



Warrior and Family Care™

Healing with Honor

The USO's mission to lift the spirits of America's troops and families hasn't changed since our founding in 1941. The needs facing our men and women in uniform and their families continue to evolve and the USO continues to adapt to meet their needs. When loved ones return home, there may be new challenges to face as the family reconnects and regroups. The USO made the commitment to provide best-in-class programs and services to help them lead strong family lives today, tomorrow and in the future. Today's USO is *always by their side* meeting the needs of our troops and families in new and imaginative ways. The USO is a private, not-for-profit organization and is not part of the federal government.

The USO's support for healing heroes has been a constant since World War II. Over the past decade, the widespread use of body armor, rapid evacuation from the battlefield, and advances in military medicine resulted in many more troops surviving injuries that would have been fatal in past conflicts. More than 40,000 troops have been visibly wounded in the conflicts in Iraq and Afghanistan, and some estimate more than 300,000 troops are living with invisible wounds, such as post-traumatic stress disorder or traumatic brain injury. These wounded, ill and injured troops and their families face many difficult challenges upon their return, and the USO is doing what we can to sustain their hope for the happy and fulfilling future they so richly deserve. To this end, the USO developed a comprehensive long-term program, USO Warrior and Family Care, to support the continuum of care that will give these troops the best chance for healing with honor, and provide the support their families and caregivers so urgently need.

As the first wounded troops began to come home in the earliest days of the wars in Afghanistan and Iraq, many USO centers near major military medical facilities stepped in to support them and their families. Our volunteers and staff provide a caring and compassionate presence at a time when emotions like fear, despair and uncertainty are prevalent. From aiding in communication, assisting with travel and lodging arrangements, providing essential items such as toiletries and clothing to simply listening, the USO is committed to making one of the darkest times in a family's life as positive as it can be.

The USO embedded a center in the Contingency Aeromedical Staging Facility (CASF) at Ramstein Air Base in Germany in 2003, to support troops being prepped for transit to the United States. In 2008, the USO built the USO Warrior Center at Landstuhl Regional Medical Center (LRMC) in Germany to further its commitment to America's wounded, ill and injured troops. Our USO teams in Europe and the U.S. have the expertise and resources to respond to their needs.

In addition, the USO embarked on a fundraising campaign, Operation Enduring Care, that has funded the construction of two USO Warrior and Family Centers, one at Fort Belvoir Community Hospital in Virginia and the other at Naval Support Activity Bethesda, home of Walter Reed National Military Medical Center; endowing these two centers, and creating USO programs to support these troops, their families and caregivers, as well as families of the fallen.

In some cases, military commands worldwide call upon the USO to provide health and welfare support for their recovering wounded. We answer those requests with USO Warrior and Family Care Day Rooms. A USO Day Room provides connectivity, some options for entertainment and a place to simply take a

break. USO Day Rooms create a USO presence when a traditional USO facility is not an option. The USO supports more than 25 Day Rooms across the globe including many locations in the combat zone.

USO's support of wounded, ill and injured troops, their families and caregivers encompasses many critical facets of life, including physical and recreational activities, behavioral health, family strengthening, education and employment training, and community reintegration. Within these six domains, USO Warrior and Family Care's programming to support this critical group contains multiple organic programs and collaborative efforts with best-in-class organizations. Our goal for these healing heroes and their families is to sustain hope and instill confidence that they can achieve a happy and fulfilling future. We want to keep their families together and strong. We want them to have a plan for the future with an active support network in place.

Physical Health & Recreation

Health and wellness are critical to the emotional well-being of our warrior community. It allows these men and women to return to the vigorous physical activity that was their norm prior to their injury. Troops learn they can accomplish almost anything they set out to do and often share this experience with their families. Three of the important programs made possible by the USO's partnerships with best in class organizations include:

Walking with the Wounded: On December 1, 2013, three teams of wounded warriors set out on a 208-mile trek through Antarctica as part of Walking with the Wounded's South Pole Allied challenge. With teams from the U.K., U.S. and the Commonwealth (which includes Australia and Canada) this expedition marks Walking with the Wounded's first multi-national expedition. As part of its ongoing mission to support wounded, ill and injured troops through their recovery process, the USO sponsored U.S. team member Margaux Mange through every facet of her training and as she completed the South Pole Allied Challenge. Celebrity team members joined the warriors, and included U.S. team member actor Alexander Skarsgard, UK team member Prince Harry and Commonwealth team member actor Dominic West. The race concluded on Friday, December 13, 2013, with all teams successfully completing their mission.

Warrior Games: In 2014, the USO will again proudly support the annual Warrior Games. The games are an annual competitive sports event for more than 200 wounded, ill and injured athletes from the Army, Marine Corps, Navy, Coast Guard, Air Force and Special Operations Command. The games represent pride, sacrifice, courage and teamwork. Supporting the event for the fourth straight year in 2013, the USO also hosted a Family Fun event for the families and caregivers attending the games. The Family Fun event provided an opportunity for families to relax and unwind during a highly competitive week. The Mobile USO was also present, and combined with Rocky Mountain USO volunteers, provided support at all the athletic events.

Ride 2 Recovery: Whether it's climbing a steep mountain or racing down a flat road on bicycles specially adapted to accommodate different injuries, Ride 2 Recovery participants conquer their fears and prove they are a warrior even away from the battlefield. The USO collaborates with Ride 2 Recovery, providing bicycles and gear, as well as adaptive bicycles and support for Project Hero- a cycling training group that prepares ride participants at Warrior Transition Units and Wounded Warrior Battalions for their upcoming events. This year, the USO will support more than 650 riders through Project Hero. In addition, the Mobile USO provided lunch and support for seven rides in 2013. In 2014, the USO will support eight Ride2Recovery events, including the Memorial Day challenge, a six-day trek from Washington, D.C. to Virginia Beach.

Rivers of Recovery: In partnership with the nonprofit organization, Rivers of Recovery, the USO offers fly fishing retreats to wounded, ill or injured troops and couples with special emphasis on female troops. These excursions are more than time away from the stresses of multiple doctors' appointments and adjusting to life as a wounded, ill or injured. Instructors use fly fishing to help participants bond with one another, share experiences and further their recovery. The simple act of tying a fly and catching a fish can bring couples closer. Similarly, the retreats for female troops break down the walls often put up by wounded service women, who in most cases, have never participated in a female-exclusive event. In 2014, the USO will continue to support servicewomen with retreats and rehabilitative outings as they heal and help them build brighter futures.

Behavioral Health Programs

USO provides a continuum of care from the battlefield to the community to provide troops, families and caregivers a broad array of programs to help them throughout each stage of their recovery.

USO Centers: Immediately after 9/11/2001 and the start of the wars in Afghanistan and Iraq, USO centers around the world began to play a crucial role in the recovery and reintegration of our nation's healing heroes and their families. Through local community support, celebrity visits, field trips, concerts, dinners and other events, USO staff and volunteers have worked tirelessly to ensure that all who serve and sacrifice know just how much America appreciates them. USO centers near major military medical facilities, such as USO of Metropolitan Washington-Baltimore supporting the two major medical facilities in the nation's capital, USO Europe supporting Landstuhl Regional Medical Center and USO San Antonio supporting the Brooke Army Medical Center, focus on important programs and activities designed to combat against stress and despair. Around the globe, USO centers help healing heroes and their families reintegrate into their communities and their "new normal."

Contingency Aeromedical Staging Facility (CASF) USO: In April 2003, the USO embedded a USO center in the middle of the Contingency Aeromedical Staging Facility (CASF) at Ramstein Air Base in Germany. CASF USO provides a critical home-away-from-home environment for the wounded awaiting transport to the United States following medical treatment at Landstuhl Regional Medical Center. Whether it is a hot meal, fresh clothing or a friendly smile, the staff and volunteers of the CASF USO let our nation's heroes know that America is here to support them. The CASF is supported by more than 40 active volunteers with some volunteers serving at both the CASF and other Kaiserslautern-area locations.

USO Warrior Center: For many wounded and injured troops, Landstuhl Regional Medical Center (LRMC) in Germany is the first stop in their medical evacuation back home to the United States and the first time they become aware of their wounds and the new, uncertain future before them. The USO Warrior Center at Landstuhl provides a comforting shoulder to lean on in the difficult days and weeks after sustaining those injuries. During a warrior's brief time as an outpatient at LRMC, the USO Warrior Center offers the compassion and care of home, with a comfortable "living room" style lounge furnished with reclining sofas, cable television, a fully equipped kitchen, cyber cafe, telephone stations and multiple gaming centers. The USO Warrior Center staff and volunteers work tirelessly to support the thousands of wounded, ill and injured who transition through Germany before returning to the United States for additional medical care or rejoining their units on the battlefield after recuperating from wounds or injuries. The Warrior Center averages 4,000 monthly visits.

USO Warrior and Family Centers (Fort Belvoir, Va. and Bethesda, Md.):

On April 1, 2014, we opened the doors to our second USO Warrior and Family Center in the U.S. The USO Warrior and Family Center at Bethesda located at Naval Support Activity Bethesda, home of Walter Reed National Military Medical Center offers a comprehensive array of specialized services and programs in a supportive and home-like setting. The more than 16,000 square foot facility includes a

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classroom, sports lounge, business center, healing garden and more, created expressly for our nation's active duty troops, healing heroes, their families and caregivers.

Our USO Warrior and Family Center at Fort Belvoir in Virginia, with more than 22,000 square feet dedicated to serving our nation's wounded, ill and injured troops, their families and caregivers as well as the active duty and military families, has already been visited 125,000 times since its opening in February 2013.

The Fort Belvoir facility is a state-of-the-art, ADA-compliant space offering a place for troops and families to relax, learn and have fun away from the grind of the hospital. The communal Kitchen, with its sleek-yet-natural design and bounty of treats, is one of the central traffic points in the USO Warrior & Family Center at Fort Belvoir. Simply put, it's where everyone wants to be, whether they're grabbing a snack, fixing a favorite meal, running into old friends—or meeting new ones. Sponsors have hosted dinners in the Kitchen, the Dining Room and the Outdoor Grill which has also been popular for barbecues and entertainment. The Art Studio offers a variety of art programs which can be therapeutic for troops and their families as well as our healing heroes. Some of the classes have included wood carving, creative writing, and a Combat Paper Workshop. Another frequently used space has been the Respite Suite which has offered massage/reiki and yoga. The Business Center has also been a busy gathering point for troops and families with its computer workstations as well as places to connect a laptop or iPad, as well as copy and fax services.

USO Caregivers Conference: Caregivers Conferences provide spouses, parents, hospital staff and other caregivers supporting wounded, ill or injured troops practical advice and valuable information about available resources. Sessions address such topics as post-traumatic stress disorder, caregiver boundaries and intimacy, compassion fatigue, parenting, childhood grief and caregiver resiliency. Two conferences were held in 2013 supporting hundreds of caregivers and providing a forum to speak candidly about the issues they face while seeking advice from subject matter experts and fellow caregivers. The USO will once again host two Caregiver Conferences in 2014, the first of which will take place April 24-25 in Colorado Springs, Colo.

USO Day Room and Command Support: When the comforts of home are not readily available, USO Dayrooms can be a temporary respite for the wounded, families and medical support staff. The USO supports wounded, ill and injured troops at more than 40 warrior recovery centers, traumatic brain injury clinics and combat stress clinics around the world, including Afghanistan. USO Day Rooms are located at military hospitals, medical facilities, and Warrior Transition Units throughout the U.S. and overseas. Rooms might include TVs, furniture, gaming systems, refrigerators and other comfort necessities.

Warrior Care Packs and R&R Duffels: In response to feedback received through a survey sent to USO centers worldwide, Warrior Care Packs and R&R Duffels were created to support our nation's wounded, ill and injured in the field and at home. Warrior Care Packs contain clothing and toiletry items and are distributed to wounded, ill, and injured troops recovering at military medical facilities in Europe, Southwest Asia, and the U.S. R&R Duffels contain bedding, toiletries, and a few comforts of home and are distributed through USO centers serving remote medical facilities and medevac flights in Europe and Southwest Asia. Members of Congress assembled the first set of Warrior Care Packs on 9/11. Dr. Jill Biden hosted Senate and military spouses for the second assembly event at the Vice President's residence in October. In 2013, the USO shipped more than 700 Warrior Care Packs to locations around the globe. This May, the USO will host a Congressional Stuffing Event on Capitol Hill.

Project Sanctuary: Active duty, veteran and wounded warrior families participate in six-day therapeutic retreats in the mountains of Colorado. The focus is on supporting the family as a whole unit. The retreats utilize therapeutic recreation as a way to reconnect and reintegrate along with sessions in “healthy marriages” and “finance.” Past retreat successes strengthened the founding principles that healing takes time and requires the family to be together in a comfortable environment. Activities include horseback riding, hiking, fishing, snow skiing, art and all sessions carry a therapeutic component tailored to each individual’s physical and emotional needs. In 2013, the USO supported more than 70 families through this program. In 2014, the USO will host more than 15 Project Sanctuary retreats including a couple’s marriage retreat in Estes Park, Colo., in July.

game on Nation: The USO and game on Nation provide resiliency support for medical providers, caregivers and mortuary affairs staff who are often the silent heroes who assist our recovering service members and families of the fallen. Through the use of improvisation and laughter, game on Nation facilitates half-day trainings sessions for military units. This year the USO will bring game on Nation to work with caregivers, military commands, special operation units and military hospital staff. In 2013, game on Nation delivered presentations to support troops and caregivers around the country including appearances at the USO Caregivers Conference, Altus Air Force Base, USO Fort Drum, USO Fort Hood, USO Fort Carson and USO Wisconsin. In 2014, the USO and game on Nation will host more than 15 game on Nation presentations, including seven events geared towards supporting active duty troops. In April, game on Nation will support the spring USO Caregivers Conference in Colorado Springs, Colo. and will host a teen resiliency session this summer as well.

Family Strengthening Programs

Family strengthening programs focus on an extraordinary group of unknown heroes – the selfless family members and caregivers who support our nation’s wounded, ill and injured warriors.

Taking Care of You: Children’s entertainer and educator Trevor Romain and his foundation, the Comfort Crew for Military Kids, have teamed up with USO to support military children who are dealing with a variety of challenges. “Taking Care of You” kits are distributed to children of wounded, ill, or injured troops. Last year more than 1500 kits have been distributed to military installations worldwide. In 2014, the USO and Trevor Romain will produce more than 10 USO/*With You All The Way* tours, taking Romain and his fun and healing antics to military children around the world, including those stationed in Guam, Okinawa and Guantanamo Bay, Cuba, as well as numerous stateside appearances.

Summer Camps Supporting Military Families: Collaborations with best-in-class organizations like the National Military Family Association, the Armed Services YMCA, and the Tragedy Assistance Program for Survivors, afford the USO the opportunity to provide our nation’s healing heroes and their families, as well as families of the fallen with the chance to reconnect, reintegrate and rejuvenate. This summer the USO will offer more than 15 family strengthening camps across the U.S. The USO supported 24 camps this year with several more scheduled through the end of the year. In 2013, the USO supported 28 camps. In 2014, the USO will continue to provide military families with opportunities to build resilient and lasting bonds.

Support for Families of the Fallen: The USO has supported every dignified transfer at 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 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 among USO centers across the country to support and comfort families traveling to and from Dover, meeting the needs of families who have just received tragic news. In 2013, the USO was there for more than 800 family members, attending 127 dignified transfers at Dover last year. The USO’s reach expands beyond

Dover, with a vast network of support for our families of the fallen from coast to coast. In 2013, our nation's military have experienced fewer wartime deaths than in 2012, but the USO's work to support families of the fallen has increased with more than 700 missions supporting families enduring loss from cancer, accidents and other causes.

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. The USO and TAPS also provide Survivor Resource Kits to newly bereaved family members. Filled with comfort items, books of support, personal notes and information these kits provide a warm embrace in the form of a carefully crafted package. Each kit is carefully tailored to the specific family's circumstance of loss, relationship to the deceased, cause of death and other family needs that are shared with us. For our nation's smallest heroes, the USO supports TAPS Good Grief Camps. The camps provide a safe atmosphere for children to connect with others coping with similar feelings, helping them to establish a support system. No matter what the hour or the need, the USO is there for the families of the fallen.

TAPS Good Grief Camps and Spouse Seminars: The USO, in collaboration with the Tragedy Assistance Program for Survivors (TAPS), hosted Good Grief Camps throughout 2013 for families of the fallen. Good Grief Camps provide children and teenagers with a safe and supportive atmosphere to participate in activities, learn grief coping skills, establish and identify support systems, and create awareness that they are not alone in the grief of their loved one. In 2014, the USO will support more than 10 TAPS Good Grief Camps and Kids Campouts around the world, including locations in North Carolina, California and Texas.

Stronger Families Oxygen Seminars: The USO/Oxygen program helps wounded, ill or injured troops and their spouses strengthen their relationship - working on tough issues in a fun and nonthreatening environment. Couples learn to improve their communication, better understand each other's needs, resolve conflict, rekindle romance and find renewed hope. In 2013, 42 Oxygen Seminars were held across the country including 10 seminars for wounded, ill and injured couples. In 2014, the USO will continue to help build stronger military families with more than 70 planned events.

Education, Employment and Community Reintegration

These programs support wounded, ill and injured troops, their families and caregivers as they transition into the civilian workforce. Veteran unemployment can be dramatically reduced through knowledge and opportunity while building self-esteem.

Career Opportunity Days: The USO and Hire Heroes USA offer Career Opportunity Days (CODs) for wounded, ill and injured troops, spouses and caregivers. A COD is a non-traditional career fair where each employer connects with troops based on interest and background. Troops are pre-matched with employers who conduct mock interviews and provide feedback. The use of mock interviews provides an additional level of support for transitioning service members to meet with employers who are ready to hire. These CODs are limited to 15 employers and 40-60 service men and women attendees to ensure the size and magnitude of these events provide an intimate atmosphere. In 2013, the USO hosted 20 Career Opportunity Days events expanding to more than two dozen locations. The USO also piloted the delivery of this event to non-wounded troops and families transitioning to the civilian workforce at eight Career Opportunity Days. In 2014, the USO will host more than 120 Hire Heroes USA events; included among those events will be more than 30 Career Opportunity Days.

USO /Hire Heroes USA Workshops: The USO and Hire Heroes USA also host transition workshops for wounded, ill and injured troops, their spouses, and caregivers. Workshops focus on resume writing,

interview skills, professional work practices and translating prior military experience into a civilian career. Employers attend these workshops and conduct mock interviews to provide a civilian perspective on what employers are looking for in new employees. These workshops complement the existing transition assistance offered by the, Department of Defense and Department of Labor to provide yet another tool for transitioning service members. In 2013, the USO hosted 75 workshops and piloted the delivery of this event to non-wounded troops and families transitioning to the civilian workforce at eight workshops. In 2014, the USO will support more than 120 USO/Hire Heroes USA events, with more than 30 events targeted towards active duty troops and their spouses. Additionally, USO/Hire Heroes USA will present at the Special Ops Survivors Conference on April 26th in Colorado Springs, Colo.

Writing Warriors Workshop: In 2013, the USO piloted the Writing Warriors Workshop in partnership with the International Thriller Writers. The workshops provide wounded, ill and injured troops their caregivers and surviving spouses the opportunity to learn the basics of writing professionally. Topics covered during the workshop include: how to develop a story, working with agents, publishers and marketing from some of today's top thrill writers. Award-winning authors Kathleen Antrim, DP Lyle and T. Jefferson Parker were among those who participated in last year's workshop. In 2014, the USO will host 4 Writing Warriors Workshops, the first of which was in San Diego.

Georgetown University Certificate in Franchise Venture Planning: A one-of-its-kind, six-day course available through a partnership with Georgetown University, the Franchise Venture Planning program empowers wounded, ill and injured troops, caregivers and surviving spouses with a solid foundation in franchising. Students learn about the legal, financial and business aspects of franchise ownership and upon completion of the weeklong course, earn an official certificate from Georgetown University – as well as retroactive credit through the International Franchise Association (IFA), which can be applied towards the IFA's professional franchise certificate.

RenovatingHope: The USO launched a new program in collaboration with the nonprofit organization RenovatingHope. Through this collaboration, the USO will support recently discharged wounded, ill and injured troops and their families by providing basic housing rehabilitation services. The troops are referred directly from military installation commands and are identified as having an immediate need, are physically unable to make the repairs themselves, and/or do not have sufficient income to hire qualified contractors to complete the work. In 2013, RenovatingHope completed 11 home repair projects and one project at a retreat for wounded service members and their families. In 2014, the USO and RenovatingHope will continue to provide life-changing home renovations to our troops in need.

Public Service Announcements

For years, the USO has produced a powerful Public Service Announcement program, educating America about the USO and the tremendous service of our nation's troops and their families. As part of our commitment to educate the American people about the invisible wounds of war, the USO has launched a Public Service Announcement (PSA) about these life-changing issues. More than 300,000 American troops suffer from invisible wounds - post traumatic stress disorder (PTSD) and traumatic brain injury (TBI). "Portraits" is a documentary style PSA that features individuals who proudly answered the call to duty in Iraq and Afghanistan, and now live with invisible wounds. These stories and more can be viewed at www.USOInvisibleWounds.org.