

## GLOBAL IMPACT REPORT



FOR THE PEOPLE WHO SERVE.









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The USO earned a 4-star charity rating under Charity Navigator, meets all 20 Better Business Bureau Standards for Charity Accountability and is a platinum-level GuideStar Exchange participant, demonstrating its commitment to transparency.



## LETTER FROM THE CEO & PRESIDENT

#### **DEAR SUPPORTERS,**

It is with deep pride and a touch of personal reflection that I share our 2024 Global Impact Report with you in my final year as CEO and President of the USO. Leading this esteemed organization, known for its commitment to service and support for our nation's military personnel, has been a profound privilege. This report encapsulates the impactful programming and remarkable reach of the USO mission. Whether you are a supporter, volunteer, corporate partner, or advocate, your commitment fueled our ability to meet challenges head-on, seize new opportunities, and make a meaningful difference in the lives of service members and their families. In 2024, your support made that mission more powerful than ever.

This report provides insights into our programming, global reach, and achievements. The USO global team delivered programs and services over 11.3 million times in 134 countries across all continents, supporting hundreds of thousands of service members and military families.

Team USO, including over 21,000 volunteers who contributed 1.2 million hours, held over 18,000 events and opened new Centers in two states, seven countries, and on six naval vessels. These milestones are more than numbers; they represent meaningful connections, strengthened communities, and a vital mission fulfilled through dedication and collaboration.

As I reflect on the past year—and the past decade as CEO and President—I will always be proud to stand with the USO and the extraordinary people it serves. Thank you for being a part of our USO mission.

With gratitude,

June I

J.D. Crouch II

To learn more about the USO, visit:











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in theUSO





## WHO WE SERVE

Behind every uniform, there's a person like us — a trusted friend, a dedicated spouse, a caring parent. Although you can't be by their sides on the battlefield or on base, the USO is.

Read on for the stories of the people who inspire the USO to stand with all of those who serve. From service members and spouses to their military kids, we're with them.

## We're With Kofi: A U.S. Army Soldier Supported by the USO From Deployment to the Homefront

Meet Kofi, a 24-year-old soldier who deployed to Iraq last year for his very first assignment in the U.S. Army Reserves. At one moment, he was a full-time student on the campus of Virginia Tech studying biochemistry and biology, and just a few weeks later, he was in a desert in combat boots.

Kofi and his family came from Ghana to the United States and settled in Virginia when he was 12 years old. While Kofi and his family loved Ghana and their home culture and community, they made the tough decision to move to the U.S. to pursue better educational and employment opportunities. Throughout his teen and young adult years, Kofi had big dreams to one day work in the healthcare field, and so he decided to join the military.

He appreciated that his enlistment in the U.S. Army Reserves allowed him to serve while also pursuing his education full-time.

Kofi's first deployment shaped his decision to pursue a full-time career in the Army after graduation, and it also led him to discover the USO.

Nearing the end of his deployment, Kofi met Sonja Jones, a USO Center operations specialist who shared what the USO does to support the military community, including the USO Transition Program.

The USO Transition Program is geared toward active duty, Reserve and National Guard members — as well as military spouses — and offers professional development services throughout their military service and in preparation for life post-military. This includes training on financial readiness, assisting with educational opportunities, networking, career advice and so much more.

Sonja said, "Kofi started telling me about his goals, and I started telling him how the Transition Program could help

him reach those goals. I also encouraged him to attend some of the online Transition programs we offered or at least sign up so someone could contact him. I explained that the program is not just for soldiers leaving the military, but also for those looking for guidance in their current careers. I talked about the certificate programs and resume writing classes."

Kofi was intrigued, and he loved the personalization and one-on-one support between service members and their USO Transition Specialists. He decided to participate in the program to discuss his career aspirations, as well as connect to the USO's free resources to assist him with his career advancement goals — even while in Iraq and then back in the U.S.

"I really have enjoyed seeing Kofi grow with USO Transition," shared Katie Busch, his USO Transition Specialist in Virginia. "When he first joined the program, he was using what I call our 'building block' resources, like resume support and interview preparation. Now he is using those finished products and skills attained to work with local connections to achieve his final goal of employment."







I FOUND RESOURCES TO HELP ME TAILOR MY RESUME ON A MORE PROFESSIONAL LEVEL AND CONNECT MY CURRENT ARMY JOB EXPERIENCE TO MY FUTURE ARMY JOB."



#### We're With Rosie: An Actress Balancing Her Theater Career and Life as a Military Spouse Abroad

Actor, mother, singer, wife, business owner, educator – and military spouse. Rosie Hunter wears many hats and, considering the challenges of life in the military, this is an impressive feat.

For a military spouse, the ups and downs of their loved one's service can sometimes take priority, leaving many MilSpouses struggling to maintain a career, personal time, or even their own sense of identity.

Long before becoming a military spouse, Rosie began singing classically at just 8 years old. She developed a passion for musical theater and performed during high school, college and then throughout New England.

Rosie and her husband, Dan, connected over a shared passion for music. He was a tuba player for groups such

as the Boston Philharmonic, the Vermont Symphony and many others.

When Rosie became pregnant with their second child, Dan decided to leave his career as a civilian musician and auditioned for the U.S. Navy Band. Dan secured a highly competitive spot among the hundreds of musicians who auditioned.

Suddenly, Rosie was thrown into a life she was unfamiliar with, and only 15 months into their lives as a military family, Dan was stationed in Japan.

It was daunting, but Rosie quickly found a home away from home at the USO Yokosuka Center, beginning with an arts and crafts night designed to welcome new military families to Japan.

USO programs, such as USO Coffee Connections, regularly bring military spouses together for coffee or other activities where they can connect with other MilSpouses — forging friendships, job connections and support networks.

"A MilSpouse lives with constant uncertainty, navigating the unknown as best they can and leaning on other spouses who have been in their shoes and walked this life before. And so it's amazing that the USO has so many different programs."

Soon after their arrival, Rosie attended a seminar on base that educated military spouses on creating home-based businesses.

With "chutzpah and gumption," Rosie said, she began a makeup artistry business, finding a place of her own in her local military community — from prepping her clients for formal military functions to teaching makeup classes. Then, through networking with her fellow military spouses, Rosie secured a job teaching musical theater and vocal

directing in Tokyo with the Tokyo International Players. She also began a voice studio and taught singing on base, with students ranging from military children to a captain in the Navy.

When the family returned to the U.S. after their tour in Japan, Dan was stationed at Naval Station Great Lakes, Illinois. Rosie successfully transitioned her makeup artistry business in Japan to a career in high-end bridal makeup in Chicago. Rosie was soon signed by a talent agency and performed in industrial films and print work, and she was a featured extra on a variety of shows filmed in Chicago. Now, she is auditioning for plays and films.

The USO celebrates Rosie's success in finding a way to do what she loves, wherever her family lands. We are committed to being by the side of military spouses like Rosie so that they and their families can not only navigate military life, but also thrive in it.





THE USO DEFINITELY
HELPS CREATE A SPACE
WHERE YOU CAN BE
WITH PEOPLE WHO ARE
HAVING THE SAME
SHARED EXPERIENCE AND
SUPPORT EACH OTHER."



Photo Credit: Courtesy Photo/ Danielle Dolan Photography





SOME CHALLENGES
I'VE HAD ARE
BUILDING
FRIENDSHIPS,
MEETING NEW PEOPLE
AND LEARNING NEW
PLACES."

Photo Credit: Courtesy Photo

## How One Military Kid Brings Deployed Families Together at USO Lakenheath

With a mom and dad in the U.S. Air Force, Myra Howard spent her childhood in a mix of locations — from California to Okinawa, Japan, Las Vegas and now the United Kingdom for the past seven years. "We've moved four times," she said, reflecting on the bittersweet rhythm of farewells and new beginnings that define military life.

Life as a military child is one of constant change. Thankfully, the USO is a place where Myra and other military kids can find comfort and familiarity. Now, as a young adult, Myra has become a steadfast USO volunteer at the USO Lakenheath Center, with over 100 volunteer hours. From organizing supplies to staffing the welcome desk, Myra's contributions leave a mark on the Center and those she encounters.

For Myra, volunteering at the USO is more than lending a helping hand — it's a lifeline.

"If I'm feeling down, I can come to the USO and talk to the staff members," she said. "They're always here for me."

Through volunteering at the USO, Myra not only finds connection, but also gains a deeper understanding of the shared experiences within the military community.

One recent initiative in particular reflects Myra's compassionate spirit: designing "welcome home" banners for deployed families.

She wanted to find a way to bring deployed-affected families together to celebrate the best part of deployment — their service member's return.

Myra acted as a liaison between the returning squadron and the USO, choosing a date and spreading the word. On the day of the event, Myra put up decorative balloons, made fresh popcorn and gathered the craft supplies. Myra not only knew each family and child by name, but also ensured everyone had a memorable experience.

Myra's younger sister, Audrey, attended the event with her, and they collaborated on a heartfelt "welcome home" banner for their mom. With both parents deployed, Myra has stepped up to care for her sister.

When Myra reflects on her journey as a military child, she

expresses gratitude to her parents, whose service not only shaped her upbringing but also gifted her with invaluable experiences and friendships.

"Thank you, Mom and Dad, for everything you have done for me," she said. "I really appreciate it, and I'm so proud of you. I'm grateful for the experiences you've given me as a military child."

Looking ahead, Myra is thinking about becoming a photographer.

"I might join the military to take photos. The world can be a bad place sometimes, but there is so much beauty in it."







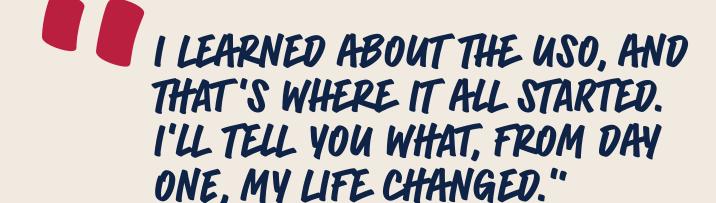
## Evan, a 2023 USO Volunteer of the Year, Carries on His Veteran Friend's Legacy at Fort McCoy.

If you need help getting a job done, Evan Nelson is the jack-of-all-trades to call. Evan is a crucial member of the USO Fort McCoy Center, serving as a USO volunteer in any way he is needed. His hard work earned him the title of 2023 USO Volunteer of the Year for the continental United States, but accolades are not what motivate him.

Unlike Evan's father, uncle and brother, who all served in the military, that wasn't Evan's path. Still, he has always been surrounded by service members. He lives in a small town in Wisconsin just 45 minutes from Fort McCoy, a U.S. Army Reserve training installation that sees over 150,000 service members pass through its gates each year. Evan's community also includes many veterans — one of whom he befriended nine years ago while they

worked together at an automotive dealership.

As Evan juggled his jobs as an automotive technician and automotive teacher at a local college, he met Rob. Rob was detailing cars a few days a week in his retirement after serving in the U.S. Army. They first bonded over a shared love of cars, fitness and the outdoors, but their friendship grew from there.



Rob had deployed multiple times to Iraq and Afghanistan — so often, in fact, that he told Evan it felt like he had spent more time on deployment than he had at home. Rob was open with Evan about the struggles he navigated as a result of his service in the Army, including PTSD.

"The more I got to know him, the more I asked myself, 'Is there something I can do to improve the morale for soldiers at the base nearby?'" Evan said.

So, Rob and his ex-wife, Tilly, also a U.S. Army veteran, steered Evan toward volunteering on Fort McCoy.

Almost every week, Evan drives 45 minutes to Fort McCoy, volunteers with the USO and then drives 45 minutes back home — often with his two teenagers in tow.

"I'm just the guy that can be the grunt, that can do all the hard work," Evan said. "I am the guy that builds things, moves shelves and stocks shelves, and can move stuff to different warehouses. I love doing that kind of work."

Evan credits his dear friend Rob for guiding him to the USO and how it changed his life. Sadly, after many years of struggling with PTSD, Rob died by suicide in May 2022.

The weekend after Rob passed away, Evan made the drive to Fort McCoy once again.

"Going to Fort McCoy definitely helped me in my grieving process," Evan said. "Rob was so gosh darn proud of what me and my kids were doing, and that made me happy."

In recognition of his nearly 250 hours of volunteer work

and passion for giving back whatever it takes to get the job done, the USO recognized Evan as the 2023 USO Volunteer of the Year for the continental United States.

Of course, Rob is never far from mind. His impact continues to reverberate through every moment that Evan serves as a USO volunteer.

"When I come to volunteer, it's like I get to enter the world of the military, where Rob's memories live," he said. "The USO is where I connect with him and try to bring some good [in honor of] his sacrifice."

There are countless ways volunteers support the USO, yet they are all unified in their dedication to the people who serve and their families. Whether it's helping at a special event, greeting and cheering at homecomings, working the front desk of a USO Center or providing a listening ear, our volunteers are the reason service members know they can count on the USO.



Learn More

ONLINE

# How a Navy Veteran and His Family are Giving Back to Today's Sailors Through USO Centers on Ships

When Chris and Victoria Weiler decided to give back to the U.S. military community, it was more than just their belief in supporting the people who serve – it was personal. After all, Chris himself had served several years in the U.S. Navy, and Victoria's family had a long, proud history of pursuing and supporting the American Dream.

#### **A Legacy of Service and American Pride**

Chris' military journey first began when he attended the U.S. Naval Academy, where he was recruited to play football.

"I loved the well-rounded 'be all you can be' type of philosophy the military academies have," Chris explained. "So, attending the Naval Academy gave me an opportunity to have a strong academic background along with serving the country, and at the same time playing for a legendary coach and a legendary program at the academy."

Chris would go on to be awarded the MVP and Jeffrey Korn leadership and academic awards for the U.S. Naval Academy football team. Football, in fact, is a family affair. Victoria – a varsity high school athlete herself – also served as a football team manager at the University of Virginia (UVA). The couple's youngest son played football at the University of North Carolina, their oldest son played Division 1 soccer at the University of Kentucky and the University of Virginia, and their daughter played Division 1 soccer at the University of Pittsburgh.

After graduating, Chris took his oath and officially joined the U.S. Navy in 1985. From there, he attended Surface Warfare Officer School in Newport, Rhode Island, and then later served aboard the USS Thomas C. Hart, as well as a U.S. Navy Senate Liaison Officer on Capitol Hill with the Office of Legislative Affairs in Washington, D.C.

In the midst of a busy Navy career, Chris and Victoria got married in 1986. As they began their lives together and began to build their own family, Chris' duties to the Navy required them to spend time apart.

"I think in the 36 months or so that I was on the USS Thomas C. Hart, I was underway for 23 or 24 of those months," Chris explained.

At one point during Chris' deployments, Victoria moved

back in with her parents in Maryland after her assignment with a private contractor at Naval Air Station Norfolk, Virginia, ended, all while also balancing the care of their two young children. Deployments are not just challenging for service members – they can also take their toll on military families, who must adjust to a new way of life without their loved one for months at a time, just as Victoria did.

After serving more than six years in the U.S. Navy, Chris transitioned out of the military and began his civilian career, eventually founding On-Site Sourcing in 1993 and KLDiscovery in 2005, serving as Chief Executive Officer (CEO). He also coached high school football from 2004-2015. Recently, after 33 years of a successful career, Chris retired.

However, even after hanging up his uniform for the last time, Chris' – as well as Victoria's – connection to the U.S. Navy and passion for supporting the Armed Forces remains strong. Aside from Chris' personal connections to the military, Victoria – as a first generation American – is especially passionate about supporting the people serving in the military. Her father immigrated to the United States from Greece in 1957, and growing up in a household so passionate about American values instilled a fierce pride in this nation and its troops.

"For us, when you love America, the U.S Navy, the troops – the men and women that go fight for our country and really maintain the guardianship of freedom and democracy – [donating is] kind of an easy thing to do," Chris said.

While the Weilers support several military organizations, they were especially drawn to the USO's initiative of building USO Centers aboard Navy ships.

"When we had the opportunity and the means to support the USO, we were more than happy to, especially with the



program they put together," Chris said. "We had donated before, but we really, really liked the USO Centers on U.S. Naval warships. I thought that was awesome," Chris said.

Chris and Victoria's donations led the charge of the initial building and furnishing of the USO Center aboard the USS Harry S. Truman, a Nimitz-class aircraft carrier. They have also committed to subsequent donations that will ensure the ongoing support of the Center aboard this ship, and other Navy ships with USO Centers.

These ship-based Centers have many of the same amenities of brick-and-mortar USO Centers, including internet connectivity, computers, TVs, electronic gaming equipment, snacks and beverages, libraries and more. These Centers also provide comfortable seating and a home-like environment that offer service members a break from the military atmosphere of a ship.

"It's safe haven kind of thing. You go in there and you can get a cup of coffee or a soda or something like that and just chill out and no one's going to bother you and they're only going to help you," he said. "I did that when I was overseas, and it was great," Chris said.

During Chris' deployments in the 1980s, "snail mail" was the main way to communicate, other than the occasional port visit in a foreign country that might have a phone booth. But now, with the help of the USO, sailors have more options for staying in touch with loved ones, aside from computers and internet connectivity, these newly-renovated Centers have something else that has been truly

revolutionary: phone booths.

"On the Truman, they have these soundproof telephone booths which, you go in there, you can't hear anybody on the outside and people on the outside can't hear you either," Chris explained.

The idea of having both the ability to speak to a loved one and the privacy to do so while on a Navy deployment was an especially exciting notion for Chris, having been through those kinds of deployments himself.

Thanks to the generosity of everyday Americans like Chris and Victoria Weiler, thousands of U.S. service members will have crucial support aboard U.S. Navy ships while deployed at sea and undertaking great risks on behalf of this nation.

"I think that if anybody's got an extra dollar around, why not give it to the USO? I mean, my God, every dollar is going to go to something great and it's just a great opportunity to give back and put your money where your mouth is," Chris said. "You want to support the armed services? Then why not support the USO?"





#### **Celebrating Nine Years of Service:**

#### Dalia's Journey with USO Japan

Meet Dalia, a military spouse whose positive experiences with the USO in Japan led her to become a USO volunteer. Now, as Center operations specialist at USO Iwakuni, Dalia brings her journey full circle by serving the very community she's a part of.

For nearly a decade, Dalia Mares-McRae has dedicated her time and service to her local military community in Japan — and it all began on her very first day visiting USO Yokosuka, where Maggie, the USO Center manager, warmly welcomed her.

Dalia is a military spouse of 19 years, who married her husband the day after he graduated boot camp. When they were stationed overseas in Japan, Dalia began looking for a place to fill her time and give back to her community — and the USO was the perfect place to make that happen as a volunteer. Along with administrative tasks, she volunteered for various USO events, including ship homecomings and a Sesame Street live performance.

Since then, Dalia has worn many hats as a volunteer and then as an employee.

"The USO gives me a sense of purpose. Knowing that my time at work — away from my family — is meaningful is incredibly fulfilling."

Being a member of the military spouse community makes Dalia's work with the USO even more special and has shaped her experience at the USO.

Dalia recalled being a new mom in San Diego and feeling a loss of community, being away from her family and support network. Now at USO Iwakuni, Dalia has made it a priority to host a new moms event monthly, connecting families when they need it most.

Dalia's experiences reflect the strong camaraderie and friendships that thrive within the USO.

Her dedication, passion and commitment to service embody the USO's spirit, showing how one person can make a real difference for service members and their families, no matter how far from home.







IT'S MORE THAN JUST A JOB. WE'RE HERE FOR THE SERVICE MEMBERS AND THEIR FAMILIES, CREATING A SUPPORTIVE COMMUNITY FOR THEM."

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## STRATEGIC PLAN

The USO Strategic Plan helps guide our organization as we look toward the future and rise to the unique and ever-changing challenges facing America's military service members and their families.

We can't rely just on our long-standing history. Today, we face dramatic demographic and technological shifts, as well as increased scrutiny across the nonprofit sector. It's imperative that we continually assess our infrastructure, processes, systems and human capital to ensure our organizational health and position the USO for mission success.

#### Five foundational pillars of our Strategic Plan 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
- Enhance our data-driven, digital-focused mindset

These pillars are directly linked to prioritized enterprise initiatives that address both immediate challenges and future opportunities.

The USO Strategic Plan is designed to strengthen the well-being of service members and their families. It guides us toward our vision of being the American way to support all service members and their families. By leveraging our strengths and embracing innovation, we strive to expand the meaningful impact we have on the military community, ensuring we remain a vital and enduring source of support.





## OPERATIONS

In 2024, the USO delivered critical support to hundreds of thousands of service members and military families, with programs and services accessed over 11.3 million times across 134 countries and all seven continents.

From bustling airports to remote ships at sea, our more than 250 Centers strengthened the well-being of those who serve, wherever they were in the world. We hosted over 18,000 events and expanded our reach with new Centers in two states, seven countries and on six naval vessels, and our dedicated team of over 21,000 volunteers contributed 1.2 million hours.

# BYTHE United States \* Europe \* Middle East \* Africa \* Indo-Pacific NUMBERS



#### **USO PROGRAM IMPACT MEASURES:**

Based on survey responses by service members and family members who visited USO centers or participated in USO programs in 2024:



99%

felt welcomed and accepted at USO Centers

98%

felt strengthened by USO programs and services

98%

agree that visiting USO Centers improved their overall mood

## USO CENTERS ARE LOCATED IN 30 COUNTRIES

United States, Australia, Bahrain, Bulgaria, Cyprus, Djibouti, Germany, Greece, Greenland (Denmark), Honduras, Iraq, Italy, Japan, Jordan, Kenya, Kosovo, Kuwait, Latvia, Lithuania, Niger, Poland, Qatar, South Korea, Romania, Saudi Arabia, Spain, Syria, Turkey, United Arab Emirates, United Kingdom.

250+

The USO operates more than 250 Centers around the world

40%

The USO reached more than 40% of service members in 2024 with programs and services.

USO PROGRAMS REACHED PEOPLE IN

#### 134 COUNTRIES | 7 CONTINENTS 55 STATES AND TERRITORIES

The USO expanded programs and services reach to 2 new countries in 2024

USO CENTERS ARE LOCATED IN

#### 39 STATES

(as well as DC, Guam, & Puerto Rico) AK, AR, AZ, CA, CO, CT, DE, FL, GA, HI, IA, ID, IL, IN, KS, KY, LA, MA, MI, MD, MO, MS, MT, NC, NJ, NM, NV, NY, OH, OK, OR, PA, SC, TN, TX, UT, VA, WA, WI



950K+

Service members and spouses reached with USO programs

7.2MM+

Number of times USO Centers were visited worldwide 11.3MM+

Total number of times USO programs and services were used in 2024

#### NUMBER OF TIMES SERVICE MEMBERS AND MILITARY FAMILIES PARTICIPATED IN THE FOLLOWING USO PROGRAMS:

























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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.

Whether through transition assistance, care packages, entertainment tours, or programs supporting families and children, the USO remained a constant companion to the military community. Our impact was felt worldwide, with 98% of service members and members of military families who participated in our survey reporting they felt strengthened by the USO. We go where they go—because even the strongest among us need someone by their side.

USO global operations are organized into five geographic regions — Indo-Pacific, Europe-Middle East Africa (EMEA), US-North, US-Southeast and US-West — with leadership teams managing operations and providing strategic support for the military in their respective geographic areas.

#### IN 2024. THE USO OPENED MORE THAN 16 NEW CENTERS IN TWO STATES, SEVEN COUNTRIES AND ON SIX SHIPS.

#### **United States:**

- Morganton Armory, NC8
- Portland MEPS, OR

#### Ships:

- USS Abraham Lincoln (CVN 72)
- USS Carl Vinson (CVN 70)
- USS George Washington (CVN 73)
- USS Gerald R. Ford (CVN 78)
- USS Harry S. Truman (CVN 75)
- USS Ronald Reagan (CVN 76)

#### Overseas:

- Naval Support Activity Souda Bay PAX Terminal, Greece
- Al Udeid Air Base Patriot Site One, Qatar
- Camp Nothing Hill, Kosovo
- Camp Taurus, Lithuania
- Isa Air Base, Bahrain
- Prince Sultan Air Base Patriot Site Fourteen, Saudi Arabia
- Riffa Airbase Patriot Site Five, Bahrain
- United Kingdom Expeditionary Vehicle, United Kingdom



Utilize our interactive map to find more than 250 USO LOCATIONS WORLDWIDE.



#### 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, four nuclear-armed nations, six 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, USO Indo-Pacific supports deployed forces in Australia, Indonesia, the Northern Mariana Islands, Palau, the Philippines and Thailand. USO Indo-Pacific strengthens our service members and their families so they can focus on their mission while stationed far from home.

#### 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 operations in Europe, the Middle East, Africa and beyond. USO locations in Germany, Greenland, Italy, Spain and the United Kingdom support 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, such as Poland, Romania, Hungary, Kosovo, Lithuania, Slovakia and Cyprus. U.S. forces are also 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, including Turkey, Saudi Arabia, United Arab Emirates, Iraq, Kuwait, Jordan, Kenya, Niger, Chad and Djibouti. 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.

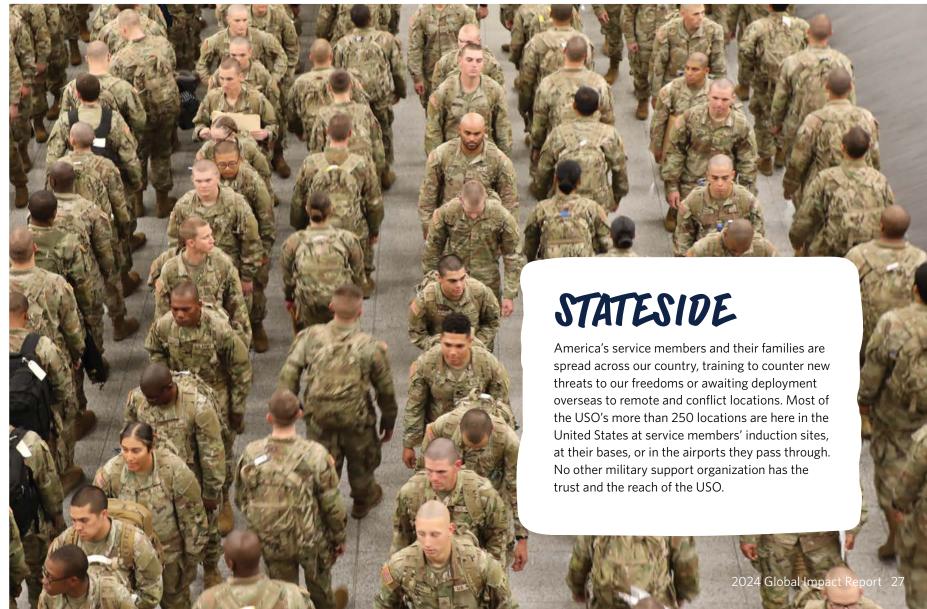


USO Futenma















































# FOR THE PEOPLE WHO SERVE™

We deliver support to service members and their families stationed stateside, abroad, training in isolated locations, on arduous missions and those deployed to areas around the world. Through more than 250 locations worldwide, expeditionary support and virtual programming, we boost morale to help the people who serve and their families stay strong throughout their military journey.

#### **USO Canine Program**

A Bond Like No Other: Providing Comfort and Companionship

The USO Canine Program creates an unparalleled sense of comfort and companionship for our service members and their families. This program acknowledges the pivotal role dogs play within the military community, addressing diverse mental, emotional and physical needs. Through interactions with certified therapy dogs at USO events and USO Centers, including our USO Warrior and Family Centers, individuals experience the profound emotional support that only a four-legged friend can offer. The dogs of military families are also included in this program; in select locations and at select events, service members and military families are invited to have their canine military family members participate in USO activities, fostering deeper participation while cultivating a sense of belonging within the community.



Additionally, the program's support of military working dogs extends an honoring tribute to their invaluable service, acknowledging the vital contribution of both the canines and their human handlers. These unique bonds support not just mental and physical well-being, but also a deep sense of comfort and companionship during the service of those in the military community.

#### **Benefits**

- **Emotional Support:** Therapy dog interactions offer emotional support and companionship.
- **Reduced Stress:** Service members experience reduced stress and improved well-being.
- Inclusivity: Inclusion of canine companions may allow some service members and military family members to participate more fully in USO programs.

Your partnership and support provide a safe haven and a sense of belonging for the people who serve – including military families.

#### **USO Coffee Connections**

Military Spouses Need Someone Who Understands: Building Relationships Amid Transitions

Relocations can challenge the emotional resilience of military spouses, as they often leave behind established connections. USO Coffee Connections is a vital program that unites military spouses to build relationships, share advice and discover local events and USO activities. Beyond fostering camaraderie, this program provides a much-needed emotional anchor amidst the uncertainties of frequent moves, nurturing a sense of belonging and understanding.

#### **Benefits**

- **Community Building:** Provides an opportunity for military spouses to connect and build relationships.
- Resource Sharing: Allows sharing of advice and information about local areas and USO activities.
- Emotional Support: Fosters a sense of understanding among military spouses facing similar challenges.

USO supporters help military spouses find a crucial lifeline in friendships and community ties and ensure a vital support system for those who truly understand the challenges they face.





#### **USO Care Packages**

Critical Essentials in the Moment of Need: Offering Comfort and Support

The USO's Care Package Program offers tailored support to service members and their families throughout their military journey. Whether it's providing toiletries and snacks for deploying service members or offering families care packages during transitions between locations, these packages extend far beyond mere essentials. They serve as a lifeline, offering comfort during challenging times, symbolizing unwavering support from the American people. These thoughtful gestures help ease the emotional burden of separation from home and ensure service members feel remembered and supported in their most critical moments.

#### **Benefits**

- **Practical Support:** Ensures access to necessary items during challenging situations.
- Morale Boost: Receiving a surprise provides a boost to morale when service members may need it most.

USO supporters help provide comfort to the military community during moments of separation and uncertainty. It's about emotional reassurance and a reminder that they are not alone in challenging situations.

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#### **USO Entertainment**

#### First-Class Entertainment, Lasting Emotional Impact

USO Entertainment brings cherished celebrities, musicians and athletes to connect with and uplift our service members and their families through a multiplatform experience, including in-person tours, virtual visits, on-demand content and ticket distribution. Our innovative approach leverages the power of live visits and a digital delivery ecosystem, ensuring that all entertainment programming transcends geographic boundaries and brings the magic of USO Entertainment directly to service members and military families, anytime and anywhere.

#### **Benefits**

- Memorable Experiences: Offers the opportunity to attend live performances and virtual visits with celebrities.
- Morale Boost: Creates moments of joy and excitement for service members and their families.
- Community Connection: Bridges the gap between military service and civilian life through entertainment.

USO supporters help ensure unforgettable moments for our service members and families.

### USO Centers (Military Installations, MEPS, Ships, Mobile and Airport)

A Home Away from Home: Providing Comfort and Connection

USO Centers worldwide serve as sanctuaries for service members and military families, offering more than just convenient amenities. From airport locations to military installations, MEPS (Military Entrance Processing Stations), our Mobile USO vehicles and even ships, these Centers provide a space for relaxation, bonding, and emotional rejuvenation. They are not merely physical locations but also respites offering a refreshing environment where service members and military families can find solace. Here, they can grab a snack and some refreshments, connect with loved ones via reliable Wi-Fi, computers and phones, and engage in activities that nurture their emotional well-being and sense of community.

#### **Benefits**

- Comforting Environment: Provides a welcoming and relaxing space for service members and military families.
- **Connectivity:** Offers amenities for free and convenient communication with loved ones.
- Community Engagement: Hosts a wide range of activities for service members and families to come together and build community.

Your support creates spaces that nourish the mind, spirit and body with recreation, relaxation and social connection.





#### **USO Holidays**

#### Celebrating the Holidays, Nurturing Emotional Wellness

For the people who serve in the U.S. military, the holidays can be an especially challenging time — especially for those separated from home and traditions. The USO brings the joy of festivities to service members and their families no matter where in the world their service has taken them, fostering emotional resilience during these meaningful times. Through celebratory programming and thoughtful holiday-themed care packages, we offer a reprieve from the demands of military life, ensuring special moments are filled with warmth, togetherness and a sense of home.

#### **Benefits**

- Camaraderie: Encourages a sense of togetherness among service members and families.
- **Emotional Support:** Provides a sanctuary for emotional strength and resilience during holidays spent away from home.
- Community Bonding: Cultivates a sense of camaraderie and togetherness among service members and their families, fostering a supportive community atmosphere.

Your partnership and support provide the people who serve – including military families – with cherished moments and a brief escape from duty, ensuring they feel remembered and appreciated during special times.





#### **USO** Responds

#### **Immediate Support, Lasting Emotional Impact**

In times of crisis, the USO swiftly responds, offering immediate support through our vast network. During rapid deployments, we are right beside them on the flight lines, offering service members final moments of support. During natural disasters, our teams rally to provide crucial resources to both first responders and the military community. Whether deploying resources, providing care packages, or mobilizing operations, our presence is a source of comfort, strength and gratitude for service members facing daunting challenges. We stand by them, providing reassurance and support during critical moments.

#### **Benefits**

- Immediate Assistance: Provides rapid support when our service members may need it most during crises or urgent situations, such as rapid deployments.
- **Relief and Recharge:** Offers opportunities for relaxation and stress relief.
- **Essential Support:** Provides essential items and emotional support during challenging times.

USO supporters help ensure that our brave men and women in uniform receive immediate aid during emergencies and crises.

#### **USO Program In A Box**

#### **Unpacking Moments of Joy and Connection**

USO Program in a Box is a lifeline for service members who are part of a military team or unit stationed in remote and challenging environments. It brings joy and relaxation through themed group activities, fostering emotional connections and moments of respite in otherwise isolated settings, far from a traditional USO Center. By engaging in these events, service members find solace and emotional relief even in the most challenging — and dangerous — of circumstances.

#### **Benefits**

- Emotional Respite: Provides moments of joy and relaxation in challenging and remote environments, supporting emotional well-being.
- Connection and Camaraderie: Facilitates unity and a sense of community among service members, creating a shared experience despite geographic separation.
- Enhanced Morale: Elevates morale by offering activities that bring a sense of normalcy and joy, contributing to the overall well-being of our service members.

USO supporters help offer a sense of relief and normalcy in challenging environments, promoting emotional well-being and morale among our service members.





#### **USO Special Delivery®**

#### Celebrating Military Families: Nurturing Emotional Well-being

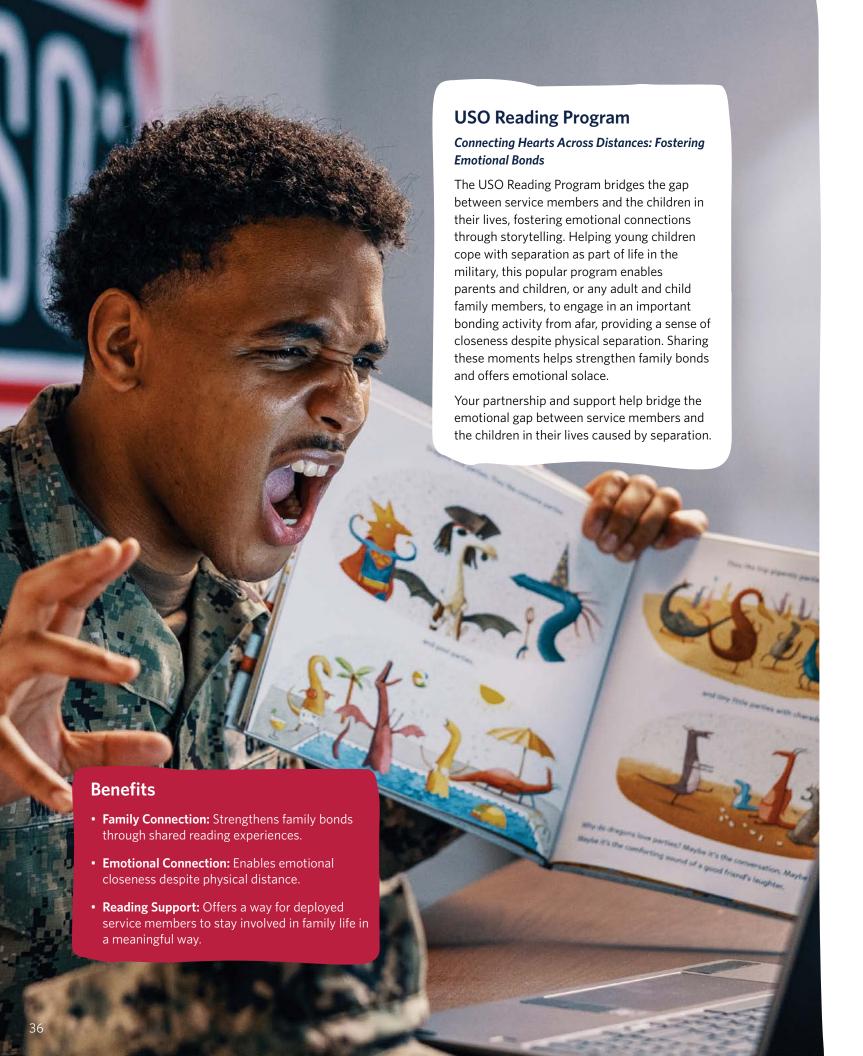
USO Special Delivery® celebrates growing military families, ensuring emotional support during a pivotal life stage. Recognizing that many military families are stationed far from their traditional support circles of loved ones, the USO provides inclusive baby showers — both in-person and virtually — cultivating bonds among these military families and delivering a celebration despite the distance from home.

#### **Benefits**

- Meaningful Celebrations: Provide the opportunity for expectant military families stationed far from their loved ones to receive a baby shower.
- **Building Bonds:** Cultivates connections and mutual support among expectant military families, fostering a tight-knit community.
- **Emotional Uplift:** Offers heartfelt celebrations and connections during a momentous life event, providing invaluable emotional support.

Your partnership and support create connections and emotional support for service members and spouses, ensuring they feel celebrated and remembered during life's special moments, even from a distance.

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#### **USO Sports & Fitness**

Moving Toward Better Health: Supporting Physical and Mental Well-Being

The USO Sports & Fitness program strengthens the well-being of service members and military families by encouraging physical activity, promoting mental wellness and building community through shared experiences. From fitness challenges and wellness events to recreational sports and movement-based classes, this program offers a wide range of activities that provide healthy outlets for stress relief, resilience and meaningful connection.

Whether it's a group hike, an on-base fitness event, or a yoga session designed for deployed service members, USO Sports & Fitness encourages participants to stay active and connected, reinforcing they are not alone on their journey.

#### **Benefits**

- Wellness Promotion: Encourages physical activity to support overall health and mental well-being.
- **Community Connection:** Brings service members and families together through shared fitness experiences.
- Stress Relief: Offers positive, healthy ways to manage stress and build resilience.

Your support helps strengthen the minds and bodies of those who serve by providing opportunities to move, connect and thrive, wherever the mission takes them.

#### **USO Transition Program**

**Empowering Futures:** 

**Providing Guidance on the Way Forward** 

The USO Transition Program empowers service members and military spouses throughout their time in the military and as they transition back to civilian life. Beyond practical support and resource connection, this program pairs individuals with a USO Transition Specialist who offers personalized action plans focusing on employment, education, financial wellness and mentorship, instilling confidence and a sense of purpose during the pivotal phases experienced throughout active-duty service. By addressing both the emotional and practical needs, we ensure a smoother career journey for service members and spouses, and a more fulfilling transition into civilian life.

#### **Benefits**

- Career Preparation: Provides resources and tools for successful career transitions.
- Educational Support: Offers education opportunities for both service members and military spouses.
- Community Empowerment: Supports and empowers transitioning service members and spouses.

Your partnership and support offer emotional reassurance and a course forward, showing that the people who serve are not alone in navigating the challenges of transitioning to civilian life.



#### **USO Youth**

#### **Building Resilience and Community for Military Children**

The USO Youth Program gives military children opportunities to reduce stress, explore learning and cultural activities and build lasting friendships with other military families. These experiences help children grow, stay engaged and feel supported throughout their family's time in the military.

Your partnership and support provide a welcoming environment with events and activities that entertain and engage military children and their families.

#### **Benefits**

- Emotional Support: Creates opportunities for military children to feel understood and know they belong.
- **Social Connection:** Offers a peer-based environment where friendships develop organically.
- Family Bonding: Provides shared activities that strengthen the family and create lasting memories.





#### USO2GO

#### **Delivering Emotional Comfort Anywhere: Keeping Spirits High**

USO2GO is a program designed to deliver the comforts and amenities of a traditional USO Center to service members in remote locations where physical USO Centers are not accessible, ensuring service members on the front lines still feel valued and understood. By delivering entertainment such as electronic gaming equipment, sports equipment and board games, as well as essentials such as snacks and personal care items, we provide emotional relief and a reminder that no matter the location, they are not forgotten.

Your partnership and support bring the essence of USO Centers to remote locations and help ensure that every service member, regardless of their location, feels valued and remembered.

#### **Benefits**

- **Deployment Comfort:** Offers recreational items and familiar comforts to deployed service members.
- Connection and Support: Provides a taste of home and a sense of community even in the most remote locations.
- **Uplifting Spirits:** Helps boost morale and well-being in challenging environments.





## GOVERNMENT RELATIONS

#### **USO Congressional Caucus**

The USO Congressional Caucus was formed in 2003 to enhance the outreach efforts of the American people to members of the U.S. Armed Forces and their families, providing a critical link between military service members and their elected representatives. The bipartisan caucus brings together Members of the U.S. Senate and the U.S. House of Representatives who share an interest in supporting and improving the lives of our nation's military service members and their families. Traditionally, the Chairs and Ranking Members of the Senate and House Armed Services Committees have served as the four Co-Chairs of the USO Congressional Caucus. The caucus unites Congressional leaders toward the common goal of connecting Americans to service members around the world to strengthen their well-being, no matter where the mission takes them. The USO hosts several interactive events with Members of Congress on Capitol Hill and engages with Members in their home states and during their fact-finding trips to various military installations around the world.

#### **USO Service Council**

The USO Service Council is comprised of spouses of our nation's senior military 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. The Service Council creates opportunities for its members to share feedback with the USO about existing or new programs and motivates members to highlight and encourage other military spouses to participate in USO programs in their communities.

#### **USO** and the White House

The USO was founded at the beginning of World War II by President Franklin D. Roosevelt. The USO's bylaws and congressional charter specify that the President of the United States serves as the Honorary Chair of the USO's Board of Governors. The USO partners with the White House to host several high-profile events for service members and their families. For many years, the USO has hosted an annual picnic on July 4 for military families on the South Lawn of the White House. The White House often hosts USO Service Members of the Year for a special tour of the White House with senior military staff and invites USO personnel and their military guests to participate in holiday tours of the White House in December. The USO has been honored to support trips that the President or First Lady take to various military installations to share Thanksgiving meals with military families or during their visits to other military locations throughout the year to boost morale of our nation's service members.



# WAYS TO SUPPORT

We often hear from people who would like to give back to service members and their families, but they aren't sure how to get involved. The USO provides a variety of ways to show appreciation for our service members and military families and to help strengthen their well-being.



Find out how you can support our troops and military families through the USO.



#### Volunteer

There are countless ways volunteers support the USO, yet they are all unified in their dedication to the people who serve and their families. Whether it's helping at a special event, greeting and cheering at homecomings, working the front desk of a USO Center or providing a listening ear, our volunteers are the reason service members know they can count on the USO.

USO.org/volunteer

#### **One-Time Giving**

Your one-time donations fuel the USO's mission to stand by our service members, providing essential programs and services that address the emotional, social and physical needs of our heroes every step of the way. Whether they're enlisting, on deployment, or transitioning back home, your generosity ensures the USO is always by their side.

Make a difference today at USO.org/donate

#### **Monthly Giving**

Join the USO Home Team and stand with our service members and their families every day of the year. Monthly giving has a powerful impact, delivering USO programs for America's heroes at more than 250 USO Centers globally. Your consistent support helps the USO deliver care packages and provide other essentials to service members far from home, sacrificing so much to defend our freedoms every day.

Join our community at USO.org/hometeam

#### **Corporate Partnerships**

Partnering with the USO is not only rewarding for companies but also benefits our service members and their families. Discover the many ways that partners can join the USO in showing their support for our military service members and their families by visiting the link below.

Learn more at USO.org/corporate-partners

## Gifts in Honor or Memory of a Loved One

Celebrate someone special by honoring them with a gift to the USO. Whether it's a birthday, anniversary, holiday, or in memory of a loved one, your donation makes a meaningful difference. Make a gift in honor or memory of someone you love to help support our service members and their families.

Make a difference today at 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, are close to their hearts. Anyone who notifies the USO that the organization is named through his or her estate is eligible to join and leave a lasting impact on the future of our service members and their families. Planned giving can be facilitated via wills, trusts, beneficiary designations, IRA beneficiary donations, donor-advised funds, non-cash assets (publicly traded securities, restricted stock, real estate, privately held business interests, cryptocurrency, fine art and collectibles, Post-IPO Stock) and Charitable Gift Annuities."

Plan your legacy gift at USO.org/giving

#### **Combined Federal Campaign (CFC)**

The USO is a proud partner with the Combined Federal Campaign. Your donation, made easy through payroll deduction, helps service members and their families. Just a few dollars from each paycheck make a big impact on the service members and families who benefit from USO programs. GIVE HAPPY to the USO through CFC by using the charity code 11381.

Give today at USO.org/cfc

#### Donate a Vehicle to the USO

Your used vehicle donation can provide crucial funds for the USO's mission.

Learn more on how to donate at USO.org/cars

#### **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 provide unrestricted support, which allows the USO to respond to the most urgent needs our service members and their families face — from rapid deployments to disaster response and more.

Lead the way with giving and join the USO Leadership Council at USO.org/leader



#### Wire or Stock Transfer

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

Contact a USO representative at <a href="mailto:stocks@uso.org">stocks@uso.org</a> for transfer instructions.

#### **Employee Engagement**

More and more, employees want to become involved in causes through their workplaces. The USO can provide personal and meaningful ways for employees. Additionally, your employer may match donations to the USO, potentially doubling the impact of your contribution. Contact your Human Resource Department to learn if your company participates in donation matching.



#### **Learn more at USO.org**





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