



2022

FINANCIAL REPORT



*The USO is a not-for-profit organization and not part of the Department of Defense (DoD).
The appearance of DoD visual information does not imply or constitute DoD endorsement.*

ABOUT THE USO

The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation.

Since 1941, the USO — a private, nonprofit organization — has served the men and women of the U.S. military, and their families, throughout their time in uniform — from the moment they join, through their deployments and as they transition back to their communities.

Although the USO is a congressionally chartered organization and works in close partnership with the Department of Defense (DOD), the USO is not part of the federal government.

2022 presented unique challenges as Russia invaded Ukraine, threatening the stability of Europe and our NATO allies. More than 100,000 U.S. service members are now either deployed or permanently stationed across Europe in places like Poland, Romania and Germany; and for many, this meant leaving their homes and loved ones behind. As those numbers increase, the USO continues to offer support and connection with acts of gratefulness, including USO Care Packages, USO2GO Kits, Wi-Fi accessibility and providing service members with a comfortable place to relax at physical USO locations throughout Europe.

The USO is reaching more military members through our Programs, extending our reach virtually and in-person, and finding new, innovative ways to meet the changing needs of today's service members. Globally, the USO

increased the number of countries served from 84 to 143, center visits grew by 58% year over year and more than 787,000 unique individuals were served by the USO. Our USO family of volunteers, and contributions from millions of generous Americans, make these successes achievable.

We remain dedicated to delivering high impact programs worldwide, increasing the number of people we serve, and supporting service members and family transitions throughout their service to our nation. In every corner of the world, our service members will know that the USO is always by their side.

Our work is America's most powerful expression of gratitude to the men and women who secure our nation's freedoms.

The USO meets all 20 Better Business Bureau Standards for Charity Accountability and is a platinum-level GuideStar Exchange participant, demonstrating our commitment to transparency.

TO LEARN MORE ABOUT THE USO, VISIT:



USO.org



@the_USO



@theUSO



theUSO



@theUSO



theUSO

USO BY THE NUMBERS



250+ LOCATIONS

USO LOCATIONS IN 28 COUNTRIES

United States, Australia, Chad, Djibouti,
Germany, Greenland, Honduras,
Hungary, Cyprus, Italy, Iraq, Japan,
Jordan, Kenya, Kuwait, Lithuania, Niger,
Poland, Qatar, Romania, Saudi Arabia,
Slovakia, South Korea, Spain, Syria,
Turkey, United Arab Emirates, United
Kingdom



USO LOCATIONS IN 38 STATES

(as well as DC and Guam)

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

USO SERVICES PROVIDED IN

143 COUNTRIES

54 U.S. STATES/TERRITORIES

7 CONTINENTS

Supported through facilities, outreach
programs and entertainment



10.4 MILLION

Total service connections in 2022 worldwide



5.8+ MILLION

Center visits



4.5+ MILLION

Times service members and families participated in USO programs & services

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



220K

USO2GO



8.1K

USO Coffee Connections



3.2K

USO Special Delivery®



198K

USO Care Packages



16K

USO Reading Program Recordings



781K

USO Holidays



42K

Entertainment



320K

USO Gaming



18K

USO Canine Program



75K

Transition



425K

Mobile USO



34K

Program in a Box

USO PROGRAM IMPACT MEASURES:

Based on survey responses by service members and family members who visited USO centers or participated in USO programs in 2022:

99%

were satisfied with USO programs and services

98%

would recommend USO to others

97%

felt strengthened by USO programs and services

92%

felt more connected to community and family after using a USO program

WE GO WHERE THEY GO

USO locations provide a home away from home for service members and their families around the world. Our locations are the foundation for our connection to the military community and enable the USO to also provide outreach support to areas where no physical USO facility exists.



IN 2022, THE USO OPENED SEVERAL NEW LOCATIONS, INCLUDING:

United States:

- Camp Grayling Joint Maneuver Training Center, MI
- Dallas Love Field, TX
- DC Armory, DC
- Fort Bliss-Reception Lounge, TX
- Fort Hamilton MEPS, NY
- Fort Irwin National Training Center-Rotational Units Bivouac Area, CA
- Joint Base San Antonio/Fort Sam Houston-Camp Bullis-Defender, TX
- Joint Base San Antonio/Fort Sam Houston-Camp Bullis-Warrior, TX
- Little Rock Military Entrance Processing Station
- Marine Corps Base Quantico-Main, VA
- Waynesville-St. Robert Regional Airport, MO

Overseas:

- Al-Tanf Garrison, Syria
- Camp Mielec, Poland
- Camp Turzii Air Base, Romania
- Combat Outpost RLZ, Syria
- Drawsko Pomorskie Training Area, Poland
- Lest Training Area, Slovakia
- Life Support Area North, Poland
- Life Support Area South, Poland
- Siauliai Air Base, Lithuania
- Soto Cano Air Base, Honduras
- T2 Outpost, Syria
- Thule Air Base, Greenland
- U.S. Army Garrison Ansbach-Katterbach, Germany
- U.S. Army Garrison Bavaria-Camp Kasserine, Germany

FINANCIAL STEWARDSHIP

Consolidated Statement of Financial Position, December 31, 2022

*(in thousands)

Assets

Cash and cash equivalents	17,786
Receivables, net	35,954
Inventory, prepaid expenses and other assets	6,984
Investments	169,967
Fixed assets, net	21,404
Right of use assets	6,920
Total Assets	259,015

Liabilities

18,769

Net Assets

Without donor restrictions	151,686
With donor restrictions	88,560

Total Net Assets

240,246

Total Liabilities and Net Assets

259,015

A summary of the USO's 2022 program service accomplishments can be found in Part III of the USO's 2022 IRS Form 990 available at: uso.org/about/financial-statements. 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. The complete consolidated financial statements, accompanying notes thereto and independent auditors' report as of and for the year ended December 31, 2022, as performed by Grant Thornton LLP, are available at: uso.org/about/financial-statements.

Consolidated Statement of Activities and Changes in Net Assets, year ended December 31, 2022 *(in thousands)

Support and Revenue	Without Donor Restrictions	With Donor Restrictions	Total
<i>Contributions:</i>			
Corporate, foundation and individual giving	44,683	13,264	57,947
Direct response	50,974	7,932	58,906
United Way and CFC	320	-	320
Contributed materials, facilities and services	58,712	-	58,712
Grants	24,390	-	24,390
USO center revenue	413	-	413
Investment return, net	(11,923)	(9,592)	(21,515)
Other income	294	-	294
Net assets released from restriction	21,428	(21,428)	-
	189,291	(9,824)	179,467
Operating and Supporting Expenses			
<i>Program Services:</i>			
USO Centers	76,912	-	76,912
Transition programs	5,283	-	5,283
Military families & expeditionary programs	6,964	-	6,964
Contributed materials, facilities and services	59,758	-	59,758
Entertainment	3,236	-	3,236
Communications and public awareness outreach	13,790	-	13,790
Total Program Services	165,943	-	165,943
<i>Supporting Services:</i>			
Fundraising	33,386	-	33,386
Management and general	14,583	-	14,583
Total Operating and Supporting Expenses	213,912	-	213,912
Change in Net Assets	(24,621)	(9,824)	(34,445)
Net Assets , beginning of year	176,307	98,384	274,691
Net Assets, end of year	151,686	88,560	240,246

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Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

2022
Open to Public
Inspection

A For the 2022 calendar year, or tax year beginning and ending

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization UNITED SERVICE ORGANIZATIONS, INC. Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 2111 WILSON BLVD #1200 City or town, state or province, country, and ZIP or foreign postal code ARLINGTON, VA 22201 F Name and address of principal officer: J.D. CROUCH, II SAME AS C ABOVE	D Employer identification number 13-1610451 E Telephone number (703) 908-6400 G Gross receipts \$ 170,924,434. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions H(c) Group exemption number 1291
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: HTTP://WWW.USO.ORG		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: 1941
		M State of legal domicile: DC

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: THE USO STRENGTHENS AMERICA'S MILITARY SERVICE MEMBERS (CONTINUED IN SCHEDULE O)		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	38
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	37
	5	Total number of individuals employed in calendar year 2022 (Part V, line 2a)	5	967
	6	Total number of volunteers (estimate if necessary)	6	18686
		7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a
7b		Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.
Revenue	8	Contributions and grants (Part VIII, line 1h)	177,913,335.	154,091,511.
	9	Program service revenue (Part VIII, line 2g)	363,825.	422,814.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	384,050.	428,597.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-284,328.	-502,780.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	178,376,882.	154,440,142.
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,740,246.
14		Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	70,813,366.	73,854,312.
16a		Professional fundraising fees (Part IX, column (A), line 11e)	2,382,702.	1,973,604.
b		Total fundraising expenses (Part IX, column (D), line 25)	31,833,329.	
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	87,087,571.	87,938,053.
18		Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	162,023,885.	166,596,400.
19		Revenue less expenses. Subtract line 18 from line 12	16,352,997.	-12,156,258.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	122,875,753.	114,377,618.
	21	Total liabilities (Part X, line 26)	13,985,399.	18,724,798.
	22	Net assets or fund balances. Subtract line 21 from line 20	108,890,354.	95,652,820.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	COPY-DO NOT FILE			
	Signature of officer	Date		
	KRISTINE SHUMACK, TREASURER, CFO			
	Type or print name and title			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/> PTIN
	MARY TORRETTA	<i>Mary Torretta</i>	8/23/2023	P00847851
	Firm's name	Firm's EIN		
	GRANT THORNTON LLP	36-6055558		
	Firm's address	Phone no. (703) 847-7500		
	1000 WILSON BOULEVARD, SUITE 1500			
	ARLINGTON, VA 22209			

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

**Application for Automatic Extension of Time To File an
Exempt Organization Return**

OMB No. 1545-0047

► **File a separate application for each return.**
 ► **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Type or print File by the due date for filing your return. See instructions.	Name of exempt organization or other filer, see instructions. UNITED SERVICE ORGANIZATIONS, INC.	Taxpayer identification number (TIN) 13-1610451
	Number, street, and room or suite no. If a P.O. box, see instructions. 2111 WILSON BLVD, #1200	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. ARLINGTON, VA 22201	

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12
Form 990-T (corporation)	07		

KRISTINE SHUMACK, TREASURER / CFO

- The books are in the care of ► 2111 WILSON BLVD #1200 - ARLINGTON, VA 22201

Telephone No. ► 703-908-6400

Fax No. ►

- If the organization does not have an office or place of business in the United States, check this box ☐ ►
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) . If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and TINs of all members the extension is for.

- 1 I request an automatic 6-month extension of time until NOVEMBER 15, 2023, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ► ☒ calendar year 2022 or
 ► ☐ tax year beginning _____, and ending _____.

- 2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return
☐ Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒ **X****1** Briefly describe the organization's mission:

THE UNITED SERVICE ORGANIZATIONS, INC. ("USO") STRENGTHENS AMERICA'S
MILITARY SERVICE MEMBERS BY KEEPING THEM CONNECTED TO FAMILY, HOME AND
COUNTRY, THROUGHOUT THEIR SERVICE TO THE NATION.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 90,337,915. including grants of \$ 2,720,431.) (Revenue \$ 422,814.)
USO CENTERS - USO CENTERS ARE THE FOUNDATION FOR OUR CONNECTION TO THE
MILITARY COMMUNITY AND ENABLE USO TO ALSO PROVIDE OUTREACH SUPPORT TO
AREAS WHERE NO PHYSICAL USO CENTER EXISTS. USO CENTERS PROVIDE A HOME
AWAY FROM HOME FOR SERVICE MEMBERS AND THEIR FAMILIES AROUND THE WORLD.
2022 PRESENTED UNIQUE CHALLENGES AS SERVICE MEMBERS WERE DEPLOYED AND
REPOSITIONED THROUGHOUT EUROPE TO SUPPORT NATO ALLIES AND UKRAINE. USO
ESTABLISHED NEW CENTERS IN POLAND, ROMANIA, AND OTHER REMOTE AREAS TO
SUPPORT SERVICE MEMBERS EXERCISING WITH OUR ALLIES. DURING 2022, THE
USO HAD MORE THAN 250 LOCATIONS SUPPORTING OVER 5.8 MILLION VISITS
DURING THE YEAR. SEE SCHEDULE O FOR MORE INFORMATION ABOUT THESE
CENTERS.

4b (Code:) (Expenses \$ 13,747,233. including grants of \$ 0.) (Revenue \$ 0.)
PUBLIC AWARENESS AND OUTREACH - THE USO'S MARKETING AND COMMUNICATIONS
OUTREACH PROGRAMS AIM TO ADDRESS THE CIVILIAN-MILITARY DRIFT - A
NATURAL DISCONNECT AND LACK OF UNDERSTANDING BETWEEN THOSE WHO HAVE
SERVED AND THOSE WHOM THEY DEFEND WHO HAVE NEVER SERVED AND MAY NOT
KNOW OR BE RELATED TO ANYONE WHO HAS. IN 2022, THE USO LAUNCHED THE
EUROPEAN EXPANSION & FAMILY SUPPORT CAMPAIGN TO BRING AWARENESS TO THE
AMERICAN PEOPLE AND ENCOURAGE SUPPORT SERVICE MEMBERS EITHER DEPLOYED
OR PERMANENTLY STATIONED IN EUROPE IN SUPPORT OF OUR NATO ALLIES AND
UKRAINE AND THEIR FAMILIES. IN ADDITION, THROUGH ITS WEBSITE AND MAIL,
THE USO COLLECTED MORE THAN 1.36 MILLION MESSAGES OF APPRECIATION FROM
THE AMERICAN PUBLIC WHICH ARE BEING DISTRIBUTED OR DISPLAYED AT USO
LOCATIONS ACROSS THE WORLD. SEE SCHEDULE O FOR MORE INFORMATION.

4c (Code:) (Expenses \$ 7,252,997. including grants of \$ 110,000.) (Revenue \$ 0.)
SERVICE MEMBER, MILITARY FAMILY PROGRAM, AND EXPEDITIONARY PROGRAMS -
USO PROVIDES A CATALOG OF PROGRAMS FOCUSED ON WELLNESS AND RESILIENCY
FOR SERVICE MEMBERS AND THEIR FAMILIES. THESE PROGRAMS INCLUDE THE USO
READING PROGRAM KEEPING SERVICE MEMBERS CONNECTED TO THEIR CHILDREN
THROUGH STORY-TIME; USO HOLIDAYS PROVIDING PROGRAMMING TO HELP SERVICE
MEMBERS FEEL CONNECTED AND SUPPORTED DURING THE HOLIDAYS THROUGHOUT THE
YEAR; USO CARE PACKAGE AND USO2GO KITS ENSURING SERVICE MEMBERS
DEPLOYED TO REMOTE LOCATIONS HAVE SOME OF THE SMALL COMFORTS OF HOME.
SEE SCHEDULE O FOR MORE INFORMATION ABOUT THE PROGRAMS OFFERED AND
ACCOMPLISHMENTS DURING 2022.

4d Other program services (Describe on Schedule O.)

(Expenses \$ 8,880,005. including grants of \$) (Revenue \$ 0.)

4e Total program service expenses 120,218,150.Form **990** (2022)

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1 X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4 X	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	10 X	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b	X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d X	
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a X	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b X	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	17 X	
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18 X	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19 X	
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21 X	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	X
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	38	X

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

X

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	202
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	X

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 967		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		X
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X	
b If "Yes," enter the name of the foreign country SEE SCHEDULE O See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X	
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	X	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		X
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		X
17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	1a	1b	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	38			
b Enter the number of voting members included on line 1a, above, who are independent		37		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?			3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
6 Did the organization have members or stockholders?			6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?			8a	X
b Each committee with authority to act on behalf of the governing body?			8b	X
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O			9	X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	X
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	X
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c	X
13 Did the organization have a written whistleblower policy?	13	X
14 Did the organization have a written document retention and destruction policy?	14	X
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a	X
b Other officers or key employees of the organization	15b	X
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed CA, CO, CT, GA, GU, HI, IL, KY, LA, MA, MI, MN

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records
 KRISTINE SHUMACK, TREASURER / CFO - 703-908-6400
 2111 WILSON BLVD #1200, ARLINGTON, VA 22201

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) DR. J.D. CROUCH, II PRESIDENT & CEO	50.00 0.00	X		X				705,905.	0.	176,483.
(2) ALAN REYES COO	50.00 0.00				X			424,084.	0.	57,916.
(3) KRISTINE SHUMACK TREASURER / CFO	48.00 2.00			X				355,065.	0.	56,259.
(4) TAMMY HEISER SECRETARY / SVP, HUMAN RESOURCES	50.00 0.00			X				321,113.	0.	54,917.
(5) BRIAN COWART CDMO (BEG 1/2022)	50.00 0.00				X			317,318.	0.	50,351.
(6) CHRISTOPHER PLAMP SVP, OPS, PROGRAMS & ENTERTAINMENT	50.00 0.00				X			319,013.	0.	32,157.
(7) JAMES WHALEY REGIONAL PRESIDENT (SE)(THRU 8/2022)	50.00 0.00					X		321,650.	0.	18,380.
(8) BRIAN COOK VP, DIRECT RESPONSE	50.00 0.00				X			296,076.	0.	29,996.
(9) ALISON RUBLE REGIONAL PRESIDENT (MIDWEST)	50.00 0.00				X			287,990.	0.	34,601.
(10) GARY COLE REGIONAL PRESIDENT (CENTRAL)	50.00 0.00				X			273,194.	0.	48,094.
(11) VIRGINIA BURNLEY SVP, GOVT REL AND EXT AFFAIRS	50.00 0.00				X			272,504.	0.	48,353.
(12) ROBERT KURKJIAN REGIONAL PRESIDENT (WEST)	50.00 0.00				X			271,804.	0.	33,749.
(13) GEN. GEORGE CASEY (RET.) CHAIRMAN OF THE BOARD	2.00 0.00	X						0.	0.	0.
(14) SGT. MAJ. CARLTON KENT, (RET.) DIRECTOR	1.00 0.00	X						0.	0.	0.
(15) COURTNEY L. BILLINGTON DIRECTOR	1.00 0.00	X						0.	0.	0.
(16) GEN. CRAIG R. MCKINLEY (RET.) DIRECTOR	1.00 0.00	X						0.	0.	0.
(17) DAWN HALFAKER DIRECTOR	2.00 0.00	X						0.	0.	0.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) JED F. BECKER DIRECTOR	1.00 2.00	X						0.	0.	0.
(19) DON COOKE DIRECTOR	1.00 0.00	X						0.	0.	0.
(20) FRED L. STOKES DIRECTOR	1.00 0.00	X						0.	0.	0.
(21) GEN. DAVID L. GOLDFEIN (RET.) DIRECTOR	1.00 0.00	X						0.	0.	0.
(22) GERRY BYRNE DIRECTOR	1.00 0.00	X						0.	0.	0.
(23) GINGER MILLER DIRECTOR	1.00 0.00	X						0.	0.	0.
(24) GREGG WARD DIRECTOR	2.00 0.00	X						0.	0.	0.
(25) JAMES HAMILTON DIRECTOR	2.00 0.00	X						0.	0.	0.
(26) JEFF KNITTEL DIRECTOR	1.00 0.00	X						0.	0.	0.
1b Subtotal								4,165,716.	0.	641,256.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								4,165,716.	0.	641,256.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

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- 3** Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
3		X
4	X	
5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
SG360 9279 PAYSHERE CIRCLE, CHICAGO, IL 60674 SOUTHWEST PUBLISHING	DM PRODUCTION	3,667,593.
4000 SE ADAMS STREET, TOPEKA, KS 66609 ANNE LEWIS STRATEGIES LLC	DM PRODUCTION	2,172,016.
650 MASSACHUSETTS AVE, WASHINGTON, DC 20001 ICS CORPORATION, 100 FRIARS BOULEVARD, WEST DEPTFORD, NJ 08086	FUND CONSULTANT	1,687,110.
DATA AXLE INC PO BOX 3243, OMAHA, NE 68103	DM PRODUCTION	1,639,186.
	DM PRODUCTION	1,599,913.
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	58	

SEE PART VII, SECTION A CONTINUATION SHEETS

Form **990** (2022)

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) LEANNE CARET DIRECTOR	1.00 0.00	X						0.	0.	0.
(28) LTG WILLIAM J. LENNOX, JR (RET.) DIRECTOR	1.00 0.00	X						0.	0.	0.
(29) MANNY PINEIRO DIRECTOR	1.00 0.00	X						0.	0.	0.
(30) MARILYN COHEN DIRECTOR	1.00 0.00	X						0.	0.	0.
(31) MARK RAHIYA DIRECTOR	1.00 0.00	X						0.	0.	0.
(32) MARSHALL NADEL DIRECTOR	1.00 0.00	X						0.	0.	0.
(33) MARY A. WINNEFELD DIRECTOR	1.00 0.00	X						0.	0.	0.
(34) MARY PETRYSZYN DIRECTOR	2.00 0.00	X						0.	0.	0.
(35) MATTHEW BROMBERG DIRECTOR	1.00 0.00	X						0.	0.	0.
(36) MG FRANK D. VAVALA (RET.) DIRECTOR	1.00 0.00	X						0.	0.	0.
(37) MICHAEL P. EMMERT DIRECTOR	1.00 0.00	X						0.	0.	0.
(38) ORLAN BOSTON DIRECTOR	1.00 0.00	X						0.	0.	0.
(39) PATRICK ABRAM DIRECTOR	1.00 0.00	X						0.	0.	0.
(40) PAUL MCQUILLAN DIRECTOR	1.00 0.00	X						0.	0.	0.
(41) R. GIL KERLIKOWSKIE DIRECTOR	1.00 0.00	X						0.	0.	0.
(42) REBEKAH G. SANDERLIN DIRECTOR	1.00 0.00	X						0.	0.	0.
(43) ROBIN LINEBERGER DIRECTOR	2.00 0.00	X						0.	0.	0.
(44) TINA W. JONAS DIRECTOR	2.00 0.00	X						0.	0.	0.
(45) WILLIAM J. LYNN, III DIRECTOR	2.00 1.00	X						0.	0.	0.
(46) MICHAEL QUIGLEY DIRECTOR (BEG 11/2022)	1.00 0.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a	320,402.				
	b Membership dues	1b					
	c Fundraising events	1c	3,088,711.				
	d Related organizations	1d	2,945,627.				
	e Government grants (contributions)	1e	24,390,476.				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1f	123,346,295.				
	g Noncash contributions included in lines 1a-1f	1g	\$ 10,923,859.				
	h Total. Add lines 1a-1f						
Program Service Revenue	2 a <u>USO CENTER</u>	Business Code 900099		422,814.	422,814.		
	b _____						
	c _____						
	d _____						
	e _____						
	f All other program service revenue						
	g Total. Add lines 2a-2f			422,814.			
	Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			487,223.		
4 Income from investment of tax-exempt bond proceeds							
5 Royalties							
6 a Gross rents		6a	(i) Real (ii) Personal				
b Less: rental expenses ...		6b					
c Rental income or (loss)		6c					
d Net rental income or (loss)							
7 a Gross amount from sales of assets other than inventory		7a	(i) Securities (ii) Other				
b Less: cost or other basis and sales expenses		7b					
c Gain or (loss)		7c					
d Net gain or (loss)							
8 a Gross income from fundraising events (not including \$ 3,088,711. of contributions reported on line 1c). See Part IV, line 18		8a	633,056.				
b Less: direct expenses		8b	1,438,133.				
c Net income or (loss) from fundraising events				-805,077.			-805,077.
9 a Gross income from gaming activities. See Part IV, line 19		9a	16,260.				
b Less: direct expenses		9b	3,298.				
c Net income or (loss) from gaming activities				12,962.			12,962.
10 a Gross sales of inventory, less returns and allowances		10a					
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a <u>MISCELLANEOUS INCOME</u>	Business Code 900099		289,335.			289,335.
	b _____						
	c _____						
	d All other revenue						
	e Total. Add lines 11a-11d			289,335.			
	12 Total revenue. See instructions			154,440,142.	422,814.	0.	-74,183.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

☒ X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	2,830,431.	2,830,431.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	2,942,890.	1,444,316.	1,039,557.	459,017.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	57,377,896.	43,268,382.	4,604,462.	9,505,052.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	3,902,773.	2,917,298.	312,935.	672,540.
9 Other employee benefits	5,113,803.	3,933,364.	475,577.	704,862.
10 Payroll taxes	4,516,950.	3,441,405.	375,247.	700,298.
11 Fees for services (nonemployees):				
a Management				
b Legal	788,723.	250,713.	304,251.	233,759.
c Accounting	301,884.		301,884.	
d Lobbying	126,000.	126,000.		
e Professional fundraising services. See Part IV, line 17	1,973,604.			1,973,604.
f Investment management fees	24,274.		24,274.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	7,274,133.	4,798,254.	958,888.	1,516,991.
12 Advertising and promotion	3,409,277.	1,413,373.		1,995,904.
13 Office expenses	9,598,194.	7,125,649.	1,386,938.	1,085,607.
14 Information technology	5,639,537.	4,153,971.	693,292.	792,274.
15 Royalties				
16 Occupancy	2,127,846.	1,240,569.	359,475.	527,802.
17 Travel	3,656,153.	3,005,754.	165,377.	485,022.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings	896,835.	500,852.	124,666.	271,317.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	5,265,836.	4,988,180.	104,418.	173,238.
23 Insurance	823,025.	610,071.	74,342.	138,612.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a SUPPLIES AND SERVICES	26,699,963.	26,699,963.		
b PRINTING AND PRODUCTION	18,423,123.	5,841,495.	2,914,407.	9,667,221.
c RENTAL AND MAINTENANCE	1,071,805.	1,026,602.	36,352.	8,851.
d SUB., DUES, TRAINING	624,644.	343,590.	160,768.	120,286.
e All other expenses	1,186,801.	257,918.	127,811.	801,072.
25 Total functional expenses. Add lines 1 through 24e	166,596,400.	120,218,150.	14,544,921.	31,833,329.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)	22,434,415.	8,653,652.	4,261,784.	9,518,979.

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	6,860,447.	1	3,397,590.
	2 Savings and temporary cash investments	30,450,763.	2	14,388,761.
	3 Pledges and grants receivable, net	29,236,738.	3	35,531,396.
	4 Accounts receivable, net	228,079.	4	146,930.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	2,768,296.	8	2,476,384.
	9 Prepaid expenses and deferred charges	3,347,144.	9	4,264,896.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 51,741,102.		
	b Less: accumulated depreciation	10b 30,337,072.		
	11 Investments - publicly traded securities	22,269,318.	10c	21,404,030.
	12 Investments - other securities. See Part IV, line 11	27,411,546.	11	25,604,777.
	13 Investments - program-related. See Part IV, line 11		12	
	14 Intangible assets		13	
	15 Other assets. See Part IV, line 11	303,422.	14	
16 Total assets. Add lines 1 through 15 (must equal line 33)	122,875,753.	15	7,162,854.	
17 Accounts payable and accrued expenses	13,900,399.	16	114,377,618.	
18 Grants payable		17	9,193,980.	
19 Deferred revenue	85,000.	18		
20 Tax-exempt bond liabilities		19	25,000.	
21 Escrow or custodial account liability. Complete Part IV of Schedule D		20		
22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		21		
23 Secured mortgages and notes payable to unrelated third parties		22		
24 Unsecured notes and loans payable to unrelated third parties		23		
25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	0.	24		
26 Total liabilities. Add lines 17 through 25	13,985,399.	25	9,505,818.	
27 Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.		26	18,724,798.	
28 Net assets without donor restrictions	84,578,022.			
29 Net assets with donor restrictions	24,312,332.			
30 Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
31 Capital stock or trust principal, or current funds		27	70,130,189.	
32 Paid-in or capital surplus, or land, building, or equipment fund		28	25,522,631.	
33 Retained earnings, endowment, accumulated income, or other funds		29		
34 Total net assets or fund balances	108,890,354.	30		
35 Total liabilities and net assets/fund balances	122,875,753.	31		
36 Total net assets or fund balances		32	95,652,820.	
37 Total liabilities and net assets/fund balances		33	114,377,618.	

Form 990 (2022)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	154,440,142.
2	Total expenses (must equal Part IX, column (A), line 25)	2	166,596,400.
3	Revenue less expenses. Subtract line 2 from line 1	3	-12,156,258.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	108,890,354.
5	Net unrealized gains (losses) on investments	5	-996,520.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	-84,756.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	95,652,820.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	X
b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	X
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____	3a	X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____	3b	X

Form **990** (2022)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations _____

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	133,661,905.	146,550,901.	157,160,575.	177,913,335.	154,091,511.	769,378,227.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	133,661,905.	146,550,901.	157,160,575.	177,913,335.	154,091,511.	769,378,227.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						769,378,227.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4	133,661,905.	146,550,901.	157,160,575.	177,913,335.	154,091,511.	769,378,227.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	935,663.	644,502.	523,906.	340,022.	487,223.	2,931,316.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	373,047.	631,099.	392,119.	1,034,723.	938,651.	3,369,639.
11 Total support. Add lines 7 through 10						775,679,182.
12 Gross receipts from related activities, etc. (see instructions)					12	3,076,501.

13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f))	14	99.19	%
15 Public support percentage from 2021 Schedule A, Part II, line 14	15	99.16	%
16a 33 1/3% support test - 2022. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input checked="" type="checkbox"/>			
b 33 1/3% support test - 2021. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>			
17a 10% -facts-and-circumstances test - 2022. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization <input type="checkbox"/>			
b 10% -facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization <input type="checkbox"/>			
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions <input type="checkbox"/>			

Schedule A (Form 990) 2022

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2021 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2021 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2022. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests - 2021. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
2b			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No" provide details in Part VI .			
3a			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.			
3b			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions.
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2022

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5	
6 Other distributions (<i>describe in Part VI</i>). See instructions.	6	
7 Total annual distributions. Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8	
9 Distributable amount for 2022 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2022	(iii) Distributable Amount for 2022
1 Distributable amount for 2022 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2022 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2022			
a From 2017			
b From 2018			
c From 2019			
d From 2020			
e From 2021			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2022 distributable amount			
i Carryover from 2017 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2022 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2022 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2023. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2018			
b Excess from 2019			
c Excess from 2020			
d Excess from 2021			
e Excess from 2022			

Schedule A (Form 990) 2022

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

MISC INCOME

2018 AMOUNT: \$ 131,791.

2019 AMOUNT: \$ 183,776.

2020 AMOUNT: \$ 285,430.

2021 AMOUNT: \$ 214,924.

2022 AMOUNT: \$ 289,335.

FUNDRAISING & GAMING EVENTS

2018 AMOUNT: \$ 228,937.

2019 AMOUNT: \$ 443,114.

2020 AMOUNT: \$ 106,614.

2021 AMOUNT: \$ 819,254.

2022 AMOUNT: \$ 649,316.

GROSS SALES OF INVENTORY

2018 AMOUNT: \$ 12,319.

2019 AMOUNT: \$ 4,209.

2020 AMOUNT: \$ 75.

2021 AMOUNT: \$ 545.

2022 AMOUNT: \$ 0.

Schedule B
(Form 990)Department of the Treasury
Internal Revenue Service**Schedule of Contributors**Attach to Form 990 or Form 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2022

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Organization type (check one):

Filers of:**Section:**

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.**Special Rules**☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		\$ 24,390,476.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2		\$ 3,105,052.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) \$ _____

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

SCHEDULE C
(Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527
Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (See separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (See separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures \$

3 Volunteer hours for political campaign activities

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 \$

2 Enter the amount of any excise tax incurred by organization managers under section 4955 \$

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No

4a Was a correction made? ☐ Yes ☐ No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities \$

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527
exempt function activities \$

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL,
line 17b \$

4 Did the filing organization file Form 1120-POL for this year? ☐ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990) 2022

LHA

232041 11-08-22

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grassroots lobbying)			
b Total lobbying expenditures to influence a legislative body (direct lobbying)		126,000.	
c Total lobbying expenditures (add lines 1a and 1b)		126,000.	
d Other exempt purpose expenditures		120,092,150.	
e Total exempt purpose expenditures (add lines 1c and 1d)		120,218,150.	
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		1,000,000.	
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:		
Not over \$500,000	20% of the amount on line 1e.		
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.		
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.		
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.		
Over \$17,000,000	\$1,000,000.		
g Grassroots nontaxable amount (enter 25% of line 1f)		250,000.	
h Subtract line 1g from line 1a. If zero or less, enter -0-		0.	
i Subtract line 1f from line 1c. If zero or less, enter -0-		0.	
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?			<input type="checkbox"/> Yes <input type="checkbox"/> No

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.)

See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) Total
2a Lobbying nontaxable amount	1,000,000.	1,000,000.	1,000,000.	1,000,000.	4,000,000.
b Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000.
c Total lobbying expenditures	223,689.	161,609.	154,595.	126,000.	665,893.
d Grassroots nontaxable amount	250,000.	250,000.	250,000.	250,000.	1,000,000.
e Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000.
f Grassroots lobbying expenditures					

Schedule C (Form 990) 2022

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

	(a)		(b)
	Yes	No	Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? ...			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1 Dues, assessments and similar amounts from members	1	
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a Current year	2a	
b Carryover from last year	2b	
c Total	2c	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditures next year?	4	
5 Taxable amount of lobbying and political expenditures. See instructions	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (See instructions); and Part II-B, line 1. Also, complete this part for any additional information.

PART II-A, LINE 1B, DIRECT LOBBYING ACTIVITY:

LOBBYING ACTIVITY

THE USO LOBBIES FOR CONGRESSIONAL APPROPRIATIONS.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

<input type="checkbox"/> Preservation of land for public use (for example, recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2022

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

a ☐ Public exhibition

d ☐ Loan or exchange program

b ☐ Scholarly research

e ☐ Other _____

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets

to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	1,026,365.	1,693,024.	646,268.	487,287.	398,345.
b Contributions	66,598.	60,000.	812,719.	100,000.	100,000.
c Net investment earnings, gains, and losses	-170,159.	102,623.	246,845.	58,981.	-10,934.
d Grants or scholarships					
e Other expenditures for facilities and programs	23,390.	829,282.	12,808.		
f Administrative expenses					124.
g End of year balance	899,414.	1,026,365.	1,693,024.	646,268.	487,287.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment _____ %

b Permanent endowment 90.4000 %

c Term endowment 9.6000 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations

(ii) Related organizations

	Yes	No
3a(i)		X
3a(ii)	X	
3b	X	

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		295,927.		295,927.
b Buildings				
c Leasehold improvements		33,570,501.	19,084,730.	14,485,771.
d Equipment		2,293,196.	1,784,459.	508,737.
e Other		15,581,478.	9,467,883.	6,113,595.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				21,404,030.

Schedule D (Form 990) 2022

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) BENEFICIAL INTEREST IN ASSETS HELD BY OTHERS	243,221.
(2) RIGHT OF USE ASSET	6,919,633.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	7,162,854.

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

(a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) LEASE LIABILITY	9,505,818.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	9,505,818.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☒

Schedule D (Form 990) 2022

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)		5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)		5	

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART V, LINE 4:

INTENDED USE OF ENDOWMENT FUNDS

THE USO'S ENDOWMENTS INCLUDE THOSE ASSETS OF DONOR-RESTRICTED FUNDS THAT

THE USO MUST HOLD IN PERPETUITY AS DIRECTED BY DONORS. THE USO HAS ADOPTED

INVESTMENT AND SPENDING POLICIES DESIGNED TO PROVIDE A STREAM OF RETURNS

TO BE UTILIZED TO FUND VARIOUS PROGRAMS WHILE SEEKING TO MAINTAIN THE

PURCHASING POWER OF THE ENDOWMENT ASSETS.

PART X, LINE 2:

INCOME TAXES

ACCOUNTING PRINCIPLES GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA

(U.S. GAAP) REQUIRES THAT AN INCOME TAX POSITION BE RECOGNIZED OR

Part XIII Supplemental Information *(continued)*

DERECOGNIZED BASED ON A MORE-LIKELY-THAN-NOT THRESHOLD. USO FOLLOWS

GUIDANCE THAT CLARIFIES THE ACCOUNTING FOR UNCERTAINTY IN TAX POSITIONS

TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, INCLUDING ISSUES RELATING

TO FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT. THIS GUIDANCE PROVIDES

THAT THE TAX EFFECTS FROM AN UNCERTAIN TAX POSITION CAN ONLY BE RECOGNIZED

IN THE FINANCIAL STATEMENTS IF THE POSITION IS MORE LIKELY THAN NOT TO BE

SUSTAINED IF THE POSITION WERE TO BE CHALLENGED BY A TAXING AUTHORITY. THE

ASSESSMENT OF THE TAX POSITION IS BASED SOLELY ON THE TECHNICAL MERITS OF

THE POSITION, WITHOUT REGARD TO THE LIKELIHOOD THAT THE TAX POSITION MAY

BE CHALLENGED. USO HAS DETERMINED THAT THERE ARE NO MATERIAL UNCERTAIN TAX

POSITIONS THAT REQUIRE RECOGNITION OR DISCLOSURE IN THE CONSOLIDATED

FINANCIAL STATEMENTS.

**SCHEDULE F
(Form 990)**Department of the Treasury
Internal Revenue Service**Statement of Activities Outside the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022Open to Public
Inspection

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☐ No

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
EAST ASIA AND THE PACIFIC	22	89	PROGRAM SERVICES	OP. OF USO CENTER	7,214,119.
EUROPE (INCLUDING ICELAND & GREENLAND)	40	120	PROGRAM SERVICES	OP. OF USO CENTER	9,033,099.
MIDDLE EAST AND NORTH AFRICA	20	48	PROGRAM SERVICES	OP. OF USO CENTER	5,141,089.
SOUTH AMERICA	1	0	PROGRAM SERVICES	OP. OF USO CENTER	122,478.
3 a Subtotal	83	257			21,510,785.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	83	257			21,510,785.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2022

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)

- 2** Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ►
- 3** Enter total number of other organizations or entities ►

Part III can be duplicated if additional space is needed.

[illegible]

Part IV Foreign Forms

- 1** Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☐ Yes ☒ No
- 2** Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* ☐ Yes ☒ No
- 3** Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* ☐ Yes ☒ No
- 4** Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* ☐ Yes ☒ No
- 5** Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* ☐ Yes ☒ No
- 6** Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* ☐ Yes ☒ No

Schedule F (Form 990) 2022

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 3, COLUMN (E):

ACTIVITIES OUTSIDE U.S.

THE USO OPERATES CENTERS IN COUNTRIES OVERSEAS TO PROVIDE A WARM AND

COMFORTING PLACE WHERE DEPLOYED SERVICE MEMBERS AND THEIR FAMILIES CAN

CONNECT TO LOVED ONES VIA INTERNET OR PHONE, PLAY A VIDEO GAME, CATCH A

MOVIE, HAVE A SNACK OR JUST PUT THEIR FEET UP AND RELAX. COUNTRIES

INCLUDE AUSTRALIA, CHAD, CYPRUS, DJIBOUTI, GERMANY, GREENLAND,

HONDURAS, HUNGARY, ITALY, IRAQ, JAPAN, JORDAN, KENYA, KUWAIT,

LITHUANIA, NIGER, POLAND, QATAR, ROMANIA, SAUDI ARABIA, SLOVAKIA, SOUTH

KOREA, SPAIN, SYRIA, TURKEY, UNITED ARAB EMIRATES, AND THE UNITED

KINGDOM.

PART I, LINE 3:

ACCOUNTING METHOD USED

THE EXPENDITURES, PER REGION, ARE PRESENTED ON THE ACCRUAL BASIS OF

ACCOUNTING.

SCHEDULE G
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities
Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization
UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number
13-1610451

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- | | |
|--|---|
| a <input checked="" type="checkbox"/> Mail solicitations | e <input checked="" type="checkbox"/> Solicitation of non-government grants |
| b <input checked="" type="checkbox"/> Internet and email solicitations | f <input checked="" type="checkbox"/> Solicitation of government grants |
| c <input checked="" type="checkbox"/> Phone solicitations | g <input checked="" type="checkbox"/> Special fundraising events |
| d <input checked="" type="checkbox"/> In-person solicitations | |
- 2 a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☒ Yes ☐ No
- b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
ANNE LEWIS STRATEGIES - 650 MASSACHUSETTS AVE, CDR FUNDRAISING GROUP - PO BOX 828, LANHAM, MD 20706	DR ONLINE PROGRAM		X	8,844,040.	1,048,475.	7,795,565.
INTEGRAL, LLC - PO BOX 33091, WASHINGTON, DC 20033	DR MAIL PROGRAM		X	0.	347,600.	-347,600.
AMPLIFIED NONPROFIT CONSULTING LLC - 410 LAKE ORANGE ELEMENT DESIGN LLC - PO BOX 170, BERWYN, PA 19312	DR PROGRAM		X	0.	215,880.	-215,880.
CANDELA CONTENT - 2919 HIGHLAND AVENUE, SACRAMENTO, UBACK INC - 2025 QUEENS ROAD WEST, CHARLOTTE, NC 28207	DR MAIL PROGRAM		X	0.	110,000.	-110,000.
MARKETSMART - 6404 IVY LN SUITE 110, GREENBELT, MD	CONSULTING		X	0.	91,487.	-91,487.
STRUPEK, LLC - 2820 GREENFIELD ROAD, BLOOMINGTON, IL 61704	GRANT WRITING		X	0.	81,456.	-81,456.
SYNERGY DIRECT MARKETING SOLUTIONS, LLC - 480 W.	FUNDRAISING CONSULTANTS		X	0.	80,000.	-80,000.
	PLANNED GIVING CONSULTANTS		X	0.	41,000.	-41,000.
	GAMING FUNDRAISING CONSULTING		X	0.	71,400.	-71,400.
	DR PROGRAM		X	0.	54,902.	-54,902.
Total				8,844,040.	2,142,200.	6,701,840.

- 3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

AL, AK, AR, CA, CO, CT, DC, FL, GA, GU, HI, IL, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, NV, NH, NJ
NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, TN, UT, VA, WA, WV, WI

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1 ANNUAL AWARDS DINNER (DC)	(b) Event #2 SALUTE GALA (IL)	(c) Other events 25	(d) Total events (add col. (a) through col. (c))
		(event type)	(event type)	(total number)	
Revenue	1 Gross receipts	1,135,000.	522,174.	2,064,593.	3,721,767.
	2 Less: Contributions	1,040,860.	438,157.	1,609,694.	3,088,711.
	3 Gross income (line 1 minus line 2)	94,140.	84,017.	454,899.	633,056.
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs	20,865.	23,110.	338,574.	382,549.
	7 Food and beverages	151,448.	88,611.	143,992.	384,051.
	8 Entertainment	180,713.	500.	19,421.	200,634.
	9 Other direct expenses	78,330.	79,897.	312,672.	470,899.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				1,438,133.
	11 Net income summary. Subtract line 10 from line 3, column (d)				-805,077.

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue			16,260.	16,260.
	2 Cash prizes				
Direct Expenses	3 Noncash prizes			3,298.	3,298.
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes 50.00 % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				3,298.
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				12,962.

9 Enter the state(s) in which the organization conducts gaming activities: WA

a Is the organization licensed to conduct gaming activities in each of these states? ☒ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☒ No

b If "Yes," explain: _____

- 11 Does the organization conduct gaming activities with nonmembers? ☒ Yes ☐ No
- 12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☒ No
- 13 Indicate the percentage of gaming activity conducted in:
- | | | |
|-------------------------------|-----|----------|
| a The organization's facility | 13a | % |
| b An outside facility | 13b | 100.00 % |
- 14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name DIANE FRABERAddress 2111 WILSON BLVD #1200 - ARLINGTON, VA 22201

- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue?
- ☐
- Yes
- ☒
- No

b If "Yes," enter the amount of gaming revenue received by the organization \$ _____ and the amount of gaming revenue retained by the third party \$ _____

c If "Yes," enter name and address of the third party:

Name _____

Address _____

- 16 Gaming manager information:

Name _____

Gaming manager compensation \$ _____

Description of services provided _____

☐ Director/officer ☐ Employee ☐ Independent contractor

- 17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☒ No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year \$ 0.

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

SCHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS:

(I) NAME OF FUNDRAISER: ANNE LEWIS STRATEGIES

(I) ADDRESS OF FUNDRAISER: 650 MASSACHUSETTS AVE, WASHINGTON, DC 20001

(I) NAME OF FUNDRAISER: CDR FUNDRAISING GROUP

(I) ADDRESS OF FUNDRAISER: PO BOX 828, LANHAM, MD 20706

(I) NAME OF FUNDRAISER: INTEGRAL, LLC

Part IV Supplemental Information (continued)

(I) ADDRESS OF FUNDRAISER: PO BOX 33091, WASHINGTON, DC 20033

(I) NAME OF FUNDRAISER: AMPLIFIED NONPROFIT CONSULTING LLC

(I) ADDRESS OF FUNDRAISER: 410 LAKE FOREST ROAD, ROCHESTER HILLS, MI 48309

(I) NAME OF FUNDRAISER: ORANGE ELEMENT DESIGN LLC

(I) ADDRESS OF FUNDRAISER: PO BOX 170, BERWYN, PA 19312

(I) NAME OF FUNDRAISER: CANDELA CONTENT

(I) ADDRESS OF FUNDRAISER: 2919 HIGHLAND AVENUE, SACRAMENTO, CA 95818

(I) NAME OF FUNDRAISER: UBACK INC

(I) ADDRESS OF FUNDRAISER: 2025 QUEENS ROAD WEST, CHARLOTTE, NC 28207

(I) NAME OF FUNDRAISER: MARKETSMART

(I) ADDRESS OF FUNDRAISER: 6404 IVY LN SUITE 110, GREENBELT, MD 02077

(I) NAME OF FUNDRAISER: STRUPEK, LLC

(I) ADDRESS OF FUNDRAISER: 2820 GREENFIELD ROAD, BLOOMINGTON, IL 61704

(I) NAME OF FUNDRAISER: SYNERGY DIRECT MARKETING SOLUTIONS, LLC

(I) ADDRESS OF FUNDRAISER:

480 W. TUSCARAWAS AVENUE #307, BARBERTON, OH 44203

PART I, LINE 2B, COLUMN (V):

FEES OF \$275,844 REPORTED IN SCHEDULE G, PART I ARE ALLOCATED AS

PROGRAMMATIC CONSULTING EXPENSES IN PART IX STATEMENT OF FUNCTIONAL

EXPENSES AS A COMPONENT OF THE USO'S JOINT COST ALLOCATION.

Part IV Supplemental Information (continued)

PART I, LINE 2B:

SOME FUNDRAISING CONSULTANTS ARE PAID FOR GENERAL FUNDRAISING

ACTIVITIES WHICH CANNOT BE TRACED DIRECTLY TO REVENUE, BUT WHICH

GENERALLY SUPPORT AN INFLUX OF CONTRIBUTIONS TO USO.

SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ **Yes**

☐ **No**

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
TRAGEDY ASSISTANCE PROGRAM FOR SURVIVORS - 3033 WILSON BOULEVARD, SUITE 300 - ARLINGTON, VA 22201	92-0152268	501(C)(3)	100,000.	0.			PROGRAM SUPPORT
BLUE STAR FAMILIES, INC. 441 SAXONY THE HIVE/BARN 2 ENCINITAS, CA 92024	80-0369895	501(C)(3)	10,000.	0.			PROGRAM SUPPORT
USO FOUNDATION 2111 WILSON BLVD., SUITE 1200 ARLINGTON, VA 22201	20-8861567	501(C)(3)	2,720,431.	0.			GENERAL SUPPORT

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **3.**

3 Enter total number of other organizations listed in the line 1 table

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2022

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

PROCEDURE FOR MONITORING THE USE OF GRANT FUNDS IN THE U.S.

USO GRANT FUNDS ARE MONITORED WITH PERIODIC REPORTING IN ACCORDANCE WITH

THE GRANT AGREEMENTS AND/OR THE FORMS AND SCHEDULES SET FORTH IN THE

RELATED POLICIES AND PROCEDURE MANUALS. REGULARLY REQUIRED REPORTS INCLUDE

FINANCIAL REPORTS AND PROGRAM ACTIVITY REPORTS.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input checked="" type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

a Receive a severance payment or change-of-control payment?

b Participate in or receive payment from a supplemental nonqualified retirement plan?

c Participate in or receive payment from an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

a The organization?

b Any related organization?

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

a The organization?

b Any related organization?

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b	X	
2	X	
4a	X	
4b	X	
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2022

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) DR. J.D. CROUCH, II PRESIDENT & CEO	(i)	588,824.	115,299.	1,782.	149,018.	27,465.	882,388.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) ALAN REYES COO	(i)	362,963.	59,000.	2,121.	24,400.	33,516.	482,000.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) KRISTINE SHUMACK TREASURER / CFO	(i)	302,440.	50,000.	2,625.	23,729.	32,530.	411,324.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) TAMMY HEISER SECRETARY / SVP, HUMAN RESOURCES	(i)	277,992.	41,000.	2,121.	25,830.	29,087.	376,030.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) BRIAN COWART CDMO (BEG 1/2022)	(i)	316,029.	0.	1,289.	23,116.	27,235.	367,669.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) CHRISTOPHER PLAMP SVP, OPS, PROGRAMS & ENTERTAINMENT	(i)	270,852.	47,000.	1,161.	27,450.	4,707.	351,170.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) JAMES WHALEY REGIONAL PRESIDENT (SE) (THRU 8/2022)	(i)	154,125.	23,000.	144,525.	17,150.	1,230.	340,030.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) BRIAN COOK VP, DIRECT RESPONSE	(i)	231,506.	64,000.	570.	26,595.	3,401.	326,072.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) ALISON RUBLE REGIONAL PRESIDENT (MIDWEST)	(i)	255,619.	31,000.	1,371.	21,800.	12,801.	322,591.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) GARY COLE REGIONAL PRESIDENT (CENTRAL)	(i)	242,576.	30,000.	618.	19,698.	28,396.	321,288.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) VIRGINIA BURNLEY SVP, GOVT REL AND EXT AFFAIRS	(i)	240,733.	30,000.	1,771.	20,472.	27,881.	320,857.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) ROBERT KURKJIAN REGIONAL PRESIDENT (WEST)	(i)	252,463.	18,000.	1,341.	22,783.	10,966.	305,553.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:**TRAVEL FOR COMPANIONS**

THE PRESIDENT AND CEO OF THE USO MAY BE ACCOMPANIED BY HIS/HER SPOUSE ON

OFFICIAL USO BUSINESS ONLY IF A SPECIFIC BUSINESS PURPOSE IS SUPPORTED AND

APPROVED BY THE CHAIRMAN OF THE BOARD OF GOVERNORS.

SPOUSAL/COMPANION/FAMILY TRAVEL BY OTHER EMPLOYEES IS NOT REIMBURSED BY THE

USO, UNLESS SPECIFICALLY AUTHORIZED BY THE CEO AND IN COMPLIANCE WITH IRS

REGULATIONS AND USO TRAVEL AND BUSINESS EXPENSE POLICY.

PART I, LINES 4A-B:**LINE 4A, SEVERANCE PAYMENT**

SEVERANCE IN THE AMOUNT OF \$130,000 IS REPORTED FOR JAMES WHALEY DUE TO HIS

2022 DEPARTURE FROM THE ROLE OF REGIONAL PRESIDENT OF USO.

LINE 4B, DEFERRED COMPENSATION ARRANGEMENT

IN 2021, THE BOARD OF GOVERNORS APPROVED A COMPENSATION AGREEMENT WITH THE

CEO/PRESIDENT THAT INCLUDES A CONTINGENT DEFERRED COMPENSATION ARRANGEMENT

THAT IS DETERMINED AND MUST BE APPROVED ANNUALLY BY THE EXECUTIVE COMMITTEE

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

BASED ON THE CEO/PRESIDENT MEETING PERFORMANCE OBJECTIVES ESTABLISHED AND
APPROVED ANNUALLY BY THE BOARD OF GOVERNORS. INCLUDED IN THE
CEO/PRESIDENT'S 2022 COMPENSATION IS \$125,000 OF DEFERRED COMPENSATION
APPROVED BY THE USO'S EXECUTIVE COMMITTEE. NO EMPLOYER-PROVIDED DEFERRALS
WERE DISTRIBUTED DURING 2022 UNDER THIS DEFERRED COMPENSATION ARRANGEMENT.

PART I, LINE 7:

NON-FIXED PAYMENTS

THE AMOUNTS SHOWN IN PART II, COLUMN B(II) FOR THE OFFICERS, KEY EMPLOYEES
AND HIGHLY COMPENSATED EMPLOYEES WERE PAID BASED ON THE 2021 ACHIEVEMENT OF
ORGANIZATION GOALS AND INDIVIDUAL CONTRIBUTIONS AND ACCOMPLISHMENTS. THE
BONUS COMPENSATION WAS BASED ON A BONUS PLAN REVIEWED BY THE COMPENSATION
COMMITTEE AND EXECUTIVE COMMITTEE AND APPROVED BY THE USO'S BOARD OF
GOVERNORS. THE AMOUNT SHOWN IN PART II, COLUMN B(II) FOR THE PRESIDENT AND
CEO IS DETERMINED AND APPROVED BY THE USO'S BOARD OF GOVERNORS.

**SCHEDULE M
(Form 990)**

Department of the Treasury
Internal Revenue Service

Noncash Contributions

Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications	X		42,079.	COST
5 Clothing and household goods	X		1,972,601.	COST
6 Cars and other vehicles	X	18	19,851.	FMV
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded	X	57	634,249.	FMV
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other ...				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory	X	1,632	8,255,079.	COST
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ()				
26 Other ()				
27 Other ()				
28 Other ()				

29 Number of Forms 8283 received by the organization during the tax year for contributions
for which the organization completed Form 8283, Part V, Donee Acknowledgement

29

2

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it
must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for
exempt purposes for the entire holding period?

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash
contributions?

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked,
describe in Part II.

	Yes	No
30a		X
31	X	
32a	X	
33		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2022

Part II

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

NONCASH CONTRIBUTIONS

USO IS REPORTING THE NUMBER OF ITEMS RECEIVED IN COLUMN (B).

SCHEDULE M, LINE 32B:

THIRD PARTY ASSISTANCE OF NONCASH CONTRIBUTIONS

THE USO WORKS WITH CHARITABLE ADULT RIDES & SERVICES, INC. (CARS) IN

ORDER TO GENERATE FUNDRAISING REVENUE FROM DONATED VEHICLES. CARS

ADMINISTERS THE ARRANGEMENT FOR: TOWING, RECEIPT DISTRIBUTION,

FOLLOW-UP SALES, TITLE PROCESSING, APPRAISAL (IF REQUIRED), SALE AT

AUCTION OR DISMANTLER, AND DISTRIBUTION OF SALES.

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

UNITED SERVICE ORGANIZATIONS, INC.

Employer identification number

13-1610451

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

THE USO STRENGTHENS AMERICA'S MILITARY SERVICE MEMBERS BY KEEPING THEM

CONNECTED TO FAMILY, HOME AND COUNTRY, THROUGHOUT THEIR SERVICE TO THE

NATION.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

USO CENTERS

USO CENTERS PROVIDE A HOME AWAY FROM HOME FOR SERVICE MEMBERS AND THEIR

FAMILIES AROUND THE WORLD. USO CENTERS OFFER AN INVITING AND

COMFORTING PLACE WHERE SERVICE MEMBERS AND THEIR FAMILIES CAN CONNECT

BY INTERNET OR PHONE, PLAY A VIDEO GAME, CATCH A MOVIE, HAVE A SNACK OR

JUST PUT UP THEIR FEET AND RELAX. DURING 2022, THE USO HAD MORE THAN

250 LOCATIONS SUPPORTING OVER 5.8 MILLION VISITS DURING 2022. USO

CENTERS CAN BE FOUND IN 38 U.S. STATES AS WELL AS THE U.S. TERRITORY OF

GUAM, AND IN COUNTRIES OVERSEAS, INCLUDING AUSTRALIA, CHAD, CYPRUS,

DJIBOUTI, GERMANY, GREENLAND, HONDURAS, HUNGARY, ITALY, IRAQ, JAPAN,

JORDAN, KENYA, KUWAIT, LITHUANIA, NIGER, POLAND, QATAR, ROMANIA, SAUDI

ARABIA, SLOVAKIA, SOUTH KOREA, SPAIN, SYRIA, TURKEY, UNITED ARAB

EMIRATES, AND THE UNITED KINGDOM.

THE USO HAS FOUR LOCATIONS THAT PRIMARILY SERVE WOUNDED, ILL AND

INJURED SERVICE MEMBERS, THEIR FAMILIES AND CAREGIVERS. THESE CENTERS

PROVIDE A HOME AWAY FROM HOME FOR WOUNDED SERVICE MEMBERS, MANY OF WHOM

VISIT MULTIPLE TIMES DAILY BETWEEN MEDICAL APPOINTMENTS. CREATED FOR

OUR NATION'S HEALING HEROES AND THEIR FAMILIES, THESE CENTERS MAY

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2022

Name of the organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

FEATURE CLASSROOMS, SPORTS LOUNGES, COMMUNAL KITCHEN AND EATING AREAS,
BUSINESS CENTERS, HEALING GARDENS AND MORE.

THE USO ALSO OPERATES A FLEET OF VEHICLES THAT TAKES THE USO'S SERVICES
OUT ON THE ROAD TO SERVICE MEMBERS AND THEIR FAMILIES IN AREAS OF THE
COUNTRY WHERE THERE ARE NOT PERMANENT USO CENTERS OR EXPANDED SUPPORT
IS NEEDED, FOR HOWEVER LONG WE ARE NEEDED. THE VEHICLES, WHICH OPERATE
IN THE U.S. AND EUROPE, RANGE IN SIZE FROM CANTEENS TO LARGE
RECREATIONAL VEHICLES. IN ADDITION TO SUPPORTING TRAINING EXERCISES AND
BRINGING USO SERVICES TO NEARBY INSTALLATIONS, THE MOBILE USO PROGRAM
ALSO DEPLOYS TO SUPPORT OUR SERVICE MEMBERS IN LOCAL OR NATIONAL
EMERGENCIES, SUCH AS HURRICANES OR WILDFIRES.

THE USO HAS SUPPORTED FAMILIES OF THE FALLEN DURING EVERY DIGNIFIED
TRANSFER AT DOVER AIR FORCE BASE SINCE MARCH 1991. THE STAFF AND
VOLUNTEERS OF THIS USO CENTER COORDINATE AMONG USO LOCATIONS ACROSS THE
COUNTRY TO SUPPORT AND COMFORT FAMILIES WHO HAVE JUST RECEIVED TRAGIC
NEWS AS THEY TRAVEL TO AND FROM DOVER AIR FORCE BASE.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

PUBLIC AWARENESS AND OUTREACH

THE USO'S MARKETING AND COMMUNICATIONS OUTREACH PROGRAMS AIM TO ADDRESS
THE CIVILIAN-MILITARY DRIFT - A NATURAL DISCONNECT AND LACK OF
UNDERSTANDING BETWEEN THOSE WHO HAVE SERVED IN THE MILITARY AND THOSE
WHOM THEY DEFEND WHO HAVE NEVER SERVED AND MAY NOT KNOW OR BE RELATED
TO ANYONE WHO HAS. IN 2022, THE USO LAUNCHED THE EUROPEAN EXPANSION &
FAMILY SUPPORT CAMPAIGN TO BRING AWARENESS TO THE AMERICAN PEOPLE AND
ENCOURAGE SUPPORT FOR THE MORE THAN 100,000 AMERICAN SERVICE MEMBERS

Name of the organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

EITHER DEPLOYED OR PERMANENTLY STATIONED IN EUROPE IN SUPPORT OF OUR
 NATO ALLIES AND UKRAINE AND THEIR FAMILIES. THE MULTICHANNEL CAMPAIGN
 INCLUDED OUT-OF-HOME ADVERTISING (DIGITAL ROADSIDE BILLBOARDS AND
 TRANSIT, TIMES SQUARE AND AIRPORTS) THAT DELIVERED NEARLY 200 MILLION
 IMPRESSIONS, SOCIAL MEDIA CAMPAIGNS THAT REACHED MILLIONS OF UNIQUE
 INDIVIDUALS TO HELP EDUCATE AMERICANS ABOUT OUR WORK IN EASTERN EUROPE,
 AND A PSA DELIVERED TO AUDIENCES THROUGH TELEVISION. IN ADDITION,
 THROUGH ITS WEBSITE AND MAIL, THE USO COLLECTED MORE THAN 1.36 MILLION
 MESSAGES OF APPRECIATION FROM THE AMERICAN PUBLIC WHICH ARE BEING
 DISTRIBUTED OR DISPLAYED AT USO LOCATIONS ACROSS THE WORLD.

FORM 990, PART III, LINE 4C, DESCRIPTION OF PROGRAM SERVICE:

SERVICE MEMBER AND MILITARY FAMILY PROGRAMS

USO'S SERVICE MEMBER AND MILITARY FAMILY PROGRAMS PROVIDE SUPPORT AND
 COMFORT TO SERVICE MEMBERS AND THEIR FAMILIES, WHETHER THEY ARE
 DEPLOYED, TRANSITIONING FROM THEIR SERVICE, WOUNDED, ILL OR INJURED, OR
 HAVE MADE THE ULTIMATE SACRIFICE FOR OUR COUNTRY.

USO READING PROGRAM

THE USO READING PROGRAM KEEPS SERVICE MEMBERS CONNECTED TO THEIR
 CHILDREN THROUGH STORY-TIME. SERVICE MEMBERS CAN VISIT A USO CENTER OR
 EXPEDITIONARY LOCATION OFFERING THE PROGRAM, RECORD THEMSELVES READING
 THEIR CHILD'S FAVORITE STORY AND HAVE THAT RECORDING AND A COPY OF THE
 BOOK SENT HOME - ENSURING THAT THEY CAN READ THEIR CHILD A BEDTIME
 STORY FROM ANYWHERE IN THE WORLD. IN 2022, THE USO TRANSITIONED TO WEB
 BASED DELIVERY OF THIS PROGRAM TO EXPAND THE REACH OF THIS PROGRAM AT A
 LOWER COST. OVER 100 USO CENTERS OFFER THE USO READING PROGRAM, WHERE
 SERVICE MEMBERS READ OVER 16,000 BOOKS TO THEIR CHILDREN WHILE DEPLOYED

Name of the organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

OR SEPARATED DUE TO SERVICE DURING 2022.

RECOGNIZING THE CHALLENGES MILITARY CHILDREN OFTEN FACE WHEN DEALING WITH SEPARATION, THE USO READING PROGRAM ALSO MAKES IT POSSIBLE FOR MILITARY KIDS TO ADD A NEW BOOK TO THEIR OWN LIBRARY AND SHARE STORY TIME WITH SOMEONE THEY LOVE BY RECORDING THEMSELVES READING.

USO HOLIDAYS

USO HOLIDAYS OFFERS BOTH PROGRAMMING AND USO CARE PACKAGES TO HELP SERVICE MEMBERS FEEL CONNECTED AND SUPPORTED DURING HOLIDAYS THROUGHOUT THE YEAR. USO CENTERS AND TEAMS ACTIVATE AROUND THE GLOBE TO BRING A PIECE OF HOME TO SERVICE MEMBERS AND THEIR FAMILIES, NO MATTER WHERE THEY ARE CALLED TO SERVE DURING THE HOLIDAYS. WHETHER IT IS DELIVERING CARE PACKAGES, HOSTING HOLIDAY EVENTS, PROVIDING FREE ENTERTAINMENT, OR ENABLING TECHNOLOGY THAT BRINGS LOVED ONES TOGETHER, THE USO HELPS SERVICE MEMBERS, AND THEIR FAMILIES STAY CONNECTED TO THE COMFORTS OF HOME DURING THE HOLIDAY SEASONS. SERVICE MEMBERS HAVE SHARED THAT THROUGH USO HOLIDAYS, THEY WERE GIVEN THE OPPORTUNITY TO CELEBRATE THE HOLIDAYS THEY WOULDN'T HAVE HAD OTHERWISE.

IN 2022, USO HOLIDAYS DELIVERED 100,000 CARE PACKAGES, DOUBLING DELIVERY IN 2021, TO MILITARY MEMBERS SERVING IN REMOTE OPERATING AND TRAINING BASES AND REACHED SERVICE MEMBERS IN 58 COUNTRIES. EACH SPECIAL CARE PACKAGE IS DELIVERED IN A FESTIVE USO BRANDED BAG AND INCLUDES A SNACK PACK AND A VARIETY OF PARTNER-PROVIDED ITEMS DONATED IN-KIND.

USO GAMING

Name of the organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

THE COMPREHENSIVE USO GAMING PROGRAM PROVIDES GAMING CAPABILITIES, USED

BOTH ONLINE AND IN-PERSON, FOR SERVICE MEMBERS AND THEIR FAMILIES, IN

ADDITION TO PUBLIC PARTNERSHIPS, SUCH AS INVITATIONALS, STREAMING,

CONTENT CREATION AND ENTERTAINMENT EVENTS. THE PROGRAM INCLUDES LOCAL,

REGIONAL AND NATIONAL EVENTS, INCLUDING NUMEROUS TOURNAMENTS, LEAGUES,

COMMUNITY EVENTS AND COMPETITIONS. IN 2022, USO GAMING CONTINUED TO

EXPAND THROUGH THE CONSTRUCTION OF USO GAMING CENTERS AND DEDICATED

GAMING SPACES WITHIN EXISTING USO CENTERS ACROSS THE GLOBE, AS WELL AS

FEATURING PROMINENT GAMING EXPERTS AND MILITARY FAMILY PROGRAMMING.

SERVICE MEMBERS DEPLOYED TO THE FRONT LINES REMAINED ENTERTAINED AND

CONNECTED THROUGH DEPLOYMENT OF 23 USO GAMING'S RAPID RESPONSE GAMING

KITS, WHICH ARE PORTABLE, FULLY-CONTAINED GAMING KITS DESIGNED TO

SUPPORT SERVICE MEMBERS IN THE MOST AUSTERE LOCATIONS AROUND THE WORLD.

USO CANINE PROGRAM

THROUGH THE USO CANINE PROGRAM, THE USO RECOGNIZES THE VALUABLE

CONNECTION BETWEEN HUMANS AND DOGS. FROM THE THERAPY DOGS WHO PROVIDE

EMOTIONAL SUPPORT IN USO CENTERS, ASSISTING WITH ALL THE HIGHS AND LOWS

OF MILITARY LIFE, TO THE FOUR-LEGGED MEMBERS OF MILITARY FAMILIES, TO

THE HARD-WORKING MILITARY K9S WHO SERVE AND PROTECT ALONGSIDE SERVICE

MEMBERS - ALL THESE CANINE COMPANIONS PLAY AN IMPORTANT ROLE IN

DELIVERING PHYSICAL, MENTAL AND EMOTIONAL SUPPORT TO HELP STRENGTHEN

MILITARY MEMBERS, FAMILIES AND COMMUNITIES. USO CANINES CONTRIBUTED

NEARLY 2,700 VOLUNTEER HOURS IN 2022.

USO SPECIAL DELIVERY

COMBINING BABY SHOWER GAMES, LOCAL GUEST SPEAKERS AND DRAWINGS FOR

TRADITIONAL BABY SHOWER GIFTS, THESE POPULAR SHOWERS PROVIDE A TOUCH OF

Name of the organization	Employer identification number
UNITED SERVICE ORGANIZATIONS, INC.	13-1610451

HOME FOR PARENTS-TO-BE WHO ARE OFTEN AWAY FROM THEIR FAMILIES, FRIENDS

AND SUPPORT NETWORKS DURING THEIR PREGNANCIES. USO SPECIAL DELIVERY IS

ALSO OFFERED VIRTUALLY, WITH VIDEO-CALL BABY SHOWERS THAT CAN REACH

REMOTE MILITARY COMMUNITIES LOCATED FAR FROM A USO CENTER, WHERE A

TRADITIONAL, IN-PERSON BABY SHOWER MIGHT NOT BE POSSIBLE. MORE THAN

15,000 EXPECTANT SERVICE MEMBERS AND MILITARY SPOUSE PARENTS HAVE BEEN

SERVED THROUGH THIS PROGRAM SINCE ITS LAUNCH IN 2013. IN 2022 THE USO

HOSTED 119 SHOWERS, INCLUDING VIRTUAL SHOWERS, AND REACHED 3,290

EXPECTANT FAMILIES.

USO COFFEE CONNECTIONS

MILITARY SPOUSES ARE INVITED TO ATTEND USO COFFEE CONNECTIONS

GATHERINGS AT THEIR LOCAL USO CENTER TO CONNECT WITH NEW FRIENDS OR

RECONNECT WITH OLD ONES. THESE EVENTS ALLOW SPOUSES TO RELAX IN A

COMFORTABLE SETTING, SHARE ADVICE, LEARN ABOUT LOCAL EVENTS AND MAKE

NEW FRIENDS OVER A CUP OF COFFEE, A CRAFT, LOCAL OUTING AND MORE.

THROUGH USO COFFEE CONNECTIONS, MILITARY SPOUSES STAY CONNECTED TO

THEIR COMMUNITIES NO MATTER WHERE THEY ARE STATIONED. IN 2022 THE USO

HOSTED ROUGHLY 662 EVENTS - BOTH IN-PERSON AND VIRTUALLY - CONNECTING

OVER 8,000 MILITARY SPOUSES AROUND THE WORLD.

USO COFFEE CONNECTION LIVE WAS CREATED IN 2019 IN RESPONSE TO REQUESTS

FROM MILITARY SPOUSES WHO MIGHT NOT HAVE READY ACCESS TO A USO CENTER

BUT EXPRESSED INTEREST IN PARTICIPATING IN USO MILITARY SPOUSE

PROGRAMS. THIS VIRTUAL EVENT IS AN HOUR-LONG "COFFEE CHAT" BETWEEN A

USO MILITARY SPOUSE AND AN INFLUENTIAL GUEST, IN WHICH THEY DISCUSS

TOPICS THAT ARE RELEVANT AND TRENDING WITHIN THE MILITARY SPOUSE

COMMUNITY.

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EXPEDITIONARY PROGRAMS

THE USO DELIVERS SUPPORT TO SERVICE MEMBERS STATIONED ABROAD WHO ARE
TRAINING IN ISOLATED LOCATIONS OR ON ARDUOUS MISSIONS IN REMOTE PARTS
OF THE WORLD.

USO CARE PACKAGES

THE USO PROVIDES CARE PACKAGES TO SERVICE MEMBERS AROUND THE WORLD.
OUR LARGEST PROGRAM PROVIDES DEPLOYED SERVICE MEMBERS WITH TWO
DIFFERENT TYPES OF CARE PACKAGES A SNACK PACK AND TOILETRY PACK. BOTH
COME IN BAGS CONSTRUCTED WITH A DURABLE NYLON MATERIAL AND MODULAR
LIGHTWEIGHT LOAD-CARRYING EQUIPMENT (MOLLE) SYSTEM ON THE BACK FOR EASY
ATTACHMENT ON MOST MILITARY-ISSUED GEAR. THE SNACK PACK IS ASSEMBLED
WITH A MIXTURE OF HEALTHY AND SWEET TREATS, WHILE THE STANDARD TOILETRY
PACK COMES EQUIPPED WITH A WIDE RANGE OF TRAVEL-SIZED HYGIENE PRODUCTS.
THERE IS ALSO A SPECIAL VERSION OF THE PACK THAT PROVIDES FEMININE
HYGIENE AND SELF-CARE PRODUCTS. IN 2022, OVER 198,000 DEPLOYMENT CARE
PACKAGES WERE DELIVERED TO SERVICE MEMBERS IN 84 COUNTRIES AROUND THE
GLOBE. IN ADDITION TO THE DEPLOYMENT CARE PACKAGES, LOCAL USO TEAMS
CREATE A VARIETY OF CARE PACKAGES TO SUPPORT OTHER ACTIVITIES SUCH AS
SAILORS RETURNING HOME AFTER BEING AT SEA OR BASIC TRAINEES TRAVELING
HOME DURING THE HOLIDAYS. THESE PACKAGES ARE TAILORED TO EACH UNIQUE
SITUATION.

USO2GO

USO2GO WAS LAUNCHED IN 2008 TO ENSURE SERVICE MEMBERS IN REMOTE
LOCATIONS HAVE SOME OF THE SMALL COMFORTS OF HOME SUCH AS ELECTRONIC
GAMING, SPORTS EQUIPMENT, BOARD GAMES, MOVIES AND PERSONAL CARE ITEMS.

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TO DATE, THE USO HAS SUPPORTED MORE THAN 2,700 UNITS AND SHIPPED ITEMS

TO 126 COUNTRIES AND OVER 30 MILITARY SHIPS, INCLUDING THOSE DELIVERED

TO REMOTE PLACES IN EASTERN EUROPE, SOUTH AMERICA, AUSTRALIA, DJIBOUTI,

EGYPT, IRAQ, JORDAN, KUWAIT, NORTH AFRICA AND THE PHILIPPINES. USO2GO

CONTINUES TO BE THE PROGRAM MOST REQUESTED DIRECTLY FROM THE FIELD THAT

HELPS OUR DEPLOYED SERVICE MEMBERS RELAX AND RECHARGE. IN 2022 THE USO

SUPPORTED 356 INDIVIDUAL MILITARY TEAMS DEPLOYED TO FAR REACHING

EXPEDITIONARY LOCATIONS.

PROGRAM IN A BOX

USO PROGRAM IN A BOX PROVIDES SERVICE MEMBERS THE OPPORTUNITY TO TAKE

PART IN THE USO'S MOST POPULAR PROGRAMS NO MATTER WHERE THEY ARE IN THE

WORLD. IN ONE SINGLE BOX, THE PROGRAM INCLUDES EVERYTHING A MILITARY

TEAM NEEDS TO HOST A USO PROGRAM. EACH ACTIVITY INCLUDES A

RECOMMENDATION ON HOW TO SET THE PROGRAM UP, ORGANIZE AN EVENT, A FLYER

FOR ADVERTISING AND ALL OF THE SUPPLIES TO LEAD THE EVENT. THE USO

ROTATES 3 PROGRAM THEMES ON A REGULAR BASIS. SOME EXAMPLES OF THESE

PROGRAMS INCLUDE COMPETITIVE FITNESS ACTIVITIES, PAINT NIGHT, TRIVIA,

TIE-DYE AND MURDER MYSTERY GAMES. IN 2022 PROGRAM IN A BOX SUPPORTED

OVER 300 MILITARY TEAMS, PROVIDING OVER 34,000 SERVICE INSTANCES.

OTHER LOCAL PROGRAMS

IN ADDITION TO THE CORE PROGRAMS LISTED ABOVE, USO LOCAL TEAMS DESIGN

AND PRODUCE PROGRAMS THAT ARE TAILORED TO THE SPECIFIC NEEDS OF SERVICE

MEMBERS AND THEIR FAMILIES IN THEIR GEOGRAPHIC AREA. THIS FLEXIBILITY

IN PROGRAMING IS CRITICAL DUE THE SIGNIFICANT GEOGRAPHIC SCOPE OF USO

OPERATIONS AS WELL AS THE DIVERSE NEEDS OF SERVICE MEMBERS AND THEIR

FAMILIES. THESE LOCALLY DEVELOPED PROGRAMS ALSO SERVE AS AN INNOVATION

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LABORATORY FOR FUTURE USO WIDE CORE PROGRAMMING.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

USO ENTERTAINMENT

USO ENTERTAINMENT SERVES AS THE PREMIER ENTRY POINT FOR ENTERTAINMENT

INDUSTRY PARTNERS TO DELIVER A DIVERSE RANGE OF FIRST-CLASS PROGRAMMING

TO THE FOOTSTEPS OF SERVICE MEMBERS AND THEIR FAMILIES THROUGH

IN-PERSON TOURS AND THE MILITARY VIRTUAL PROGRAMMING (MVP) SERIES. IN

2022 THE USO DELIVERED 27 IN-PERSON TOURS AND 42 MVP SESSIONS TO OVER

40,000 SERVICE MEMBERS AND MILITARY FAMILIES ACROSS 30 COUNTRIES AND

427 MILITARY SITES AROUND THE WORLD, INCLUDING TOURS TO AUSTRALIA,

COLOMBIA AND GREENLAND.

ENTERTAINMENT ALSO PROVIDED WORLDWIDE, LIMITED ON-DEMAND CONTENT

THROUGH THE USO MOBILE APP, OFFERING UNIQUE PROGRAMMING LEADING UP TO

SUPER BOWL SUNDAY, INCLUDING THE DOCUMENTARIES ALL MADDEN AND THE GREAT

BRADY HEIST AND GAME DAY COMMENTARY FROM THE NFL NETWORK. IN ADDITION,

USO PARTNERED WITH HBO MAX TO AIR ITS HIT DOCUSERIES GAMING WALL

STREET.

USO TRANSITION PROGRAM

THE USO TRANSITION PROGRAM EXTENDS THE USO EXPERIENCE TO ACTIVE DUTY,

RESERVE, NATIONAL GUARD AND MILITARY SPOUSES AT ANY POINT IN THEIR

CAREER AND EDUCATES THEM ON PROFESSIONAL SERVICES AVAILABLE TO THEM TO

BETTER PREPARE THEM AS THEY TRANSITION FROM THE MILITARY AND SETTLE

INTO THEIR NEW COMMUNITIES. THE PROGRAM ALSO SUPPORTS MILITARY SPOUSES

AT ANY POINT IN THEIR MILITARY JOURNEY AS THEY TRANSITION FROM ONE

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INSTALLATION TO THE NEXT.

THE USO TRANSITION PROGRAM FOCUSES ON THESE KEY AREAS: EMPLOYMENT, EDUCATION, FINANCIAL WELLNESS, MENTORSHIP AND INCREASED ACCESS TO RELEVANT VETERAN RESOURCES IN THEIR COMMUNITIES WHEN SEPARATION FROM SERVICE OCCURS.

BY LEVERAGING THE UNIQUE POSITION OF HAVING USO LOCATIONS ACROSS THE GLOBE, THE USO IS ABLE TO ENGAGE WITH TRANSITION-FOCUSED PROGRAMMING EARLIER IN THE SERVICE MEMBERS' CAREER, RESULTING IN HIGHER EDUCATED, MORE FINANCIALLY STABLE, AND BETTER-CONNECTED SERVICE MEMBERS AND MILITARY SPOUSES.

THROUGH THE CREATION OF AN INDIVIDUALIZED ACTION PLAN, TRANSITION SPECIALISTS COLLABORATE WITH INDIVIDUALS TO IDENTIFY THEIR PERSONAL AND PROFESSIONAL GOALS AND BUILD A ROADMAP TO ACHIEVING THOSE GOALS, IDENTIFYING SERVICES AND RESOURCES THAT ARE THE BEST FIT FOR THEIR NEEDS AND GEOGRAPHIC LOCATION. USO TRANSITION PROGRAM ALSO OFFERS OPPORTUNITIES FOR SERVICE MEMBERS AND MILITARY SPOUSES TO LEARN RELEVANT AND VALUABLE INFORMATION AS THEY OVERCOME THE CHALLENGES THAT TRANSITIONS CAN CREATE THROUGH VARIOUS PROGRAMMING.

IN 2022, NEW OFFERINGS FOCUSED ON MILITARY SPOUSES WERE ADDED, TO INCLUDE A RESUME WRITER SPECIFICALLY EQUIPPED TO SUPPORT SPOUSES, DEDICATED SPOUSE TRANSITION SPECIALISTS, AND SPECIFIC INTERVIEW PREPARATION OFFERINGS. THE PROGRAM ALSO SUPPORTED MORE THAN 53,000 PEOPLE THROUGH VIRTUAL AND LOCAL PROGRAMMING WITH 16.1K PLANS COMPLETED.

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IN ADDITION TO THE CORE PROGRAMS LISTED ABOVE, USO LOCAL TEAMS DESIGN
AND PRODUCE PROGRAMS THAT ARE TAILORED TO THE SPECIFIC NEEDS OF SERVICE
MEMBERS AND THEIR FAMILIES IN THEIR GEOGRAPHIC AREA. THIS FLEXIBILITY
IN PROGRAMMING IS CRITICAL DUE THE SIGNIFICANT GEOGRAPHIC SCOPE OF USO
OPERATIONS AS WELL AS THE DIVERSE NEEDS OF SERVICE MEMBERS AND THEIR
FAMILIES. THESE LOCALLY DEVELOPED PROGRAMS ALSO SERVE AS AN INNOVATION
LABORATORY FOR FUTURE USO WIDE CORE PROGRAMING.

EXPENSES \$ 8,880,005. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

FORM 990, PART V, LINE 4B, LIST OF FOREIGN COUNTRIES:

ITALY, JAPAN, SOUTH KOREA, UNITED ARAB EMIRATES

FORM 990, PART VI, SECTION A, LINE 6:

MEMBERS OR STOCKHOLDERS

THE MEMBERSHIP OF THE USO SHALL CONSIST OF TWO CLASSES OF MEMBERS:

1) VOTING MEMBERS CONSISTING OF MEMBERS OF USO'S BOARD OF GOVERNORS DURING

THEIR TERMS OF SERVICE, INCLUDING UP TO SIX MEMBERS APPOINTED BY THE

PRESIDENT OF THE UNITED STATES (THEIR TERMS OF BOARD MEMBERSHIP BEING

COTERMINOUS WITH SUCH PRESIDENT'S INCUMBENCY); AND

2) NON-VOTING MEMBERS CONSISTING OF MEMBERS OF THE UNITED STATES ARMED

FORCES CURRENTLY ON ACTIVE DUTY; REPRESENTATIVES, AS MAY BE DESIGNATED BY

USO'S BOARD OF GOVERNORS, FROM THE ORGANIZATIONS SET FORTH IN USO'S

CONGRESSIONAL CHARTER, UP TO NINE (9) PERSONS DESIGNATED BY THE PRESIDENT

OF THE UNITED STATES; AND ANY OTHER PERSONS WHO MEET THE CRITERIA

ESTABLISHED BY THE BOARD OF GOVERNORS FOR MEMBERSHIP.

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FORM 990, PART VI, SECTION A, LINE 7A:

MEMBERS OR STOCKHOLDERS ELECTING GOVERNING BODY

AT THE ANNUAL MEETING, THE VOTING MEMBERS SHALL ELECT MEMBERS OF THE BOARD

OF GOVERNORS AND TAKE SUCH OTHER ACTION AS MAY BE APPROPRIATELY SUBMITTED

TO THEM BY THE BOARD OF GOVERNORS. ELECTION OF THE BOARD OF GOVERNORS, OR

ACTION ON ANY OTHER MATTERS, SHALL BE BY THE AFFIRMATIVE VOTE OF THE

MAJORITY OF VOTING MEMBERS PRESENT IN PERSON AND ENTITLED TO VOTE AT THE

MEETING, PROVIDED THOSE PRESENT IN PERSON CONSTITUTE A QUORUM.

FORM 990, PART VI, SECTION B, LINE 11B:

PROCESS OF REVIEWING FORM 990

A COPY OF THE DRAFT IRS FORM 990 WAS PROVIDED TO ALL BOARD MEMBERS,

OFFICERS, AND KEY EMPLOYEES PRIOR TO ITS FILING WITH THE IRS. THE PROCESS

WAS CONDUCTED IN JULY AND AUGUST 2023. MEETING MINUTES REFLECT THE REVIEW

AND DISCUSSION OF THE IRS FORM 990 AT THE AUDIT COMMITTEE MEETING HELD IN

JULY 2023. AN OUTSIDE ACCOUNTING FIRM PREPARES AND REVIEWS THE IRS FORM

990.

FORM 990, PART VI, SECTION B, LINE 12C:

CONFLICT OF INTEREST POLICY MONITORING AND ENFORCEMENT

THE CONFLICT OF INTEREST POLICY IS THE POLICY THAT REQUIRES USO'S

GOVERNORS, OFFICERS, AND OTHER EMPLOYEES TO AVOID ANY SITUATION WHICH MAY

CONSTITUTE A CONFLICT OF INTEREST, THAT IS, ANY SITUATION WHICH AN

INDIVIDUAL USES OR COULD USE HIS OR HER POSITION WITH THE USO FOR PERSONAL

GAIN TO AN INDIVIDUAL, MEMBERS OF THE INDIVIDUAL'S FAMILY, OR OTHER

ORGANIZATIONS WITH WHOM THE INDIVIDUAL IS AFFILIATED, TO THE ACTUAL OR

POTENTIAL DETRIMENT OF THE USO. THE BOARD OF GOVERNORS HAS ESTABLISHED A

POLICY WITH REFERENCE TO CONFLICTS OF INTEREST APPLICABLE TO THE BOARD OF

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GOVERNORS. DISCLOSURE OF POTENTIAL CONFLICTS ARE REVIEWED BY THE CEO, CFO

AND OUTSIDE COUNSEL. ANY INDIVIDUALS THAT HAVE A CONFLICT OF INTEREST ARE

PROHIBITED FROM DELIBERATIONS AND VOTING ON A TRANSACTION.

FORM 990, PART VI, SECTION B, LINE 15:

PROCESS FOR DETERMINING COMPENSATION

THE COMPENSATION IS ESTABLISHED BY THE USO'S BOARD OF GOVERNORS FOR THE

CEO, AND BY MANAGEMENT FOR OTHER EXECUTIVES AFTER AN INDEPENDENT, OUTSIDE

REVIEW OF INDUSTRY SURVEYS, COMPENSATION STUDIES AND OTHER DATA TO ENSURE

THAT EXECUTIVE COMPENSATION IS WITHIN THE RANGE OF THAT PAID TO COMPARABLE

EXECUTIVES OF COMPARABLE ORGANIZATIONS FOR COMPARABLE SERVICES IN

COMPARABLE MARKETS, AND THEREFORE REASONABLE. THESE REVIEWS ARE PERFORMED

ON A BIENNIAL BASIS BY AN INDEPENDENT OUTSIDE CONSULTANT FOR THE FOLLOWING

POSITIONS: CEO, CFO, CDMO, COO, CHRO/SVP HUMAN RESOURCES, SVP GOVERNMENT &

EXTERNAL RELATIONS, SVP OPERATIONS, PROGRAMS, AND ENTERTAINMENT, AND

REGIONAL PRESIDENTS. THE LAST REVIEW WAS PERFORMED IN 2022 FOR ALL

POSITIONS LISTED AND ALL POSITIONS' COMPENSATION WAS FOUND TO BE WITHIN THE

RANGE FOR COMPARABLE EXECUTIVES AT COMPARABLE ORGANIZATIONS.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:

CA, CO, CT, GA, GU, HI, IL, KY, LA, MA, MI, MN, NJ, NM, NV, PA, SC, TN, VA, WA

FORM 990, PART VI, SECTION C, LINE 19:

HOW DOCUMENTS ARE MADE AVAILABLE TO THE PUBLIC

FINANCIAL STATEMENTS ARE MADE AVAILABLE ON THE USO WEBSITE. THE GOVERNING

DOCUMENTS AND CONFLICT OF INTEREST POLICIES ARE MADE AVAILABLE UPON

REQUEST.

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FORM 990, PART IX, LINE 26:

JOINT COST ACTIVITY DISCLOSURE

THE USO CONDUCTS JOINT ACTIVITIES THAT BENEFIT PROGRAM SERVICES AND

INCLUDE A FUNDRAISING APPEAL. THE PROGRAMMATIC COMPONENT OF THESE

ACTIVITIES INCLUDES A CALL TO ACTION TO ENLIST THE PUBLIC'S AID IN

IDENTIFYING SERVICE MEMBERS AND THEIR FAMILIES THAT WOULD BENEFIT FROM

USO'S PROGRAMS AND SERVICES AND AN OPPORTUNITY TO SEND A PERSONALIZED

MESSAGE OF APPRECIATION TO SERVICE MEMBERS. PERSONALIZED MESSAGES

RECEIVED FROM THE PUBLIC THROUGH THESE ACTIVITIES ARE DISPLAYED AND

DISTRIBUTED AT USO LOCATIONS AROUND THE GLOBE.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

BAD DEBT WRITE OFF (PRIOR YEAR PLEDGES) -84,756.

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships
Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

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Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
USO FOUNDATION - 20-8861567 2111 WILSON BLVD., SUITE 1200 ARLINGTON, VA 22201	CHARITABLE	VIRGINIA	501(C)(3)	LINE 12A, I	USO, INC.	X	

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2022

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

[illegible]

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		X
b Gift, grant, or capital contribution to related organization(s)	X	
c Gift, grant, or capital contribution from related organization(s)	X	
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)		X
k Lease of facilities, equipment, or other assets from related organization(s)		X
l Performance of services or membership or fundraising solicitations for related organization(s)		X
m Performance of services or membership or fundraising solicitations by related organization(s)		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	X	
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses		X
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) USO FOUNDATION	B	2,720,431. FMV	
(2) USO FOUNDATION	C	2,945,627. FMV	
(3) USO FOUNDATION	Q	142,283. CASH	
(4)			
(5)			
(6)			

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Provide additional information for responses to questions on Schedule R. See instructions.



USO.org

*The USO is a not-for-profit organization and not part of the Department of Defense (DoD).
The appearance of DoD visual information does not imply or constitute DoD endorsement.*