C

omfort. Gratitude. Trust.
Leadership. Reliability.
That’s how I describe today’s USO.
After nearly 40 years of military
service, and nine years on the USO’s
Board of Governors, I experience
these words whenever I see a USO
volunteer in action supporting
the families and troops coming in
the door of their center or when I
watch a military child’s face light
up when she sees a Sesame Street
performance designed just for her.
It strikes me that the reactions don’t
differ by rank or age. Gratitude for
what the USO delivers is universal.
I also know that reactions to the
programs made possible by our
generous donors and corporate
partners would be different
if the USO didn’t constantly
examine the scale and scope of
its programmatic offerings. And
when our military leadership needs
something somewhere in the
world at a moment’s notice, they
trust that the USO will deliver.
The USO Board of Governors brings
a range of leadership expertise as
we tackle interesting and complex
issues. Members also provide
oversight and guidance based on their
business and military experience.
This diverse group works together
to ensure that programs stay on
track and that budgets are carefully
monitored. Expanding our activities
to wounded, ill and injured troops and
their families puts us in the forefront
of meeting the needs of a force that
has been deployed multiple times.
Our additional focus on what will be
critical to troops as they move on
from the military helps ensure that
we’re not just helping troops and
military families for today. We’re
also doing all we can to support
the covenant we have with our
newest generation of veterans.
The USO is the most respected and
reliable organization established
to support the needs of our troops
throughout their military service.
We’re the bridge that connects the
nation’s military with the rest of
the country. That bridge is strong
and it continues to endure.
We’ve been delivering on our promise
for more than 74 years. As we prepare
for our 75th anniversary in 2016,
the staff and the Board will continue
to offer programs that make a real
difference in the lives of the men and
women who wear the nation’s uniform.
Thank you for being a part of our success.

Gen. Richard B. Myers, U.S. Air Force (Ret.)
Chairman, USO Board of Governors

Letter from
USO Chairman of the Board

“The USO is the most respected and
reliable organization established to
support the needs of our troops and
military service. We’re the bridge that
connects the nation’s military with
the rest of the country. That bridge is
strong and it continues to endure.”
EVERY MOMENT COUNTS (EMC)
The USO’s worldwide Every Moment Counts campaign made a GUINNESS WORLD RECORDS® achievement for most signatures on a flag: 115,000. Throughout the year, celebrities like Hunter Hayes, Dennis Haysbert and Kellie Pickler made significant contributions to the EMC campaign.

OPERATION: THAT’S MY DRESS!
The USO hosted two events with designer Sherri Hill, who donated $1 million in dresses and supported more than 1,600 teens from military families.

USO WARRIOR AND FAMILY CENTER AT BETHESDA
In 2014, the USO Warrior and Family Center at Bethesda was visited nearly 80,000 times by troops and families. Its sister USO Warrior and Family Center at Fort Belvoir was visited more than 150,000 times by troops and families.

2014 SURVEY RESULTS
More than 7,200 troops and family members surveyed agree that the USO:

- 95% lets me know my country supports me
- 97% boosts my morale
- 92% eases my separation from family and friends

HIRE HEROES USA
A total of 1,347 service members and their spouses or caregivers participated in 96 transition workshops and events. 98% of attendees would recommend or strongly recommend the program to fellow service members.

NEW CENTERS
The USO opened 7 new centers in 2014, at John F. Kennedy (JFK) Int’l Airport, Camp Courtney (Okinawa), Warrior and Family Center at Bethesda, Portland Int’l Airport, Naval Air Station Kingsville, John Wayne Airport - Orange County and a second location at Las Vegas McCarran Int’l Airport.

CENTER PROGRAMS
USO Centers hosted more than 7,200 programs that supported more than 2.4 million troops and family members.

MOBILE USO
USO Mobiles traveled across the United States to serve more than 35,000 troops at more than 100 events.

USO VOLUNTEERS
More than 30,000 USO Volunteers donated nearly 1.6 million hours to support troops and their families around the world.
SESAME STREET/USO MILITARY FAMILY EXPERIENCE TOUR
Since 2008, the tour has supported more than 500,000 troops and military families worldwide.

OPERATION PHONE HOME
Troops in Southwest Asia used more than 13 million minutes of free call time, as well as logged 850,000 WiFi sessions, to connect with loved ones back home.

STRONGER FAMILIES
The USO, in collaboration with Stronger Families, presented 51 Oxygen Couples Seminars that strengthened the relationships of more than 421 military couples.

FAMILIES OF THE FALLEN
More than 630 family members of the fallen were supported by USO staff and volunteers at airports around the country, while travelling to and from Dover Air Force Base, DE, to witness the dignified transfer of their loved one.

THE USO 4TH OF JULY CONCERT HELD AT THE WHITE HOUSE
More than 1,200 troops and military family members experienced the USO’s 4th of July concert at the White House featuring Pitbull.

USO ENTERTAINMENT
102 entertainers attended 440 USO events, including 54 tours to 17 countries and 33 states, reached 289,982 troops and families, and provided more than $37.6 million of in-kind value.

USO2GO
The USO delivered 89 USO2GO shipments and supported more than 22,000 troops including USO2GO support to Liberia during the Ebola outbreak and additional aid for the Baltic region. Since 2008 the program has distributed more than 1,440 kits and supported more than 435,000 troops.

FAMILIES OF THE FALLEN
More than 630 family members of the fallen were supported by USO staff and volunteers at airports around the country, while travelling to and from Dover Air Force Base, DE, to witness the dignified transfer of their loved one.

THE USO 4TH OF JULY CONCERT HELD AT THE WHITE HOUSE
More than 1,200 troops and military family members experienced the USO’s 4th of July concert at the White House featuring Pitbull.

OPERATION PHONE HOME
Troops in Southwest Asia used more than 13 million minutes of free call time, as well as logged 850,000 WiFi sessions, to connect with loved ones back home.

USO ENTERTAINMENT
102 entertainers attended 440 USO events, including 54 tours to 17 countries and 33 states, reached 289,982 troops and families, and provided more than $37.6 million of in-kind value.

USO2GO
The USO delivered 89 USO2GO shipments and supported more than 22,000 troops including USO2GO support to Liberia during the Ebola outbreak and additional aid for the Baltic region. Since 2008 the program has distributed more than 1,440 kits and supported more than 435,000 troops.
For nearly 50 years, the NFL and the USO have partnered together to support our service members and their families. In 2014, the NFL donated more than $600,000 in cash and in-kind product, and toured with the USO to visit with troops overseas.

**JOHNSON & JOHNSON**
As Official Healthcare Partner of the USO, Johnson & Johnson contributed more than $2.1 million through a combination of efforts including signature USO program sponsorship in support of our servicemen and women, and their families, donations to the USO Warrior and Family Center at Bethesda for returning troops, in-kind product donations and cause marketing.

**KROGER**
Kroger raised $3.3 million through the company’s Honoring Our Heroes sales event and customer contributions collected at check stands and online through summer and fall. Additionally, Harris Teeter stores raised over $550,000 for the USO through the company’s donation card campaign.

**CELEBRITY CONTRIBUTIONS**
Al Roker raised more than $90,000 for the troops during his live TODAY show broadcast from Afghanistan and through his record-breaking weather broadcast, “Rokerthon.” Jay Leno donated his car for auction and pledged the proceeds to the USO, raising just over $500,000.

**74-YEAR PARTNERSHIP**
The Coca-Cola Company, a USO partner since 1941, helped the USO bring “a touch of home” to troops and their families through their global support of in-kind product donations, programs for military families, wounded troops and troops in transition and media donations to promote the USO story to new audiences.

**JCPENNEY**
For the third consecutive year, JCPenney and JCPenney Cares continued their support for the USO donating more than $750,000 through a Giving Tuesday donation, a Twitter promotion with country music star Blake Shelton, sponsorship of the USO Gala and by inviting JCPenney customers to round-up their purchases to support the USO and our work with military families.

**NFL PARTNERSHIP**
For nearly 50 years, the NFL and the USO have partnered together to support our service members and their families. In 2014, the NFL donated more than $600,000 in cash and in-kind product, and toured with the USO to visit with troops overseas.
USO CENTER LOCATIONS

UNITED STATES

ARIZONA
- Phoenix Sky Harbor Int’l Airport
- O’Hare Int’l Airport

CALIFORNIA
- Los Angeles Regional Airport
- Ontario Int’l Airport
- Palm Springs Airport
- San Diego Int’l Airport
- San Diego Downtown
- San Francisco Int’l Airport
- San Jose Airport
- Travis AFB

COLORADO
- Denver Int’l Airport
- Fort Carson

DELAWARE
- Dover AFB Port Mortuary
- Dover AFB AMC Terminal

FLORIDA
- Jacksonville NAS
- Jacksonvile Int’l Airport
- NS Mayport
- NAS Pensacola
- Pensacola Regional Airport
- NW FLA Regional Airport
- Tampa Bay Int’l Airport

GEORGIA
- Atlanta Hartsfield Airport
- Robins AFB
- Savannah Int’l Airport

ILLINOIS
- Naval Station Great Lakes
- Midway Airport
- O’Hare Int’l Airport Terminal 2
- O’Hare Int’l Airport Terminal 3

INDIANA
- Fort Wayne ANGB
- Camp Atterbury
- Indianapolis Int’l Airport
- Muscatatuck Urban Training Center

KANSAS
- Fort Riley

KENTUCKY
- Fort Campbell
- Fort Knox
- Fort Moore

MARYLAND
- Andrews AFB
- Fort Meade
- Warrior and Family Center - Bethesda
- BWI Airport
- NSWC Indian Head

MASSACHUSETTS
- Boston CGB
- Boston Logan Int’l Airport
- Westover Air Reserve Base

MISSISSIPPI
- NCBC Gulfport
- Gulfport/Biloxi Int’l Airport

MISSOURI
- Lambert St. Louis Int’l Airport
- Fort Leonard Wood

NEW JERSEY
- McGuire AFB
- Fort Dix

NEW YORK
- Fort Hamilton
- JFK Airport
- Port Authority Bus Terminal (NYC)
- Fort Drum

NEVADA
- McCarran Int’l Airport – Terminal 1
- McCarran Int’l Airport – Terminal 3

NORTH CAROLINA
- Charlotte Douglas Int’l Airport
- Fort Bragg
- Fayetteville Regional Airport
- Camp Lejeune/Jacksonville
- Raleigh-Durham Airport

OHIO
- Cincinnati/NKY Int’l Airport – Terminal A
- Cincinnati/NKY Int’l Airport – Terminal B
- Cleveland Hopkins Int’l Airport
- Cleveland MEPS
- Columbus MEPS
- Dayton-Vandalia Airport
- Port Columbus Airport
- Toledo Naval Ops SC

OREGON
- Portland Int’l Airport

 PENNSYLVANIA
- Philadelphia Int’l Airport
- Harrisburg Air Guard Station

REPUBLIC OF KOREA
- K缩水

SOUTH CAROLINA
- Columbia Metropolitan Airport

TENNESSEE
- Nashville Int’l Airport

TEXAS
- Corpus Christi NAS
- Dallas/Ft. Worth Int’l Airport – Terminal B
- Dallas/Ft. Worth Int’l Airport – Terminal D
- Dallas MEPS
- Fort Hood
- North Fort Hood
- Fort Bliss
- El Paso Airport
- Ellington Field JRB

SOUTH CAROLINA
- Charleston Int’l Airport

SOUTH GLUTIA
- Guantanamo Bay (Camp Liberty)

UNITED STATES

AFGHANISTAN
- Pat Tillman Memorial (Bagram AB)
- Bagram East (Bagram AB)

CA
- Camp Pendleton
- Camp Fuji
- Camp Zama

COLORADO
- Fort Carson
- Fort Drum
- Fort Meade
- Fort Carson

FLORIDA
- Jacksonville NAS
- Jacksonville Int’l Airport
- NS Mayport
- NAS Pensacola
- Pensacola Regional Airport
- NW FLA Regional Airport
- Tampa Bay Int’l Airport

GEORGIA
- Atlanta Hartsfield Airport
- Robins AFB
- Savannah Int’l Airport

ILLINOIS
- Naval Station Great Lakes
- Midway Airport
- O’Hare Int’l Airport Terminal 2
- O’Hare Int’l Airport Terminal 3

INDIANA
- Fort Wayne ANGB
- Camp Atterbury
- Indianapolis Int’l Airport
- Muscatatuck Urban Training Center

KANSAS
- Fort Riley

KENTUCKY
- Fort Campbell
- Fort Knox
- Fort Moore

MARYLAND
- Andrews AFB
- Fort Meade
- Warrior and Family Center - Bethesda
- BWI Airport
- NSWC Indian Head

MASSACHUSETTS
- Boston CGB
- Boston Logan Int’l Airport
- Westover Air Reserve Base

MISSISSIPPI
- NCBC Gulfport
- Gulfport/Biloxi Int’l Airport

MISSOURI
- Lambert St. Louis Int’l Airport
- Fort Leonard Wood

NEW JERSEY
- McGuire AFB
- Fort Dix

NEW YORK
- Fort Hamilton
- JFK Airport
- Port Authority Bus Terminal (NYC)
- Fort Drum

NEVADA
- McCarran Int’l Airport – Terminal 1
- McCarran Int’l Airport – Terminal 3

NORTH CAROLINA
- Charlotte Douglas Int’l Airport
- Fort Bragg
- Fayetteville Regional Airport
- Camp Lejeune/Jacksonville
- Raleigh-Durham Airport

OHIO
- Cincinnati/NKY Int’l Airport – Terminal A
- Cincinnati/NKY Int’l Airport – Terminal B
- Cleveland Hopkins Int’l Airport
- Cleveland MEPS
- Columbus MEPS
- Dayton-Vandalia Airport
- Port Columbus Airport
- Toledo Naval Ops SC

OREGON
- Portland Int’l Airport

 PENNSYLVANIA
- Philadelphia Int’l Airport
- Harrisburg Air Guard Station

REPUBLIC OF KOREA
- K缩水

SOUTH CAROLINA
- Columbia Metropolitan Airport

TENNESSEE
- Nashville Int’l Airport

TEXAS
- Corpus Christi NAS
- Dallas/Ft. Worth Int’l Airport – Terminal B
- Dallas/Ft. Worth Int’l Airport – Terminal D
- Dallas MEPS
- Fort Hood
- North Fort Hood
- Fort Bliss
- El Paso Airport
- Ellington Field JRB

SOUTH CAROLINA
- Charleston Int’l Airport

SOUTH GLUTIA
- Guantanamo Bay (Camp Liberty)
## FINANCIAL STEWARDSHIP

*The consolidated statements of financial position and activities and changes in net assets reflect the accounts of USO, Inc., the USO Foundation and its domestic and overseas operating centers. U.S. chartered operations are financially autonomous from the USO and are therefore excluded from the USO’s consolidated financial statements. The complete consolidated financial statements, accompanying notes thereto and independent auditors’ report as of and for the year ended December 31, 2014, as performed by Grant Thornton LLP, are available at USO.org/financial-statements.aspx.

### Consolidated Statement of Financial Position, December 31, 2014* (in thousands)

**ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>39,775</td>
<td></td>
<td></td>
<td>39,775</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>17,841</td>
<td></td>
<td></td>
<td>17,841</td>
</tr>
<tr>
<td>Inventory, prepaid expenses and other assets</td>
<td>5,608</td>
<td></td>
<td></td>
<td>5,608</td>
</tr>
<tr>
<td>Investments</td>
<td>82,149</td>
<td></td>
<td></td>
<td>82,149</td>
</tr>
<tr>
<td>Fixed assets, net</td>
<td>5,478</td>
<td></td>
<td></td>
<td>5,478</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>150,851</strong></td>
<td></td>
<td></td>
<td><strong>150,851</strong></td>
</tr>
</tbody>
</table>

**LIABILITIES**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>150,851</strong></td>
<td></td>
<td></td>
<td><strong>150,851</strong></td>
</tr>
</tbody>
</table>

### Consolidated Statement of Activities and Changes in Net Assets, year ended December 31, 2014 (in thousands)

**SUPPORT AND REVENUE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>111,255</td>
<td>9,519</td>
<td></td>
<td>120,774</td>
</tr>
<tr>
<td>Contributed materials, facilities and services</td>
<td>60,885</td>
<td>1,130</td>
<td></td>
<td>62,015</td>
</tr>
<tr>
<td>USO center revenue</td>
<td>5,920</td>
<td></td>
<td></td>
<td>5,920</td>
</tr>
<tr>
<td>Investment and other income</td>
<td>1,669</td>
<td>1,922</td>
<td></td>
<td>3,591</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>12,219</td>
<td>(12,219)</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>191,948</strong></td>
<td>352</td>
<td></td>
<td><strong>192,300</strong></td>
</tr>
</tbody>
</table>

**OPERATING AND SUPPORTING EXPENSES**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>46,469</td>
<td></td>
<td></td>
<td>46,469</td>
</tr>
<tr>
<td>USO centers</td>
<td>12,472</td>
<td></td>
<td></td>
<td>12,472</td>
</tr>
<tr>
<td>Programs</td>
<td>61,855</td>
<td></td>
<td></td>
<td>61,855</td>
</tr>
<tr>
<td>Contributed materials, facilities and services</td>
<td>7,414</td>
<td></td>
<td></td>
<td>7,414</td>
</tr>
<tr>
<td>Entertainment</td>
<td>18,001</td>
<td></td>
<td></td>
<td>18,001</td>
</tr>
<tr>
<td>Communications and public awareness outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>146,211</strong></td>
<td></td>
<td></td>
<td><strong>146,211</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Services</td>
<td>24,420</td>
<td></td>
<td></td>
<td>24,420</td>
</tr>
<tr>
<td>Fundraising</td>
<td>16,277</td>
<td></td>
<td></td>
<td>16,277</td>
</tr>
<tr>
<td><strong>Total Operating and Supporting Expenses</strong></td>
<td><strong>186,908</strong></td>
<td></td>
<td></td>
<td><strong>186,908</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets</td>
<td>5,040</td>
<td>352</td>
<td></td>
<td>5,392</td>
</tr>
<tr>
<td>Net Assets, beginning of year</td>
<td>78,932</td>
<td>29,488</td>
<td>25,598</td>
<td>134,018</td>
</tr>
<tr>
<td>Net Assets, end of year</td>
<td>83,972</td>
<td>29,840</td>
<td>25,598</td>
<td>139,410</td>
</tr>
</tbody>
</table>

*The consolidated statements of financial position and activities and changes in net assets reflect the accounts of USO, Inc., the USO Foundation and its domestic and overseas operating centers. U.S. chartered operations are financially autonomous from the USO and are therefore excluded from the USO’s consolidated financial statements. The complete consolidated financial statements, accompanying notes thereto and independent auditors’ report as of and for the year ended December 31, 2014, as performed by Grant Thornton LLP, are available at USO.org/financial-statements.aspx.
USO BOARD OF GOVERNORS

GEN. RICHARD B. MYERS, USAF (RET.)
Chairman, USO Board of Governors
15th Chairman of the Joint Chiefs of Staff

ORLAN BOSTON
Principal, Ernst & Young LLP
Presidential Appointee

RAYMOND CALDIERO
Chairman, Sequoia Group, Inc.

GEN. GEORGE CASEY (RET.)
36th Chief of Staff of the U.S. Army

DR. J.D. CROUCH II
CEO and President, USO

TOM R. DEL VALLE

JANICE K. EMMERT

DAWN HALFAKER
CEO, Halfaker & Associates, LLC
Presidential Appointee

JAMES HAMILTON
Partner, Bingham McCutchen LLP
Presidential Appointee

MARILLYN A. HEWSON
Chairman, President and CEO, Lockheed Martin Corporation

DR. MAYNARD HOWE
CEO and Vice Chairman, Stemeda Cell Technologies, Inc.

CURT KOLCUN
VP, US Public Sector, Microsoft

DEBRA LANGFORD
Presidential Appointee

ROBIN LINEBERGER
Principal, Aerospace & Defense, Deloitte Services LP

WILLIAM J. LYNN, III
CEO, DRS Technologies, Inc.

ROBERT A. MARTINEZ
President, Great Southwestern, Inc.

LISA BORIN OGDEN
Presidential Appointee

MICHAEL H. O’SHEA, PHD, FACSM

BEATRIZ R. PEREZ
Vice President and Chief Sustainability Officer
The Coca-Cola Company

MICHAEL PHELPS
Former CEO, President and Publisher, The Washington Examiner

SGT. MAJ. KENNETH O. PRESTON (RET.)
13th Sergeant Major of the Army

LT. GEN. HARRY D. RADUEGE, USAF (RET.)
Chairman, Center for Cyber Innovation, Deloitte & Touche LLP

EDWARD T. REILLY
President & CEO, American Management Association

LEONEL R. ROCHE

KARL-HEINZ STAHL
CEO, TK3 Telepost Kabel-Service

JOHN SUTTLE

SUE TIMKEN

TOM VICE
Sector President, Aerospace Systems, Northrop Grumman

LOUIS A. “CHIP” WEIL
Former Chairman, President & CEO, Central Newspapers

ANTHONY BISCEGLIE, ESQ.
USO General Counsel, Bisceglie & Walsh

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. Serving as a forum for the ongoing exchange of information, the USO Congressional Caucus brings together members from the U.S. Senate and U.S. House of Representatives who have a shared interest in supporting our service members and their families around the world.

The primary purpose of the USO Congressional Caucus is to educate and inform members of Congress about USO programs and services (within states/districts) and related quality-of-life issues facing our armed services personnel and their families. The Caucus provides a unified voice to help ensure a new generation of Americans is engaged with supporting service men and women and their families.

In 2014, the Congressional Caucus helped lead three USO service projects on Capitol Hill, creating care packages for troops and their families around the world.

USO Congressional Caucus Leadership

Senator Jack Reed (D-RI)
Honorary Chair

Senator John McCain (R-AZ)

Senator Kay Hagan (D-NC)

Representative Jeff Miller (R-FL)

Representative Tim Walz (DFL-MN)

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

Representative Adam Smith (D-WA)

To view the full list visit USO.org/AnnualReport.
"The USO could not provide the programs and services we do without partners and friends like you!"

JOANIE THRESHER, DIRECTOR USO SOUTH CAROLINA
The following contributors made cash or in-kind gifts to the USO:

**$2,000,000 and Above**
- Mr. A. James Clark
- Johnson & Johnson
- The Kroger Co.

**$1,000,000 - $1,999,999**
- AT&T Inc.
- BNSF Railway Foundation
- J.C. Penney Company, Inc.
- National Football League
- TKS Telepost Kabel Service
- Kaiserslautern GmbH & Co. KG
- Wawa, Inc.

**$500,000 - $999,999**
- BAE Systems, Inc.
- The City and County of Denver/Denver International Airport
- Grand Canyon University
- Harris Teeter, Inc.
- First State Crane Service, Inc.
- Mr. Mark I. Gelfand
- Lockheed Martin Corporation
- Microsoft
- The Paradies Shops, LLC
- The Procter & Gamble Company
- Charlie Sheen

**$250,000 - $499,999**
- Advisors Excel
- Altria Group
- American Airlines
- BIC USA Inc.
- City of Phoenix
- The Coca-Cola Foundation
- ConAgra Foods, Inc.
- FedEx Services
- Chrysler Group LLC
- Cisco
- Columbia Metropolitan Airport
- Elizabeth J. Conover
- Darden Restaurants
- Diageo North America, Inc.

**$100,000 - $249,999**
- 21st Century Fox
- 7-Eleven
- The Bennett Family Charitable Fund
- Boston Celtics Shamrock Foundation
- Build-A-Bear Workshop Inc.
- Chevron
- Viacom
- The Coca-Cola Foundation
- The Kroger Co.
- BNSF Railway Foundation
- J.C. Penney Company, Inc.
- National Football League
- TKS Telepost Kabel Service
- Kaiserslautern GmbH & Co. KG
- Wawa, Inc.
- First State Crane Service, Inc.
- Mr. Mark I. Gelfand
- Lockheed Martin Corporation
- Microsoft
- The Paradies Shops, LLC
- The Procter & Gamble Company
- Charlie Sheen

**$25,000 - $99,999**
- A. P. Kirby, Jr. Foundation, Inc.
- AdvantiPro GmbH
- Altria Group
- American Airlines
- BIC USA Inc.
- City of Phoenix
- The Coca-Cola Foundation
- ConAgra Foods, Inc.
- FedEx Services
- First State Crane Service, Inc.
- Mr. Mark I. Gelfand
- Lockheed Martin Corporation
- Microsoft
- The Paradies Shops, LLC
- The Procter & Gamble Company
- Charlie Sheen

**$10,000 - $24,999**
- 7-Eleven
- The Bennett Family Charitable Fund
- Boston Celtics Shamrock Foundation
- Build-A-Bear Workshop Inc.
- Chevron
- The Coca-Cola Foundation
- The Kroger Co.
- BNSF Railway Foundation
- J.C. Penney Company, Inc.
- National Football League
- TKS Telepost Kabel Service
- Kaiserslautern GmbH & Co. KG
- Wawa, Inc.
- First State Crane Service, Inc.
- Mr. Mark I. Gelfand
- Lockheed Martin Corporation
- Microsoft
- The Paradies Shops, LLC
- The Procter & Gamble Company
- Charlie Sheen

**$1,000 - $9,999**
- 7-Eleven
- The Bennett Family Charitable Fund
- Boston Celtics Shamrock Foundation
- Build-A-Bear Workshop Inc.
- Chevron
- The Coca-Cola Foundation
- The Kroger Co.
- BNSF Railway Foundation
- J.C. Penney Company, Inc.
- National Football League
- TKS Telepost Kabel Service
- Kaiserslautern GmbH & Co. KG
- Wawa, Inc.
- First State Crane Service, Inc.
- Mr. Mark I. Gelfand
- Lockheed Martin Corporation
- Microsoft
- The Paradies Shops, LLC
- The Procter & Gamble Company
- Charlie Sheen

**$500 - $999**
- 7-Eleven
- The Bennett Family Charitable Fund
- Boston Celtics Shamrock Foundation
- Build-A-Bear Workshop Inc.
- Chevron
- The Coca-Cola Foundation
- The Kroger Co.
- BNSF Railway Foundation
- J.C. Penney Company, Inc.
- National Football League
- TKS Telepost Kabel Service
- Kaiserslautern GmbH & Co. KG
- Wawa, Inc.
- First State Crane Service, Inc.
- Mr. Mark I. Gelfand
- Lockheed Martin Corporation
- Microsoft
- The Paradies Shops, LLC
- The Procter & Gamble Company
- Charlie Sheen

The following contributors made cash or in-kind gifts to the USO:
Cookie Corner  
Costco  
Cove Meadows Management Corporation  
Anonymous (3)  
Dell, Inc.  
DELMARVA Girl Scouts  
Direct Energy  
Disabled American Veterans  
Dunkin Brands, Inc.  
DynCorp International  
El Paso International Airport  
eps infrastructure and service GmbH  
ESPN, Inc.  
Express Scripts Federal Pharmacy Services  
Fluor Foundation  
Fluor Corporation  
Fort Hood Real Property  
Kent and Joann Foster  
Benjamin T. Frana  
The Fraternity of Phi Gamma Delta  
Anonymous (4)  
Freedom Honda  
Fry’s Food Stores of Arizona  
FTD.com, Inc.  
Fuccillo Automotive Group  
Garvens Mortgage Group, LLC  
Gary Sinise Foundation  
GE Foundation  
General Mills  
Gerondelis Foundation  
Mr. William J. Gillespie  
The Gordon A. Cain Foundation  
GTA  
GTE Corporation  
Guitar Center  
Eric and Tammy Gustavson  
HMS Host  
Houston Airport System  
Hudson Group  
Huntington Ingalls Industries  
Interbake Foods  
Jack and Marie Lord Foundation  
KIDS  
Caren and Tom Kilgore  
King Soopers  
Mr. and Mrs. Curt Kolcun  
Ms. Monica M. Krick  
Jonathan and Jeannie Lavine  
Live Nation, Inc.  
Lowe’s Companies, Inc.  
Mac Pizza  
Mark Van Trees, Support The Troops Inc.  
Medical Information Technology, Inc.  
MEDITECH  
Metropolitan Nashville Airport Authority  
Anonymous (5)  
Naval Air Station Pensacola  
New Balance Foundation  
New Day Financial, LLC  
North Star Foundation  
Northwest Florida Regional Airport  
Operation Give  
ORIX Foundation  
Outlook Financial Group, LLC  
Pacific Daily News  
Papa John’s Pizza  
Patagonia Korea  
Pensacola International Airport  
The Pine River Foundation  
Rita’s on the River  
Mr. Robin Lineberger  
Rugged Races LLC  
Salt River Pima-Maricopa Indian Community  
Samsung Thunders Basketball Team  
San Antonio International Airport  
San Francisco International Airport  
Sanderson Farms, Inc.  
Seattle Rotary Club  
Security Service Federal Credit Union  
Service Credit Union  
The Socrates Foundation and the Ralph R. Whitney Jr. Family  
Southwest Airlines Provisioning - Hobby  
Southwest Convenience Stores, LLC  
Sport Clips, Inc.  
Starbucks Coffee Company  
State of Delaware  
Stokke  
Trebek Family Foundation  
Triple J Enterprises, Inc.  
UnitedHealthCare Group  
USO of Greater Los Angeles  
Volvo International Customer Sales  
Waffle House, Inc.  
Wagner Equipment Co.  
Walgreens  
Anonymous (6)  
West Coast Novelty Group  
Woodley’s Fine Furniture  
Worth Linen Associates  
Wounded Warrior Project  
Yankee Candle Company, Inc.  
Yokota Foundation  
Zalec Familian and Lilian Levinson Foundation  

$15,000 - $24,999

Agility Defense & Government Services  
The Airpower Foundation  
Albertsons  
Aloha Harvest  
American Legion National Headquarters  
Artichoke Joe's Casino  
Allen L. Bakke  
Bank of Hawaii  
Beverage Distributors Company, LLC  
Blackbaud, Inc.  
Brookshire’s  
C. Scott and Dorothy E. Watkins Charitable Foundation  
Callaway Golf  
Capella University  
Tom Chadwell  
China Garden  
Cici’s Pizza #813  
Clark County, Nevada  
Cobham Defense Electronic Systems  
Colorado Technical University  
Communities Foundation of Texas  
Cracker Barrel Old Country Store, Inc.  
John V. Croul
PLANNED GIFTS

The following gifts were bequeathed to the USO:

$250,000-$499,999
Howard H. Hipkins

$100,000 - $249,999
Lawrence L. Bath
The Heirs of William Finch - Emily Bates, John deVeuve and James T. Finch
Hilda A. Kreutzer
Richard J. Sedore
Lewis O. Thayer
Alberta V. Thomas Utz

$25,000 - $99,999
Alice F. & Cortland J. Knipe Charitable Trust
Harry C. Barnett
Cornelia T. Bailey Charitable Trust
Wilna J. Cornwell
David G. Humphrey
Margit Katz
Kathryn M. Klingeman
Michael T. Trueheart
William H. Farra

$15,000 - $24,999
Helga N. Alten
Martha Hazel Blankenship Estate
Norman H. Phillips

Delta Air Lines
DistributionNOW
Suzanne Donohoe
Dover Federal Credit Union
DPW Utilities Office
DRS Technologies
Michael P. and Janice K. Emmert
Ernst & Young
Eurpac Service, Inc.
Ford Korea
Freebirds World Burrito
GE Aviation
General Motors Company
Grant Thornton LLP
Greenberg Traurig, LLP
Grifols
Guam Naval Officers’ Spouses’ Connection
Glen Haugen
Hawaii Community Foundation
Robert and Kathleen Henderson
Hits for Heroes
Mr. Robert B. Houssels Jr.
Jo Hopper
IP Casino Resort Spa
IP Mississippi Charities, LLC
Margaret H. and James E. Kelley Foundation
Kelly/Brady Advertising, Inc.
Keurig Green Mountain, Inc.
Landenberger Family Foundation
Lexmark, Inc.
Luna Gourmet Coffee & Tea, LLC
Eileen and John Martinson
Matson
Ms. Edna J. McAdoo
Music IT Global Phone Service
National Basketball Association
New York State Elks Association
Overseas Military Sales Corporation
Paul L. Pool
Perkins Motors
Randolph-Brooks Federal Credit Union
David and Jean Rosenblum
The Rotary Club of Dallas
Kathryn M. Rupp
Jeffrey M. Schmalz
Schoen Foundation
Annette Simmons
Mr. and Mrs. Frederick B. Stark
St. Martin’s Episcopal Church
Veterans Day Service
Support the Troops
Texas Roadhouse
TIF Foundation Fund
Triple Canopy, Inc.
Troop Ride
USAA
USO Council of Georgia, Inc.
Walmart Community Grants
Chip and Daryl Weil
Mr. and Mrs. Christopher Weiler
Mr. Warren B. Williamson
Ed and Leslie Wilson
Winchell’s Donut House Guam
World Duty Free Group

Ms. Edna J. McAdoo
Music IT Global Phone Service
National Basketball Association
New York State Elks Association
Overseas Military Sales Corporation
Paul L. Pool
Perkins Motors
Randolph-Brooks Federal Credit Union
David and Jean Rosenblum
The Rotary Club of Dallas
Kathryn M. Rupp
Jeffrey M. Schmalz
Schoen Foundation
Annette Simmons
Mr. and Mrs. Frederick B. Stark
St. Martin’s Episcopal Church
Veterans Day Service
Support the Troops
Texas Roadhouse
TIF Foundation Fund
Triple Canopy, Inc.
Troop Ride
USAA
USO Council of Georgia, Inc.
Walmart Community Grants
Chip and Daryl Weil
Mr. and Mrs. Christopher Weiler
Mr. Warren B. Williamson
Ed and Leslie Wilson
Winchell’s Donut House Guam
World Duty Free Group
Join Our Mission

At more than 160 locations worldwide, the USO is a home-away-from-home for our troops and their families. From the moment they join, through their deployments and as they transition back into their communities, the USO is there – supporting and comforting, connecting and entertaining them in new and imaginative ways. And through the generosity of our donors, corporate partners, and our 30,000 volunteers, the USO is able to personally deliver America’s gratitude for their service. Thank you for helping make a real and positive difference in the lives of our troops and their families. Together, we will be by their side – not just today, but always.