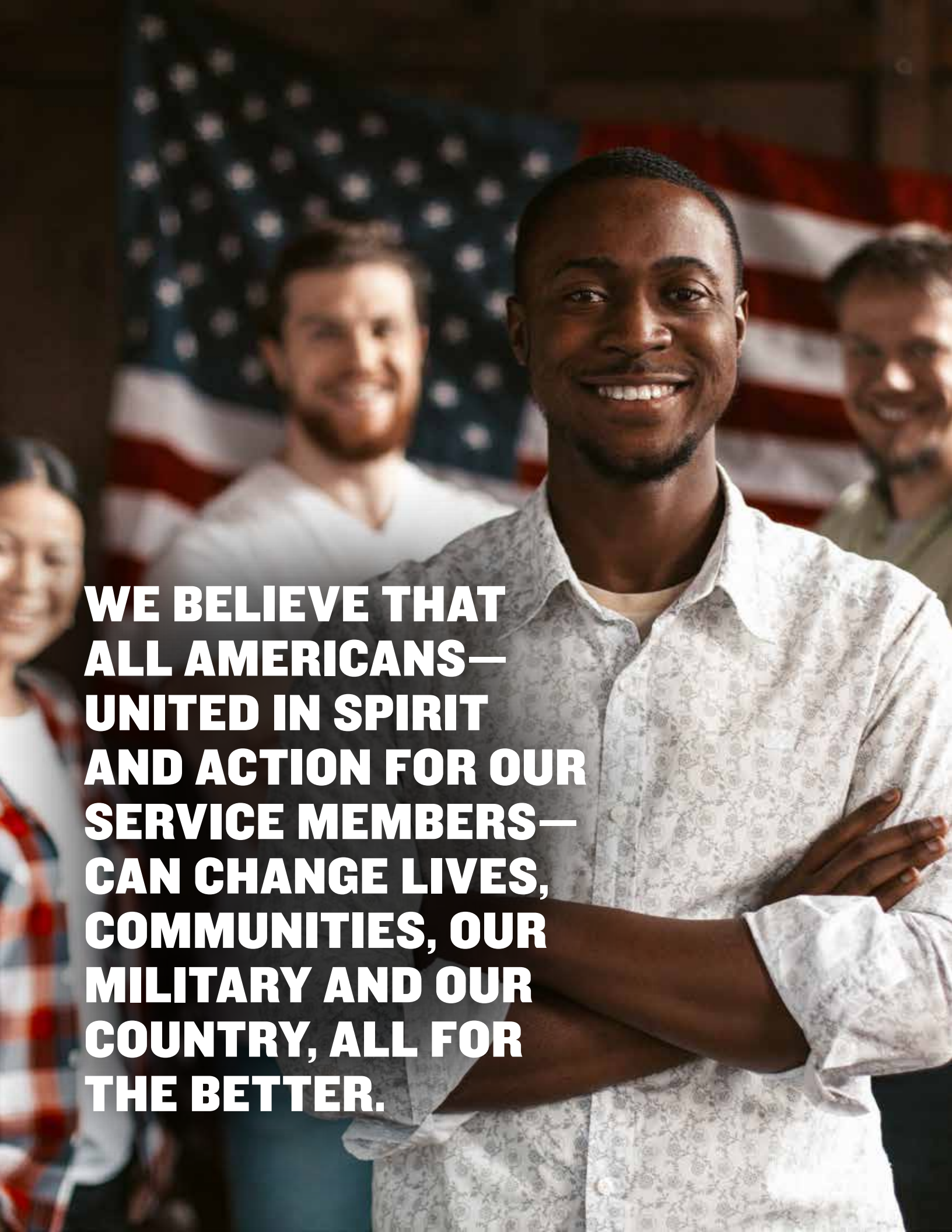




2021

GLOBAL IMPACT





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.

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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®.**

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 platinum-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](https://www.uso.org)
-  [@the_USO](https://twitter.com/the_USO)
-  [@theUSO](https://www.facebook.com/theUSO)
-  [theUSO](https://www.youtube.com/theUSO)
-  [@theUSO](https://www.instagram.com/theUSO)

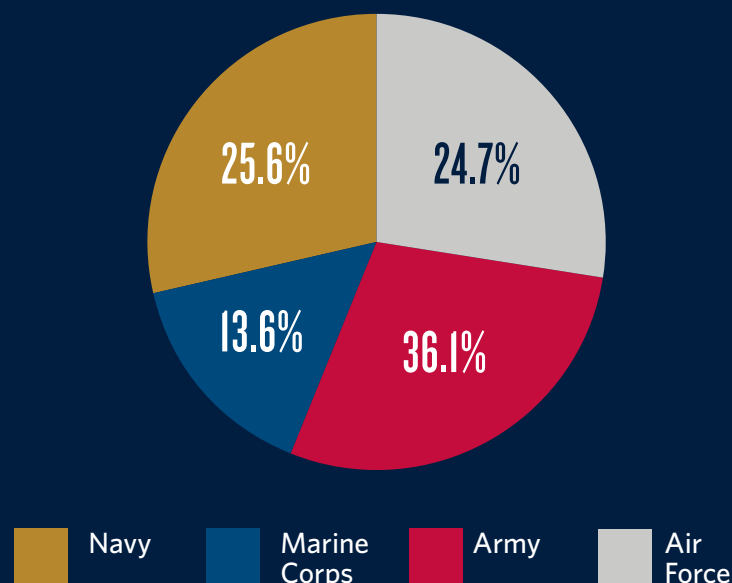


WHO WE SERVE

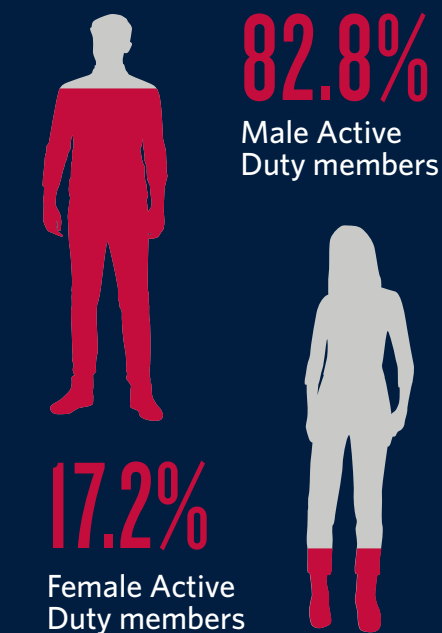
ACTIVE DUTY MEMBERS

More than **1.3 million** Active Duty members serve in the Army, Navy, Marine Corps, and Air Force.

SERVICE BRANCH



GENDER



ENLISTED AND OFFICER



27 Average age of Enlisted

34 Average age of Officers

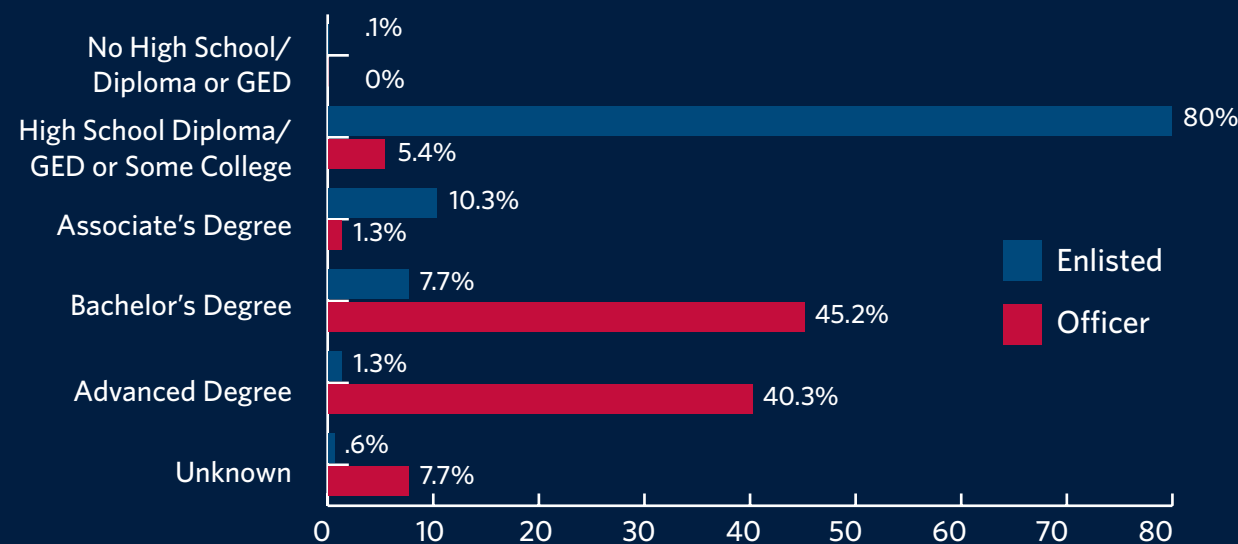
RACE/ETHNICITY

31.1% of Active Duty members are in Racial Minority groups*

17.2% of Active Duty members are Hispanic or Latino

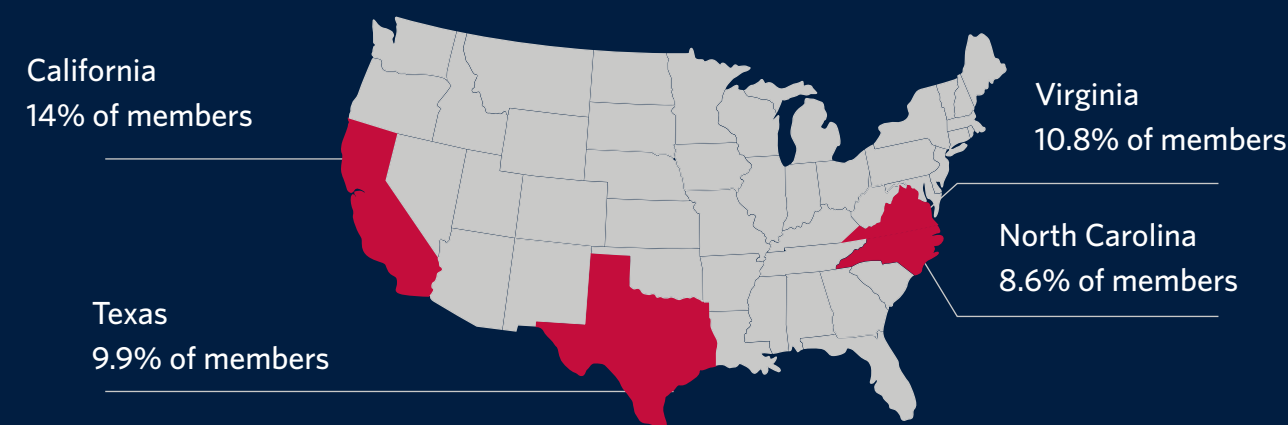
*Racial minority includes Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Multi-racial, and Other/Unknown

EDUCATION



GEOGRAPHIC LOCATION

87.9% of Active Duty members are located in the United States and U.S. Territories. The map depicts the four U.S. states with the largest percentage of Active Duty members.

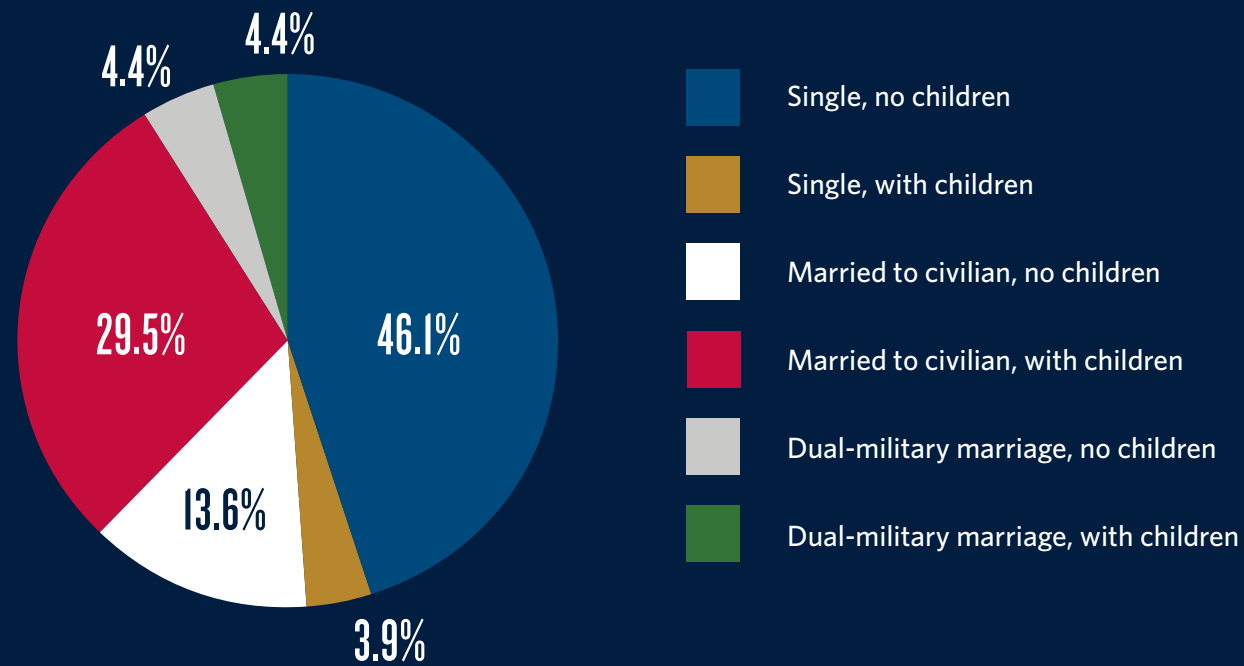


Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

ACTIVE DUTY FAMILIES

There are **1,569,841** Active Duty family members. 38.1% of Active Duty family members are spouses, **61.4%** are children, and **0.5%** are adult dependents.

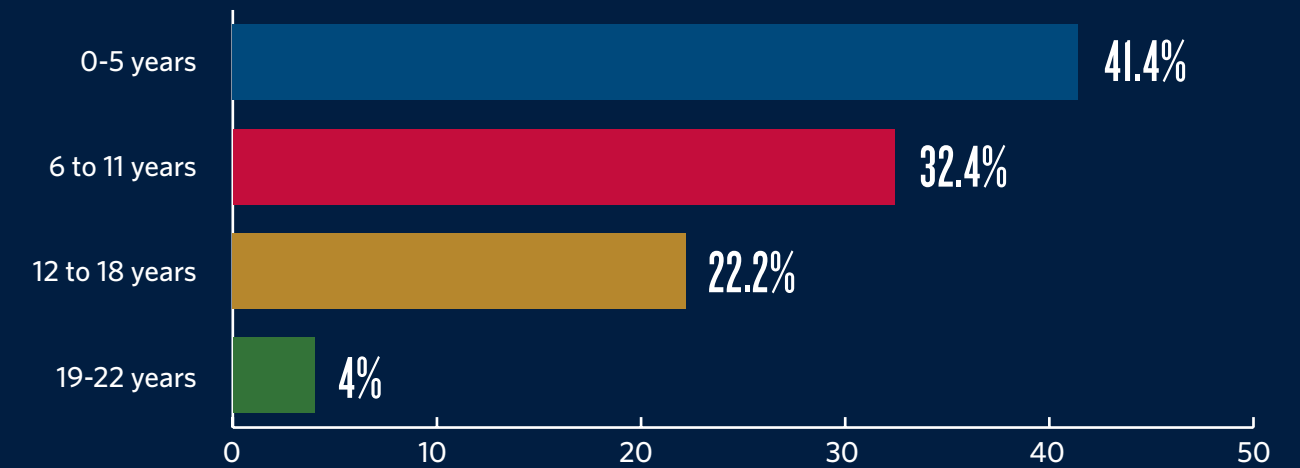
FAMILY STATUS



ACTIVE DUTY CHILDREN



35.9% Active Duty members with children



ACTIVE DUTY SPOUSES



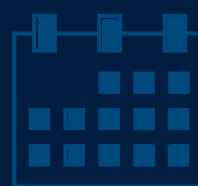
49.9%

Active Duty members are married



49%

Civilian spouse employment



31.9

Average age of spouses



9.3%

of spouses are men



90.7%

of spouses are women

ACTIVE DUTY ADULT DEPENDENTS



65.1%

Over the age of 50



28.9%

of adult dependents are associated with Active Duty members in E5-E6 paygrades



73.9%

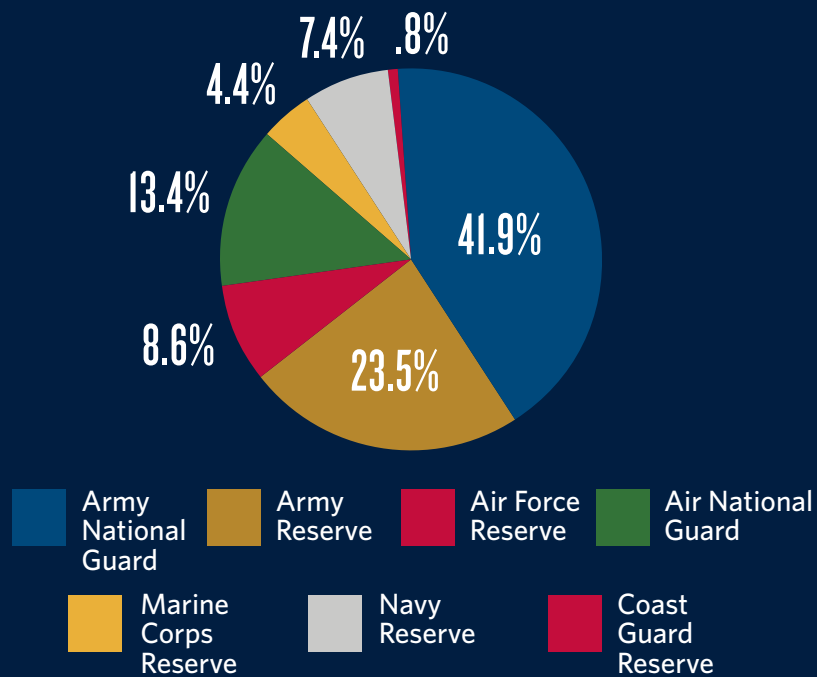
of adult dependents are women

Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

SELECTED RESERVE MEMBERS

More than **1.02 million** Selected Reserve members serve in the Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

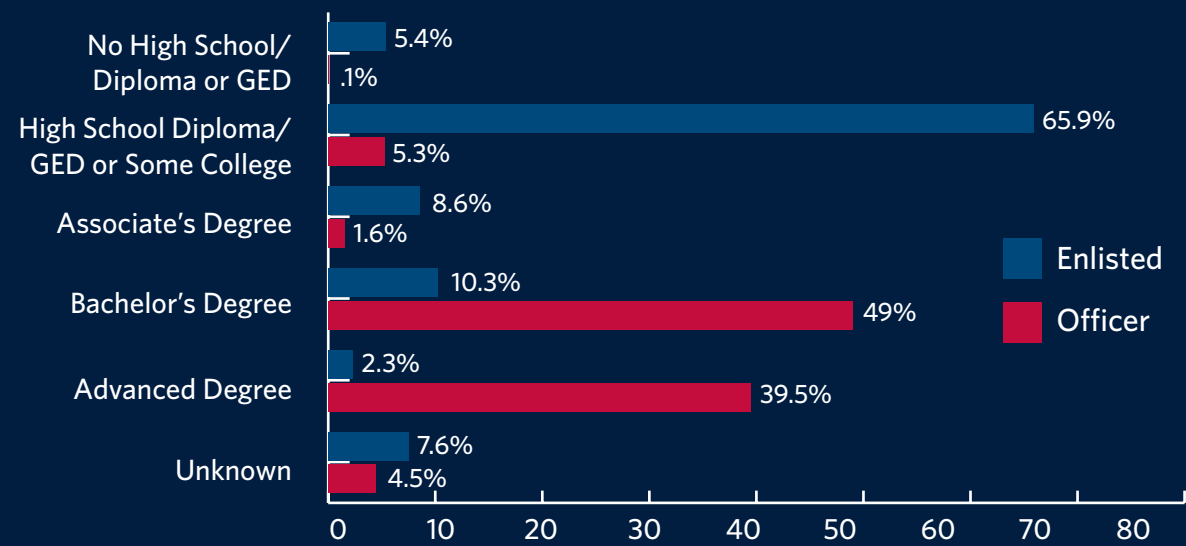
SERVICE BRANCH



GENDER



EDUCATION



ENLISTED AND OFFICER



30.2 Average age of Enlisted

39.3 Average age of Officers

RACE/ETHNICITY

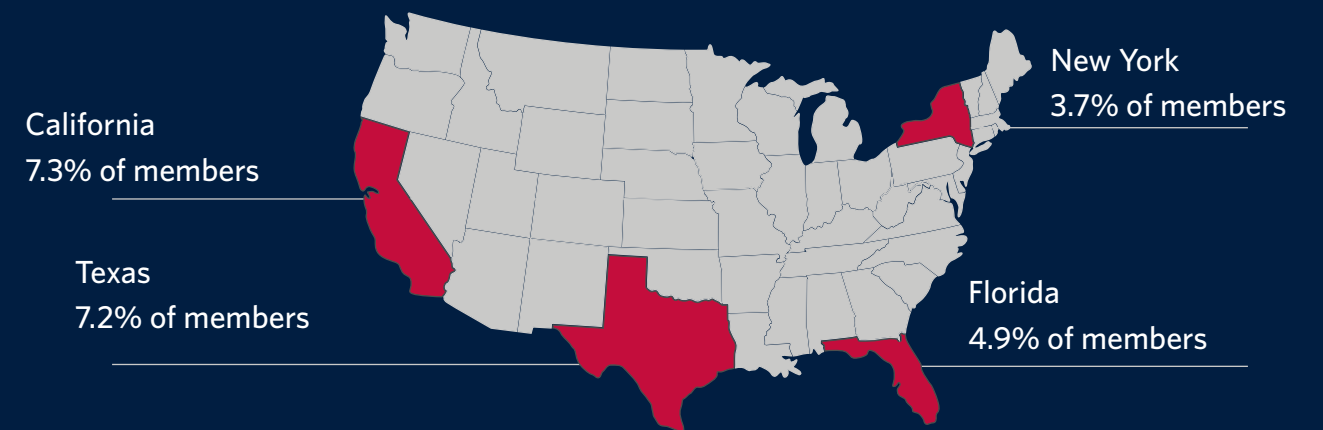
27.5% of Selected Reserve members are in Racial Minority groups*

14.1% of Selected Reserve members are Hispanic or Latino

*Racial minority includes Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Multi-racial, and Other/Unknown

GEOGRAPHIC LOCATION

99.6% of Selected Reserve members are located in the United States and U.S. Territories. The map depicts the four U.S. states with the largest percentage of Selected Reserve members.

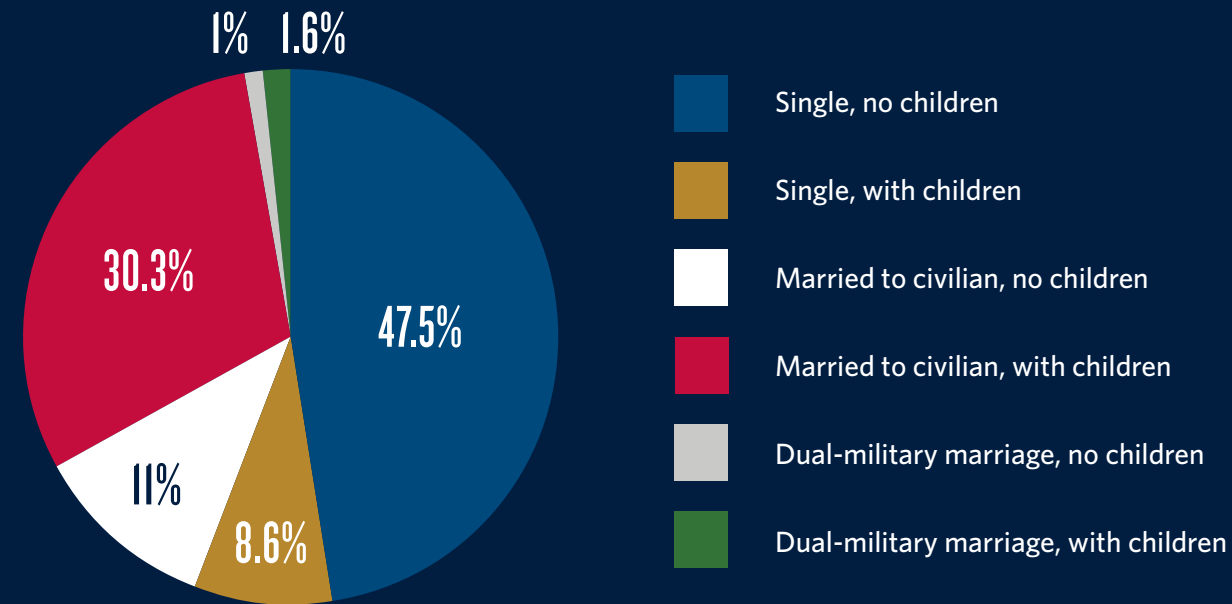


Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

SELECTED RESERVE FAMILIES

There are **1,023,295** Selected Reserve family members.
34.9% of Selected Reserve family members are spouses,
64.9% are children, and **0.2%** are adult dependents.

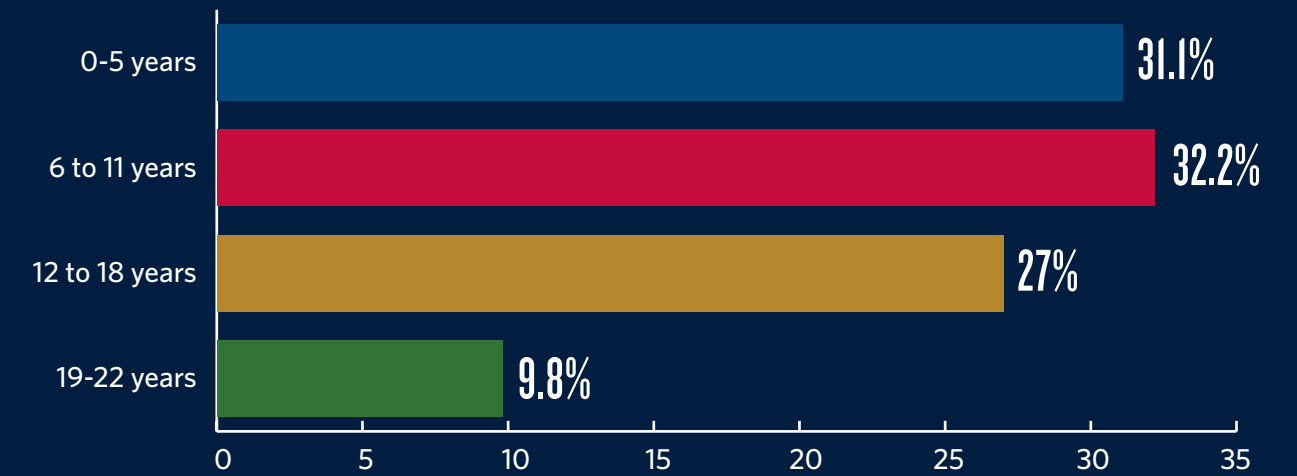
FAMILY STATUS



SELECTED RESERVE CHILDREN



40.5% Selected Reserve members with children



SELECTED RESERVE SPOUSES

43.9% Selected Reserve members are married

72% Civilian spouse employment

36.7 Average age of spouses

14.4% of spouses are men

85.6% of spouses are women

SELECTED RESERVE ADULT DEPENDENTS

50+ **89.4%** Over the age of 50

31.6% of adult dependents are associated with Selected Reserve members in E5-E6 paygrades

79.9% of adult dependents are women

Source: 2020 Demographics Profile of the Military Community (Department of Defense); <https://download.militaryonesource.mil/12038/MOS/Reports/2020-demographics-report.pdf>

STRATEGIC PLAN

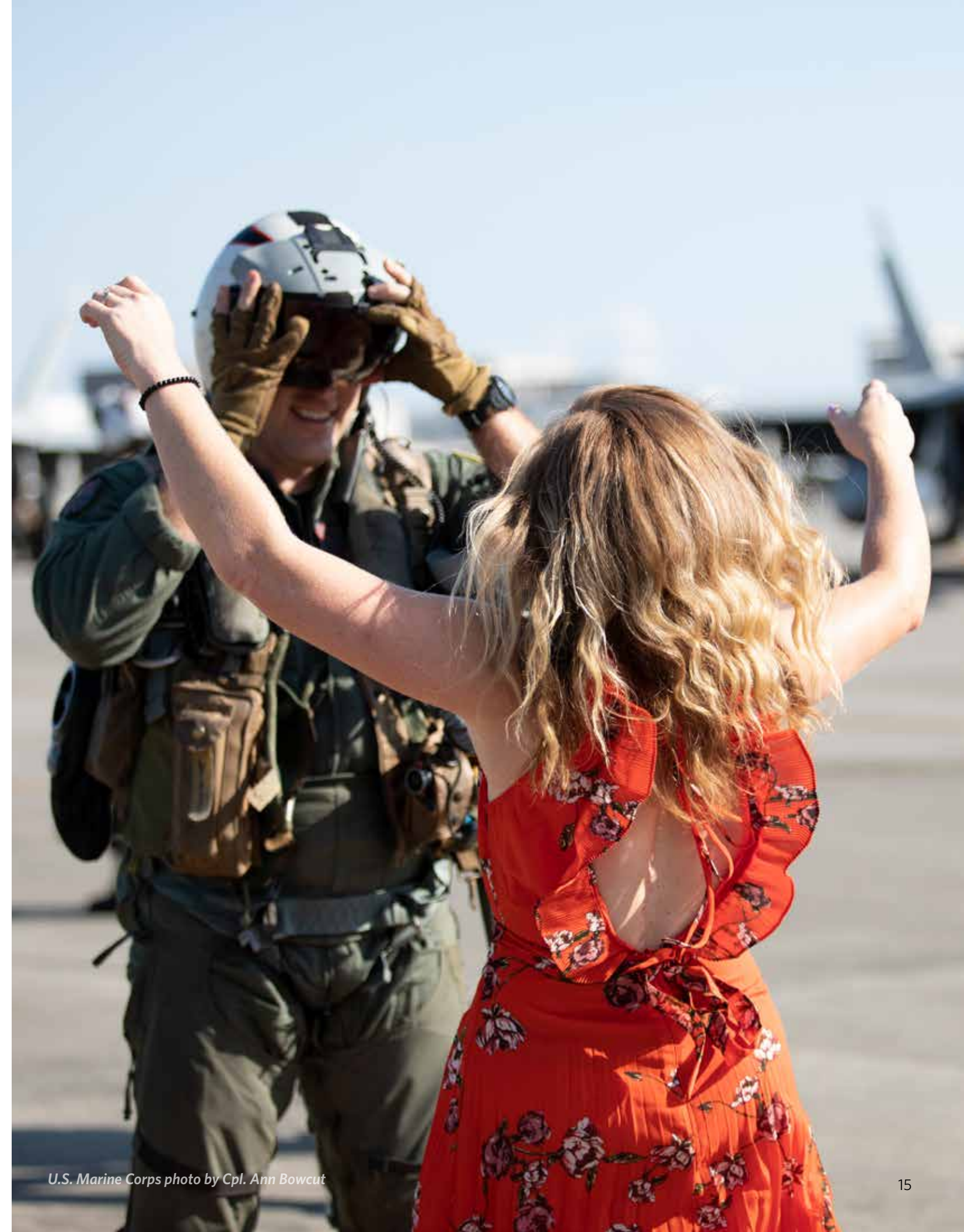
As we continue supporting our constituents - service members and their families, we must find new ways to ensure their connection to family, home and country stays strong and relevant to them. The USO's Strategic Plan helps guide our organization as we look towards the future and rise to the unique and changing challenges facing America's military.

We can't rely alone on our long-standing history. Today, we face increased competition from other MSOs and VSOs, war fatigue from the American public, dramatic demographic and technological shifts and increased scrutiny across the non-profit sector. It's imperative that we continually assess our organization's infrastructure, processes, systems and human capital to ensure our health and to position ourselves for success.

Five foundational pillars of our Strategic Plan will advance the USO in this ever-changing landscape - we must:

- Create a meaningful impact on our military community
- Strengthen our brand equity
- Fortify our financial strength
- Foster a culture of unity and excellence
- Adopt a data-driven, digital-focused mindset

These pillars link directly to prioritized enterprise initiatives that address challenges and opportunities we face in the near- and long-term future.



U.S. Marine Corps photo by Cpl. Ann Bowcut

OPERATIONS & PROGRAMS

USO BY THE NUMBERS



275+ LOCATIONS

USO LOCATIONS IN 23 COUNTRIES

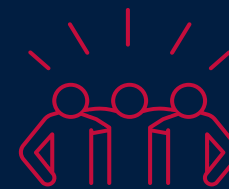
United States, Afghanistan*, Australia, Chad, Djibouti, Germany, Hungary, Cyprus, Italy, Iraq, Japan, Jordan, Kenya, Korea, Kuwait, Niger, Poland, Qatar, Saudi Arabia, Spain, Turkey, United Arab Emirates, United Kingdom



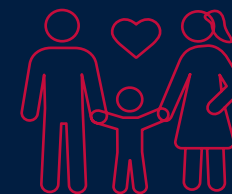
**At the end of 2021, the USO closed the last two locations in Afghanistan: Bagram Air Base - Pat Tillman Memorial and Hamid Karzai International Airport.*



9 MILLION
Total service connections in 2021 worldwide



4.2 MILLION
Center Program and Service Participants



584,000
Expeditionary and Family Program Participants



57,000
Transition program participants



3.7 MILLION
Center visits



27,000
Entertainment Event Attendees



13,400
USO Transition Action Plans

USO LOCATIONS IN 36 STATES

(+ Washington, D.C and Guam)
AK, AZ, CA, CO, CT, DC, DE, FL, GA, GUAM, HI, IA, ID, IL, IN, KS, KY, LA, MA, MD, MO, MS, MT, NC, NJ, NV, NY, OH, OK, OR, PA, SC, TN, TX, UT, VA, WA, WI



USO SERVICES ON 7 CONTINENTS

Supported through facilities, outreach programs and entertainment

USO PROGRAM IMPACT MEASURES:

Based on survey responses by service members and family members who visited USO centers or participated in USO programs in 2021:

98%
were satisfied with USO programs and services

97%
would recommend USO to others

96%
felt strengthened by USO programs and services



GLOBAL REACH

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 also provide outreach support to areas where no physical USO 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 - Indo-Pacific, Europe-Middle East-Africa, US-Northeast, US-Southeast, US-Midwest, US-Central, US-West and National Capital District - with leadership teams managing operations and providing strategic support for the military in their respective geographic areas.



In 2021, the USO opened several new locations, including:

- Fort Irwin National Training Center, CA
- Salt Lake City Military Entrance Processing Station, UT
- Salt Lake City International Airport, UT
- Butte Military Entrance Processing Station, MT
- San Antonio Warrior Family and Support Center, TX
- Dallas Love Field Airport Center, TX
- Des Moines Air National Guard Base, IA
- Marseilles Training Center, IL
- Naval Submarine Base New London, CT
- Pittsburgh International Airport, PA
- Camp Shelby Joint Forces Training Center, MS
- Pathfinder- Camp Lejeune, NC
- Powidz Air Base, Poland
- Moron Air Base (Air Force), Spain
- Moron Air Base (Marines), Spain
- Royal Air Force Akrotiri, Cyprus
- Camp Simba, Kenya
- Niger Air Base 101, Niger
- Camp Kosei, Chad
- Niger Air Base 201, Niger
- Spangdahlem PAX Terminal, Germany
- Royal Air Force Lakenheath, United Kingdom
- Incirlik Air Base-Site K, Turkey
- Royal Air Force Innsworth, United Kingdom
- Camp Carroll, Republic of Korea

In addition to these centers, the USO upgraded centers at:

- Travis Air Force Base, CA
- Sea-Tac Airport, WA
- Hartsfield-Jackson International Airport, GA
- Corry Station, FL
- Dover Air Force Base- AMC Terminal, DE
- Naval Station Great Lakes, IL

In 2021, USO Centers at 5 locations closed their doors:

- Varpalota Training Area, Hungary
- Bagram Air Base - Pat Tillman Memorial, Afghanistan
- Hamid Karzai International Airport, Afghanistan
- San Antonio Downtown Center, TX
- Muscatatuck Urban Training Center, IN



USO Anderson



USO Spangdahlem

USO INDO-PACIFIC

U.S. military personnel in the Indo-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 Indo-Pacific are engaged in counterterrorism operations and defend freedom's frontier along the demilitarized zone (DMZ) in South Korea, providing the security essential for diplomatic negotiations and economic prosperity. USO Indo-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 Indo-Pacific strengthens our service members and their families so they can focus on their mission while stationed far from home.

INDO-PACIFIC BY THE NUMBERS



32 locations (installation, mobile, MEPS, Transition and expeditionary support locations)



1.3M total service connections in 2021

USO EUROPE-MIDDLE EAST-AFRICA (EMEA)

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 the Middle East, Africa and beyond. USO locations in Germany, Italy, Spain, the United Kingdom and Turkey support those service members and their families by helping them stay connected to loved ones and their communities back home, despite being stationed so far away from everything familiar. USO personnel also directly support troops exercising with our allies in more remote European locations. U.S. forces are engaged in counterterrorism and combat operations

throughout the Middle East, Africa and Eastern Europe. For service members deployed to this portion of the region, the USO has personnel and centers on the front lines where our military members serve. Middle East 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 of life on the front lines.

EUROPE BY THE NUMBERS



45 locations (installation, unstaffed and mobile locations)



1.5M total service connections in 2021



Fort Sam Houston

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 275 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 organization has the trust and the reach of the USO.

Stateside-based operations are organized into five regions: West, Central, Midwest, Southeast, Northeast and National Capital District.

STATESIDE BY THE NUMBERS



218 locations (installation, airport, community, mobile, MEPS, Transitions and expeditionary support locations)



50 states (as well as Washington, D.C., Guam, American Samoa, and Puerto Rico) reached through physical footprint and outreach efforts in 2021



5.5M total service connections in 2021

USO MOBILE APP

The USO Mobile App gives service members and military families the ability to find USO locations, quickly check-in when they arrive at USO locations worldwide, discover USO programs and register for events and USO Military Virtual Programming (MVP). 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 and stream on-demand video content. Service members who are taking advantage of USO Pathfinder Transition Program can also monitor the progress of their action plan and connect with their Transition Specialist through the 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 20,000 volunteers; however, since 2020, many USO locations have had to temporarily suspend operations for public safety and health precautions, which meant that many volunteers did not have the opportunity to serve in their normal capacity. Despite an ongoing global pandemic, in 2021, 18,000 volunteers worldwide still showed up 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 family-friendly 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 2021 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, hard-working — contributing over 853,000 hours of service to our nation's military members and their families — and endlessly devoted to our mission; an asset we value at nearly \$24 million in service for 2021. Our volunteers are the reason service members know they can count on the USO — they are truly the heart of our organization.

USO DELIVERS

We deliver support to service members and their families stationed stateside, abroad, training in isolated locations, on arduous missions and those deployed areas around the world. Through more than 275 locations worldwide, **we boost morale to help our service members and their families stay strong throughout their military journey.**

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. Traditional centers offer core amenities, including connectivity (internet, phones, Wi-Fi), snacks, drinks and a home-like environment (comfortable seating, TVs, movies, video games). Like all USO locations, traditional centers have a small staff and are primarily supported and operated by a team of volunteers. Traditional centers also host frequent morale boosting and strengthening programs and events and often have a regular schedule of activities.

Airport Locations

Service members and their families can find USO airport locations across the country in major metropolitan areas, small communities and near central military installations that serve as a respite space in the chaos of busy travel environments. 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 full time employees and volunteers who welcome weary travelers and provide resources to ease travel burdens.

MEPS Locations

Military Entrance Processing Stations (MEPS) are facilities of a DOD joint-service operation, staffed with military and civilian professionals who support enlistment at various locations across the U.S. 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 USO

Dubbed "USO Centers on Wheels," this fleet of vehicles takes our services out on the road to service members and their families in areas of the country where there are not USO centers,

for however long we are needed. The vehicles, which operate in the U.S. and Europe, range in size from canteens to large recreational vehicles. In addition to supporting training exercises and bringing USO services to nearby installations, the Mobile USO Program also deploys to support our service members in local or national emergencies, such as hurricanes or wildfires.

Expeditionary Support

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, Middle East, Europe and Africa, and offer standard amenities including connectivity, snacks and a comfortable place to relax.

USO Gaming

The comprehensive 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. The program includes local, regional and national events, both in-person and online. In 2021, the USO Gaming program streamed 253 hours with 828,267 unique viewers and gained 3,681 new followers. The national schedule comprises of numerous tournaments, leagues, community events, fundraisers and competitions.

[USO.org/Gaming](https://www.uso.org/gaming)

USO MVP® Entertainment Series

The USO Military Virtual Programming Entertainment Series (USO MVP) entered its



second year in 2021, offering live celebrity virtual visits for Military communities to keep morale high for service members to enjoy from any Military location. Today, the MVP series has featured over 200 celebrity guests, visiting with over 47K Military members from every US state & territory, 35 Countries, and 14 Ships at Sea.

[USO.org/MVP](https://www.uso.org/mvp)

USO Show Troupe

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.

[USO.org/Entertainment](https://www.uso.org/entertainment)

Bob Hope Legacy Reading Program

The Bob Hope Legacy Reading Program is largely driven by virtual, on-demand story time offerings that help the USO extend its reach. In 2021, the program connected more than 32,000 military families around the world through reading and launched a digital cloud-based delivery offering, allowing service members to send their recorded video via email directly to their loved one. At the end of the year, digital offerings made up 45% of total stories shared from service member to child. When surveyed, 96% of readers indicated they felt more connected to family during their absence by having participated in the program, and 94% indicated participating in the program helped to ease their own stress about their absence from home.

Recognizing the challenges military children often face when dealing with separation, the Bob Hope Legacy Reading Program also 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.

[USO.org/ReadingProgram](https://www.uso.org/ReadingProgram)

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 2021. In 2021, the USO built upon 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, increasing event delivery by 53% and reaching 56% more new and expecting parents than in 2020. 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 15,000 expectant service members and military spouse parents have been served through this program since its launch in 2013. For the last decade, select Special Delivery Baby Showers have been co-hosted with Heidi Murkoff, the best-selling author of the “What to Expect” book series.

[USO.org/SpecialDelivery](https://www.uso.org/SpecialDelivery)

Celebrity Tours

USO Global Entertainment brings celebrities who donate their time and talents to visit service members and families around the world, wherever they serve. In 2021, USO resumed its iconic in-person Entertainment tours both domestically and abroad, serving 10,000 service members and families. Though visits continue to be impacted by COVID, in a non-COVID environment, Global Entertainment provides in-person Entertainment to 75K+ service members and their families annually.

[USO.org/Entertainment](https://www.uso.org/Entertainment)

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 places such as Djibouti, Iraq, Jordan, Saudi Arabia 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 2021, at USO locations in Southwest Asia alone, 23 million minutes of Wi-Fi and 339,000 minutes of free talk time were logged by service members connecting with their families.

[USO.org/OperationPhoneHome](https://www.uso.org/OperationPhoneHome)

USO Coffee Connections

Military spouses are invited to attend USO Coffee Connections gatherings at their local USO center to connect with new friends or reconnect with old ones. In 2021, despite another year under a global pandemic, the USO hosted roughly 525 events – both in-person and virtually – connecting over 6,000 military spouses around the world. In 2022, the USO plans to host more than 700 events that connect over 7,500 spouses with other military spouses in their local communities and networks.

[USO.org/CoffeeConnections](https://www.uso.org/CoffeeConnections)

USO Coffee Connection Live

USO Coffee Connection Live was created in 2019 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 community, health, wellness, marriage and the military, PCS-ing, employment and many others have been discussed. In 2021, the USO welcomed 11 guests to USO Coffee Connection Live. Some of the more well-known guests included Samantha Busch, Monte Durham and Heidi Murkoff. The USO expanded topics to include mindfulness, infertility, at-home makeup tutorials, growing up as a military kid, life as a male military spouse and current fashion trends.

[USO.org/CoffeeConnectionLive](https://www.uso.org/CoffeeConnectionLive)

USO Care Packages

The USO Care Package Program provides service members with two different types of care packages – a Snack Pack and 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 easy attachment on most military-issued gear. The Snack Pack is assembled with a mixture of healthy and sweet treats, while the standard Toiletry Pack comes equipped with a wide range of travel-sized hygiene products there is also a special version of the pack that provides feminine hygiene and self-care products. In 2021, nearly 200,000 care packages were delivered to service members in remote locations around the globe.

[USO.org/CarePackages](https://www.uso.org/CarePackages)

USO Holidays

USO Holidays offers both programming and packages to help service members feel connected and supported during the holiday season. USO centers and teams activate around the globe to help to bring a piece of home to service members and their families, no matter where they are called to serve during the holidays. Whether it is delivering care packages, hosting holiday events, providing free entertainment or enabling technology that brings loved ones together, the USO helps service members, and their families stay connected to the comforts of home during the holiday season.

In 2021, USO Holidays delivered 50,000 care packages to military members serving in remote operating and training bases. Winter packs were distributed to a record 271 outreach locations (46%+ YoY) and reached service members in 48 countries. Each special care package is delivered

in a festive USO branded bag and includes a snack pack and a variety of partner-provided items donated in-kind. From a USO Holidays survey, 92% of respondents (service members and military families) said the USO gave them an opportunity to celebrate the holidays they wouldn't have had otherwise.

[USO.org/Holidays](https://www.uso.org/Holidays)

Mobile USO

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, or to support communities in times of crisis. Over the last several years, USO expanded its Mobile fleet to include three large "recreational vehicles", five Sprinter vans, and customized fitness, food and gaming trailers designed to provide support to smaller exercises and events. USO's large Mobile USO 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 throughout the country to support communities with large military populations and geographic limitations. In 2021, USO's Mobile fleet provided support to service members responding to natural disasters such as Hurricane Ida; those supporting homeland operations to include Post-Inauguration Support; as well as those service members and their families facing no-notice deployments in support of operations such as Operation Allies Refuge.

[USO.org/Mobile](https://www.uso.org/Mobile)

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 supported more than 2,700 units and shipped items to over 90 countries and over 30 military ships, including those delivered to remote places in Eastern Europe, South America, Australia, Djibouti, Egypt, Iraq, Jordan, Kuwait, North Africa and the Philippines. USO2GO continues to be the program most requested directly from the field that helps our deployed service members relax and recharge.

[USO.org/USO2GO](https://www.uso.org/USO2GO)



U.S. Army Guard photo by Sgt. 1st Class Shane Klestinski.

USO TRANSITIONS

We provide professional resources for service members and military families throughout various transition points of their military service. From the moment their service begins, through the time their service is complete, and they transition back to civilian life, **we are there to connect them to the resources they need on their journey.**



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 from installation to installation. The USO Pathfinder Transition program extends the USO experience to active duty, Reserve, National Guard and military spouses, and educates them on available professional services to better prepare them for their career journeys throughout their service and as they transition from the military and settle into their new communities.

The USO Pathfinder® Transition Program focuses on these key areas: employment, education, financial wellness, mentorship 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 the service members' career, 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. 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. New in 2022, USO Transition Program is launching a client-facing Job Board, to further support the career journey.

Since the program's inception in 2015, more than 50,000 Action Plans have been completed. In 2021, the number of service members and spouses supported with an Action Plan increased 30%. USO Transition Specialists are available to support service members and military spouses, regardless of their location.

USO.org/Transitions

USO CARES

We offer comfort and support to wounded, ill and injured service members and their families and caretakers at our USO Warrior Centers. If a service member makes the ultimate sacrifice, **we are there to embrace loved ones at every step of their journey** to Dover Air Force Base, where the USO has supported every dignified transfer since 1991.



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 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.org/FamiliesOfTheFallen](https://www.uso.org/FamiliesOfTheFallen)

Warrior and Family Center Programs and Services

The USO has four 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.

The most recent location is the USO Warrior Family Support Center on Brooke Army Medical Center's Campus in San Antonio, TX. The more than 13,000-square-foot facility offers a comprehensive array of specialized services and programs in a supportive home-like setting and includes a classroom, theater room, living room, communal kitchen, dining area, healing gardens and more.

[USO.org/WarriorAndFamilyCare](https://www.uso.org/WarriorAndFamilyCare)

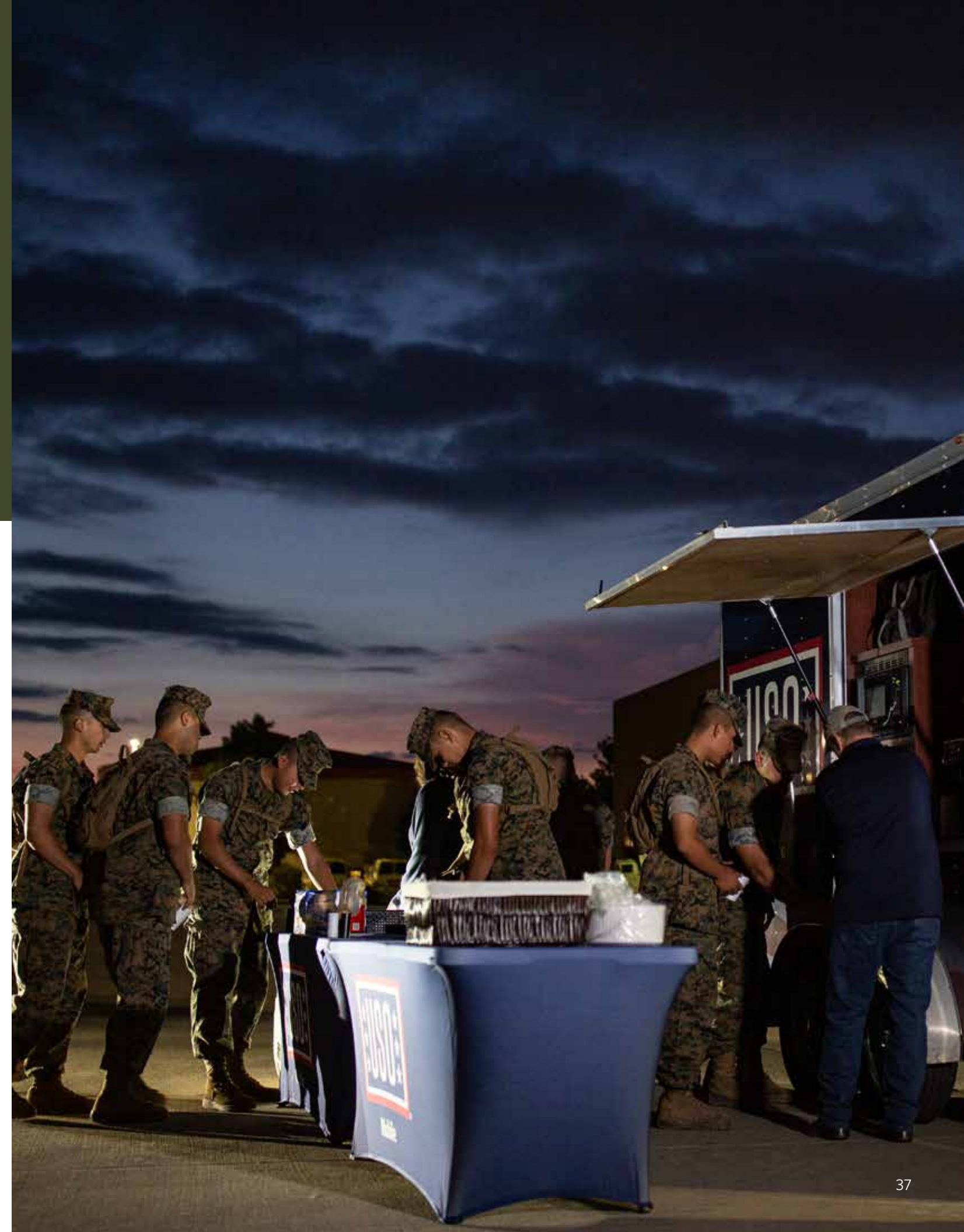
USO RESPONDS

When troops mobilize to provide support to communities experiencing a natural disaster, a health crisis or to serve no-notice deployments, the USO answers the call with its global network of resources, programs, staff and volunteers. **We go where no other nonprofit organization goes to keep our service members connected to everything that gives meaning to their service.**

In March 2020 when the World Health Organization declared COVID-19 a global pandemic the USO needed to make changes to the way we deliver our mission. When the National Guard was activated in record numbers across the country to help combat the pandemic, the USO Mobile team responded quickly, deploying with our troops, setting up operations and providing support at a moment's notice.

On top of battling a global health crisis, our country also experienced a substantial rise in weather emergencies. Between 2020 and 2021, devastating hurricanes battered our coastal states, record wildfires burned throughout the west coast, flooding and power outages left Americans in dangerous conditions both at home and abroad. Plus, a surge in domestic unrest left many of our cities in distress. Through it all, we were there with our National Guard on the front lines of first response. Giving them a place to recharge, refuel, and refresh before heading back out to serve our communities.

We were also there as thousands of American troops in Afghanistan worked to help evacuate American civilians and our allies and with our military engaged in operations to help vulnerable Afghan allies resettle in America.



USO UNITES

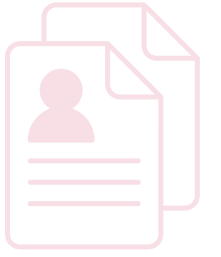
We help nurture and maintain a strong bond between the military and the citizens they protect. Through programs focused on connection, strengthening, wellness and resiliency, **we express America's gratitude and commitment to service members and their families.**

USO Experience

USO Experience events bring together military service members and civilians, providing a fun, multi-sensory, engaging, and participatory experience that brings the USO story to life.

These experiences are designed to build awareness of the USO, engage target audiences in activities that reinforce the USO's mission, and inspire current and future donors to give.





GOVERNMENT RELATIONS AND 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 Chairmen 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 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.



OUR COMMITMENT TO DIVERSITY AND INCLUSION

Diversity and inclusion are central to the USO's values and mission.

The USO provides equal opportunity employment and is committed to recruiting, developing, and sustaining a diverse and qualified workplace where opportunities are created equally regardless of one's race, color, national origin, religion, gender, gender identity, sex, sexual orientation, age, handicap, disability, or veteran status.

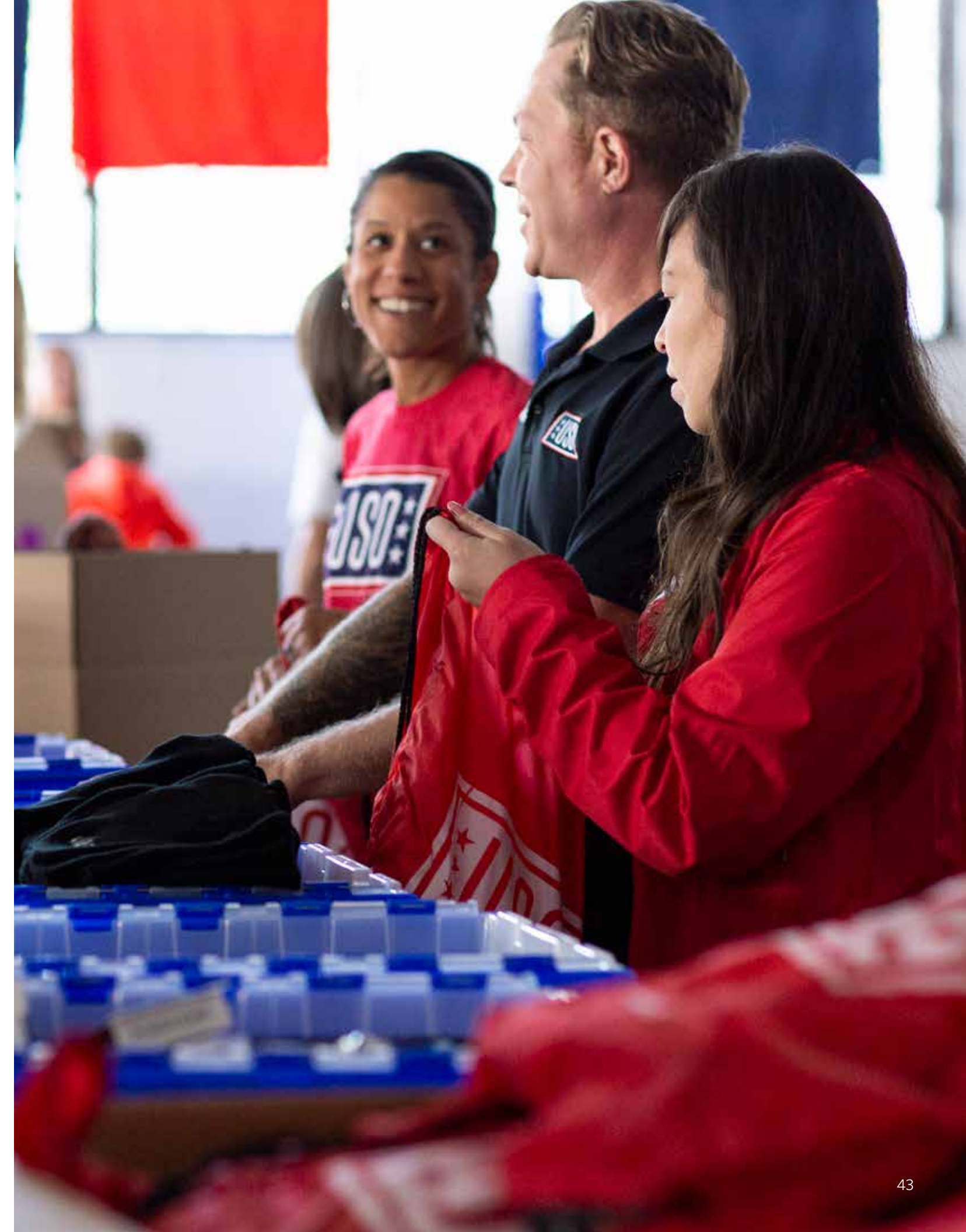
We continue to promote a respectful, diverse, and inclusive workplace for all through:

- Working to understand the value of other cultures, experiences, and perspectives
- Deploying diversity initiatives that support all individuals
- Attracting and leveraging diversity in our staff, volunteers, leadership, and on our Boards
- Implementing inclusive practices in how we deliver programs and services to our diverse military community

Diversity and Inclusion in Action

USO's Diversity and Inclusion Team: Employees across the organization are leading efforts to promote activities that bring us together and foster diversity, inclusion, and opportunity within our organization

Employee Network Groups: Our employee-led networks foster awareness and action to continue building an inclusive work environment where all individuals feel welcomed, valued, and supported in fulfilling their career potential.



WAYS TO SUPPORT



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.

Corporate Partners

Companies that partner with the USO find it a rich and rewarding experience, one that benefits not just the corporation and the USO but, even more important, our service members and their families. Below are several ways that military supporters can join the USO in showing their support for our military service members and their families.

[USO.org/Corporate-Partners](https://www.uso.org/Corporate-Partners)

Cause-Related Marketing

Short-term cause-related programs benefit the USO while offering companies a marketing tool to reach their target market and link them to the mission of supporting the troops.

Employee Engagement

More and more, Americans want to become involved in causes that are important to them through their workplaces.

Corporate Foundation

Corporate foundations seeking to reach troops and their families can join other generous donors and provide grant support for the USO.

Sponsorship of a Program or Event

Many of our supporters wish to direct their sponsorship to a specific USO program or event that directly meets their corporate goals.

In-Kind Support

Your company's products or services can make a tremendous difference to our work. From airfare to furniture, computers and snacks for USO centers, to phone cards for deployed troops to call home, USO partners are providing vital in-kind support.

Media Partnerships

Through radio and television, on billboards, in kiosks or through other media, media partners can help build awareness and support for USO's programs and services from the American public—another vital means of support.

Individual Contributions

Individual donations make it possible for the USO to support service members and their families. From the moment they join, through their assignments and deployments, and as they transition back to their communities, donations



from individual donors ensure the USO is always by their side.

[USO.org/Donate](https://www.uso.org/Donate)

USO 1941 Legacy Society

The USO 1941 Legacy Society, named for the 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 families is close to their hearts. The generosity and patriotism of our members allows 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.

[PlannedGiving.USO.org/1941](https://www.plannedgiving.org/1941)

Monthly Giving

Giving monthly to the USO means making the biggest impact for America's service members and military families. Your monthly gift allows the USO to provide life-changing programs

to those who serve and sacrifice for our great country every day.

[USO.org/take-action/give-monthly](https://www.uso.org/take-action/give-monthly)

Gifts in Honor or Memory of Loved One

Honor someone special by making a gift to the USO in his or her name. An honor gift is a meaningful way to celebrate a birthday, anniversary, holiday or the memory of a loved one.

[USO.org/Donate/donate-in-honor](https://www.uso.org/Donate/donate-in-honor)

USO Leadership Council

The USO Leadership Council is a committed group of individuals and family foundations who give \$10,000 or more over the course of a year. The USO recognizes the members of the Leadership Council with special benefits varying by level of support, such as exclusive invitations for networking and mission immersion. The members of the USO Leadership Council are an essential Force behind the Forces®, whose unrestricted support allows the USO to respond to the most urgent needs our service members

and their families face—from rapid deployment to disaster response, and more.

[USO.org/LeadershipCouncil](https://www.uso.org/LeadershipCouncil)

Wire or Stock Transfer

You can support our service members through a wire or stock transfer. Funds from all of our donations lead to expanding offerings at USO Centers, connecting families separated during the holidays, and even provide assistance as service members transition home.

Contact a USO representative at stocks@uso.org for transfer instructions.

IRA Charitable Rollovers

If you are 70 1/2 years old or older, you can benefit the USO and receive tax benefits in return. You can give any amount up to \$100,000 per year from your IRA without having to pay income taxes on the money. It's a powerful way to maximize your savings while you maximize your impact.

[USO.org/IRA-Charitable-Rollover](https://www.uso.org/IRA-Charitable-Rollover)

Campaign to Connect

Campaign to Connect is the USO's digital platform that allows civilians to share messages of gratitude and encouragement with service members. The messages are shared via USO locations around the world. Since launching in 2016, the Campaign to Connect platform has collected more than 15 million messages. These morale-boosting messages strengthen our troops and help address the military-civilian divide by keeping service members connected to a grateful nation. Campaign to Connect is also popular among USO corporate partners, who use

the digital platform as an easy and engaging way to activate at events, integrate into campaigns or leverage for employee engagement. As a digital platform, Campaign to Connect can be accessed from any web-enabled device and provides a simple user experience that can be completed in less than five minutes. The simple act of sharing a message can make a big impact.

[USO.org/FORCE](https://www.uso.org/FORCE)

USO Wishbook

The USO's 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. 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.

[USOWishbook.org](https://www.usowishbook.org)

General Donation Information

The USO appreciates all contributions that help make the lives of our service members and their families better. Tax-deductible donations to the USO can be made online at [USO.org](https://www.uso.org) via a secure server or by calling 1-800-876-7469. For those who prefer to mail their donation, a check or money order made payable to "USO" can be sent to: USO Department WS, PO Box 96860 Washington, DC 20090-6860.

Volunteer

The USO has a team of over 20,000 volunteers who support local military service members and their families around the world. There are countless ways volunteers support the USO, but they are all unified in their dedication to our service members and their families. Whether it's helping at a special event, greeting and cheering at homecomings, working the front desk or providing a listening ear, our volunteers are the reason service members know they can count on the USO.

[USO.org/Volunteer](https://www.uso.org/Volunteer)





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.*