



INDEX

TABLE OF CONTENTS

- I. [Introduction](#)
- II. [USO Operations](#)
 - A. [USO by the Numbers](#)
 - B. [USO Locations](#)
 - C. [USO Mobile App](#)
 - D. [USO Volunteers](#)
- III. [USO Programs](#)
 - A. [USO Unites](#)
 - i. [Bob Hope Legacy Reading Program](#)
 - ii. [EmPaCt](#)
 - iii. [Military Spouse Networking](#)
 - iv. [Operation Phone Home®](#)
 - v. [Operation That's My Dress](#)
 - vi. [Special Delivery with What to Expect, Presented by Target](#)
 - vii. [Stronger Families - Oxygen](#)
 - B. [USO Entertains](#)
 - i. [Celebrity Tours](#)
 - ii. [Sesame Street/USO Experience for Military Families](#)
 - iii. [USO Show Troupe](#)
 - C. [USO Delivers](#)
 - i. [Care Packages](#)
 - ii. [Holiday Care Packages](#)
 - iii. [Mobile USO](#)
 - iv. [USO2GO](#)
 - D. [USO Transitions](#)
 - i. [Military Entrance Processing Station \(MEPS\) Support](#)
 - ii. [USO PathfinderSM](#)
 - iii. [Support for Families of the Fallen](#)
 - iv. [Warrior and Family Center Programs and Services](#)
- IV. [Providing Resources for USO Programs and Services](#)
 - A. [Campaign to Connect](#)
 - B. [USO 1941 Legacy Society](#)
 - C. [USO Leadership Council](#)
 - D. [USO Wishbook](#)

I. INTRODUCTION

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*SM.

For more than 76 years, the USO, a private, nonprofit organization, has served the men and women of the U.S. military and their families throughout their service – 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.

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.

In 2017, the USO launched the four-year, \$500 Million [Fueling the Future Campaign](#), a bold initiative that will give our service members the critical connections they need to stay strong and resilient. By 2020, the USO will expand access to USO centers and programs around the world, increase annual service connections and boost 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.

II. USO OPERATIONS

A. USO BY THE NUMBERS

- More than 200 Physical USO Locations
- USO Locations in 14 Countries
 - United States, Afghanistan, Australia, Djibouti, Germany, Italy, Iraq, Japan, Jordan, Korea, Kuwait, Spain, Turkey, United Arab Emirates
- USO Locations in 31 States/Territories
 - AK, AZ, CA, CO, DE, FL, GA, Guam, HI, IL, IN, KS, KY, MA, MD, MO, MS, NC, NJ, NV, NY, OH, OK, OR, PA, SC, TN, TX, VA, WA, WI
- Continents
 - 7 – All including Antarctica (as of November 2017)
 - Supported through facilities and outreach programs
- Volunteers
 - 30,000 Annual Volunteers
 - 1.6M Annual Volunteer Hours

- 11M Total Service Connections in 2016, Worldwide
 - 7.1M Center Visits
 - 3.1M Center Program Participants
 - 330,000 Entertainment Event Attendees
 - 320,000 Expeditionary and Family Program Participants
 - 28,000 Transition Program Participants
- Southwest Asia Satellite Data in 2016
 - 5,703,000 Minutes Talked
 - 607,000 Calls Placed
 - 686,000 Wi-Fi Sessions

B. USO LOCATIONS

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

USO global operations are organized into four geographic regions – Pacific, Europe, Southwest Asia and Stateside, with leadership teams managing operations and providing strategic support for the military in their respective geographic areas.

In 2017, the USO celebrated the opening of several new locations including Yokota Air Base, Japan; Marine Corps Air Station Iwakuni, Japan; Erbil, Iraq; Creech Air Force Base, Nevada; Naval Station Rota, Spain; Corry Station, Florida; Andersen Air Force Base, Guam; Schofield Barracks, Hawaii; U.S. Coast Guard Training Center Yorktown, Virginia; Oklahoma City MEPS; Anchorage MEPS, Alaska; Boston MEPS; San Jose MEPS, California; and San Diego MEPS. In addition, the USO opened Pathfinder sites on Fort Bragg, North Carolina, and Fort Belvoir, Virginia, and added three Mobile USO vehicles to its fleet: two Sprinter vans based in Texas and Alaska and a new Mobile USO center for the central U.S.

USO Pacific

U.S. military personnel in the Pacific play a critical role in keeping the peace and supporting American interests in this vital and rapidly changing part of the world. Through USO locations in Japan, Okinawa, South Korea, Guam and Hawaii, and through expeditionary programming sent wherever they deploy in the region, the USO strengthens our service members and their families so they can focus on their mission.

Pacific by the Numbers

28 Locations

775,000 Total Service Connections in 2016

USO Europe

U.S. forces serving in Europe play a critical role in deterring traditional military threats to our country and provide 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.

Europe by the Numbers

20 Locations

834,000 Total Service Connections in 2016

USO 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 commitment of the USO – and the trust the military has in us – than our presence alongside these warfighters.

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

Southwest Asia by the Numbers

13 Locations

1.5M Total Service Connections in 2016

USO 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 200 global locations are here in the United States at their induction sites, at their training bases or in the airports they pass through. No other military organization has the trust and the reach of the USO.

Stateside-based operations 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.

Stateside by the Numbers

165 Locations

- 72 US-Direct Report
- 93 US-Chartered Centers

3.9M Total Service Connections in 2016

- 1.5M US-Direct Report
- 2.4M US-Chartered Centers

Types of Locations

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

Installation and Community Locations – A majority of all USO locations fall into what is considered traditional and date back to the birth of the organization in 1941. In fact, one such traditional location in Jacksonville, North Carolina, has been in continuous operation for the entire 76-year history of the USO. Traditional centers offer core amenities, including connectivity (internet, phones, Wi-Fi), snacks and drinks and a home-like environment (comfortable seating, TVs, movies, video games). Traditional centers have small staffs and are largely supported and operated by a team of volunteers. Traditional centers host frequent programs or events and often have a regular schedule of activities.

Airport Locations – USO airport locations can be found across the country in major metropolitan areas, small communities and near major military installations, supporting service members and their families as they travel. Airport locations, both inside and outside of security, offer core amenities including connectivity (internet, phones, Wi-Fi), snacks and 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 Department of Defense joint-service operations staffed with military and civilian professionals who support enlistment at various locations across the U.S. In 2016, the USO expanded its presence to several more MEPS, providing additional support for service members on what may be the very first day of their military career. By increasing the USO's presence at MEPS, we can introduce new recruits and their families to the wide range of USO support 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 and the USO can provide relaxation space and entertainment to help them pass the time.

Mobile Locations – Dubbed "Traditional Centers on Wheels," the fleet of vehicles can take 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 locations also deploy to support our service members in the event of a local or national emergency.

Expeditionary Support Locations – In remote and isolated areas of the world where we find service members deployed, 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 traditional amenities including connectivity, snacks and a comfortable place to relax.

USO PathfinderSM Sites –Pathfinder sites 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.

C. USO MOBILE APP

The USO Mobile App gives service members and military families the ability to find USO locations, discover USO programs and quickly check-in when they arrive at USO locations around the world. The free application, which is available for Apple and Android devices, allows users to explore a

variety of programs and services designed to support service members and their families at more than 200 USO locations worldwide. Finding a USO location has never been easier and checking in has never been faster than it is with the USO Mobile App. Download it in Apple's App Store or get it on Google Play.

D. **USO VOLUNTEERS**

Volunteers are the heart of the USO. They deliver goodness to our service members and their families in our centers and the community at locations around the world. The USO is honored to have 30,000 volunteers across the globe who gave 1.6 million hours last year to support service members and military families. In September, the USO announced its 2017 USO Volunteers of the Year. Army Sergeant Avery Mack of USO Fort Hood in Texas was the USO Volunteer of the Year, Stateside, and Marine Sergeant Phat Huynh of USO Incirlik in Turkey was the USO Volunteer of the Year, Overseas.

III. **USO PROGRAMS**

A. **USO UNITES**

We help nurture and maintain a strong bond between service members, their families and the community. Through programs focused on connection, strengthening, wellness and resiliency, we express America's gratitude and commitment to service members and their families.

- i. **BOB HOPE LEGACY READING PROGRAM:** In 2017, the Bob Hope Legacy made a significant contribution to the USO to create the Bob Hope Legacy Reading Program. In the spirit of Bob Hope and his dedication for bringing military families together, the program is largely driven by virtual, on-demand story time offerings that will help the USO extend its reach and connect an estimated 23,000 military families around the world through reading in 2017. The Bob Hope Legacy Reading Program focuses on:
 - **United Through Reading®** - As part of the Bob Hope Legacy Reading program and the USO's partnership with United Through Reading, military families can stay connected through on-demand storytime. Service members can walk into participating USO locations, record themselves reading their child's favorite story and have that recording shipped home from halfway around the world.
 - **Read2Connect** - Recognizing the challenges military children often face when dealing with separation, Read2Connect 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 special loved one, helping bring families together no matter the miles that may separate them.
 - **Local USO Reading Programs** - 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.
- ii. **EmPaCt:** The USO created a youth program that embeds kid-friendly skills development within family-connection activities. Designed to engage the entire family, EmPaCt flips family dynamics and empowers military youth to lead the outcome of their family's experience. Families engage in a problem-solving process that requires that they create playful solutions for a shared family challenge. Activities encourage families to put process

into practice and develop proven resiliency habits, such as positive problem-solving. The program was developed by the USO in 2016 in response to a need identified by service members and spouses. After conversations with leading youth experts, educators and military families, the USO answered the call for action with a pilot program in late 2016. Offered in just three locations, the program achieved overwhelming success, and was scaled to more than 15 events in 2017.

- iii. **MILITARY SPOUSE NETWORKING PROGRAM:** The USO Military Spouse Networking program debuted in May of 2016 in Norfolk, Virginia, and was created to connect military spouses to each other, other professionals, potential employers and their communities. The average military spouse moves 8-12 times in the span of a 20-year career, which often results in starting over in each new community and dealing with the struggle of meeting new people. The USO Military Spouse Networking program allows military spouses to come as they are, enjoy a light breakfast, and meet at least 15-30 new contacts by the end of the four-hour event. The USO provides a brief presentation about the USO and what types of programs the organization offers at the national and local levels. Spouses are then taught how to create their own custom elevator pitch and how to build and sustain their personal and professional networks. To date, the USO has hosted 24 events and has served 352 spouses with more than 6,400 connections made. Also, 73 employers, organizations and community leaders have attended.
- iv. **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 combat zones, service members use the USO's private satellite network to make free phone calls home, access computers with free, high-speed internet and free wireless internet for use with their own devices. More and more expectant parents take advantage of free internet access to witness the birth of their children. In 2016 at USO locations in Southwest Asia alone, 607,000 calls were placed by deployed service members – that is more than 5.7 million minutes of free talk time for service members to reconnect with their families. The USO also provided a total of 686,000 Wi-Fi sessions. In 2016, the USO deployed its first-ever mobile satellite kits with technology designed to enable service members to access a dedicated Wi-Fi connection at remote and isolated bases in combat and combat support areas where no USO locations exist. For the forward-deployed service members who served in remote areas without access to our centers last year, the USO provided 78,000 free international prepaid calling cards. To date, the USO has provided more than 3.4 million free prepaid international calling cards, allowing service members to connect with their loved ones back home. In other places around the world, many USO locations also offer free internet and free phone calls.
- v. **OPERATION THAT'S MY DRESS:** Military teens, female service members and spouses experience unique challenges related to military life with frequent moves, deployments and adapting to new homes and communities. The Operation That's My Dress experience is just one of the many ways the USO connects to service members and their families. The USO provides thousands of new gowns and dresses to teenage girls, female service members and spouses from international fashion designer Sherri Hill – among other notable designers in the fashion world – just in time for the homecoming and prom seasons, military balls and the holidays. Operation That's My Dress begins with a fashion show featuring professional models showcasing evening and formal wear by world-class designers and entertainment by the USO Show Troupe. The event also typically features a beauty bar with jewelry and

fashion accessories for participants to get a completely accessorized look from head to toe. A dress expo, filled with hundreds of dress options, opens after the fashion show and models pair up with attendees to help them find the dress of their dreams. During the Dress Expo, stylists are on hand to provide hair and make-up demonstrations and consultations to give participants additional resources to help them feel confident and beautiful. In 2017, three USO Operation That's My Dress events in the U.S. took place in Austin, Texas, Fort Campbell, Kentucky, and Virginia Beach, Virginia.

- vi. **SPECIAL DELIVERY WITH WHAT TO EXPECT, PRESENTED BY TARGET:** The USO and What to Expect are partnering for a fifth year to host baby showers for military moms-to-be around the globe. Heidi Murkoff, the best-selling author of the "What to Expect" book series and founder of the What to Expect Foundation, hosts each event in conjunction with a local USO center. Combining traditional baby shower games with a Q&A session with Heidi, the showers provide a touch of home for moms-to-be who are often away from their families, friends and support networks during their pregnancies. Target joins the Special Delivery team this year, contributing gift cards to every attendee gift bag, which includes items for parents and babies. Also, each attendee will receive a book from the "What to Expect" series and the opportunity for a book signing and personalized advice from Heidi Murkoff, compliments of What to Expect. Nearly 8,000 military spouses and expectant active-duty mothers have been served through this program since it was launched in 2013. In 2016, the Special Delivery program hosted 34 events across three continents – 24 showers, seven reunions and three showers for expecting fathers.
- vii. **STRONGER FAMILIES – OXYGEN:** The USO works with Stronger Families to bring OXYGEN For Your Relationship Seminars to military couples to help them strengthen their relationships while working on tough issues in a fun, nonthreatening environment. Couples learn to improve their communication, better understand each other's needs, resolve conflict, rekindle romance and find renewed hope. The program is offered through three learning platforms: OXYGEN Seminars – a 1-2 day, 8-hour seminar that is customized to the attendee's relationship needs as determined through a pre-assessment questionnaire; Taste of OXYGEN Events – a 60-90 minute presentation on relationship-strengthening topics selected by the installation hosting the event; and StrongerFamilies.com, an online platform that is free to all military couples. StrongerFamilies.com offers a customized growth plan for couples that includes access to expert podcasts covering topics such as communication, conflict resolution, intimacy, finances and issues related to pre-deployment, deployment and reintegration. In 2017, more than 13,000 service members and family members will utilize relationship strengthening resources through the USO's offering of StrongerFamilies.com.

B. USO ENTERTAINS

We bring entertainment, recreation, and celebrations to the doorsteps of service members and their families through a diverse range of activities. By providing programs that focus on America's culture and pastimes, we bring a grateful nation closer to them in times of both separation and celebration.

- i. **CELEBRITY TOURS:** The USO is probably best known for entertainment tours that bring celebrities and performers who donate their time and talents to visit our service members and families wherever they serve. In 2016, the USO deployed 68 celebrity entertainers on 31 tours to 22 countries and 27 states and entertained 117,543 service members and military families. Eight of these tours were to a combat zone. In 2017, the USO expects to do the

same. The Sesame Street/USO Experience for Military Families tour kicked off in September and featured shows centered around the transition from military to civilian life, as well as moving to a new base. The 2017 tour is expected to perform 37 shows at 19 bases in five countries in Europe.

- ii. **SESAME STREET/USO EXPERIENCE:** The Sesame Street/USO Experience for Military Families, the longest-running entertainment tour in USO history, made its debut in July 2008. To date, the tour has taken its message to 589,508 service members and military families and performed 1,186 shows on 150 military installations in 33 states and 11 countries. Additionally, the tour has logged 218,057 miles and distributed more than 2.8 million giveaways. The 2017 tour kicked off in September and is expected to perform 37 shows at 19 bases in five countries in Europe, reaching more than 10,000 family members. Through our partnership with Sesame Workshop, the USO also supports military families by providing tools to help them adapt to many of life's challenges. The USO offers an array of Sesame Workshop resource kits for children, distributing to USO centers and other military service agencies worldwide.
- iii. **USO SHOW TROUPE:** The USO Show Troupe entertains approximately 200,000 service members and their families annually as well as nationally televised audiences. 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.

C. USO DELIVERS

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. America is by their side, wherever their assignments take them.

- i. **CARE PACKAGES:** The USO Care Package Program is designed to provide service members with two different types of care packages – a Snack Pack and Toiletry Pack. Both packs are desert tan in color and are constructed with a durable nylon material that has a Modular Lightweight Load-carrying Equipment, or 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, drink mixes and a collapsible water bottle. The Toiletry Pack comes equipped with a wide range of travel-sized hygiene products.
- ii. **HOLIDAY CARE PACKAGES:** USO Holiday Care Packages include decorations, snacks, DVDs and games to help service members serving in remote corners of the world celebrate American holidays. In 2016, the USO shipped 450 seasonal holiday care packages to help keep our deployed service members connected to home. This year, these themed boxes will continue to be delivered as our service members celebrate the holidays far from home. Expeditionary service members can also look forward to Winter, Spring, Summer and Fall boxes that feature seasonal items to help them celebrate the holidays.

- iii. **MOBILE USO:** Acting as USO centers on wheels, Mobile USO vehicles offer service members the same kind of impactful support the USO provides in an airport or installation locations. These state-of-the-art mobile centers travel to large events and military exercises to provide places for service members to relax during downtime and provide USO service to areas without a brick-and-mortar location. Mobile centers also support our centers and the community when the military is called to respond in times of crisis. In 2016 and 2017, the USO expanded the mobile fleet operation to include two new, 38-foot-long vehicles, as well as two new Sprinter vans designed to provide support to smaller exercises and events. The large vehicles 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 in Texas and Alaska, providing support to communities with large military populations and geographic limitations.
- iv. **USO2GO:** Designed to send much-needed electronic gaming, sports and musical equipment and personal-care items to service members in remote locations, USO2GO was launched in 2008 to ensure they have some of the small comforts of home. USO2GO boxes have been delivered to more than 1,000 remote places in Afghanistan, Iraq, Philippines, Egypt, Djibouti, Jordan, Australia, Kuwait and North Africa. To date, the USO has shipped more than 1,750 kits and USO2GO continues to be the program most requested directly from the field that helps our deployed service members relax and recharge.

D. USO TRANSITIONS

We provide resources for service members, veterans, and military families throughout various transition points of their military service. From the moment their service begins through the time their service is complete—through voluntary separation, the wounds of service, or the ultimate sacrifice—those who serve, and their families, are supported with dignity and respect.

- i. **MILITARY ENTRANCE PROCESSING STATION (MEPS) SUPPORT:** Military Entrance Processing Stations (MEPS) are Department of Defense joint-service organizations staffed with military and civilian professionals who support enlistment at various locations across the U.S. In 2017, the USO expanded its presence to several more MEPS, providing additional support for service members on what may be the very first day of their military career. By increasing the USO's presence at MEPS, we are able to introduce new recruits and their families to the wide range of USO support 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 and the USO can provide relaxation space and entertainment to help them pass the time.
- ii. **USO PATHFINDERSM:** The USO PathfinderSM program was born from the USO's core belief that when the estimated 200,000-plus service members transition from military service each year, they and their families should have seamless access to relevant opportunities to successfully transition into thriving veterans. The Pathfinder program's goal is to become the nation's leading private transition resource for service members and their families, offering the highest quality of service and meeting the broadest spectrum of needs.

Programmatic Overview: The Pathfinder program extends the USO's mission of connection by assisting service members and their families in achieving their personal and professional goals as they transition from military service and return home to their new communities. The program leverages the USO's global network of networks by connecting individuals to

the best-in-class services and resources in their new hometown, regardless of where it may be.

The Pathfinder mission is executed by Pathfinder Scouts, who offer one-on-one support to active duty, Reserve, National Guard, military spouses and military dependents from 12 months before their transition and ensure a continuity of care by extending support up to 12 months beyond the service member's date of separation. The Pathfinder Scout's focus is to better inform, prepare and connect service members with connections to the local ecosystem of programs and resources available in their new communities.

- **Focus Areas:** Pathfinder Scouts provide direct connections to services and resources in the following focus areas: employment, education, financial readiness, veterans benefits, housing, legal, family strength and wellness and volunteerism.
- **Action Plan:** Through the creation of a personalized Action Plan, Scouts assist individuals in creating a plan for the future that supports their timelines and their personal and professional goals. The individual is connected to best-in-class resources – national, local, in-person, and virtual – that are the best fit for their specific interests and objectives.
- **Continuously Tailored** – Pathfinder Scouts maintain communication with individuals throughout their transition journey to confirm the quality of service that resources provide and to assist in updating the individual's Action Plan if there is a shift in their goals or objectives.
- **On-Demand Access** – Individuals can access and update their Action Plan anywhere in the world through the USO's Action Plan App. Individuals can update their Action Plan tasks, add new tasks and communicate directly with their Scout.

Augmenting Government Transition Assistance Programs: Pathfinder Scouts compliment what the military's Transition Assistance Programs (TAP) provide to service members and military families by establishing a bridge to public and private resources in local communities across the country. Pathfinder Scouts are committed to leveraging external private resources while also ensuring that service members understand the value of their installation TAP(s) by referring to them when they are not being fully utilized.

Programs and Partnerships: The Pathfinder programs team, operating out of the USO Transition Center for Innovation in Lakewood, Washington, ensures all potential transition-related programmatic offerings align with the USO's mission and have a strong framework that can be scaled and implemented at each Pathfinder Site, as well as at USO centers around the world. Programs are vetted to ensure effectiveness for the individuals served, have clear and measurable outcomes and can demonstrate a return on investment. All programs approved and implemented by the Center for Innovation fall into one or a combination of the following components, providing a robust menu of options for transitioning military families across all focus areas:

1. One-on-one resource and program connections
2. Domain-specific workshops
3. Hiring events/networking opportunities
4. Connections to career skills training programs
5. Virtual employment assistance

6. Digital media libraries
7. Peer-support groups and events

The Pathfinder program works with strategic and supporting partners across focus areas to develop relevant and valuable programming. With the support of the USO's corporate partners, the Pathfinder program currently offers Employment Readiness Workshops, Financial Wellness Workshops, VA Home Loan Buying Workshops and College Pathways Workshops.

In addition, the Pathfinder program hosts summits, workshops and networking events for transitioning service members and military spouses in partnership with Hiring Our Heroes (HOH), a program of the U.S. Chamber of Commerce Foundation. HOH is a nationwide initiative to help veterans, transitioning service members and military spouses find meaningful employment opportunities.

Pathfinder Sites: The USO currently has 13 Pathfinder Sites across the United States:

- Fort Belvoir, Va.
- Fort Bliss, Texas
- Fort Bragg, N.C.
- Fort Campbell, Ky.
- Fort Carson, Colo.
- Fort Drum, N.Y.
- Fort Hood, Texas
- Fort Riley, Kan.
- Fort Sill, Okla.
- Lakewood/Joint Base Lewis-McChord, Wash. (Transition Center for Innovation/Pathfinder Program HQ)
- Nellis Air Force Base, Nev.
- Norfolk, Va.
- San Antonio, Texas

Additional sites are also scheduled to open in 2018, including Fort Stewart, Ga.; Fort Wainwright, Alaska; Jacksonville, Fla.; and Camp Pendleton, Calif. The Pathfinder program's goal is to open 25 sites by the end of 2020.

- iii. **SUPPORT FOR FAMILIES OF THE FALLEN:** The USO has supported every dignified transfer at Delaware's Dover Air Force Base since March 1991. USO centers are located 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 centers across the country. The USO is there to support and comfort families who have just received tragic news 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 like the Tragedy Assistance Program for Survivors (TAPS) and Fisher House, as well as the support received at various USO centers across the United States. 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. Each kit is carefully tailored to the specific family's circumstance of loss, relationship to the deceased, cause of death and other family needs that are shared with us. No matter what the hour or the need, the USO is there for the families of the fallen.

- iv. **WARRIOR AND FAMILY CENTER PROGRAMS AND SERVICES:** The USO has three locations that primarily serve wounded, ill and injured service members, their families and caregivers, the first of which opened in 2008 in Germany. The USO Warrior Center at Landstuhl Regional Medical Center (LRMC) in Germany provides a home away from home for wounded service members, many who visit multiple times daily between medical appointments. A wide spectrum of programs and activities are always available, but the most popular features among service members are the home-cooked meals and family-style cookouts.

The two additional locations operate in the Washington, D.C., metro area – the USO Warrior and Family Center located 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, homelike setting. The centers, created for our nation's healing heroes and their families, feature classrooms, sports lounges, communal kitchen and eating areas, business centers, healing gardens and more.

Hospital Outreach and Support: Beyond our facilities near key military hospitals, additional support is provided through regional and traditional location operations. Outreach in Afghanistan and other areas of Southwest Asia range from uplifting community events to outfitting breakrooms for the military medical community. Further support is also provided in other key military hospitals in the U.S. to include San Antonio's monthly outreach dinners to build bonds with families and recovering service members.

IV. PROVIDING RESOURCES FOR USO PROGRAMS AND SERVICES

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 helps make a difference in their lives. Individuals, corporations or organizations can find creative ways to give at USOWishbook.org, choosing from the virtual gift catalog. Americans can also visit USO.org/force to learn how they can join the Force Behind the Forces by making an online donation, sending a message of support to our service men and women or by finding a local USO to learn more.

A. CAMPAIGN TO CONNECT: The USO's Campaign to Connect is just one of the many ways Americans can join the Force Behind the Forces. The USO encourages its supporters, corporate partners and everyday Americans to connect with the service men and women who protect our freedom by sending a message of support at USO.org/force. The USO's yearlong effort to collect 2 million messages of support for our nation's service members only requires a few moments and a few heartfelt words from proud Americans. The USO delivers messages to service members stationed around the world through its network of more than 200 locations.

B. USO 1941 LEGACY SOCIETY: The [USO 1941 Legacy Society](http://USO.org/1941) recognizes friends of the USO who make a gift through a will, trust or other [estate plan](http://USO.org/1941) to continue the USO's long tradition of connecting service members back to family, home and country. The generosity, dedication and

patriotism of our 1941 Legacy Society members allows the USO to continue its mission. We deliver critical programs and services that promote a healthy, resilient, confident and prepared military as our dedicated service members continue to deploy far from their families and communities.

C. USO LEADERSHIP COUNCIL: The [USO Leadership Council](#) is a giving society comprised of generous individuals and family foundations who make commitments to the USO of \$10,000 or more. Each member's generosity significantly expands the USO's ability to strengthen and empower the military for decades to come. Members receive special recognition and opportunities to see the impact of their support.

D. USO WISHBOOK: Found at [USOWishbook.org](#), this online alternative giving catalog offers donors a way to support the USO by purchasing symbolic gifts for friends and loved ones that help America's service members and their families. Since the launch of USO Wishbook in 2011, more than \$4 million has been raised to support our nation's military community, which translates almost more than 100,000 gifts purchased. The most popular gifts are Phone Calls Home, Comfort Food Package, and Long Distance Bedtime Stories. Throughout the year, individual gifts and packages are added in honor of special gift giving occasions. USO Wishbook leverages print and corporate partnership integrations to grow this online giving opportunity and continue to give Americans a way to support our service members and their families in a fun, creative and simple way.

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

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

USO.org/force facebook.com/theUSO Twitter.com/The_USO
flickr.com/photos/theuso youtube.com/TheUSO instagram.com/theuso