



# INDEX

## TABLE OF CONTENTS

- I. Introduction
  
- II. USO Operations
  - A. USO by the Numbers
  - B. USO Locations
  - C. USO Mobile App
  - D. USO Volunteers
  
- III. USO Programs
  - A. USO Unites
    - i. Bob Hope Legacy Reading Program
    - ii. EmPaCt
    - iii. Family Activity Box (FAB)
    - iv. Operation Phone Home®
    - v. USO, What to Expect and Target Present Special Delivery
    - vi. Stronger Families – OXYGEN
    - vii. USO Military Spouse Networking Program
  - B. USO Entertains
    - i. Celebrity Tours
    - ii. USO Show Troupe
  - C. USO Delivers
    - i. Care Packages
    - ii. Mobile USO
    - iii. USO2GO
  - D. USO Transitions
    - i. Military Entrance Processing Station (MEPS) Support
    - ii. Support for Families of the Fallen
    - iii. USO Pathfinder®
    - iv. USO Pathfinder Transition Programs and Events
    - v. Warrior and Family Center Programs and Services
  
- IV. Government Relations and External Affairs
  - A. USO Congressional Caucus
  - B. USO Service Council
  
- V. Providing Resources for USO Programs and Services
  - A. Campaign to Connect
  - B. USO 1941 Legacy Society
  - C. USO Leadership Council
  - D. USO Wishbook

## **I. INTRODUCTION**

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

For more than 78 years, 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 around the world, 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.

## **II. USO OPERATIONS**

### **A. USO BY THE NUMBERS**

- More than 230 physical USO locations
- USO locations in 15 countries
  - United States, Afghanistan, Australia, Djibouti, Germany, Italy, Iraq, Japan, Jordan, Korea, Kuwait, Qatar, Spain, Turkey, United Arab Emirates
- USO locations in 31 states/territories
  - AK, AZ, CA, CO, DE, FL, GA, Guam, HI, IL, IN, KS, KY, MA, MD, MO, MS, NC, NJ, NV, NY, OH, OK, OR, PA, SC, TN, TX, VA, WA, WI
- USO services on seven continents
  - Supported through facilities and outreach programs
- Volunteers
  - 30K annual volunteers
  - 1.6M annual volunteer hours

- 12.1M Total service connections in 2018 worldwide
  - 7.55M center visits
  - 4M center program and service participants
  - 88K entertainment event attendees
  - 464K expeditionary and family program participants
  - 10K USO Pathfinder® program participants
- Southwest Asia satellite data in 2018
  - 3.8M+ minutes talked
  - 420K calls placed
  - 750K Wi-Fi sessions logged

## B. USO LOCATIONS

USO locations provide a home away from home for service members and their families around the world. Our locations are the foundation for our connection to the military community and enable the USO to provide outreach support to surrounding areas where no physical facility exists. USO locations provide an inviting and comforting place where service members and their families can connect 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 four geographic regions – Pacific, Europe, Southwest Asia and Stateside, with leadership teams managing operations and providing strategic support for the military in their respective geographic areas.

In 2018, the USO celebrated the opening of several new locations including Fort Stewart, Ga.; Ellington Field Joint Reserve Base, Texas; Coast Guard Station Fort Myers Beach, Fla.; Camp Humphreys, Korea; Al Asad, Iraq; an undisclosed location in Qatar; Fort Jackson MEPS, S.C.; Raleigh MEPS, N.C.; and Sacramento MEPS, Calif. In addition, the USO opened USO Pathfinder® sites at Fort Stewart, Ga.; Fort Wainwright, Alaska; NAS Jacksonville, Fla.; Schofield Barracks, Hawaii; and Chicago, Ill., and added two Mobile USO vehicles to its fleet: a Sprinter van based in California and a second Sprinter van assigned exclusively to San Diego, Calif.

### ○ **USO Pacific**

U.S. military personnel in the Pacific play a critical role in deterring conflict in a region marked by intense geo-strategic competition, five nuclear-armed nations, eight of the world's ten largest militaries, and five of our nation's seven mutual defense treaty allies. U.S. military forces in the Pacific are engaged in counterterrorism operations and defend freedom's frontier along the demilitarized zone (DMZ) in Korea, providing the security essential for diplomatic negotiations and economic prosperity. Through permanent locations in mainland Japan, Okinawa, South Korea, Guam and Hawaii, USO Pacific supports 375,000 assigned DOD personnel, and through expeditionary operations supports deployed forces in Indonesia, Malaysia, the Philippines, Thailand and Australia. USO Pacific strengthens our service members and their families so they can focus on their mission while stationed far from home.

#### Pacific by the Numbers

- 28 locations
- 1.5M total service connections in 2018

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

Europe by the Numbers

- 20 locations
- 950K total service connections in 2018

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

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

Southwest Asia by the Numbers

- 13 locations
- 1.5M total service connections in 2018

- **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 230 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 comprised of locations operating under two business models: directly managed and independent chartered organizations, or franchises. The network of USO centers across the country is strong and the mission and impact of USO support is universal, regardless of the operating model.

Stateside by the Numbers

181 locations

- 83 US-direct report
- 98 US-chartered centers

7.55M total service connections in 2018

- 3.75M US-direct report
- 3.8M US-chartered centers

○ **Types of Locations**

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

- **Traditional Installation and Community Locations** – A majority of all USO locations fall into what is considered a traditional location category, and date back to the birth of the organization in 1941. In fact, one such traditional location in Jacksonville, N.C., has been in operation for the entire 78-year history of the USO. Traditional centers offer core amenities, including connectivity (internet, phones, Wi-Fi), snacks, drinks and a home-like environment (comfortable seating, TVs, movies, video games). Traditional centers have small staffs and are largely supported and operated by a team of volunteers. Traditional centers host frequent programs and events, and often have a regular schedule of activities.
- **Airport Locations** – Supporting service members and their families as they travel, USO airport locations can be found across the country in major metropolitan areas, small communities and near major military installations. Airport locations, both inside and outside of security, also offer core amenities including connectivity (internet, phones, Wi-Fi), snacks, drinks and a home-like environment (comfortable seating, TVs, movies, video games). The USO's network of airport locations are staffed by volunteers who welcome weary travelers and provide resources to ease travel burdens.
- **MEPS Locations** – Military Entrance Processing Stations (MEPS) are DOD joint-service operations staffed with military and civilian professionals who support enlistment at various locations across the U.S. In 2018, the USO continued to expand its presence to several more MEPS, providing additional support for service members on what may be the first day of their military career. By increasing the USO's presence at MEPS, we can introduce service applicants and their families to the wide range of USO support that they'll find during different phases of their military careers. Service members and their families visiting MEPS often experience long wait times for appointments and evaluations. The USO provides relaxation space and entertainment to help them pass the time.
- **Mobile Locations** – Dubbed "Traditional Centers on Wheels," this fleet of vehicles takes our services to far-reaching corners of the world for however long we are needed. The vehicles, which operate in the U.S., Europe and the Pacific, range in size from commercial vans to canteens and large recreational vehicles. In addition to supporting training exercises and bringing USO services to nearby installations, mobile locations also deploy to support our service members in the event of a local or national emergency, such as hurricanes or wildfires.
- **Expeditionary Support Locations** – In remote and isolated areas of the world where we find service members deployed, conducting training exercises or missions, expeditionary support locations serve as an extension of USO support. Typically unmanned by paid staff, expeditionary sites can be found in the U.S., Pacific and Southwest Asia and offer traditional amenities including connectivity, snacks and a comfortable place to relax.
- **USO Pathfinder® Sites** – Pathfinder sites focus on coordinating services via a human connection and state-of-the-art technology to help service members and their families navigate the transition from military service to thriving veteran status.

### C. **USO MOBILE APP**

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

### D. **USO VOLUNTEERS**

Our 30,000 USO volunteers are the heart of the organization. They provide more than 1.6 million hours of service annually. 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.

## III. **USO PROGRAMS**

### A. **USO UNITES**

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

- i. **Bob Hope Legacy Reading Program:** The Bob Hope Legacy Foundation is proud to partner with the USO to create the Bob Hope Legacy Reading Program. In the spirit of Bob Hope and his dedication to bringing military families together, the program is largely driven by virtual, on-demand story time offerings that help the USO extend its reach. The program connected an estimated 43,000 military families around the world through reading in 2018. The Bob Hope Legacy Reading Program focuses on:
  - **Bringing story time on demand around the globe.** Thanks to the generous support of the Bob Hope Legacy Foundation, the USO is able to help service members read to their children around the world. When a service member stationed in the deserts of Kuwait misses the birth of their child, the USO is there to provide that powerful connection back home. Through the Bob Hope Legacy Reading Program, that service member is able to read their newborn child a bedtime story from halfway around the globe. Service members can walk into participating USO locations, record themselves reading their child's favorite story and have that recording shipped home.
  - **Helping military kids stay connected through reading.** Recognizing the challenges military children often face when dealing with separation, the Bob Hope Legacy Reading Program makes it possible for military kids to add a new book to their own library and share story time with someone they love by recording themselves reading. The USO sends the recording to the child's military loved one, helping bring families together, no matter the miles that separate them.
  - **Supporting local reading programs in many USO locations around the world.** Local reading programs are designed to serve the unique needs of each military community. For some locations, the Bob Hope Legacy Reading Program gives

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

- ii. **EmPaCt: Empowering playful connections.** Designed to engage the entire family, the USO EmPaCt program flips traditional family dynamics and empowers military kids to lead the outcomes of their family's experience. EmPaCt is a family connection event that usually lasts three to five hours and brings together 5-10 military families per event. During an EmPaCt event, families play games together, connect over shared experiences and then tackle a fun, problem-solving activity using cardboard, recycled goods and creativity. Families are encouraged to reflect on their EmPaCt experience and continue infusing the playful and positive problem-solving skills they have developed into a healthy, resiliency-building habit. Now in its second year, the program will be offered at more than 10 locations at over 30 events to keep up with the growing demand for the program. To learn more about EmPaCt visit [USO.org/Empact](http://USO.org/Empact).
- iii. **Family Activity Box (FAB):** The USO has created a new, family-oriented 'care package' program designed to afford military families a connective experience, whether participating in family-engagement events at USO centers or at home around their own table. The box is customized with targeted comfort products and includes family craft activities that reinforce proven resiliency habits such as managing emotions, understanding expectations or overcoming challenges. Each family box is assembled by hand by USO volunteers and staff and customized for up to six family members, with more than one box provided to support larger families. Due to the personalized assembly, the program is currently available by request only through centers participating in the program. The USO is planning to distribute up to 4,000 Family Activity Boxes within 2019.
- iv. **Operation Phone Home®:** Operation Phone Home® is one of the most frequently-requested services from our forward-deployed service members. At our centers located in Iraq, Afghanistan, Kuwait and Djibouti, 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 free internet access to witness the birth of their children while deployed overseas. In 2018 at USO locations in Southwest Asia alone, more than 3.8 million minutes of free talk time were logged by service members connecting with their families. For the forward-deployed service members who served in remote areas without access to our centers last year, the USO provided nearly 100,000 free international prepaid calling cards. To date, the USO has provided more than 3.5 million free prepaid international calling cards, allowing service members to connect with their loved ones back home. In other places around the world, many USO locations also offer free internet and free phone calls.
- v. **USO, What to Expect and Target Present Special Delivery:** The USO and What to Expect are partnering for a seventh year to host baby showers for military parents-to-be around the globe. Heidi Murkoff, the best-selling author of the "What to Expect" book series and founder of the What to Expect Project, hosts each event in conjunction with a local USO center. Combining traditional baby shower games with a one-of-a-kind Q&A session with Heidi, the showers provide a touch of home for moms-to-be who are often away from their families, friends and support networks during their pregnancies. Target continues to support the Special Delivery program, contributing gift cards to every attendee gift bag, which includes items for parent and baby. Also, each attendee receives a personally-signed book donated by Heidi and the opportunity for photos and hugs together. More than 10,000

- military spouses and expectant active-duty parents have been served through this program since it was launched in 2013. In 2018, the Special Delivery program hosted 58 events across three continents – 35 showers, 17 reunions and six showers for expecting fathers.
- vi. **Stronger Families – OXYGEN:** The USO works with Stronger Families to bring OXYGEN For Your Relationship Seminars to military couples to help them strengthen their relationships while working on tough issues in a fun, nonthreatening environment. Couples learn to improve their communication, better understand each other’s needs, resolve conflict, rekindle romance and find renewed hope. The program is offered through two learning platforms: OXYGEN Seminars – a one- to two-day program with eight-hour seminars that is customized to the attendee’s relationship needs as determined through a pre-assessment questionnaire; and Taste of OXYGEN Events – a 60-90-minute presentation on relationship-strengthening topics selected by the installation hosting the event. In 2018, nearly 6,000 service members and family members utilized relationship-strengthening resources through the USO's offering of OXYGEN Seminars and Taste of OXYGEN events.
  - vii. **USO Military Spouse Networking Program:** The average military spouse moves 8-12 times in the span of a 20-year career. The USO’s military spouse programs deliver our mission of connection by providing military spouses the opportunity to build and sustain their networks, whenever and wherever they move. The USO Military Spouse Networking Program debuted in May 2016 to connect military spouses to their social, professional and community networks. Spouses will create their own personal and professional “elevator pitch,” learn the art of networking and engage in speed networking with other spouses, hiring employers, community leaders and organizations at the event. Spouses will walk away meeting 15-30 new people by the end of the day.

In addition to USO Military Spouse Networking events, spouses are also encouraged to attend monthly Coffee Connection gatherings to connect with new friends or reconnect with old ones. Coffee Connections are a great way for military spouses to meet friends, share advice and learn about local events. As of February 2019, the USO has hosted more than 200 events connecting spouses to more than 550 employers, organizations, and community leaders and has served more than 3,200 spouses. In 2018, the USO conducted extensive, worldwide research to produce the [USO Military Spouse Report](#), which gave a voice to military spouses of all backgrounds and explored both the demographics and the challenges facing military spouses today.

## B. USO ENTERTAINS

We bring entertainment to the doorsteps of service members and their families through a diverse range of activities, keeping America’s service members connected to the nation they’ve vowed to protect. Best known for our historic tours, USO Entertainment brings celebrities, donating their time and talents, to visit service members and families wherever they serve.

- i. **Celebrity Tours:** In 2018, the USO deployed 96 celebrities on 41 tours – eight of which visited combat zones – to 19 countries and 25 states, entertaining approximately 88,000 service members and military families.
- ii. **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.

### C. USO DELIVERS

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

- i. **Care Packages:** The USO Care Package Program is designed to provide service members with two different types of care packages – a Snack Pack and Toiletry Pack. Both are desert tan in color and are constructed with a durable nylon material that has a Modular Lightweight Load-carrying Equipment (MOLLE) system on the back of the pouch for attachment on most military-issued gear. The Snack Pack is assembled with a mixture of healthy treats and drink mixes. The Toiletry Pack comes equipped with a wide range of travel-sized hygiene products. More than 120,000 USO Care Packages were delivered in 2018.
- ii. **Mobile USO:** USO offers service members in the field support through its mobile vehicle units. 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, provide USO services to areas without a brick-and-mortar USO centers and support communities in times of crisis. Over the last several years, USO expanded its mobile fleet to include three large “recreational vehicles” and three Sprinter vans, designed to provide support to smaller exercises and events. USO’s large mobile vehicles both include three slide-out sections, a large canteen window, two 65-inch TVs, five Xbox gaming systems, Wi-Fi, internal and external sound systems, a food-prep area and wheelchair accessibility. Sprinter vans are stationed in Texas, California and Alaska, providing support to communities with large military populations and geographic limitations. USO’s mobile fleet has provided support to service members responding to natural disasters such as Hurricanes Harvey, Irma and Maria in 2017 and Hurricanes Florence and Michael in 2018. In 2019, the USO plans to add a new Sprinter van to serve the Southeast United States.
- iii. **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, musical instruments, sports equipment and personal care items. To date, the USO has shipped more than 1,900 kits, including those delivered to remote places in Afghanistan, Iraq, Philippines, Egypt, Djibouti, Jordan, Australia, Kuwait and North Africa. USO2GO continues to be the program most requested directly from the field that helps our deployed service members relax and recharge.

### D. USO TRANSITIONS

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

- i. **Military Entrance Processing Station (MEPS) Support:** MEPS are DOD joint-service organizations staffed with military and civilian professionals who support enlistment at various locations across the U.S. In 2018, the USO expanded its presence to several more MEPS, providing additional support for service members on what may be the very first day of their military career. By expanding the USO’s presence at MEPS, we are able to introduce service applicants and their families to the wide range of USO support that they’ll find during different phases of their military careers. Service applicants and their families visiting MEPS often experience long wait times for appointments and evaluations and the USO provides relaxation space, free Wi-Fi and entertainment to help them pass the time.

- ii. **Support for Families of the Fallen:** The USO has supported every dignified transfer at Delaware's Dover Air Force Base since March 1991. USO centers are located in the heart of Dover Air Force Base to support families of the fallen, as well as those service members assigned to the Air Force Mortuary Affairs complex. Additionally, as family notifications occur at all times of the day and night, the USO works 24/7 to coordinate with USO centers across the country. The USO is there to support and comfort families who have just received tragic news as they travel to and from Dover. The USO's reach expands beyond Dover with a vast network of support for our families of the fallen from coast to coast. The USO also supports the families of those who have made the ultimate sacrifice through our partnerships with organizations 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.
- iii. **USO Pathfinder®:** An estimated 200,000-plus service members transition out of the military each year, and more than 650,000 military spouses are constantly transitioning. The USO Pathfinder® program extends the USO experience to active duty, Reserve, National Guard, and military spouses as they transition from the military and settle into their new communities. The program also supports military spouses at any point in their military journey as they transition from one installation to the next.

The USO Pathfinder operation works with strategic partners to connect service members and military spouses to resources within these focus areas: employment; education; financial readiness; veterans' benefits; housing; legal; family strength and wellness and volunteerism.

USO Pathfinder Scouts can support service members and military spouses up to 12 months prior to transition and extend that support for up to 12 months beyond their date of separation or transition through personalized, one-on-one support. Through the creation of an individualized action plan, Scouts 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.

With sites located across the country, the USO Pathfinder program connects people to resources and opportunities before they separate as well as at their point of destination. The USO currently offers the following 19 Pathfinder locations throughout the U.S.:

- Camp Pendleton, Calif.
- Chicago, Ill.
- Fort Belvoir, Va.
- Fort Bliss, Texas
- Fort Bragg, N.C.
- Fort Campbell, Ky.
- Fort Carson, Colo.
- Fort Drum, N.Y.
- Fort Hood, Texas
- Fort Riley, Kan.
- Fort Sill, Okla.
- Fort Stewart, Ga.
- Fort Wainwright, Alaska
- Joint Base Lewis-McChord, Wash.
- NAS Jacksonville, Fla.
- Naval Station Norfolk, Va.
- Nellis Air Force Base, Nev.
- San Antonio, Texas
- Schofield Barracks, Hawaii

- iv. **USO Pathfinder Transition Programs and Events:** USO Pathfinder sites provide relevant and valuable local programming to service members and military spouses as they overcome the challenges that transitions can create. With the support of national and local partners, the Pathfinder program offers:

- **Employment Workshops:** The three-hour program includes a comprehensive presentation as well as resume and LinkedIn profile reviews and mock interviews.
- **Financial Readiness Workshops:** Taught by certified subject-matter experts, these courses focus on a variety of topics, including “is your financial house in order?” “transitioning successfully into retirement,” and “transitioning to a new career.”
- **VA Home Loan Workshops:** Events are facilitated locally by certified experts who explain the home-buying process, VA Home Loan eligibility details, loan lifespan information and FAQs.
- **Education Workshops** provide a comprehensive discussion about choosing a school, paying for school and managing student debt. These workshops are delivered by national or local partners to ensure that attendees receive professional guidance.

Individuals may also access their plan anywhere through the USO’s Mobile App, to update action plan tasks and communicate directly with their Scout. There may be as many as 25 USO Pathfinder locations by the end of 2020.

- v. **Warrior and Family Center Programs and Services:** The USO has three locations that primarily serve wounded, ill and injured service members, their families and caregivers. 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, Va. The facilities offer a comprehensive array of specialized services and programs in a supportive, homelike setting. Created for our nation’s healing heroes and their families, the centers feature classrooms, sports lounges, communal kitchen and eating areas, business centers, healing gardens and more. Further support is also provided in other key military hospitals in the U.S., such as outreach dinners to build bonds with families and recovering service members at Brooke Army Medical Center in San Antonio, Texas.

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

#### **IV. GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS**

**A. USO Congressional Caucus:** The USO Congressional Caucus was formed in 2003 to enhance the outreach efforts of the American people to U.S. troops and their families, providing another critical link between service members and their representatives. The bipartisan caucus brings together members of the U.S. Senate and U.S. House of Representatives who share an interest in supporting and improving the lives of our service members and their families. The USO Congressional Caucus has more than 200 members and unites our leaders in Congress to strengthen the bridge that supports our military by keeping America’s service members connected to family, home and country.

**B: USO Service Council:** The USO Service Council is comprised of more than 30 spouses of our nation’s senior military and government leaders in the defense community. Service Council members, most of whom are military spouses themselves, participate in regular activities including volunteer opportunities, networking events for military spouses and informational briefings to support the USO and its mission of strengthening America’s service members by keeping them connected to family, home and country, throughout their service to the nation.

## V. PROVIDING RESOURCES FOR USO PROGRAMS AND SERVICES

We often hear from people who say they want to give back to our nation's service members, but they don't know how to get involved. The USO provides a variety of ways to show support and appreciation for our military heroes and helps make a difference in their lives. Individuals, corporations or organizations can find creative ways to give at [USOWishbook.org](http://USOWishbook.org), choosing from the virtual gift catalog. Americans can also visit [USO.org/force](http://USO.org/force) to learn how they can join the Force Behind the Forces® by making an online donation, sharing a message of support to our service men and women or by finding a local USO to learn more.

**A. Campaign to Connect:** The USO's Campaign to Connect is just one of the many ways Americans can join the Force Behind the Forces®. The USO encourages its supporters, corporate partners and everyday Americans to connect with the service men and women who protect our freedom by sharing a message of support at [USO.org/force](http://USO.org/force). The USO uses this digital platform to deliver messages to service members stationed around the world through its network of locations.

**B. USO 1941 Legacy Society:** The [USO 1941 Legacy Society](http://USO.org/1941) recognizes friends of the USO who make a gift through a will, trust or other [estate plan](http://USO.org/estate-plan) to continue the USO's long tradition of connecting service members back to family, home and country. The generosity, dedication and patriotism of our 1941 Legacy Society members allows the USO to continue its mission. We deliver critical programs and services that promote a healthy, resilient, confident and prepared military as our dedicated service members continue to deploy far from their families and communities.

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

**D. USO Wishbook:** Found at [USOWishbook.org](http://USOWishbook.org), this online alternative giving catalog offers donors a way to support the USO by purchasing symbolic gifts for friends and loved ones that help America's service members and their families. Since the launch of USO Wishbook in 2011, more than 100,000 gifts have been purchased to support our nation's military community. The most popular gifts are phone calls home, comfort food packages and long-distance bedtime stories. Throughout the year, individual gifts and packages are added in honor of special gift-giving occasions. USO Wishbook leverages print and corporate partnership integrations to grow this online giving opportunity and continue to give Americans a way to support our service members and their families in a fun, creative and simple way.

USO meets all 20 Better Business Bureau Standards for Charity Accountability and is a gold-level GuideStar Exchange participant, demonstrating its commitment to transparency. **To learn more about the USO and how we support service members and military families, visit:**

- [USO.org/force](http://USO.org/force)
- [facebook.com/theUSO](http://facebook.com/theUSO)
- [flickr.com/photos/theuso](http://flickr.com/photos/theuso)
- <https://www.uso.org/media-room>
- [instagram.com/theuso](https://instagram.com/theuso)
- [Twitter.com/The\\_USO](https://twitter.com/The_USO)
- [youtube.com/TheUSO](https://youtube.com/TheUSO)