

IN OUR OWN WORDS



THE 2009 USO ANNUAL REPORT



It takes a thousand voices to tell a single story.

NATIVE AMERICAN PROVERB



“My parents met in the USO in St. Louis. She was an Air Force nurse and he was an Army lieutenant, so our family has always understood the importance of the USO to the troops. The night my daughter was born, I was at Twenty-Nine Palms when my wife went into labor. I caught a midnight flight from LAX, landed in Houston and went straight to the USO where a volunteer gave me a phone. My daughter had been born while I was on the flight. I spoke to my wife briefly and then heard my daughter cry for the first time on a phone at the USO. I jumped on another flight to Raleigh and again went straight to the USO. It was just about to close for the night, but the volunteers held it open for me. An Air Force colonel who happened to be headed my way offered me a ride, so ten minutes after walking through the door of the USO, I was on my way to the hospital to see my newborn daughter.” [MAJOR SHAUN FITZPATRICK, USMC](#)



“I’m a full-time soldier and a full-time mom. I have two sons, thirteen and seven, and an eight-year-old daughter. My kids love the fact that I’m a soldier. It’s our way of life. It’s what I always wanted to do, to defend my country. Staying in touch with them when I’m deployed is so important. Just to say ‘hi, how are you doing,’ read them a bedtime story. It all helps to ease their fears and let them know I’m safe. The USO is a big part of making that connection for any soldier, but there’s more to it than just keeping families connected. I was stationed at a small FOB in Iraq. We got hit a lot. A lot of times, our PX would run out of things that made living out there a little less difficult. We had to take showers with bottled water out there, but you could always count on the USO for baby wipes, tissues, fresh socks, clean t-shirts, and a place to take a break and chill out for a while. It gave everybody an extra boost to keep going. It meant the world to us.” [SERGEANT FIRST CLASS CHARLINE HAYWARD, US ARMY](#)



“My husband is stationed in Iraq. We have a two-year-old son, and this is the first time his dad has been away from us. At Christmas, he sent home a children’s book and a DVD of him reading it through United Through Reading’s Military Program at the USO. I can’t tell you what a thrill it was for both of us. It really made our Christmas. My son watches it every night before he goes to bed. It’s so wonderful to see that he realizes his dad is still a part of his life. This program is so important, especially to families whose kids are still small. I started volunteering at the USO recently and I’ve met other mothers with small kids whose husbands are overseas. Kids, when they’re that little, can’t really understand the situation they’re in, but watching those DVDs, they can see that their dad or mom still loves them and still thinks about them. We’re both very proud of what my husband is doing and can’t wait for the day he’s back home with us again.” [VANESSA WEAVER, ARMY SPOUSE, USO VOLUNTEER](#)



“Just so you know a little bit about me, I have two Purple Hearts. The first one, I got hit and I could have gone home. But I asked my lieutenant colonel if I could stay on and he said ‘well, just don’t get hit again there, sergeant first class.’ Back then I was a sergeant first class. I said I’d try not to, but unfortunately that didn’t happen. I suffered a traumatic brain injury, what’s now known as an invisible injury. You look at me and think that guy seems okay. But that’s not true. A lot of wounded warriors like myself who suffer severe injuries, when we’re going through various stages of medical care, we don’t have anything with us because they take all your stuff from you. And at times, it can feel like you’re all alone in the world. So, I showed up in a robe, with nothing else. A USO volunteer came into my room and gave me a duffel bag full of clothes and other stuff I needed. I hugged her and I said thank you. And she turned around and took my hand and said ‘no, thank you.’” FIRST SERGEANT MIKE MARTINEZ, US ARMY



“There’s just no better audience than the troops. With what they’re going through over there, it means so much to have somebody – anybody – come over and tell some jokes or play some music, or just to talk to them and let them know we care about them. Our troops are the best and they deserve everything we can do for them, and the best way to do that is to support the USO.” [ROBIN WILLIAMS](#)



“My first experience with the USO was my visit to the O’Hare airport center on my way to boot camp when I first joined the Navy. I’ve visited quite a few others during my five deployments from Okinawa to Bahrain. In Bahrain it was just so wonderful to have a place to get out of the heat and relax in the air conditioning. One of the most rewarding programs the USO offers service members is United Through Reading’s Military Program. You can pick a book about Barney or Thomas the Tank Engine or any kids’ book and they’ll record a DVD of you reading it. Then they mail it back home along with the book so your kids can watch and read along. It’s a great way to stay in touch with your family when you’re away from home. I’ve sent at least one home every time I’ve deployed and I love hearing how the kids react to them. They enjoy hearing the stories, but it also lets them know that I’m not in danger, that I still love them and I’m still thinking about them.” [CHIEF PETTY OFFICER DAVID GONZALEZ, US NAVY](#)



“After sixteen years of active duty, numerous deployments and three children, I can assure you that staying in touch with your family is one of a soldier’s most important duties. The first time I deployed, my oldest was just six months old and I missed a whole year of her life. I was so afraid she wasn’t going to recognize me as her mom, but she did. When I went to Iraq she was in first grade and my son was about four. I didn’t get to talk to them as much as I wanted to because of security reasons, but whenever I got the chance to call, I was on that phone. When you’re downrange and can’t talk to your family, it’s hard to find peace of mind. It’s the same for your family as well. Just not knowing on either end how everyone is doing makes peace of mind almost impossible. Being able to walk into a USO and grab a phone and call home makes a world of difference. You can leave your rank at the door when you come in and it’s just one big family.” CHIEF WARRANT OFFICER TESHIA TOSSAVA, US ARMY (RET)



“As a Family Readiness Support Assistant, my job is to work within the battalion to make sure our families are ready for deployments so our soldiers can focus on their mission. The USO works with us in so many ways. They are a huge part of our Deployment Farewells. They set up the United Through Reading’s Military Program right there and bring the USO Mobile Canteen to the site. As our families spend their final precious hours together, they provide drinks and snacks, games for the kids and even blankets for the cold weather. Our deployments are for one year. To kids, that’s forever, so keeping our families connected is a top priority. The USO helps us with that and that’s what I love about them. My husband is currently deployed overseas and I have three boys at home; fifteen, thirteen and ten. They think their dad is the best, that he is a hero, that he stands up for his values. They see him as their example. Strong families make strong soldiers.” [MILJA NESRALA RIVERA, FRSA AND ARMY SPOUSE](#)



“Every year on Christmas Eve, I make a point of delivering USO Care Packages to all the Coast Guardsmen standing the watch. It lets them know that even though they’re not at home with their families, someone appreciates what they’re doing. I remember the first time I received a care package from the USO. It had a couple bags of M&M’s and a book of short stories and it meant the world to me. It made you think that all these eighteen-hour days were worth it, because someone was saying thank you. That is a very important message that the newer generation now entering the Coast Guard needs to hear and the USO maneuvers to get it to them. You don’t have to go looking for the USO. They’re aggressively out there asking ‘what can we do to help, what else can we do for you?’ Whether it’s the care packages or any of their other many services, it tells us we’re appreciated. And today’s military wants to know that.” [COMMAND SENIOR CHIEF JEFFREY DIETZMAN, US COAST GUARD](#)



“All of us at AT&T are grateful for the many extraordinary sacrifices that our troops – and their families – make every day on our behalf. Working with the USO has allowed AT&T and our employees to make a positive contribution to their efforts through support of programs such as Operation USO Care Package and USO Operation Phone Home, as well as USO entertainment tours and regional operations overseas. In 2009, we donated more than 230,000 prepaid phone cards to military personnel overseas. And over the past twenty years, AT&T has been pleased to contribute tens of millions of dollars to the USO through the programs it supports. We’re glad to do whatever we can to keep our troops connected to their loved ones and let them know their sacrifices are appreciated. And the USO’s essential work helps make all that possible.”

JAMES CALLAWAY, AT&T SENIOR EXECUTIVE VICE PRESIDENT, EXECUTIVE OPERATIONS



“I spent ten years in the Marines before I joined the Army to go into the medical field. I remember my first experience with the USO at Camp Lejeune, North Carolina. I was what they call a geographical bachelor at the time and the USO became my support system. It made a big difference in my life and eventually I wanted to give back, so I became a USO volunteer. In today’s military, with all the deployments, there’s a high level of stress and the younger soldiers need someone to talk to who’s been there, done that. I get into heart-to-hearts with many of them. A lot of them are just kids out of high school. I call them kids, but they’re really young men and women. You see a side of them from back home that they’re still trying to phase out. It’s not an automatic process. They come into the USO trying to assuage that conflict, put their work aside and talk to someone who understands what they’re going through. I always give them the best that I can.” SPECIALIST JOHN RAMPTON, US ARMY, USO VOLUNTEER



“My husband was wounded halfway through his tour in Iraq and was life-flighted to Walter Reed. We spent three months there and honestly, I don’t think we would have made it without the USO. You never really think anything like that is going to happen, and when it does, you just don’t know what to do. The USO helped us through Operation Enduring Care. They were always right there and showed us what to do, where to go, what to say. When my husband arrived, he had nothing. They gave him a duffel bag full of clothes, books, CDs, anything that would help take his mind off what was going on. For me, I’m just so grateful for how the USO was there in the beginning and stuck with us until we went home. They gave me a hug and a shoulder to cry on when I needed it. Today, he’s back on active duty, he’s been promoted and he’s doing what he loves. We’re doing well and our family’s doing well because of what the USO did for us.” [MEGAN MALONE, ARMY SPOUSE, USO VOLUNTEER](#)



“On my last deployment, I was on a very small FOB. Coming home for R&R was something all of us looked forward to. It’s truly amazing when you step off that airplane and the USO is there waiting. They’re saying ‘hey, the soldiers are here’ and they get everyone kind of revved up. We get the handshakes, we get the hugs, we get the warmest welcome. They lead us to the USO and after a twenty-hour flight, it’s a place to lay your head, get a bite to eat, make some phone calls. Whatever you need, there’s someone there for you. I’ve been in the Army sixteen years and I have an eleven-year-old daughter, so I often think about the young female soldiers, young mothers deploying for the first time. I see the USO as their support system, a way to give them a little peace. You can get so confused out there, so lonely. The USO is a little piece of home for them to hold on to. It gives them some peace of mind so they can go out and accomplish their mission and do a good job.” [SERGEANT FIRST CLASS TIFFANIE JOHNSON, US ARMY](#)



“The Shinedown concert at McGregor Range is a great example of what the USO does for soldiers. McGregor Base Camp is out in the desert, in the middle of nowhere. It’s where troops train for combat before deploying to the war zone. These troops were tired, they were exhausted, and needed a break. As commanding officer, I wanted to personally thank the guys in the band for coming out there. Their performance was an incredibly uplifting experience for everyone and brought a great sense of morale to that unit. I told them how much I appreciated the long hours and the effort they had put in. They looked at me and said, ‘Sir, it was our pleasure. These soldiers sacrifice more than we ever will and this was the greatest audience we’ve ever had.’ I think that goes hand-in-hand with the USO in general. Whether you’re an entertainer, a volunteer or a corporate sponsor, there’s just a tremendous sense of reward you get from taking care of soldiers and their families.” COLONEL ROBERT BURNS, US ARMY (RET)



“I like to come to the USO and watch movies and play video games. My favorite games are ones on the Xbox like Halo 3 and Need For Speed. They’re the best games I know and I play them all the time. I like to hang out with the soldiers, too, because they’re really cool and really funny. Sometimes they kid around and tell me jokes and stuff. I like to play pool with the soldiers, too. Sometimes I win, sometimes they win. Sometimes I think they let me win. The USO has a lot of good food and drinks and ice cream and stuff and everything is free. I guess that’s why all the soldiers like it so much. And they have telephones and Internet computers they can use, too. When my mom was overseas she used to call me from the USO just to see how I was doing. I always liked to get her calls because sometimes I got really sad because she was away. I think she was sad, too, to be away from us. I’m really proud of my mom because she does a great job in the Army” [CHASE WELBORN, SON OF A US ARMY PARENT](#)



“Basically, my job has been the care and feeding of airmen. Now that I’m in a joint command, it has grown beyond the Air Force, so I can assure you that the USO plays a very important role in the life of all soldiers, sailors, airmen, Marines and Coast Guardsmen. Whether they’re deployed in the war zone or just at their duty station, having a place where they can escape the hustle and bustle of their workday and just relax for a while means so much to them. I see a lot of new troops who just arrive and until that first paycheck comes, the USO becomes an anchor for them. There is such a wealth of resources available at the USO, from food and drink to video and online gaming, books, pool tables and computers. It also gives them a place to come in, get a cup of coffee, meet other service members and volunteers and share their stories, kick back, be themselves and not have to worry that their first sergeant is keeping an eye on them.” [SENIOR MASTER SERGEANT EVORN JACKSON, US AIR FORCE](#)



“A lot of people think the USO is strictly for the troops, but it’s for their families as well. Our facility is built for families. We have kids in here all the time and we play with them, laugh with them, goof around with them, get them snacks. Moms come in here and can relax and get a break for a little while and let their kids play. I have grown children of my own, so it’s fun to have these kids around. They say hello and goodbye to us, they say ‘how are you doing, Cappy, see you next week, Cappy.’ It makes them feel good that they can come here and be safe and be themselves. I think a lot of us volunteer as a way to give back. It’s not about any sort of recognition. We do this for free on our own time. We go to the deployments at two and three o’clock in the morning. We meet them when they come home. The whole point is to let them know that many, many people care about them and their families, that we all support them one hundred percent.” [HOWARD CAPSHAW, US ARMY VETERAN, USO VOLUNTEER](#)

“Once again, this year, we’ve been overwhelmed with stories about how the USO has impacted the lives of our troops and their families. Their emails and letters can bring a tear to your eye and make your heart swell with pride. We invite everyone to share their stories about the USO with us, so all of us can more fully understand its importance in the lives of our military.”

SLOAN GIBSON, USO PRESIDENT AND CEO

USO HIGHLIGHTS FROM 2009

USO programs and services had an enormous impact on the lives of our troops and their families in 2009. In thousands of ways at hundreds of locations around the world, we delivered the gratitude and support of the American people where it means the most.

USO2GO

More than 230 USO2GO shipments were sent to FOBs in the war zone and remote bases in 2009. Laptop computers, video games, sports equipment and musical instruments were among the items most requested by the troops. USO2GO has proven to be an incredibly successful program that meets the needs of our troops on the front lines by letting them pick and choose the items themselves.

UNITED THROUGH READING’S MILITARY PROGRAM

U.S. troops around the world took advantage of United Through Reading’s Military Program in 2009, by reading and recording more than 57,000 books onto DVDs and shipping them home to their kids.

The program is hosted at more than 65 USO centers, including locations in Afghanistan, Iraq and Kuwait, and is embedded in more than 150 deployed units. There’s nothing that connects parents and children quite like sharing a book and United Through Reading® has brought this incredible service to our troops in the most unlikely of places.

USO OPERATION PHONE HOME®

As of 2009, the USO had distributed more than 2.75 million free international calling cards through USO Operation Phone Home®. These cards are the single most popular item provided by the USO. A new dimension was added to USO Operation Phone Home® in 2009, with the creation of the USO Private Telephone Network. Now, at USO centers in Afghanistan, Iraq and Kuwait, troops can make crystal clear calls back home at no cost. Since its launch, more than 200,000 calls per month have been made on the system, which also adds Internet connectivity in these locations – another way to strengthen the connection between troops, their families and friends.

USO CENTERS

The USO operates more than 140 centers around the world. In 2009, we opened new centers at Sather Air Field and Basrah, Iraq; Grafenwoehr, Germany; and Camp Walker and Osan Air Base in Korea. New centers are currently under construction at Fort Riley, Kansas and Biggs Army Air Field, Texas, as well as San Antonio, Texas; Kandahar, Afghanistan; Richmond International Airport and Northwest Florida International Airport. We renovated our existing centers at Bagram Air Field, Afghanistan and Balad, Iraq. We also undertook a major renovation and expansion of USO services at the Dover Air Force Base USO. The USO worked with the base command at Dover to build a center exclusively for Families of the Fallen. This new center addresses the needs of bereaved families observing the dignified transfers of remains. The USO also created a special program to meet the families en route to Dover, as they pass through airports with USO facilities. Our staff and volunteers are on hand to meet and escort them to the next steps in their solemn journey.

USO ENTERTAINMENT

2009 saw the USO continue its tradition of delivering incredible entertainment experiences to our troops at home and overseas. More than 270,000 service members and their families packed venues at 171 bases in 25 countries during the course of the year. 157 celebrities participated in 73 tours (including 25 to combat zones). USO tour veterans like Toby Keith, Kellie Pickler, NFL players and coaches, and the Dallas Cowboy Cheerleaders were joined by USO tour first-timers like David Banner, Bradley Cooper, Christian Slater, David Cook and the National Cartoonist Society. A daily television show taped episodes from the war zone when “The Colbert Report” traveled to Baghdad in June. Phase II of the Sesame Street/USO Experience traveled to 21 bases in the United Kingdom, Belgium, Germany, Italy, Spain, Alaska and Hawaii, with Sesame Street characters performing for more than 28,000 troops and their families. The USO Fourth of July event on the South Lawn of the White House featured Jimmy Fallon, the Foo Fighters and Michelle Branch.

The year closed with a Community Strong event at Fort Hood, Texas in December with Nick Jonas, the Zac Brown Band, Dana Carvey, Gary Sinise and the Lt. Dan Band, Chamillionaire, Aaron Lewis from STAIN'D and Mallory Lewis featuring Lambchop.

OPERATION USO CARE PACKAGE

Since its inception in 2002, the USO Care Package program has provided nearly 2 million care packages to troops deploying to Afghanistan, Iraq and Kuwait. In 2009 alone, USO volunteers stuffed more than 300,000 Care Packages at events around the United States. In November 2009, we introduced the first USO Care Package for Women, which addressed the needs of female service members. More specialized packages are planned for distribution in 2010.

ON★PATROL MAGAZINE

Early in 2009, the USO launched a new quarterly magazine, ON★PATROL. The magazine “of the USO, but not about the USO” recognizes the service and sacrifice of our troops and their families, and the

extraordinary efforts of the people and organizations that support them. Current circulation has now topped 300,000, which includes friends of the USO, members of the military and their families (including deployed), the entertainment industry, the Department of Defense, members of Congress and many more.

VOLUNTEERS

At the heart of the USO are the volunteers who make it possible for us to deliver programs and services to troops and families around the world. Volunteers greet troops at the centers, help them with travel arrangements, assist with orientation to new bases or just act as a friendly face in a far-away place. In 2009, volunteers provided more than one million hours of service. At our centers in Afghanistan, Iraq and Kuwait, the volunteers are active duty troops who work during off duty hours. SGT Timothy Donovan was voted the 2009 USO Volunteer of the Year. SGT Donovan devoted countless hours to the USO Vicenza center between deployments to Afghanistan.

MOBILE USO

When our troops can't get to the USO, the USO goes to our troops. The Mobile USO program provides a home away from home to the troops and their families no matter where they are serving. In 2009, Mobile USOs traveled throughout the United States on a broad variety of missions, extending a helping hand and a smile to troops and families at military bases, air shows, deployments, homecomings and special events.

PRO VS. GI JOE

With Pro vs. GI Joe, everybody wins. Troops serving overseas are pitted against professional athletes back home in video game competitions. The troops are thrilled to play with their sports heroes, but it doesn't take the professional athletes long to figure out who the real heroes are in this competition. And when the families surprise the troops by showing up on the webcams, it becomes a great event. In 2009, Pro vs. GI Joe brought thirty events to troops and families at USO centers around the world.

FISCAL STRENGTH

America's commitment to support our service members and their families was clearly evident in 2009. In a year when charitable donations to many nonprofits decreased, support for the USO showed an increase of 29 percent over 2008. Total revenue and support for the USO was \$253 million. The USO spends 88 percent of its resources on program-related activities for troops and families. In 2009, we increased cash expenditures for program-related activities by 34 percent over 2008. That reflects an increase of 74 percent since 2007. The USO meets and exceeds the stringent standards established by the Better Business Bureau and Charity Navigator.

REPRESENTATIVE JOHN MURTHA

The USO lost a great friend in John Murtha. Congressman Murtha spent his career looking out for the needs of U.S. troops and their families, even when those issues were not on the public's mind as much as in the past few years. He was a great advocate, and we will miss him.

“Support for the USO continues to grow. Through the generosity of the American people and our corporate partners, with the selfless service of our volunteers and the dedication of our employees, in 2009 we made an impact on the lives of our troops and their families that assures them in no uncertain terms that they have our unending thanks and support.”

EDWARD T. REILLY, CHAIRMAN OF THE USO BOARD OF GOVERNORS

UNITED SERVICE ORGANIZATIONS, INC.

These financial statements reflect the accounts of the USO and its international and domestic centers. U.S. chartered operations are financially autonomous and, therefore, are not included in these financial statements. The complete report on the examination of our financial statements by our auditors, Grant Thornton, LLP, as of and for the years ended December 31, 2009 and December 31, 2008, will be made available on request.

STATEMENT OF FINANCIAL POSITION, DECEMBER 31, 2009 AND 2008	2009	2008
Assets		
Cash and cash equivalents	\$12,223,259	\$17,974,344
Contributions receivable, net	5,022,507	3,518,644
Grants receivable	5,493,207	5,949,605
Other receivables	472,293	716,827
Prepaid expenses and other assets	1,421,188	810,907
Inventory	2,517,113	450,316
Investments	57,524,642	48,233,158
Fixed assets-net	7,243,070	4,644,961
TOTAL ASSETS	\$91,917,279	\$82,298,762

LIABILITIES AND NET ASSETS	2009	2008
Liabilities		
Accounts payable and accrued expenses	\$8,528,460	\$8,555,162
Deferred rent	588,843	660,014
Total Liabilities	9,117,303	9,215,176
Net Assets		
Unrestricted		
Operating	21,313,717	22,196,896
Board-designated		
Spirit of Hope	26,064,567	21,622,448
Total unrestricted	47,378,284	43,819,344
Temporarily restricted		
Desert Storm Education Fund	635,880	594,066
Spirit of Hope	5,235,710	—
Time Restriction	85,000	298,356
Ongoing Program Activities	3,186,188	1,571,330
Capital Projects	572,818	1,147,358
USO Councils and Others	108,173	55,209
Total temporarily restricted	9,823,769	3,666,319
Permanently restricted		
Camp Casey	25,000	25,000
Spirit of Hope	25,572,923	25,572,923
Total permanently restricted	25,597,923	25,597,923
Total Net Assets	82,799,976	73,083,586
TOTAL LIABILITIES AND NET ASSETS	\$91,917,279	\$82,298,762

UNITED SERVICE ORGANIZATIONS, INC.

Statement of Activities and Changes in Net Assets, Year Ended December 31, 2009 and 2008

	2009				2008
REVENUE AND SUPPORT	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL	TOTAL
Programs					
USO center revenue	\$8,046,772	\$ —	\$ —	\$8,046,772	\$8,289,783
Contributed materials, facilities and services	142,256,897	6,199,717	—	148,456,614	132,951,588
Grants and sponsorships	15,771,793	419,160	—	16,190,953	6,451,466
Public support					
Corporate, foundation and individual giving	7,513,039	5,582,425	—	13,095,464	9,259,700
Direct response	53,499,646	1,941,351	—	55,440,997	48,892,489
United Way, CFC and other federated	1,988,080	—	—	1,988,080	1,644,168
Investment income (loss)	4,513,340	5,390,923	—	9,904,263	(11,663,158)
Rental and other income	187,980	—	—	187,980	416,568
Total Revenue and Support	233,777,547	19,533,576	—	253,311,123	196,242,604
Net Assets Released from Restrictions	13,376,126	(13,376,126)	—	—	—
TOTAL REVENUE AND OTHER SUPPORT	\$247,153,673	\$6,157,450	\$ —	\$253,311,123	\$196,242,604

	2009				2008
OPERATING EXPENSES	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL	TOTAL
Program services					
USO operations	\$46,480,212	\$ —	\$ —	\$46,480,212	\$34,956,744
Contributed materials, facilities and services	146,443,359	—	—	146,443,359	134,628,953
Entertainment	7,221,197	—	—	7,221,197	6,671,699
Communications and public awareness outreach	15,156,647	—	—	15,156,647	10,666,149
Total Program Expenses	215,301,415	—	—	215,301,415	186,923,545
Supporting Services					
Fundraising	16,780,672	—	—	16,780,672	14,740,641
Management and general	11,512,646	—	—	11,512,646	8,977,110
Total Supporting Services	28,293,318	—	—	28,293,318	23,717,751
Total Operating Expenses	243,594,733	—	—	243,594,733	210,641,296
Changes in Net Assets	3,558,940	6,157,450	—	9,716,390	(14,398,692)
Net Assets, beginning of year	43,819,344	3,666,319	25,597,923	73,083,586	87,482,278
NET ASSETS, END OF YEAR	\$47,378,284	\$9,823,769	\$25,597,923	\$82,799,976	\$73,083,586

USO 2009 Congressional Caucus

LEADERSHIP

Honorary Chair

Senator Jack Reed (D-RI)

Co-Chairs

Senator John McCain (R-AZ)

Senator Kay Hagan (D-NC)

Representative Silvestre Reyes (D-TX)

Representative Jeff Miller (R-FL)

Representative Chet Edwards (D-TX)

Representative Howard P. “Buck” McKeon (R-CA)

Senator James M. Inhofe (R-OK)

Senator Daniel K. Inouye (D-HI)

Senator Mary L. Landrieu (D-LA)

Senator Frank R. Lautenberg (D-NJ)

Senator Joseph Lieberman (I-CT)

Senator John McCain (R-AZ)

Senator Barbara A. Mikulski (D-MD)

Senator Ben Nelson (D-NE)

Senator Bill Nelson (D-FL)

Senator Jack Reed (D-RI)

Senator David Vitter (R-LA)

Senator George Voinovich (R-OH)

Senator Roger Wicker (R-MS)

Senator Sherrod Brown (D-OH)

Senator Sam Brownback (R-KS)

Senator Richard Burr (R-NC)

Senator Thad Cochran (R-MS)

Senator John Cornyn (R-TX)

Senator Michael Crapo (R-ID)

Senator Byron Dorgan (D-ND)

Senator Michael Enzi (R-WY)

Senator Dianne Feinstein (D-CA)

Senator Al Franken (D-MN)

Senator Kay Hagan (D-NC)

Senator Tom Harkin (D-IA)

Senator Kay Bailey Hutchison (R-TX)

Representative Madeleine Z. Bordallo (D-GU)

Representative Leonard L. Boswell (D-IA)

Representative Kevin Brady (R-TX)

Representative Robert A. Brady (D-PA)

Representative Corrine Brown (D-FL)

Representative Henry E. Brown, Jr. (R-SC)

Representative Ginny Brown-Waite (R-FL)

Representative Michael C. Burgess (R-TX)

Representative Steve Buyer (R-IN)

Representative Lois Capps (D-CA)

Representative Dennis A. Cardoza (D-CA)

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Three foundations made an anonymous donation.

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One company made an anonymous donation.

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Thirteen contributors made anonymous donations.

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Mobile Canteen
Mobile USO

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Robins AFB
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Honolulu Int'l Airport

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*It is not a field of a few acres of ground, but a cause,
that we are defending, and whether we defeat the enemy
in one battle, or by degrees, the consequences will be the same.*

THOMAS PAINE





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