



Who Needs Us Most?

*The USO lifts the spirits of  
America's troops and their families.*

*When we ask the question,  
"Who needs us most?"*

*we know it's our healing heroes and their  
caregivers, our families of the fallen, our  
deployed troops and military families who  
have committed to serve our country.*

*The USO is here to show them that Americans  
appreciate their service and sacrifice.*



“Our troops risk everything to protect us, and their sacrifices are incredible. At the USO, we try to show our young men and women that their service is sincerely appreciated. When they need us most, the USO will be there for them.”

**Gen Richard B. Myers, USAF (Ret)**

*Chairman, USO Board of Governors*



## Why They Need Us

It takes a special kind of person to answer the call to serve our nation. Courage and a belief in protecting our country distinguish our men and women in uniform. Our troops take great risks to preserve our nation's security and way of life.

The USO honors their commitment by conveying our nation's gratitude. We understand the sacrifice made by enduring the strain of deployment that separates troops from their loved ones. We know how difficult it is for children to wait for their parents to return and for those families who deal with the challenges of helping their wounded, ill and injured warriors heal. The USO serves our troops and their families by utilizing our global reach and unparalleled trust of the military, our team of dedicated staff and volunteers, and the generosity of our donors, to bring the best of America to our troops, no matter where they are.

As our troops continue to respond to the country's ever-changing military needs, American's gratitude remains steadfast. The USO and its valued partners are able to show our troops and their families that America understands the value of their service, and we honor it by always striving to fulfill our mission to lift their spirits and meet their needs—no matter what the challenge. As you will see in this report, the USO expresses the gratitude of a nation through programs, services and facilities that bring critical support to those who need us most.

A handwritten signature in black ink, reading "David Myers". The signature is written in a cursive, flowing style.

“Who needs us most in today’s operating environment? Clearly our healing heroes, their families and caregivers, families of the fallen, deployed troops and military families are at the top of the list. If we’re not working to lift the spirits of these men and women and these families, we’re simply not doing our job.”

**Sloan D. Gibson**

*USO President and CEO*



## Who We Serve

Every day, we work to fulfill our mission to lift the spirits of America's troops and their families. The USO and its unique programs and services deliver goodness to our troops and their families worldwide.

This year, we built on our previous success. The USO's 160 locations were visited more than 8 million times by troops and their families worldwide. For healing heroes and their families, we broke ground at Fort Belvoir on the first of two new Warrior and Family Centers and expanded the USO Warrior and Family Care programs and services capabilities. For our deployed troops, we operated nine centers and delivered more than 342 tons of USO2GO materials to troops at 366 remote locations in Afghanistan. We also connected troops in war zones with their loved ones back home and provided top-level celebrities and performances to nearly 300,000 troops and their families through our USO entertainment tours. And we were there for military families back home providing support, comfort and connection through our military family programs.

We lifted spirits through the strength of key partnerships, the generosity of our donors and the untiring support of more than 24,000 dedicated volunteers. In our annual survey of troops and their families, the overwhelming response was that the USO is boosting morale and making a tremendous difference in their lives.

We do this because America's troops and their families deserve no less. And with your help, the USO will continue to be there for those who need us most.



# Healing Heroes



More than **40,000 troops** have come home visibly injured from the conflicts in Iraq and Afghanistan.



Wounded troops returning home from Iraq and Afghanistan have had their lives irrevocably changed from visible and invisible wounds. For some, this means countless surgeries, months—maybe years—of hospitalization and rehabilitation, and hundreds of hours of counseling. Our heroes face monumental challenges as they return home and transition to the next phase of their lives.

This is when the USO's Warrior and Family Care programs step in to help them through the recovery process. A Continuum of Care has been created to provide our healing heroes and their families with an array of programs designed to meet their needs and help them navigate the challenges of recovery. From physical recreation and family retreats, to career transition and community reintegration programs, the USO will help these families heal with honor.

*“The centers will send a loud message saying, Welcome. We love you and thank you for serving your country.”*

*Sue Timken  
USO Board of Governors*

While the wounds of war are difficult to overcome, losing a loved one is the most traumatic experience any family can face. The USO supports families of the fallen by providing respite and comfort to grieving families who are welcoming home their loved one for the last time.

The USO has supported every dignified transfer at Dover since 1991 and we will continue to be there for our families of the fallen when they need us most.



# Healing Heroes



**Northrop Grumman Foundation's** donation to USO Operation Enduring Care is the single largest donation in USO history.

The USO launched Operation Enduring Care, a major fundraising effort, to support America's healing heroes. This campaign is the USO's largest commitment in its history and will deliver the resources needed to support our healing heroes, their families and caregivers through their recovery process.

The funds will be used to build two new, innovative Warrior and Family Centers, one on the campus of the new Fort Belvoir Community Hospital in Virginia and the second at Walter Reed National Military Medical Center in Bethesda, Maryland.

These centers will offer troops, their families and caregivers a place of respite outside the hospital. They will offer the opportunity to learn new life-building skills, cook meals with family members and relax with fellow troops—all in a home-like environment.

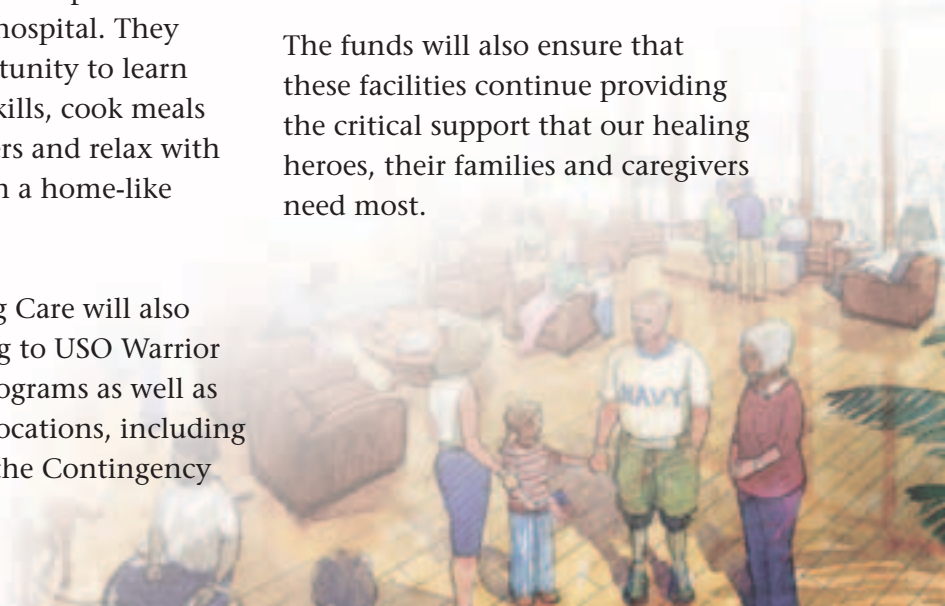
Operation Enduring Care will also deliver vital funding to USO Warrior and Family Care programs as well as other warrior care locations, including the USO Center at the Contingency

*“The USO launched Operation Enduring Care.... whose sole mission is to support those who need our help most—our wounded warriors and their families.”*

*Sloan Gibson  
USO President and CEO*

Aeromedical Staging Facility (CASF), the USO Warrior Center at Landstuhl Regional Medical Center in Germany, USO Centers in Afghanistan and USO Centers supporting major military medical facilities across America.

The funds will also ensure that these facilities continue providing the critical support that our healing heroes, their families and caregivers need most.



# Healing Heroes



*Army Sergeant First Class Justin Widhalm (Ret)  
USO Warrior and Family Care Program Manager*

## Road to Excellence

You strive to do great things because you believe you can do them. You achieve great things because your heart and mind won't let you fail. This motto resonates well for Army SFC Justin Widhalm (Ret). After numerous Improvised Explosive Device (IED) explosions left him with traumatic brain injury, the last thing Widhalm thought was that he would be competing again to become a world-class cyclist in the 2012 Paralympic Games in London. Now, supported by the USO as an employee of our USO Warrior and Family Care program, he remains focused on his mission to not only represent his country, but all his comrades who have experienced a traumatic physical injury. He writes the name of a service member Killed In Action on his arm to honor those who paid the ultimate sacrifice prior to each race. Representing the best virtues of the American spirit, SFC Widhalm endured a long, painful recovery by focusing on his pride in his country. "When I was in the Army, I cherished wearing the flag on my uniform because it told the world I was a representative of the greatest country on Earth," said Widhalm. "I want that flag back." Training on a custom carbon-fiber racing bike, provided by the USO and our partner Ride 2 Recovery, Widhalm is poised to realize his dreams.

***"Every time I feel like it's just too much, I look at into my daughter's eyes and she inspires me to keep after my goal."***

More than **300,000 troops** returning from Iraq and Afghanistan are returning with invisible wounds, such as post-traumatic stress or traumatic brain injury.

## Supporting Their Needs

**The USO Warrior Center at Landstuhl Regional Medical Center:** The 3,300 square-foot USO Warrior Center provides comfort, relaxation and a home away from home for our wounded troops recovering at Landstuhl as they prepare to be medevac'd to the United States or return to the battlefield. The USO Warrior Center averaged **more than 4,000 visits monthly**.

**The USO Center at Contingency Aeromedical Staging Facility (CASF) Ramstein:** The USO Center embedded within the CASF at Ramstein Air Base Kaiserslautern in Germany opened in April 2003. The Ramstein CASF is the busiest in the world and serves as a medical staging area for wounded, ill and injured troops who are preparing for medevac transport back to the United States for further treatment. On average, **more than 200 wounded, ill or injured troops** visited the USO Center at CASF Ramstein each month.

**Work Shops and Career Opportunity Days:** The USO partners with Hire Heroes USA (HHUSA) to host transition workshops and works with both HHUSA and the U.S. Chamber of Commerce to hold Career Opportunity Days that provide healing heroes with the essential tools to write a resume, interview for a job and find a promising career path. In 2011, six Career Opportunity Days were held benefitting **nearly 300 total attendees**.

**Ride 2 Recovery:** Athletics plays a critical role in the physical and emotional recovery of our heroes. The USO partners with Ride 2 Recovery to help improve the health and wellness of wounded troops through Spinning® and outdoor cycling activities. In 2011, the USO supported six rides, along with building **six adaptive bicycles and 100 other bikes** for healing heroes.

**USO Caregivers Conference:** In 2011, the USO helped build a community of support, sharing and learning. The USO 2nd Annual Caregivers Conference addressed the challenges of caring for our injured loved ones and helped caregivers learn the skills to meet their needs as they move forward in their lives. The USO hosted **more than 100 caregivers, spouses and families** for the Caregivers Conference in Fort Bragg, North Carolina.

**Good Grief Camps for Families of the Fallen:** Good Grief Camps provide parents and children with a safe and supportive atmosphere to conduct activities, learn coping skills and establish support systems to show they are not alone in the grief of their loved one. The USO offered **four Families of the Fallen camps** in partnership with the Tragedy Assistance Program for Survivors (TAPS).

**Recovering Warrior Retreats:** The USO partners with Rivers of Recovery to offer wounded, ill and injured female service members an engaging 4-day, fly-fishing retreat that offers them recreational therapy, group intervention, and stress and relaxation therapy facilitated courses and instruction. This USO Warrior and Family Care partnership is the **first program specifically targeted to assist female warriors and their recovery**.

# America's Troops



More than **2 million care packages** have been distributed since the program began.

Every day across the globe, our troops willingly place themselves in harm's way to protect our nation. These troops not only endure the mental and physical tolls of combat, but also face the challenges of serving thousands of miles away from their families.

Our USO Centers' staff and volunteers honor their commitment to service.

More than 160 USO locations bring a touch of home to troops after a long day. We help a deployed father witness the birth of his son, provide packages of morale-lifting supplies, and give troops a welcome snack and a place to put their feet up.

If our troops can't visit a USO center, we bring the center to them at small, far away outposts. Throughout the year, we sent 382 holiday boxes to forward deployed troops and also made special deliveries to more than 4,000 troops stationed in 67 remote locations in Afghanistan during the winter holidays. When they're enduring the stress of a long deployment—operating in a dangerous environment, far from family and the comforts of home—

*“When troops can't get to one of our centers, we bring our centers to the troops.”*

*USO Volunteer in Afghanistan*

being reminded that a nation supports them helps troops recognize the value of their service.

Through these programs and services, the USO is able to extend America's sincere “Thank You” directly to our troops when they need to hear it most.



# America's Troops



In 2011, **136 celebrity** entertainers traveled to **25 countries**, entertaining more than **296,000 troops**, including **19 tours** to combat zones.



The USO understands our troops need a break from the stress of combat and the monotony of a long deployment. USO Entertainment Tours provide some much-needed laughs, those memorable performances, and a chance to relax in a place where tensions run high.

Celebrities ranging from Jon Stewart and Karl Malone, to Toby Keith and Minka Kelly, generously donate their time to help us honor our troops by performing in some of the world's most dangerous places. These special performances resonate with our troops worldwide, lifting their spirits in the most difficult environments.

Video games at centers and other mobile entertainment systems at forward operating bases allow our troops to put their feet up and forget that they are thousands of miles away from home. Through the Pro vs. G.I. Joe program, our deployed troops have the opportunity to play video games against today's top professional athletes who are online and personally competing in the video connection.

*“My USO show at Fort Benning was a real joy for me personally, for without the service and sacrifice of our nation’s military community, we wouldn’t have many of the freedoms we enjoy today.”*

*Kenny “Babyface” Edmonds*

The program also brings the service members’ families and friends to join the professional athletes stateside to watch their loved ones compete and talk with them via webcam. Emotions run high when the troops and their families connect for this special moment. It’s a competition where everyone wins.



# America's Troops



*Senior Airman Gabriel Time  
Francis E. Warren AFB*

## **The Biggest Day of His Life**

Witnessing the birth of your child is one of the most amazing moments in your life. It's a life-changing experience that no one should miss, even if they're deployed to the front lines, in one of the dangerous regions where our troops serve.

When the USO learned that SRA Gabriel Time's wife would be delivering their first child while he was stationed at Kandahar Airfield, the USO Center manager kicked into action. From the base's USO center, a Skype session was set up, connecting Time to the delivery room with his wife, thousands of miles away in Cheyenne, Wyoming. "I was offered this service by the USO. I'm excited, I'm stoked!" he said. As soon as his wife went into labor, Time was there, connected by webcams on each end, and the USO's secure satellite network providing the free connection. Two hours later, after coaching his wife through her breathing, and helping her through the pain, Time witnessed the birth of six pound, seven ounce Maliyah, his new, healthy, baby daughter.

No matter how remote the location, the USO utilizes its network of resources and years of experience to lift the spirits of our troops and their families. Through us, a grateful nation is able to offer its support to our brave men and women in uniform.

***"Mom and baby are doing great, and Dad has a memory of a lifetime."***

In 2011, troops in Southwest Asia logged more than **28 million minutes** of free talk time.

## Supporting Their Needs

**USO Locations:** The USO operates more than 160 locations around the world. From Okinawa to Afghanistan, Korea to Kuwait, centers provide a touch of home no matter where our troops serve. In 2011, troops and their families **visited USO Centers more than 8 million times.**

**USO Entertainment:** USO entertainers deliver memorable performances, some needed laughs and time for a special visit with our troops to boost their morale. In 2011, 136 performers went on 83 tours and travelled to 25 countries and 19 combat zones to **entertain nearly 300,000 troops and their families.**

**USO2GO:** USO2GO packages are morale boosting shipments that include portable DVD players, snacks, athletic equipment and more. **More than 342 tons** of bundled USO2GO materials were delivered to more than 366 remote locations in Afghanistan in 2011.

**Operation Phone Home:** Hearing from a loved one, connecting with a friend to say hello, telling parents that you miss them—these are special moments that Operation Phone Home provides our troops. Since the program began, the USO has **provided nearly 3 million free pre-paid international calling cards** to troops in war zones.

**Operation USO Care Package (OUCP):** There is nothing like receiving a care package when deployed in a far-away place. It's not just the goodies inside the OUCP that makes a difference. It's the strong message of support from the citizens they serve. In 2011, the USO distributed **approximately 200,000 care packages and deployment kits to the troops.**

**Christmas Convoy:** The USO delivered the spirit of the holiday season with gifts to **more than 4,000 troops** stationed in 67 of the smallest, most remote outposts in Afghanistan. When the terrain was too tough to reach the soldiers, CH-47 Chinook Helicopters were used to airdrop USO packages to grateful troops who did not expect a holiday gift.

**USO Mobile:** These USO Centers on wheels offer troops the same kind of great support that the USO provides in an airport or installation. These large mobile centers **travel to big events and military exercises** to provide a place for men and women in uniform to relax during downtime, provide our services to areas without a USO Center, and support our Centers and the community in times of crisis. Each Mobile USO offers laptops, big screen televisions, video game consoles, Wi-Fi access, casual seating, kitchen comforts and more.

**USO Holiday Box:** The USO brings a touch of home and the spirit of the holidays to troops stationed overseas. It's a timely gift that tells our troops that we remember them during the holidays when they can't be home. In 2011, the USO sent **382 boxes of decorations** for all the holidays throughout the year to remote forward deployed locations.

# Military Families



More than **55,000 recordings** and books were sent home to military families.

With an amazing team of volunteers, the USO delivers compelling programs and services to comfort and support military families.

For families travelling across the country, a stop at a USO Center offers a place to relax, change a baby's diaper or grab a free soda and snack. Our centers provide programs to connect families with their loved ones overseas and support them while they wait for their deployed family member's much anticipated return home.

Nothing can replace the bond formed when a parent reads to their child. The USO has partnered with United Through Reading® to ensure that deployed troops can provide that experience for their children. A deployed parent reads a children's book aloud while being recorded at a USO Center. The recording, the book and simple instructions are sent back home at no cost to the troops or their families, so the children can then hear mom or dad read them a bedtime story. It is one of the most powerful programs the USO offers military families.

*"This program was crucial to our baby getting through the deployment and helping her transition back when her Dad got home. ...I credit the DVD he sent with keeping them so connected."*

*U.S. Army Spouse*



# Military Families



More than **55,000 troops and military families** attended the Sesame Street/USO Experience for Military Families tour in 2011.

Military children feel the strain when a parent gets deployed. To address these unique challenges, the USO offers a variety of military family programs to support their needs.

The USO partners with Sesame Street to create the Sesame Street/USO Experience for Military Families tour. With Elmo and his friends' engaging performance, the tour helps families cope with the challenges of military life. In 2011, the tour added a new character, "Katie," a military child leaving her friends and dealing with the stresses of making new friends after her family is transferred to a new duty station.

The USO also has a valued partnership with the Trevor Romain Company and Comfort Crew for Military Kids' "With You All The Way program." Romain provides his message of understanding and comfort to children at bases and schools around the world, helping them adjust to the unique burden of having a parent who serves, as well as coping with the pain of an injured or deceased parent. "When I talk to an assembly of kids, I always ask them how they deal with deployment,"

*"Thank you for recognizing that our kids are serving, too. Elmo shows them they are not alone and that, as a family, we can get through anything."*

*Mom after a Sesame Street performance*

Romain said. "One girl told me she sleeps with her dad's shirt on so she can smell him when she sleeps. It was amazing to see the support the other kids gave this little girl."



# Military Families



*Stephanie Pridell  
Military Outreach Coordinator  
Trevor Romain Company*

## **Connecting with Military Children**

Growing up in a military family, Stephanie Pridell is keenly aware of the challenges “military brats” experience by moving from place to place around the world. With her background as a social worker, Pridell wanted to use her experience to help military children in need. Seeing the potential for a great partnership, Pridell joined the board of The Trevor Romain Foundation two years ago.

Pridell now meets Romain at each stop on his USO tour to brief him on the specific needs of each base and is able to give young girls a sounding board they can relate to. “It’s interesting. Group dynamics change. The needs of each school are different. So, we try to assess that before we come, before we give our presentations so that we can cater it to their needs,” Pridell said. And the impact is a two-way street. The experience has allowed Pridell to realize her dream to work with children in need and is now pushing her to pursue a master’s degree in military social work.

***“All the information we give is real and straight from the heart. We’re sharing information. If you tell somebody it’s going to be okay and you’ve survived, it gives them hope.”***

In 2011, *With You All The Way* program impacted the lives of nearly **75,000 military children** between ages 6 to 18.



## Supporting Their Needs

**USO Centers:** At more than 160 locations worldwide, USO Centers offer military families comfort, relaxation and a variety of services to fulfill their day-to-day needs. Programs like family fun days and movie nights are just a few of the activities available to military families at centers throughout the year. The USO **opened seven new centers** in 2011.

**United Through Reading's Military Program:** Taking bedtime reading to the next level, the USO partnered with United Through Reading® to enable deployed parents to connect with their loved ones back home through a heart-felt recording. It's one of the most popular and powerful programs offered by the USO. **More than 55,000 recordings** were made in 2011 and more than 250,000 recordings have been made since the program began.

**The Sesame Street/USO Experience for Military Families Tour:** Through engaging on-stage performances, Elmo and his friends spread their message of comfort and support to military children worldwide. In 2011, the Sesame Street/USO tour visited 52 military bases and lifted the spirits of **more than 55,000 military families**. Since the program began in 2008, it has performed 433 shows on 131 military bases in 33 states and 11 countries, entertaining over 248,000 families.

**With You All The Way:** *With You All The Way* program supports military children ages 6 to 18 with the challenges of military life. In 2011, **nearly 75,000 military children** were impacted by the program through tour performances on or near military installations and schools, and through DVDs and kits distributed at USO Centers.

**USO Photo Book:** Through a partnership with RocketLife, LLC, the USO Photo Book program gives loved ones a chance to connect with family and friends deployed overseas by creating and sending a free personal soft-cover photo album sized perfectly to fit in a uniform cargo pocket. USO Photo Book supports and comforts our service men and women by helping them stay connected with their families and supporters back home. In 2011, the USO produced **more than 4,600 photo books** for military families.

**Operation Phone Home:** The USO distributed phone cards to more than 250 locations worldwide, helping families stay connected during deployment. The 2011 Tell USO survey showed that **82% of military families** felt the free connection home the USO offers was extremely valuable.

**Joining Forces for Military Families:** The USO proudly helped kick off the White House's Joining Forces initiative led by First Lady Michelle Obama and Dr. Jill Biden in Columbus, Ohio on April 27, 2011. Joining Forces recognizes the sacrifices of military families and urged the nation to **strengthen its support for military families nationwide**. Joining Forces focuses on supporting three key issues facing military families: education, employment and wellness.

# 2011 Honors and Highlights



The **USO** received the **National Medal of Arts**, the highest arts honor in the United States.

## USO Centers

Better Business Bureau identified the USO as a **top trustworthy nonprofit**

Visited more than **8 million times by troops and their families** worldwide

**24,395 volunteers** contributed **1,261,373 hours** of service to the USO

**2011 Volunteer of the Year**  
Army Milfred Shane Williams

**87% of troops and military families** surveyed strongly agreed that the USO boosted their morale

## USO Programs

**28 million minutes** of free talk time and nearly 100,000 phone cards distributed

**204,899 care packages and deployment kits** were given to troops and their families

**55,026** recordings made through United Through Reading's Military Program

**18,976** With You All The Way Deployment Kits distributed to military children

**342 tons** of USO2GO materials to **366 locations** in Afghanistan

**88% of troops** are likely to recommend USO programs and services to other service members

## USO Warrior and Family Care

Wounded, Ill and Injured Warrior Support **offered at 28 locations worldwide**

**280 Participants** attended Career Opportunity Days

Conducted **8 Career Transition Workshops**, with **134 Attendees**

Retreats for Wounded Warrior Families hosted **97 Camp Attendees**

Recreational Rehabilitation Programs **drew more than 200 Attendees**

Troops and their families identified USO Warrior and Family Care as the **most important program the USO offers**

## USO Entertainment

**83 tours**, including **19 tours to combat zones**

**136 celebrities** toured with the USO in 2011

**55,000 troops and families** entertained by the Sesame Street/USO Experience for Military Families tour

Provided entertainment for the White House's 3rd Annual Salute to the Military USO Concert for **more than 1,000 troops and their families**

**70% of troops and military families** surveyed found USO entertainment tours "extremely valuable"

# United Service Organizations, Inc.

*The following 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, 2011, as performed by Grant Thornton LLP, will be made available on request.*

<b>Consolidated Statements of Financial Position</b> <i>(December 31, 2011 &amp; 2010)</i>	<b>2011</b>	<b>2010</b>
<b>Assets</b>		
Cash and cash equivalents	\$17,470,401	\$11,517,944
Contributions receivable, net	12,956,876	8,378,463
Grants receivable	1,304,397	4,080,769
Other receivables	618,026	411,324
Prepaid expenses and other assets	1,494,131	854,101
Inventory	5,943,774	2,013,246
Investments	65,275,842	65,774,602
Fixed assets, net	10,187,257	10,397,747
<b>Total Assets</b>	<b>\$115,250,704</b>	<b>\$103,428,196</b>

<b>Liabilities and Net Assets</b>	<b>2011</b>	<b>2010</b>
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$7,579,367	\$12,001,624
Deferred rent	383,950	497,605
<b>Total Liabilities</b>	<b>7,963,317</b>	<b>12,499,229</b>
<b>Net Assets</b>		
Unrestricted		
Operating	20,423,626	16,230,194
Board-designated		
Spirit of Hope	29,628,693	29,714,630
Total unrestricted	50,052,319	45,944,824
Temporarily restricted		
Desert Storm Education Fund	575,959	627,570
Spirit of Hope	9,448,551	9,550,130
Time Restriction	—	44,031
Ongoing Program Activities	8,670,365	4,661,319
Capital Projects	12,678,608	4,237,665
USO Councils and Others	263,662	265,505
Total temporarily restricted	31,637,145	19,386,220
Permanently restricted		
Camp Casey	25,000	25,000
Spirit of Hope	25,572,923	25,572,923
Total permanently restricted	25,597,923	25,597,923
<b>Total Net Assets</b>	<b>107,287,387</b>	<b>90,928,967</b>
<b>Total Liabilities and Net Assets</b>	<b>\$115,250,704</b>	<b>\$103,428,196</b>

# United Service Organizations, Inc.

*Consolidated Statement of Activities and Changes in Net Assets,  
Year ended December 31, 2011 (with summarized comparative  
totals for the year ended December 31, 2010)*

Revenue and Support	2011			2010	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Contributions:					
Corporate, foundation and individual giving	\$14,894,328	\$14,607,041	\$—	\$29,501,369	\$20,645,699
Direct response	59,123,549	2,440,470	—	61,564,019	63,233,798
United Way and CFC	2,106,253	—	—	2,106,253	2,128,898
Contributed materials, facilities and services	225,245,685	6,340,088	—	231,585,773	208,966,468
Grants	18,250,129	—	—	18,250,129	23,788,840
USO center revenue	7,834,849	—	—	7,834,849	7,339,783
Investment (loss) income	(81,013)	(97,090)	—	(178,103)	8,036,569
Other (loss) income	(237,349)	—	—	(237,349)	248,287
<b>Total Revenue and Support</b>	<b>327,136,431</b>	<b>23,290,509</b>	<b>—</b>	<b>350,426,940</b>	<b>334,388,342</b>
Net Assets Released from Restrictions	11,039,584	(11,039,584)	—	—	—
<b>Total Revenue and Other Support</b>	<b>338,176,015</b>	<b>12,250,925</b>	<b>\$—</b>	<b>350,426,940</b>	<b>334,388,342</b>

Operating Expenses	2011			2010	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Program services:					
USO centers	\$33,642,686	\$—	\$—	\$33,642,686	\$34,648,417
Programs	13,681,548			13,681,548	17,125,486
Contributed materials, facilities and services	228,488,314	—	—	228,488,314	209,731,791
Entertainment	10,232,539	—	—	10,232,539	11,302,892
Communications and public awareness outreach	14,411,635	—	—	14,411,635	17,744,025
Total program expenses	300,456,722	—	—	300,456,722	290,552,611
Supporting Services					
Fundraising	20,098,767	—	—	20,098,767	22,831,954
Management and general	13,513,031	—	—	13,513,031	12,874,786
<b>Total Supporting Services</b>	33,611,798	—	—	33,611,798	35,706,740
<b>Total Operating Expenses</b>	334,068,520	—	—	334,068,520	326,259,351
<b>Changes in Net Assets</b>	4,107,495	12,250,925	—	16,358,420	8,128,991
<b>Net Assets</b> , beginning of year	45,944,824	19,386,220	25,597,923	90,928,967	82,799,976
<b>Net Assets</b> , end of year	<b>\$50,052,319</b>	<b>\$31,637,145</b>	<b>\$25,597,923</b>	<b>107,287,387</b>	<b>\$90,928,967</b>

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 Herbert W. Nehls  
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 Ronald E. Resh  
 James M. Robertson  
 Albert E. Rudrauff  
 Fred R. Schoppmann  
 Earl Winston Schulz 1991 Trust  
 Mendon F. Schutt Family Fund  
 John & Emily Scott Irrevocable  
 Trust (Col. John M. Scott)  
 Clinton W. Sellow  
 Margaret K. Shenk  
 R.P. Small & W.J. Small  
 Revocable Living Trust  
 Norman W. Terry  
 Charles P. Towe  
 Alice L. Van Sappe  
 Eleanor J. Von Campe & Cuno  
 T. Von Campe Trust  
 Arthur S. Weinstock  
 Lou B. Werneburg  
 2 Anonymous Donors

# USO Locations

## Overseas Operations

### AFGHANISTAN

Pat Tillman Memorial USO (Bagram)  
Bagram East (Bagram)  
FOB Fenty  
Camp Leatherneck  
Camp Leatherneck Annex  
Camp Marmal  
FOB Sharana  
FOB Shindand  
Kandahar Airfield

### BAHRAIN

NSA Bahrain

### GERMANY

Landstuhl Regional MC  
Landstuhl Warrior Center  
Ramstein Air Base AMC  
Ramstein Air Base CASF  
Ramstein AB JMPC  
Rhine Ordnance Barracks D.C.  
Vogelweh  
Frankfurt Int'l Airport  
Grafenwoehr  
Heidelberg PX Complex  
Stuttgart (Panzer Kaserne)  
Wiesbaden Army Air Field  
Wiesbaden Hainerberg Housing  
Wiesbaden Hainerberg PX

### GUAM

Tumon, Guam

### IRAQ

Camp Sather- Baghdad Airport\*  
Balad Air Base\*  
Balad Pax\*  
COB Basra\*

### ITALY

NSA Naples at Gricignano  
NSA Naples at Capodichino  
Rome - Vatican City  
USAG Vicenza

### JAPAN

Camp Hansen (Okinawa)  
Camp Schwab (Okinawa)  
Kadena AFB (Okinawa)  
Kadena AMC (Okinawa)  
MCAS Futenma (Okinawa)  
NS Sasebo Fleet Landing  
NS Sasebo Nimitz Park  
NS Yokosuka

### KOREA

Camp Casey  
Camp Humphreys  
Camp Walker (Daegu)  
Incheon International Airport  
Osan Air Base  
Camp Kim (Seoul)

### KUWAIT

Camp Buehring  
Camp Ali Al Salem  
Camp Virginia

### QATAR

Camp As Sayliyah

### UNITED ARAB EMIRATES

Dubai - Jebel Ali Port

## United States

### ARIZONA

Phoenix Sky Harbor Int'l Airport

### CALIFORNIA

Los Angeles Int'l 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  
Jacksonville Int'l Airport  
NS Mayport  
NAS Pensacola  
Pensacola Regional Airport  
NW FLA Airport

### GEORGIA

Atlanta Hartsfield Airport  
Columbus\*  
Robins AFB  
Savannah Int'l Airport

### HAWAII

Joint Base Pearl Harbor-Hickam  
Honolulu Int'l Airport

\* Center closed in 2011

\*\* Center closed as of March 2012

AFB - Air Force Base

AMC - Air Mobility Command

COB - Contingency Operating Base

CGB - Coast Guard Base

MCAS - Marine Corps Air Station

MEPS - Military Entrance Processing Station

NAS - Naval Air Station

**ILLINOIS**

Navy Pier  
 Naval Station Great Lakes  
 Midway Airport  
 O'Hare Int'l Airport  
 Cyber Canteen at O'Hare  
 Rock Island Arsenal

**INDIANA**

Fort Wayne ANGB  
 Camp Atterbury  
 Indianapolis Int'l Airport  
 Muscatatuck Urban Training Center

**KANSAS**

Fort Riley

**KENTUCKY**

Fort Campbell

**MARYLAND**

Andrews AFB  
 Fort Meade  
 BWI Airport  
 NSWC Indian Head

**MASSACHUSETTS**

Boston CGB  
 Boston Logan Int'l Airport  
 Westover Air Reserve Base

**MISSISSIPPI**

Gulf C NCBC Gulfport  
 Gulf Coast - Gulfport/Biloxi  
 Int'l Airport

**MISSOURI**

Lambert St. Louis Int'l Airport  
 Fort Leonard Wood

**NEVADA**

Las Vegas

**NEW JERSEY**

McCarran Int'l Airport (Las Vegas)  
 McGuire AFB/Ft. Dix

**NEW YORK**

Fort Hamilton  
 Port Authority Bus Terminal (NYC)  
 Fort Drum

**NORTH CAROLINA**

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

**OHIO**

Cleveland Hopkins Int'l Airport  
 Cleveland MEPS  
 Columbus MEPS  
 Dayton-Vandalia Airport  
 Port Columbus Int'l Airport  
 Toledo Naval Ops SC

**PENNSYLVANIA**

Philadelphia Int'l Airport  
 NAS/JRB Willow Grove

**SOUTH CAROLINA**

Columbia Metro Airport

**TEXAS**

Corpus Christi NAS  
 Dallas/Ft. Worth Int'l Airport  
 Fort Hood  
 North Fort Hood  
 Fort Bliss  
 East Fort Bliss  
 Houston Hobby Airport  
 Bush Intercontinental Airport  
 San Antonio Downtown  
 San Antonio Int'l Airport

**VIRGINIA**

NSF Dahlgren  
 Dulles Int'l Airport  
 Fort Belvoir  
 Fort Eustis  
 Fort Lee  
 Joint Base Myer-Henderson Hall  
 Huntington Hall  
 JEB Little Creek  
 Joint Base Langley-Eustis  
 Naval Station Norfolk - NMPS  
 Naval Station Norfolk - AMC  
 Newport News Int'l Airport  
 Norfolk Int'l Airport  
 Reagan National Airport  
 Richmond Int'l Airport  
 Wallops Island\*\*

**WASHINGTON**

Joint Base Lewis-McChord  
 Sea-Tac Int'l Airport

**WISCONSIN**

Milwaukee MEPS  
 Gen. Mitchell Int'l Airport

*NMPS - Navy Military Processing Site*

*NCBC - Naval Construction Battalion Center*

*NS - Naval Station*

*NSA - Naval Support Activity*

*NSF - Naval Support Facility*

*PX - Post Exchange*

*SC - Support Center*

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