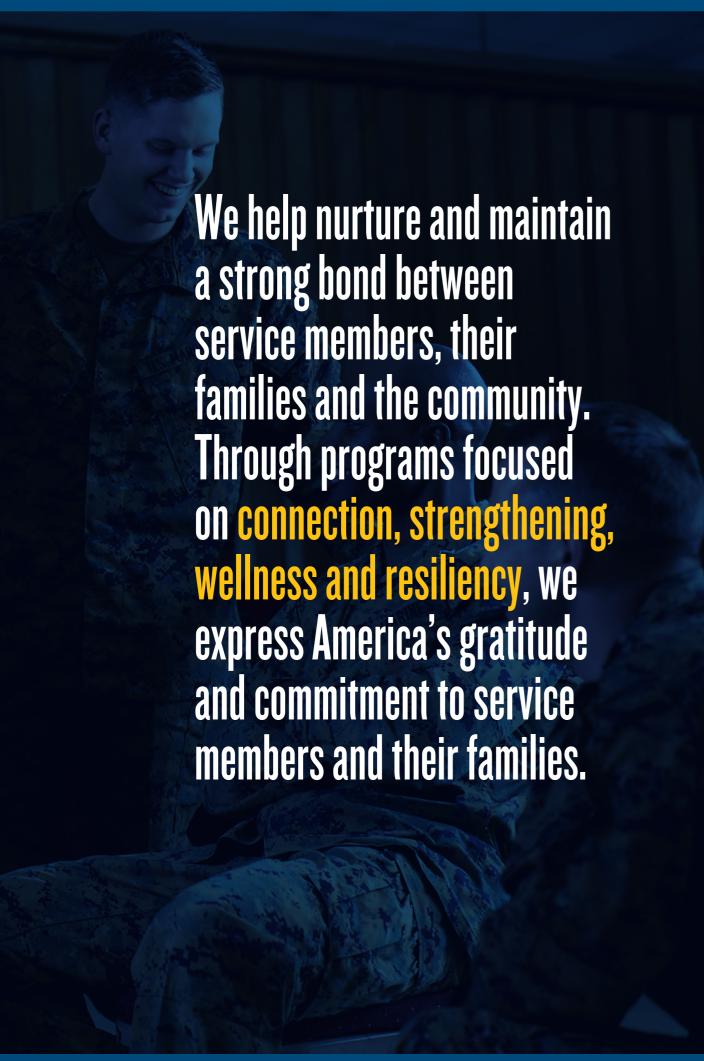
The USO Mobile App gives service members and military families the ability to find USO locations, discover USO events and entertainment, quickly check-in when they arrive at USO locations worldwide and track their personalized USO Pathfinder Transition Action Plans. The free application, which is available to Apple and Android devices, allows users to see what is happening at USO centers they are most interested in, based on their individual preferences. Service members who are taking advantage of USO **Pathfinder Transition programming** during their transition from service can monitor the progress of their action plan and connect with their Transition Specialist through the app. Finding a USO location, checking in and discovering USO programs, entertainment events and services has never been faster than with the USO Mobile App. Service members and their families may download the app from Apple's App Store or Google Play.

USO Volunteers

The USO has a network of 30,000 volunteers; however, in 2020, many USO locations temporarily suspended operations for public safety and health precautions, which meant that many volunteers did not have the opportunity to serve in their normal capacity. Despite a global pandemic, in 2020, 18,000 volunteers worldwide still showed up and quickly pivoted to provide online and virtual support. This included activities such as moderating virtual gaming tournaments for service members, creating virtual content for a center's social media feed, developing online cooking and craft courses, delivering familyfriendly activities via ZOOM for service members and their kids stuck at home and securing USO donations through social media and other avenues. In USO locations that were opened, volunteers continued to help organize special events, working midnight shifts in airports, serving up food, rest and refreshments to weary travelers, or simply providing a listening ear. In the 2020 volunteer satisfaction survey, 95% of volunteers agreed that they were satisfied with their volunteer experience and can't wait to return to full operations so they can give even more. They are dedicated, hardworking — contributing over 750,000 hours of service to our nation's military members and their families — and endlessly devoted to our mission; an asset we value at nearly \$18 million in service for 2020. Our volunteers are the reason service members know they can count on the USO — they are truly the heart of our organization.

Transition Program

Watch the Video



BOB HOPE LEGACY READING PROGRAM







The Bob Hope Legacy is proud to partner with the USO to create the Bob Hope Legacy Reading Program. In the spirit of Bob Hope and his dedication to bringing military families together, the program is largely driven by virtual, on-demand story time offerings that help the USO extend its reach. The program will connect more than 25,000 military families around the world through reading in 2021. The Bob Hope Legacy Reading Program focuses on:

Bringing story time on demand around the globe.

Thanks to the generous support of the Bob Hope Legacy, the USO is able to help service members read to their children around the world. When a service member stationed in the deserts of Kuwait misses the birth of their child, the USO is there to provide that powerful connection back home. Through the Bob Hope Legacy Reading Program, that service member can read their newborn child a bedtime story from halfway around the globe. Service members can walk into select USO locations, record themselves reading their child's favorite story and have that recording shipped home. In 2020, the USO piloted a digital delivery offering, allowing service members to send their recorded video via email directly to their loved one.

Helping military kids stay connected through reading.

Recognizing the challenges military children often face when dealing with separation, the Bob Hope Legacy Reading Program makes it possible for military kids to add a new book to their own library and share story time with someone they love by recording themselves reading. The USO sends the recording to the child's military loved one, helping bring families together no matter the miles that separate them.

Supporting local reading programs in many USO locations around the world.

Local reading programs are designed to serve the unique needs of each military community. For some locations, the Bob Hope Legacy Reading Program gives military spouses dealing with a loved one's deployment a chance to spend some time with other families in similar situations. Other program events encourage kids to use their creativity and complete a craft that complements a story's theme. No matter where service may take our nation's military families, the Bob Hope Legacy Reading Program is dedicated to helping bridge the distance.

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USO SPECIAL DELIVERY PRESENTED BY JOHNSON & JOHNSON





The USO continued to host the highly popular Special Delivery baby showers for military parents-to-be around the globe virtually in 2020. In 2021 the USO plans to build on the success of nearly a decade hosting showers with a goal to reach even more families through more frequent offerings of both in-person and virtual events. Combining baby shower games, local guest speakers, and drawings for traditional baby shower gifts, these popular showers provide a touch of home for parents-to-be who are often away from their families, friends, and support networks during their pregnancies. In 2020, Johnson & Johnson joined the team as a presenting sponsor supporting the Special Delivery program for all expectant military families. More than 13,000 expectant service members and military spouse parents have been served through this program since its launch in 2013. For the last decade, Special Delivery Baby Showers have featured Heidi Murkoff, the best-selling author of the "What to Expect" book series.

OPERATION PHONE HOME®



Operation Phone Home® is one of the most frequently requested services from our forward-deployed service members. At our centers located in Afghanistan, Djibouti, Iraq and Kuwait, service members have access to a network that provides free wireless internet, access to computers with free, high-speed internet and the ability to make free phone calls home. More and more expectant parents take advantage of the USO's free internet access to witness the birth of their children while deployed overseas. In 2020, at USO locations in Southwest Asia alone, 1 million minutes of free talk time and 230k Wi-Fi sessions were logged by service members connecting with their families.



COFFEE CONNECTIONS / COFFEE CONNECTION LIVE



Watch the Video Series



Learn more at USO.org

Military spouses are invited to attend monthly USO Coffee Connections gatherings at their local USO center, to connect with new friends or reconnect with old ones. In 2020, despite the global pandemic, the USO hosted roughly 400 events – both in-person and virtually – connecting nearly 8,000 military spouses around the world. In 2021, the USO plans to host more than 600 events that connect over 12,000 spouses with other military spouses in their local communities and networks.

USO Coffee Connection Live kicked off in February 2019. The USO created this program in response to requests from military spouses who might not have ready access to a USO center but expressed interest in participating in USO Military Spouse programs. This virtual event is an hour-long "coffee chat" between a USO military spouse and an influential guest, in which they discuss topics that are relevant and trending within the military spouse community. Topics such as the USO Military Spouse Report: The Backbone of Our Military research, marriage and the military, PCS-ing, employment, wellness and many others have been discussed. In 2020, the USO welcomed 25 guests to Coffee Connection Live. Some of the more well-known guests included Monte Durham of "Say Yes to the Dress: Atlanta," pianist Jim Brickman, country music star Craig Morgan and author Heidi Murkoff. The USO expanded topics to include Homeschooling 101, at-home hair and makeup tutorials, at-home "date nights," employment and hiring tips and even a segment on DIY construction projects.

DISCOVERING YOUR SPARK & CONTINUING YOUR JOURNEY



The USO has teamed up with Brittany Boccher, the 2017 Military Spouse of the Year, to launch a series of workshops worldwide. These three-hour workshops, led by Mrs. Boccher and hosted at a USO center, allow spouses to find their passion and purpose, and to approach life's challenges with a more positive and proactive outlook. Through research conducted in 2018, the USO Military Spouse Report: The Backbone of Our Military, the USO found that spouses around the world felt a sense of loss, uncertain identity and a lack of purpose caused by the rigors of military life. This workshop helps fill that gap with the determination of empowering, encouraging and inspiring military spouses to find their identities and live their lives with purpose. In 2020, these workshops were offered both in person and virtually, reaching more than 500 spouses around the world.



LOWE'S & USO MILITARY SPOUSE DIY WORKSHOPS



In 2019, the USO teamed up with Lowe's Home Improvement to pilot a series of do-it-yourself workshops aimed at training and equipping military spouses with useful skills. These pilot workshops were held at 10 locations in the continental United States and reached 100 military spouses. In 2020, when in-person workshops could not be held, the USO offered a series of three DIY virtual workshops, covering the following: how to build a fire pit; how to customize furniture; and painting 101. Through this virtual series, we successfully brought the program to a global audience for the first time, reaching more than 150 people in four countries and 21 states.



YOU'RE LEAVING...AGAIN? FEATURING CORIE AND MATT WEATHERS



Launched in October of this year, the USO partnered with Corie and Matt Weathers to deliver a virtual series on how military families can stay strong despite the distance. This monthly series follows Corie, a licensed professional counselor, and her husband Matt, an Army chaplain, as they face down and navigate a deployment. The series provides both spouses and service members the tools and resources they need to strengthen their own families when facing time apart.



MILITARY SPOUSE PRIVATE FACEBOOK GROUP



The USO Military Spouse Facebook group was soft-launched this year specifically to engage military spouses worldwide. The group is a place for followers to network and engage with other military spouses, share ideas and hacks for military life, learn about USO programs and USO MVP (Military Virtual Programming) events and to connect with their local USO and at a USO location at their upcoming duty station.

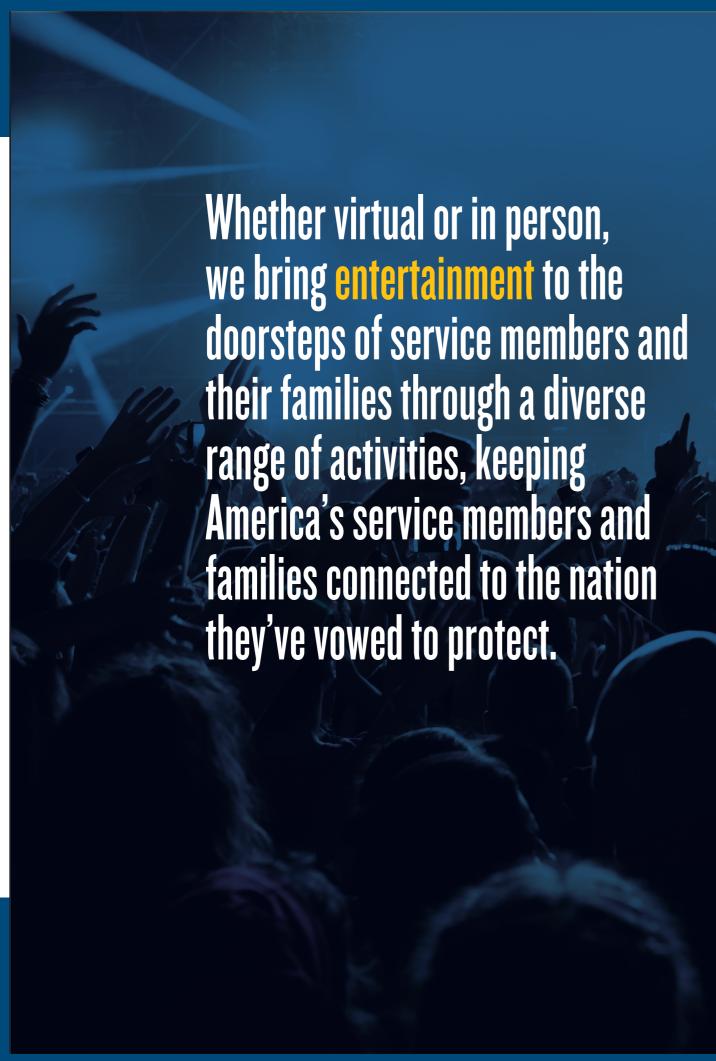


USO GAMING



The USO Gaming program consists of online and in-person events for service members and their families, combined with a public partnership element such as invitationals, streaming, content creation and entertainment events. For 2021, the USO will be expanding upon the successful 2020 Gaming and esports test-for-value program. It includes local, regional and national events, both in-person and online. The National Schedule comprises numerous Regional Feeder Tournaments that culminate in the USO esports Invitational and Commanders Cup. The 2021 USO Gaming program also includes monthly online sponsored community events, celebrity entertainment, streaming and fundraising elements.





THE USO MVP SERIES



Comedian Iliza Shlesinger joins a virtual USO tour during the COVID-19 pandemic, livestreaming a question-and-answer session and comedy hour for service members around the world. (USO Photo)



Watch the Video Serie



Learn more at USO.org

In 2020, USO Global Entertainment launched its first digital series, The USO Military Virtual Programming Series (USO MVP), bringing the best in entertainment – from musicians, actors and comedians to magicians and more – anytime and anywhere for our global military communities to enjoy.

The USO MVP series has featured over 100 celebrities joining 31,000 military participants across 49 U.S. states, 25 countries and three ships at sea, and featured 68 military locations live.

Streamed simultaneously across USO digital platforms, a separate four-part music series also delivered live (to tape) music performances from Ne-Yo, Florida Georgia Line, Clint Black and Idina Menzel. This special series was delivered to our global military and military support community, garnering over 745K unique views in 2020.

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CELEBRITY TOURS

Best known for our legendary tours, USO Global Entertainment

brings celebrities, who donate their time and talents, to visit service

members and families around the world, wherever they serve. The

USO deploys around 100 celebrities across 30+ trips annually, visiting

domestic locations and abroad - including combat zones - to entertain

approximately 75,540 service members and military families each year.



USO tour participants perform a variety-style show for U.S. and Polish service members at Polish Base 33 Airfield as part of the Chairman's USO New Year's Tour 2020, Jan. 8, 2020. (DoD Photo by U.S. Army Sgt. James K. McCann)



USO SHOW TROUPE



U.S. Navy photo by Mass Communication Specialist 1st Class Sarah Villegas

The USO Show Troupe entertains more than 200,000 service members and their families annually, as well as patriotic audiences everywhere. The Show Troupe presents top-notch entertainment with performers possessing extensive Broadway, off-Broadway, film and TV credits. Performances include deployment, homecoming and family appreciation events, commissionings, christenings, retirement and change of command ceremonies at venues such as military hospitals, veterans' homes, VFWs, American Legions, parades, fleet weeks and air shows around the world.



We deliver support to service members stationed abroad. training in isolated locations, on arduous missions and those deployed to remote areas around the world. Through expeditionary outreach support including care packages, snacks, holiday celebration items and internet services provided throughout challenging deployments, we help ensure service members stay connected to home.

CARE PACKAGES



The USO Care Package Program provides service members with two different types of care packages – a Snack Pack and a Toiletry Pack. Both are desert tan in color and are constructed with a durable nylon material with a Modular Lightweight Load-carrying Equipment (MOLLE) system on the back of the pouch for attachment on most military-issued gear. The Snack Pack is assembled with a mixture of healthy treats and drink mixes, while the Toiletry Pack comes equipped with a wide range of travel-sized hygiene products. Over 200,000 care packages were delivered in 2020 and in November 2020, the 3 millionth care package from the program was delivered to a group of service members in East Africa. A new care package with female specific toiletry items is being designed to test in 2021.



Watch the Video



Learn more at USO.org

MOBILE USO



Photo by Tech. Sgt. Jami K Lancette





USO offers service members in the field support through its Mobile USO vehicles. Acting as USO centers on wheels, these state-of-the-art mobile vehicles travel to events and military exercises to provide places for service members to relax during downtime, as well as provide USO services to areas without brick-and-mortar USO centers and support communities in times of crisis. Over the last several years, USO expanded its Mobile fleet to include three large "recreational vehicles" and five Sprinter vans, designed to provide support to smaller exercises and events. USO's large Mobile USO vehicles both include three slide-out sections, a large canteen window, two 65-inch TVs, five Xbox gaming systems, Wi-Fi, internal and external sound systems, a food-prep area and wheelchair accessibility. The Sprinter vans are stationed throughout the country to support communities with large military populations and geographic limitations. USO's Mobile fleet has provided support to service members responding to natural disasters such as Hurricanes Delta, Laura and Sally in 2020. Additionally, the Mobile USO fleet supported the National Guard across 25 states during the 2020 COVID-19 pandemic. In 2021, a Gaming Mobile USO will be added to the fleet in partnership with the NFL.

USO2GO



USO2GO was launched in 2008 to ensure service members in remote locations have some of the small comforts of home such as electronic gaming, sports equipment, board games, movies and personal care items. To date, the USO has shipped more than 2,400 kits, including those delivered to remote places in Afghanistan, Australia, Djibouti, Egypt, Iraq, Jordan, Kuwait, North Africa, and Philippines. USO2GO continues to be the program most requested directly from the field that helps our deployed service members relax and recharge. In 2020, USO2GO was heavily utilized to support quarantine sites for service members at military installations around the world.







MILITARY ENTRANCE PROCESSING STATION (MEPS) SUPPORT



MEPS are facilities of a DoD joint-service organization, staffed with military and civilian professionals who support enlistment at various locations across the U.S. Over the last several years, the USO expanded its presence to more MEPS, providing additional support for service members on what may be the very first day of their military career. By expanding the USO's presence at MEPS, we are able to introduce service applicants and their families to the wide range of USO support that they'll find during different phases of their military careers. Service applicants and their families visiting MEPS often experience long wait times for appointments and evaluations and the USO provides relaxation space, free Wi-Fi and entertainment to help them pass the time.

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SUPPORT FOR FAMILIES OF THE FALLEN



U.S. Air Force photo by Todd Maki



The USO has supported every dignified transfer at Delaware's Dover Air Force Base since March 1991. USO centers are in the heart of Dover Air Force Base to support families of the fallen, as well as those service members assigned to the Air Force Mortuary Affairs complex. Additionally, as family notifications occur at all times of the day and night, the USO works 24/7 to coordinate with USO locations across the country, ensuring that families who have just received tragic news are supported and comforted on every step of their journey as they travel to and from Dover. The USO's reach expands beyond Dover with a vast network of support for our families of the fallen from coast to coast. The USO also supports the families of those who have made the ultimate sacrifice through our partnerships with organizations such as the Tragedy Assistance Program for Survivors (TAPS) and Fisher House, as well as the support received at various USO centers across the United States. No matter what the hour or the need, the USO is there for the families of the fallen.

USO PATHFINDER® TRANSITION PROGRAM







An estimated 200,000-plus service members transition out of the military each year, and more than 650,000 military spouses are constantly transitioning. The USO Pathfinder® Transition Program extends the USO experience to active-duty, Reserve, National Guard and military spouses and educates them on professional services available to them to better prepare them as they transition from the military and settle into their new communities. The program also supports military spouses at any point in their military journey as they transition from one installation to the next.

The USO Pathfinder® Transition Program works with strategic partners to connect service members and military spouses to resources within these focus areas: employment, education, financial wellness, mentoring and increased access to relevant veteran resources in their communities when separation from service occurs.

By leveraging our unique position of having USO locations across the globe, the USO is able to engage with transition-focused programming earlier in service members' careers, resulting in higher educated, more financially stable, and better-connected service members and military spouses.

Through the creation of an individualized Action Plan, Transition Specialists collaborate with individuals to identify their personal and professional goals and build a roadmap to achieving those goals, identifying services and resources that are the best fit for their needs and geographic location. The USO Pathfinder® Transition Program also offers opportunities for service members and military spouses to learn relevant and valuable information as they overcome the challenges that transitions can create through various programming.

Since the program's inception in 2015, more than 40,000 Action Plans have been completed. USO Transition Specialists are available to support service members and military spouses, regardless of their location.

WARRIOR AND FAMILY CENTER PROGRAMS AND SERVICES



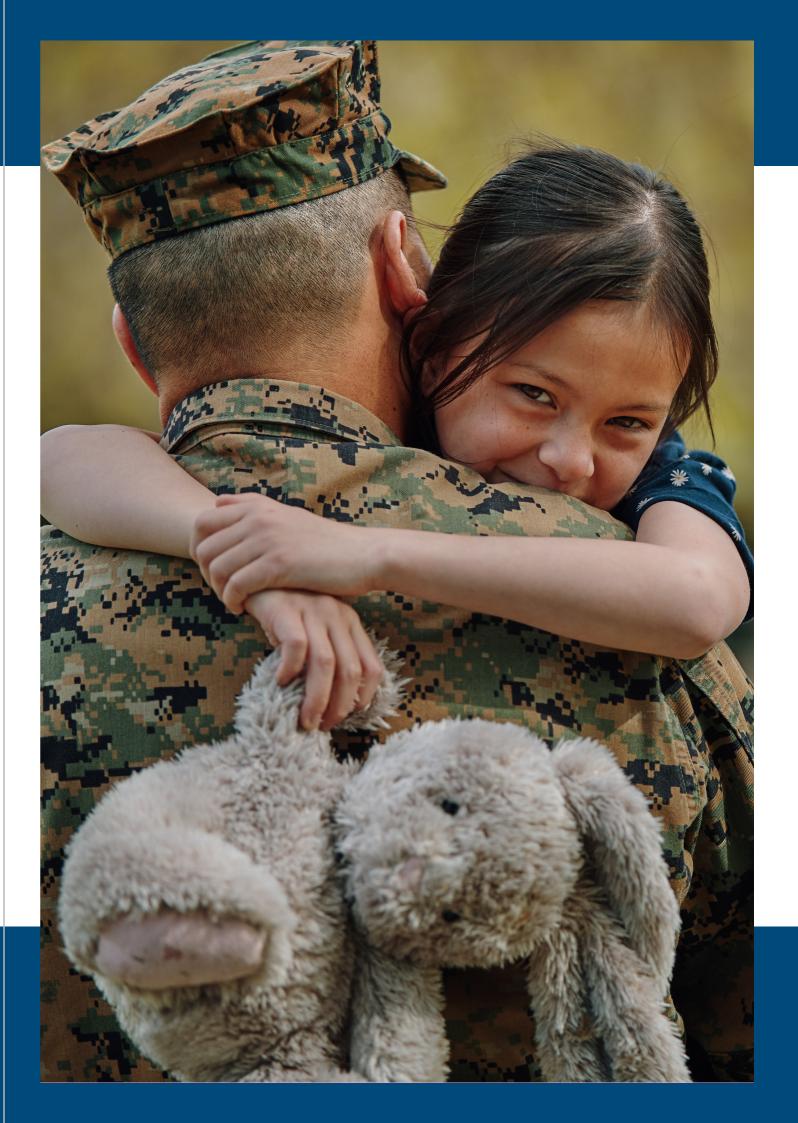
USO Warrior and Family Center at Fort Belvoir



The USO has three locations that primarily serve wounded, ill and injured service members, their families and caregivers. Opened in 2008, the USO Warrior Center at Landstuhl Regional Medical Center (LRMC) in Germany provides a home away from home for wounded service members, many of whom visit multiple times daily between medical appointments. A wide spectrum of programs and activities are always available, including home-cooked meals and family-style cookouts.

The two additional locations operate near Washington, D.C.: the USO Warrior and Family Center at Naval Support Activity Bethesda in Maryland and the USO Warrior and Family Center at Fort Belvoir, Virginia. The facilities offer a comprehensive array of specialized services and programs in a supportive, home-like setting. Created for our nation's healing heroes and their families, the centers feature classrooms, sports lounges, communal kitchen and eating areas, business centers, healing gardens and more. Further support is also provided in other key military hospitals in the U.S., such as outreach dinners to build bonds with families and recovering service members at Brooke Army Medical Center in San Antonio, Texas.

Outreach in Afghanistan and other areas of Southwest Asia range from uplifting community events to outfitting breakrooms for the military medical community.





USO GOVERNMENT RELATIONS & EXTERNAL AFFAIRS

The Office of Government Relations and External Affairs oversees the USO's relationship with government and external stakeholders including the White House, Congress, the Department of Defense, the Department of Veterans Affairs, the National Guard and Reserve and state government officials.

USO CONGRESSIONAL CAUCUS

The USO Congressional Caucus was formed in 2003 to enhance the outreach efforts of the American people to members of the U.S. Armed Forces and their families, providing a critical link between military service members and their elected representatives. The bipartisan caucus brings together members of the U.S. Senate and the U.S. House of Representatives who share an interest in supporting and improving the lives of our nation's military service members and their families. Traditionally, the Chairs and Ranking Members of the Senate and House Armed Services Committees have served as the four Co-Chairs of the USO Congressional Caucus. The caucus unites leaders in Congress to strengthen the bridge that bolsters American military service members by keeping them connected to family, home and country.

USO SERVICE COUNCIL

The USO Service Council is comprised of spouses of our nation's senior military and government leaders. Members of the Council participate in monthly activities including volunteer opportunities, networking events for military spouses and informational briefings regarding USO programs and services. All activities are designed to support the USO and its mission of strengthening America's military service members by keeping them connected to family, home and country, throughout their service to the nation.

WAYS TO BE A FORCE BEHIND THE FORCES®









FACEBOOK FUNDRAISER



Start a Facebook Fundraiser at any time of the year, for any occasion! Whether it is in honor of a holiday, a birthday or someone in the military - donors, partners and any military supporter can set the fundraising goal and encourage friends and family to help make a difference.

AMAZONSMILE



AmazonSmile is a simple way to support the USO. Go to smile.amazon.com and select the USO as your charitable organization of choice. AmazonSmile will donate 0.5% of the purchase price of your of your eligible purchases.

STREAMLABS



USO.org/gaming

Put gaming toward a good cause! Create an account on Streamlabs, select the USO as your charity of choice and click the fundraise button to setup the dates and goals of your event.

LYFT



USO.org/lyft

If you use the ride share service, you can round up the cost of your Lyft ride and donate to the USO. When you opt in, your payment will automatically round up to the nearest dollar and the difference will be donated to the USO.

We often hear from people who say they want to give back to our nation's service members, but they don't know how to get involved. The USO provides a variety of ways to show support and appreciation for our military heroes and to help make a difference in their lives. Below are several ways that military supporters can join the USO as a Force Behind the Forces®.









CAMPAIGN TO CONNECT



USO.org/Force

Campaign to Connect is the USO's digital platform that allows civilians to share messages of gratitude by purchasing symbolic and encouragement with service members. These morale-boosting messages help address the militarycivilian divide while strengthening our troops by keeping them connected to a grateful nation. Campaign to Connect is also popular among USO corporate partners, who use the platform as an easy and engaging way to activate at events, integrate into campaigns, or leverage for employee engagement. Supporters can complete the platform's simple user experience in less than five minutes. The messages are shared via USO locations around the world. Since launching in 2016, more than 15 million messages have been collected.

USO WISHBOOK



USO.org/wishbook

This online alternative giving catalog offers donors a way to support the USO gifts for friends and loved ones that help America's service members and their families. The most popular gifts are phone calls home, comfort food packages and long-distance bedtime stories. USO Wishbook gives Americans a way to support our service members and their families in a fun and easy way.

USO 1941 LEGACY SOCIETY USO LEADERSHIP COUNCIL



year in which the USO

was founded, gratefully

acknowledges benefactors

whose estate plans reflect

that the future of our men

and women in uniform and

their hearts. The generosity

their families is close to

members allow the USO

to always be by their side:

from the moment they join,

through their assignments

and deployments, and as they transition back

to their communities.

Anyone who notifies the

USO that the organization

is named as a beneficiary

through his or her estate,

or through a planned gift

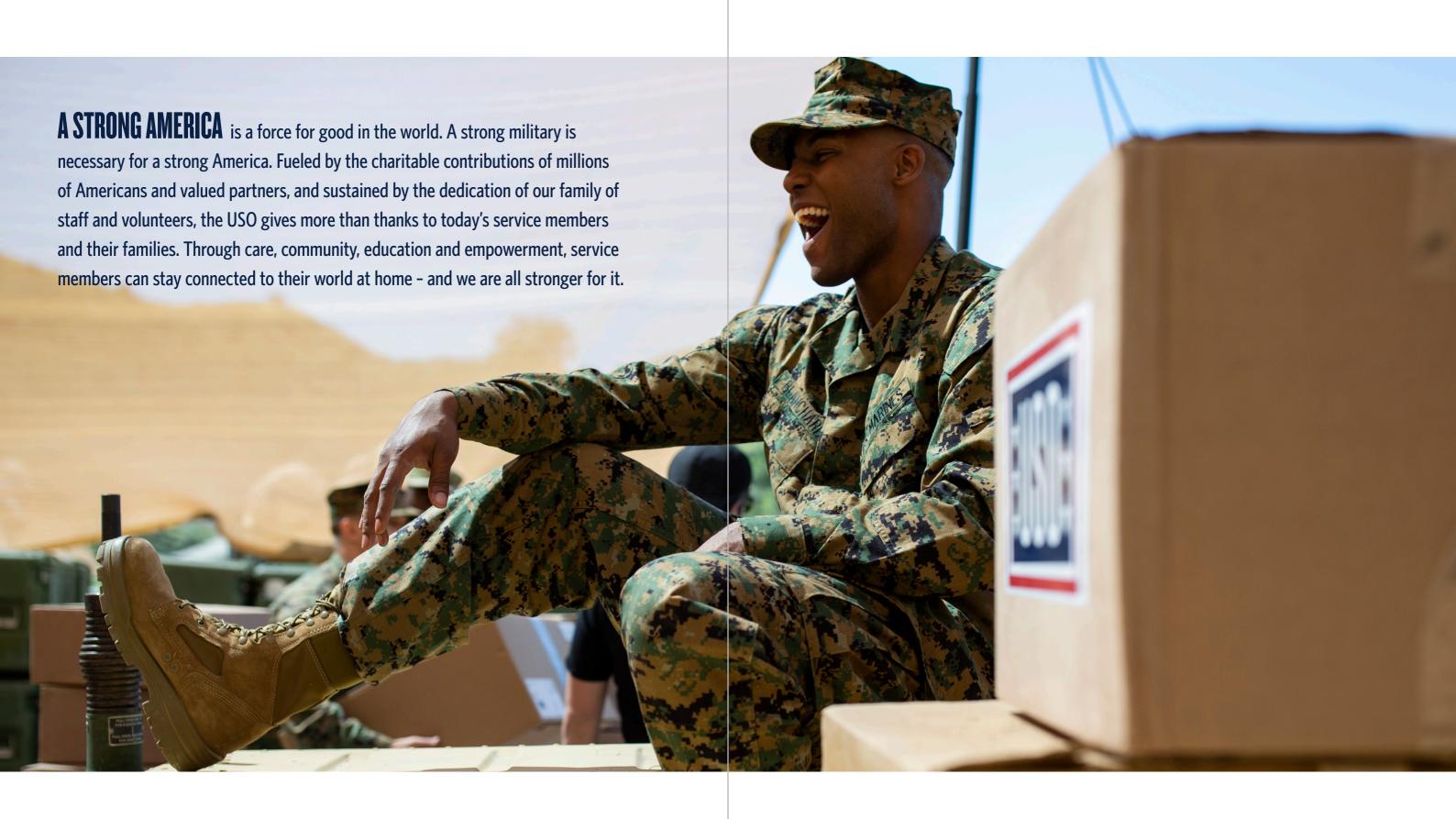
during his or her lifetime,

is automatically enrolled.

and patriotism of our

USO.org/leadershipcounci The USO 1941 Legacy The USO Leadership Society, named for the

Council recognizes annual cumulative gifts of \$10,000 or more from individuals and family foundations. Members receive special recognition benefits, which vary depending on the level of support. Annual gifts at the leadership level provide the organization with critical funding to deliver the USO mission and, as we saw facing a global pandemic in 2020, a level of flexibility to respond to unforeseen needs as they arise. Generous gifts from USO Leadership Council members have a profound and direct impact on the lives of the men and women we serve — as they serve our country.





USO.org

The USO is a not-for-profit organization and not part of the Department of Defense (DoD). The appearance of DoD visual information does not imply or constitute DoD endorsement.