



DELIVERING LIFE-CHANGING IMPACT



STRONG, STABLE, AND SECURE

MISSION

Operation Homefront builds strong, stable, and secure military families so they can thrive — not simply struggle to get by — in the communities they have worked so hard to protect.

Operation Homefront provides supportive programs and services to military families across the nation. Headquartered in San Antonio, Texas; Arlington, Virginia; and Nashville, Tennessee, Operation Homefront maintains offices in 22 locations that serve all 50 states.

CORE VALUES

Respect Others

Recognizing the multiplicative power inherent in a diverse workforce, we place a priority on creating a collaborative, trust-based working environment that values dignity, teamwork, and each individual's contribution to our collective mission.

Gratitude

As a conduit by which Americans are able to show their appreciation for all that our military community does on our behalf, we must reflect this appreciation and be grateful to all who help us accomplish our mission.

Do What's Right

Our actions must always reflect the best interests of the military families we seek to serve.

Perform With Excellence

Our troops and their families work tirelessly to protect the freedoms we enjoy daily, and they deserve our very best efforts to support them. To do so, we must stay focused on our mission, be accountable, and strive to exceed their expectations.

VISION

To be the provider of choice for short-term critical assistance, long-term resiliency, and recurring support programs to military families.

2019 MILESTONES ACHIEVED

Critical Financial Assistance

Fulfilled more than **44,000 requests** for financial assistance, and provided over **\$28M** in support to military families

Transitional Housing-Villages

Supported nearly **600 military families** by providing more than **5,300 months** of residency, saving them over **\$6M** in rent and utility costs

Homes on the Homefront

Graduated our **575th military family** from the program and provided over **\$85M** in **deeded home equity**

Back-to-School Brigade

Provided over **375,000 backpacks** full of school supplies to military children, saving families over **\$45M** in **back-to-school expenses**



Army Sgt. Michael Crouse Jr., his wife, Michelle, and their children, Penelope, Jaxon, and Greyson, put roots down in Helotes, Texas, thanks to Operation Homefront's THCR program and the A. James & Alice B. Clark Foundation.

IN THIS REPORT: DELIVERING LIFE-CHANGING IMPACT

YOU ARE REALLY CHANGING OUR FAMILY'S LIVES FOR THE BETTER. AND EVEN SETTING UP OUR CHILDREN FOR SUCCESS BECAUSE IF WE'RE SUCCESSFUL WE PASS THAT ON TO THEM.

—MICHELLE CROUSE, MILITARY SPOUSE

When an undiagnosed medical condition forced Army veteran Michael Crouse Jr. to medically retire after 15 years of service, he and his wife, Michelle, became worried about their future. They had no place to live, a baby on the way, and two small children. Michelle even feared homelessness. But now the family is benefiting from three Operation Homefront programs. [Hear more of their story here.](#)

The Crouse family is just one of the families featured in this report who illustrate how your support is delivering life-changing impact. You will see how you helped Operation Homefront expand our Transitional Housing programs, ensure that more than 2,900 financial assistance requests were fulfilled, and deliver a record-setting number of holiday meals to military families across the country.

It is through the ongoing support of our partners, donors, and volunteers that we are able to do so, continuing to fulfill our mission to build strong, stable, and secure military families.

We celebrate the milestones reached in 2019 and look forward to the lifetime of impact that, with your help, we can bring to even more families in 2020.



OUR BOARD AND LEADERSHIP

Since joining the Operation Homefront family in 2015, I have had the privilege of working with an incredibly talented group of caring individuals who come to work each day knowing they will, by working together for the benefit of others, make a real difference in the lives of those who have done so much for all of us – America’s military families. I am extremely proud of all this amazing team has done and continues to do to help this special and deserving group of our fellow citizens overcome the financial challenges they face.

Delivering life-changing programs in a meaningful way takes a total team effort. Naturally, we rely heavily on our partners, donors, and volunteers to help us provide **Relief** through our financial assistance and transitional housing programs, **Resiliency** through our permanent housing and caregiver programs, and **Recurring Family Support** through a variety of specialty programs designed to help military families during financially stressful periods throughout the year.

Each of our highly valued programs has had a significant impact since inception. I am proud to report our Critical Financial Assistance program has fulfilled more than 44,000 requests from military families, totaling over \$28 million in financial aid; our Transitional Housing program has provided more than 5,300 months of rent-free temporary housing to nearly 600 families of wounded service members, saving them over \$6 million in rent and utility expenses; our Homes on the Homefront program has awarded mortgage-free homes to over 670 military families and provided well over \$85 million in deeded value; our Back-to-School Brigade has delivered over 375,000 backpacks to military kids, saving families over \$45 million in school supply expenses; and our Holiday Meals for Military program has served over 475,000 individual family members.

While these statistics clearly show we have done much for our military families, as an outcomes-based organization, we measure our true program effectiveness by ensuring the families we serve feel we are helping them become stronger, more stable, and more secure. The stellar survey scores we receive, often reaching a perfect 100%, clearly show we are delivering on our promise and making the life-changing differences we seek.

As I look to the future, I foresee the challenges facing military families growing, and I expect we will be asked to do more. I am completely confident that by working together, we will be there when our military families need us, as we have been since we were founded in 2002.

With gratitude,

John I. Pray, Jr.
President & Chief Executive Officer, Brig. Gen. USAF, retired



“
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ON OUR PROMISE
AND MAKING THE
LIFE-CHANGING
DIFFERENCES WE SEEK.”

–JOHN I. PRAY JR.

“
OUR CONSTITUENT
TESTIMONIALS CLEARLY
SHOW THE TREMENDOUS
IMPACT WE ARE HAVING.”

–LEE BAXTER



2019-2020 BOARD MEMBERS

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Systems, Sikorsky, a Lockheed Martin Company

As I begin my second year as Chairman, I am proud to report that 2019 was another incredible year for Operation Homefront. Our vital mission – to build strong, stable, and secure military families so they can thrive, not simply struggle to get by, in the communities they have worked so hard to protect – remains a unifying force that drives all of us to do our very best for those who protect the freedoms we, as Americans, enjoy daily.

Using our core values — **Do What’s Right, Gratitude, Perform With Excellence, and Respect Others** — to guide our individual and collective efforts, our dedicated team of staff members and volunteers work together to deliver a wide range of life-changing programs to those in need. This past year, our team fulfilled more than 2,900 requests from military families providing over \$2.7 million in financial assistance; graduated 50 families from our permanent housing program providing them with mortgage-free homes with a deeded value of nearly \$8 million; helped over 60 military families through our Transitional Housing program, saving them over \$470,000 in rent and utility costs; distributed almost 44,000 backpacks to military children; and provided almost 16,000 meals serving nearly 58,000 military family members.

These impressive numbers were made possible by our ever-growing list of caring corporate, foundation, and individual donors. Like all associated with Operation Homefront, I am especially proud to be part of an organization in which 91% of expenditures go toward programs, and one that is consistently recognized by leading charity rating services.

Looking ahead, we cannot rest on our laurels. I, along with all our board members, believe that providing the financial stability our military families need, and so richly deserve, should continue to be recognized as a national priority – particularly during the critical initial phases of their journey to reintegrate back into their civilian communities. Our constituent testimonials clearly show the tremendous impact we are having, but there is so much more that we still need to do as many military families find it difficult to ask for help even when they are struggling to make ends meet. We need to make all aware — the military families we seek to serve and the donors who bring our mission to life — that Operation Homefront is the “go-to” organization to resolve this national issue. A clear path lies ahead, and I am excited about where this amazing organization is headed in 2020 and beyond.

Sincerely,

Lee Baxter, Chair, Board of Directors, Maj. Gen. U.S. Army, retired

2019 RELIEF PROGRAMS

CRITICAL FINANCIAL ASSISTANCE (CFA)

With support of donors and partners such as **The Home Depot Foundation**, **Wounded Warrior Project** and the **Bob & Dolores Hope Foundation**, Operation Homefront was able to fulfill more than 2,900 requests from military families, providing over \$2.7 million in assistance.

Outcome: 98% of survey respondents agreed the financial assistance they received helped them feel stronger, more stable, and more secure.

\$2.7M
IN FINANCIAL RELIEF

TRANSITIONAL HOUSING-VILLAGES (TH-V)

Thanks to partners and supporters such as the **A. James & Alice B. Clark Foundation**, **The Home Depot Foundation** and **Veterans United Foundation**, our Transitional Housing-Villages provided 343 months of residency to 214 family members, helping them save \$470,844.

Outcome: 100% of Village residents agreed when surveyed that their stay helped them feel stronger, more stable, and more secure.

\$470K
RENT & UTILITY EXPENSES SAVED

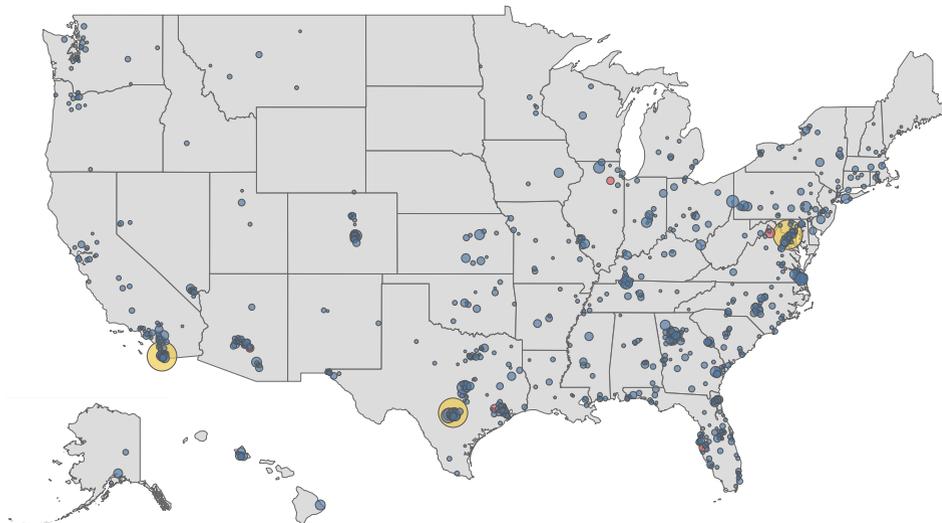
TRANSITIONAL HOMES FOR COMMUNITY REINTEGRATION (THCR)

Launched with the generous support of the **A. James & Alice B. Clark Foundation** and with support from other donors and partners, our Transitional Homes for Community Reintegration program helped seven families save more than \$80,000 in housing costs.

Outcome: 100% of THCR residents agreed when surveyed that their stay helped them feel stronger, more stable, and more secure.

\$80K
IN HOUSING COSTS SAVED

RELIEF PROVIDED IN 2019



RELIEF PROGRAMS

- Critical Financial Assistance
- Transitional Housing-Villages
- Transitional Homes for Community Reintegration

THE NEED

After 10 years in the Air Force as a surgical technician, Staff Sgt. Mariana McKenzie was diagnosed with rheumatoid arthritis and had to medically retire in 2012.

“It was like a complete bomb in our lives when that happened,” Mariana said. “Because the Air Force, the military, was what defined me, and was my identity. It was my career, it was everything for me.”

The same year Mariana was honorably discharged and the family moved into a house in San Antonio, Texas, her husband's contract job was not renewed. The family started having trouble keeping up with bills. On top of paying the mortgage, their home needed new flooring to replace the hard, dusty concrete floor under their carpet, and funds to repair their backyard fence.

A veteran resource office referred her to Operation Homefront's Critical Financial Assistance program.

THE IMPACT

With the help of generous donors, Operation Homefront provided funds to pay the McKenzie family's mortgage, purchase new flooring, and build a fence. The children now play on the floors all the time and love to run in the backyard. The family is grateful for the support they received, knowing that their lives would be much different had they not reached out.

“The hardest part is that you need to admit that you need help,” Mariana said. “It was a relief when we heard that Operation Homefront was going to be able to help us... it was like a huge weight lifted off our shoulders.”

IT WAS A RELIEF WHEN WE HEARD THAT OPERATION HOMEFRONT WAS GOING TO BE ABLE TO HELP US... IT WAS LIKE A HUGE WEIGHT LIFTED OFF OUR SHOULDERS.

—STAFF SGT. MARIANA MCKENZIE, AIR FORCE



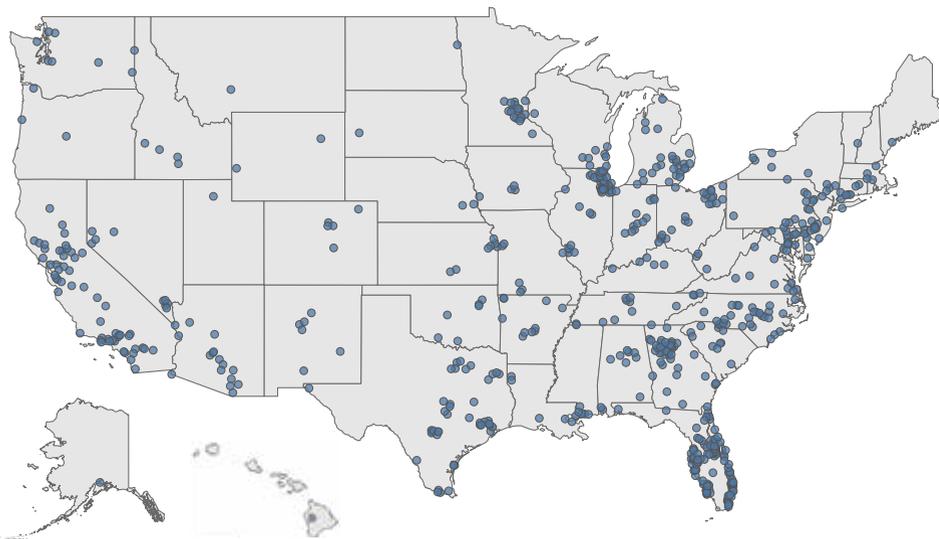
Air Force Staff Sgt. Mariana McKenzie and her husband, Trevor, were provided relief through Operation Homefront's Critical Financial Assistance program.

2019 RESILIENCY PROGRAMS

HOMES ON THE HOMEFRONT (HOTH)

Through the support of partners such as **JPMorgan Chase**, **Mr. Cooper**, **U.S. Bank**, **Meritage Homes**, and **PulteGroup, Inc.**, Homes on the Homefront accepted 30 veteran families into the program and graduated 50 families into mortgage-free homes, providing them with \$7.7 million in home equity.

Outcome: 100% of survey participants agreed Homes on the Homefront helped them feel stronger, more stable, and more secure.



HOMES ON THE HOMEFRONT PROPERTIES SINCE 2012

\$7.7M
IN HOME EQUITY
PROVIDED

50
HOMES DEEDED
TO MILITARY
FAMILIES

30
FAMILIES
ACCEPTED INTO
THE PROGRAM

HEARTS OF VALOR (HOV)

Thanks to partners such as **The Boeing Company**, our Hearts of Valor program assisted 3,933 caregivers nationwide through its network of support groups and online forums. Hearts of Valor, open to all caregivers of post-9/11 wounded, injured, or ill service members, also hosted over 55 people at retreats that provide respite education and self-care.

Outcome: 93% of program participants agreed Hearts of Valor helped them feel stronger, more stable, and more secure.

3,933
CAREGIVERS
ASSISTED



Marine veterans Shandrika and Juval Shreves were accepted into the Homes on the Homefront program and moved into their home in Canton, Georgia, donated by Meritage Homes.

THE NEED

When Marine veterans Shandrika and Juval Shreves told their oldest daughter, Camya, they would be moving into a brand-new home outside of Atlanta, Georgia, thanks to Operation Homefront's Homes on the Homefront program, she listed her most anticipated activities. There would be bike rides, sleepovers, her own room, and finally a permanent place to call home.

"Our girls traveled with us while we were in the service," Shandrika said. "We probably moved five to six times since Camya was born. As soon as she would get stable, she would have to move. She'll finally have a stable environment. She's so excited."

The deaths of Shandrika's father and Juval's grandmother made the couple realize how important it was to be near family. Both have relatives in the Atlanta area. They applied to the program because it seemed no matter how much they tried to save, their dream of owning a home remained out of reach.

THE IMPACT

On Nov. 7, 2019, Juval, Shandrika, Camya, and little Saniya moved into a 1,933-square-foot, three-bedroom, two-bathroom, energy efficient home in Canton, Georgia, donated by Meritage Homes. They will receive financial counseling and learn how to prepare for homeownership. After graduating from the program, they will be deeded the home, mortgage-free.

"Homeownership is something we always dreamed of having, and it's so amazing to not only have a house but to have a brand-new home," she said. "[Operation Homefront and its partners] have definitely given us a step up on giving our family the best way of life. We get to go to sleep without suffering and struggling and contemplating. It's such a big deal. It just doesn't feel real to me. I tell my husband 'pinch me.' This is really happening."

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A STEP UP ON GIVING
OUR FAMILY THE BEST
WAY OF LIFE. WE
GET TO GO TO SLEEP
WITHOUT SUFFERING
AND STRUGGLING AND
CONTEMPLATING. IT'S
SUCH A BIG DEAL.



—SHANDRIKA SHREVES,
MARINE CORPS
VETERAN

2019 RECURRING FAMILY SUPPORT PROGRAMS

BACK-TO-SCHOOL BRIGADE

Thanks to the generosity of partners such as **Dollar Tree** and **SAIC**, our Back-to-School Brigade provided 43,866 military children with backpacks and the supplies needed to succeed in school.

Outcome: 91% of those surveyed agreed the Back-to-School Brigade program helped them feel stronger, more stable, and more secure.

43,866
BACKPACKS
PROVIDED

HOLIDAY PROGRAMS

Through our great partnerships with **Cracker Barrel Old Country Store, Inc.**, **Food Lion**, **Procter & Gamble**, and others, our Holiday Meals for Military program served 15,853 families — nearly 60,000 individual family members. In partnership with **Dollar Tree**, Holiday Toy Drives distributed toys to over 1,000 military children.

Outcome: 96% of Holiday Meals for Military and Holiday Toy Drive survey respondents agreed these programs helped them feel stronger, more stable, and more secure.

15,853
FAMILIES
SERVED MEALS

HOMEFRONT CELEBRATIONS

Homefront Celebrations treated 332 military spouses to a special evening out with dinner, prizes, entertainment, and peer support. Our Homefront Celebrations are made possible thanks to **Southern New Hampshire University**, **Procter & Gamble**, **Head & Shoulders**, and other partners and donors.

Outcome: 93% of participants surveyed agreed Homefront Celebrations helped them feel stronger, more stable, and more secure.

332
MILITARY
SPOUSES
CELEBRATED

MILITARY CHILD OF THE YEAR®

At our 11th annual Military Child of the Year® Awards Gala, Operation Homefront, along with presenting sponsor, **United Technologies Corporation**, and other partners such as **Booz Allen Hamilton**, presented awards to seven recipients for their exceptional leadership, volunteerism, civic engagement, and more.

Innovation Award: **Brandon Mammano**
Army: **Elisabeth McCallum Polleys**
Marine Corps: **Jaxson Jordan**

Navy: **Elisabeth Lundgren**
Air Force: **Benjamin Rawald**
Coast Guard: **Kylie McGuire**
National Guard: **Campbell Miller**

7
INCREDIBLE
MILITARY
CHILDREN
HONORED

STAR-SPANGLED BABIES®

With help from **CSX**, **Procter & Gamble**, and other donors, our Star-Spangled Babies® program showered 925 military parents with support and essential baby items they needed to welcome their newest family members.

Outcome: 96% of participants surveyed agreed Star-Spangled Babies® helped them feel stronger, more stable, and more secure.

925
NEW PARENTS
CELEBRATED

THE NEED

The start of the school year always means stretching the budget for Troy Farrell, active duty Air Force for 10 years, and his wife, Talia. Their oldest child, Jayda, is in third grade, and their youngest, Jordan, just started kindergarten in fall 2019. With school supplies costing hundreds of dollars, the family tries to prepare.

“I like to budget in a way where if I know something is coming up throughout the year, I’ll buy a little thing here and there,” Talia said. “But some things aren’t available through the year.”

The 2019 school year brought something different for Talia and her family. After her husband’s co-worker told them about Operation Homefront’s Back-to-School Brigade, the Farrells signed up for the San Antonio, Texas, event.

THE IMPACT

The Farrell family attended the event with friends. Talia, unsure what to expect, said she was delighted by all the resources available, the fun activities, such as face painting, and of course, the great backpacks provided by generous Operation Homefront supporters.

Her kids loved their new gear, she said, and the family hopes the event will become a tradition for them, as long as it’s held where they are stationed.

“This is a great opportunity for military families,” Talia said. “Great supplies, great information, love it all. We truly appreciate it. This is something we all benefit from, and it’s very, very necessary.”

THIS IS A GREAT OPPORTUNITY FOR MILITARY FAMILIES. GREAT SUPPLIES, GREAT INFORMATION, LOVE IT ALL. WE TRULY APPRECIATE IT. THIS IS SOMETHING WE ALL BENEFIT FROM, AND IT’S VERY, VERY NECESSARY.

”

—TALIA FARRELL,
MILITARY SPOUSE



Talia Farrell (white headwrap), and her husband (to her left), brought their two kids, Jordan and Jayda, and met up with friends at the San Antonio, Texas, Back-To-School Brigade event.

STORY FROM THE HOMEFRONT

OUR FAMILY

After 15 years of service, Army Sgt. Michael Crouse Jr. and his wife, Michelle, worried about the future after Michael's medical retirement. With two children, Penelope, 6, and Jaxon, 4, plus a baby on the way they wondered where they would live. But then the family was accepted into Operation Homefront's Transitional Housing Village in San Antonio, and six months later, they were able to move into a home through the Transitional Homes for Community Reintegration (THCR) program, giving them more room for their growing family.

OUR CONNECTION

Texas Village Manager DJ Purvis has worked at Operation Homefront since 2012. She understands the fears and stress military families face as they transition to civilian life.

"When families arrive at the Village, they're uncertain and anxious. I've actually seen the relief on their faces when they get their first look at the apartment. Michael and Michelle were no different. With two kids and Michelle in her third trimester of pregnancy, travel was difficult. They were exhausted after the long drive from Jacksonville, Florida. Michelle was worried about not having supplies for baby Greyson."

DJ worked with an Operation Homefront caseworker, and the family received critical financial assistance for food and baby items.

"They thrived at the Transitional Housing Village. Penelope and Jaxon loved swimming in the pool. Through our support groups and events, Michelle formed bonds with other military spouses, and they remain friends. Knowing they wanted to put down roots in San Antonio, I told them about a house available here through our Transitional Homes for Community Reintegration program. I knew if they got into the program, it would prepare them for home ownership and help stabilize their family even more."

The family moved into the THCR home in May.

OUR PARTNER

The A. James & Alice B. Clark Foundation's multi-year grant enabled Operation Homefront to launch the Transitional Homes for Community Reintegration program and provide transitional housing for families such as the Crouses. The \$4.2 million grant, awarded in 2018, also allowed us to increase capacity in our Transitional Housing-Villages program.

"The A. James & Alice B. Clark Foundation is committed to ensuring our veterans and their families are prepared for longterm success. We believe that Operation Homefront's transitional housing programs deliver on that goal. They provide military families with stable and secure communities in which to live and the financial and educational resources they need to succeed as they return to civilian life."

—Mike Monroe, Director, Veterans' Initiatives, A. James & Alice B. Clark Foundation



Army Sgt. Michael Crouse Jr., his wife, Michelle, and their children, Penelope, Jaxon, and Greyson, with Operation Homefront COO Bob Thomas at their Welcome to the Community ceremony in Helotes, Texas, as part of Operation Homefront's THCR program, and thanks to the A. James & Alice B. Clark Foundation.

LIFE-CHANGING IMPACT

Jaxon Crouse loves closets. The 4-year-old let that tidbit be known during his family's "Welcome to the Community" ceremony as part of the Transitional Homes for Community Reintegration (THCR) program. Jaxon ran room to room exclaiming over the size and number of closets.

For the little boy, the closets may have been the focus of the THCR home. But for his parents, Operation Homefront's programs have provided them with stability and security. Michael and Michelle Crouse told us they do not know where they would be without Operation Homefront and its partners and donors.

"This is life changing for us. We're extremely grateful and happy. We want to thank Operation Homefront and the A. James & Alice B. Clark Foundation. This is an amazing opportunity for us. It's not just about writing a check. You are really changing our family's lives for the better and even setting up our children for success, because if we're successful, we pass that on to them. It's very exciting and very touching to us. We can't wait for everyone to see us in two or three years and see everything we accomplished. We won't let you all down."



**OPERATION HOMEFRONT
IS PROVIDING RELIEF WHERE
THERE ISN'T ANY NORMALLY.**

**—SGT. MICHAEL CROUSE JR.,
ARMY**

FINANCIAL REPORT 2019

Financial information, including audited financial statements and the most recent IRS Form 990, is available at OperationHomefront.org

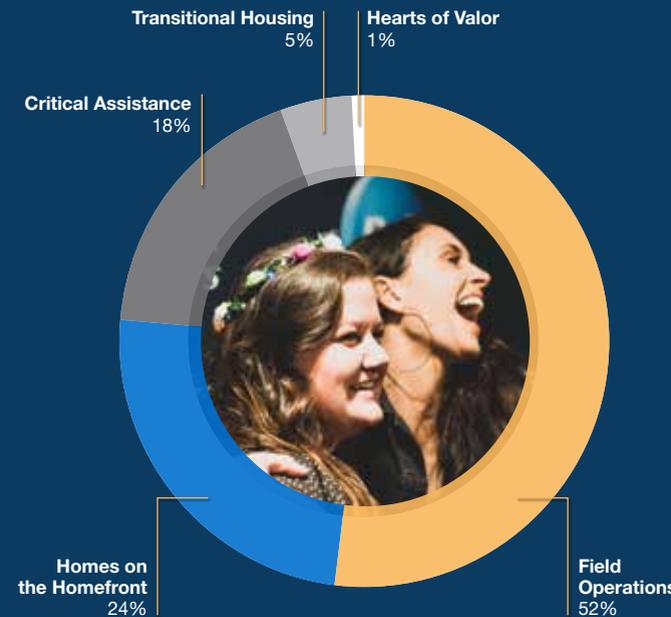
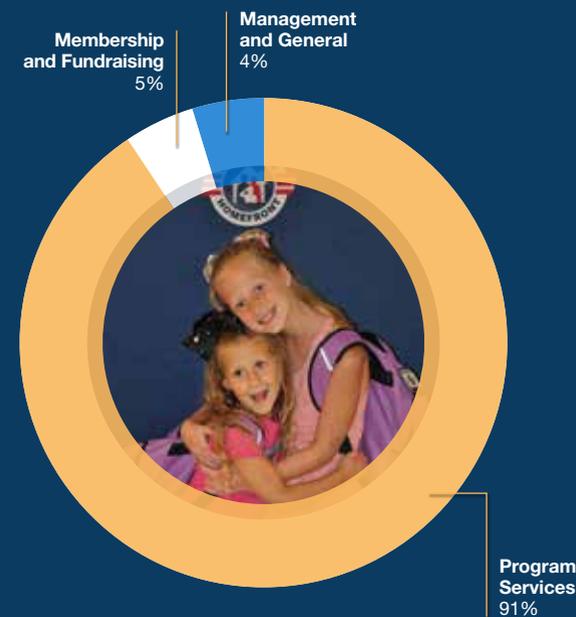
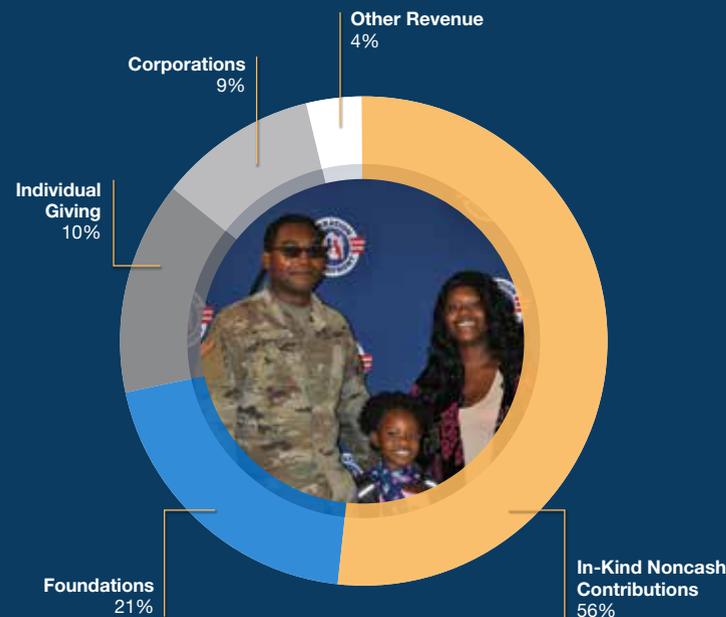
OPERATION HOMEFRONT, INC. STATEMENT OF ACTIVITIES FOR THE YEAR ENDING DEC. 31, 2019

(with summarized financial information for the year ending on December 31, 2018)

	Without Donor Restriction	With Donor Restriction	2019 Totals	2018 Totals
Revenue, Support, and Other:				
Contributed houses	\$5,793,126	—	\$5,793,126	\$6,093,888
Contributed goods, services, and facilities	\$21,698,588	—	\$21,698,588	\$17,749,939
Contributions	\$14,910,241	\$6,171,287	\$21,081,528	\$21,981,664
Special events, net expenses of \$347,014	\$226,652	—	\$226,652	\$105,019
Investment earnings, net	\$41,187	—	\$41,187	\$35,407
Other revenues	\$86,988	—	\$86,988	\$18,655
Total Revenue, Support, and Other	\$42,756,782	\$6,171,287	\$48,928,069	\$45,984,572
Expenses:				
Program services	\$46,125,576	—	\$46,125,576	\$44,206,493
Management and general	\$1,939,232	—	\$1,939,232	\$1,753,095
Fundraising	\$2,626,961	—	\$2,626,961	\$2,309,947
Total Expenses	\$50,691,769	—	\$50,691,769	\$48,269,535
Change in net assets	(\$7,934,987)	\$6,171,287	(\$1,763,700)	(\$2,284,963)
Net assets released from restriction	\$750,000	(\$750,000)	—	—
Net assets at beginning of year	\$28,191,238	\$750,000	\$28,941,238	\$31,226,201
Net Assets at End of Year	\$21,006,251	\$6,171,287	\$27,177,538	\$28,941,238

OPERATION HOMEFRONT, INC. STATEMENTS OF FINANCIAL POSITION DEC. 31, 2018, AND 2019

Assets	2019	2018	Liabilities and Net Assets	2019	2018
Current Assets:					
Cash, operating	\$721,669	\$1,728,211	Accounts payable	\$732,289	\$684,788
Cash, escrow funds	\$201,289	\$70,283	Accrued expenses	\$744,802	\$642,353
Cash, security deposits	\$45,500	\$52,000	Accrued escrow accounts	\$363,789	\$347,283
			Debt	\$197,004	\$34,806
Total Cash	\$968,458	\$1,850,494	Total Liabilities	\$2,037,884	\$1,709,230
Investments, at fair value	\$1,987,932	\$1,945,056	Net Assets:		
Pledges receivable	\$8,020,982	\$6,225,354	<i>Without donor restrictions</i>		
Contributed houses inventory	\$14,425,860	\$16,637,864	Undesignated	\$2,320,972	\$2,886,582
Contributed goods inventory	\$826,447	\$2,239,231	Designated for THCR and transitional housing	\$362,243	\$3,998,790
Prepaid expenses	\$327,358	\$406,989	Designated for permanent housing	\$13,842,855	\$16,217,269
Other current assets	\$1,696	\$1,665	Designated for Critical Financial Assistance	\$4,372,395	\$4,902,892
Property and equipment, net	\$2,656,689	\$1,343,815	Designated for field operations	\$107,786	\$185,705
Total Assets	\$29,215,422	\$30,650,468	Total without donor restrictions	\$21,006,251	\$28,191,238
			<i>With donor restrictions</i>		
			Time restrictions	\$6,171,287	\$750,000
			Total Net Assets	\$27,177,538	\$28,941,238
			Total Liabilities and Net Assets	\$29,215,422	\$30,650,468



SUPPORT

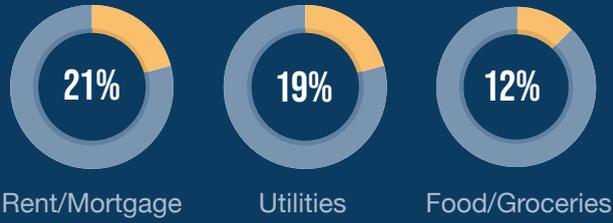
We rely on the generosity of individuals, corporations and foundations. We receive no federal funding.

EXPENSES

91%
OF OUR EXPENDITURES GO
DIRECTLY TO PROGRAMS
TOTALING
\$46,125,576

PROGRAM EFFICIENCY METRIC

MOST REQUESTED TYPE OF ASSISTANCE



\$28,000,000

IN RELIEF provided to military families

Fulfilled
44,071 REQUESTS
from military families for financial assistance

CFA: SINCE 2011
CRITICAL
FINANCIAL ASSISTANCE

Distributed **390,599** backpacks filled with supplies to military children through our **Back-to-School Brigade**, saving families **\$45M** in expenses

BTSB

3 TRANSITIONAL HOUSING-VILLAGES

in Gaithersburg, Maryland; San Diego, California; and San Antonio, Texas

595 FAMILIES HOUSED

5,381 MONTHS
of rent-free housing for military families

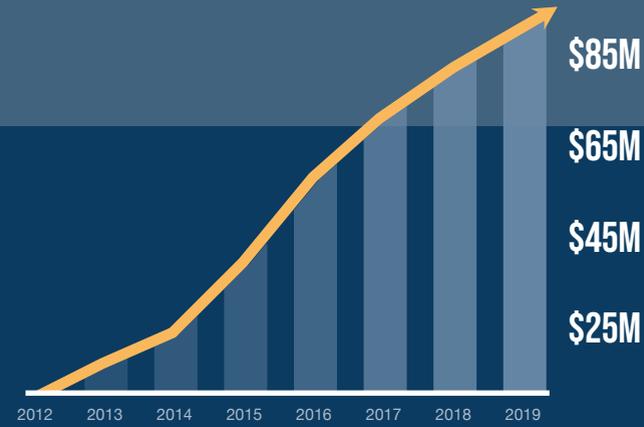
DEFRAYED RENT AND UTILITY COSTS



TH-V: SINCE 2008
TRANSITIONAL
HOUSING-VILLAGES

Served **112,199** military families through our **Holiday Meals For Military** and **Holiday Toy Drive** programs, impacting **476,801** military family members

HOLIDAY PROGRAMS



DEEDED OVER \$85M IN HOME EQUITY

678 MILITARY FAMILIES
accepted into our permanent housing program



HOTH: SINCE 2012
HOMES ON
THE HOMEFRONT

Honored **8,634** military spouses at **Homefront Celebrations**, and awarded **26** attendees with academic scholarships

HFC

OUR IMPACT SINCE PROGRAM INCEPTION

Defrayed over
\$94,000 IN MORTGAGE COSTS

7 FAMILIES HOUSED

THCR: SINCE 2018
TRANSITIONAL HOMES
FOR COMMUNITY REINTEGRATION

Helped **3,933 Hearts of Valor** caregivers through **70** support groups across the country

HOV

Celebrated and supported **18,243** new and expectant parents through the **Star-Spangled Babies®** program

SSB

TOP DONORS

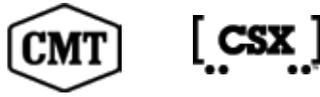
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 Leroy Rey
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 Road to Emmaus
 Robert Wood Johnson Foundation
 Jennine Robinson
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 Mark Rolfs
 Stephen Romanowski
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 Rotary Club of Oak Harbor
 Jesse Roth
 Round Lake Elementary School
 David Rovin

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 The Hayden Foundation
 The High Pointe Foundation
 The Junior League of Tampa
 The Marak Family Foundation
 The Matt and Melissa Hostasa
 Family Fund
 The Millard Group, Inc.
 The Riecker Charitable Foundation
 The Rogers Foundation
 The Shop Forward
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 Philadelphia
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 High School
 Dennis Trifletti
 Roger Trincherro
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 TRUiST
 Lori Tubaya
 Guy Turgeon
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 Spouses Club

Neil Tyson
 Unbridled Charitable Foundation
 USW Holding Company, LLC
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 Walmart #407
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 Walmart #5497
 Walmart #6385
 Walmart #6524
 Walmart #862
 Walmart #979
 Walmart Regional Office
 Lissa Walter
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TELLING OUR STORY

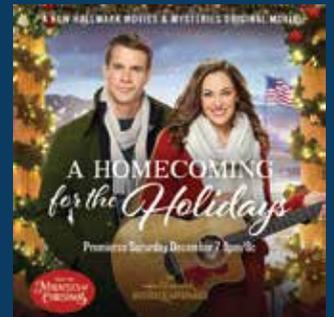


CMT partnered with Operation Homefront on their *Hometown Heroes* television special, which highlighted military heroes and their families in need of support in North Carolina, Tennessee, and Georgia. With help from a few friends including country music artists Chris Janson, RaeLynn, and Brantley Gilbert, along with The Home Depot Foundation, the Nashville Predators Foundation, and the Predators players' wives and girlfriends, deserving families received heartwarming surprises. The special aired on July 3 and ran through Independence Day weekend.

CMT

CROWN MEDIA (HALLMARK MOVIES & MYSTERIES)

Operation Homefront was proud to be highlighted in the Hallmark Movie & Mysteries Original Movie, *A Homecoming for the Holidays*, starring Laura Osnes and Stephen Huszar. This special holiday film premiered on Dec. 7. and tells the story of a country singer who meets an ex-soldier, now working as an Operation Homefront volunteer. This touching story introduced Operation Homefront to new households across America during the holiday season.



Monster Jam®, a property of Feld Entertainment, Inc., partnered with Operation Homefront to help military families enjoy special time together. Monster Jam has been instrumental in raising awareness for our mission through actions such as driver-led room makeovers for military children, product donations, meet and greets with athletes, and nearly 3,000 tickets and pit passes donated to over 20 events.

MONSTER JAM

PROFESSIONAL SPORTS TEAMS

Thanks to activations with our partners, Operation Homefront was honored to join some amazing professional sports teams in paying tribute to our military families. During the Washington Redskins Salute to Service month, BEDGEAR, the Performance brand of bedding, teamed up with players Jonathon Allen and Cole Holcomb to donate 34 Performance mattresses and pillows to the Operation Homefront Transitional Housing Village in Gaithersburg, Maryland. On Veterans Day, Bob's Discount Furniture partnered with the Indianapolis Colts and Operation Homefront to surprise and delight the Sawyer family of Anderson, Indiana, with a home makeover and new furniture. We were honored to join with Carnival Cruise Line and Jacob Martin and Jon Weeks from the Houston Texans to thank U.S. Coast Guard Petty Officer 3rd Class Joshua Woodward and his family, surprising them with a fun-filled vacation and tickets to the Texans' Salute to Service game.



PARTNER HIGHLIGHTS



CARNIVAL CRUISE LINE

Carnival Cruise Line is committed to celebrating the service of our veterans and military families, providing them with the opportunity to create family memories. Since 2015, Carnival Cruise Line has donated \$1,185,427 in cash and in-kind to support military families through Operation Homefront. In 2019, Carnival introduced the Heroes Tribute Bar, a first-of-its-kind venue that debuted on the new Carnival Panorama and will be added to the Carnival fleet over the next year as a way to honor the military veterans on board. A portion of the proceeds from the new entertainment and gathering spot will benefit Operation Homefront.

CHEVROLET

Chevrolet continued to grow its support of Operation Homefront in 2019. Starting in January, Chevy offered four one-of-a-kind Bumblebee-themed Camaros – like those seen in the Transformer movies – for auction at the 48th Annual Scottsdale Barret-Jackson Auction, netting \$525,000 in unrestricted support to Operation Homefront. Adding to their generous partnership, Chevy launched a fleet of seven co-branded Silverado trucks to support our regional offices and made a \$50,000 donation at the Army-Navy Game in Philadelphia. Chevy's contributions have enabled us to serve more military families across the country.



CHOBANI

Chobani believes that food can be a powerful force of good – a guiding mission that extends far beyond its products. As part of its commitment to serving America's military families, the company announced a first-of-its-kind "Hero Batch" that was developed by Chobani Veterans. Through this Red, White, and Blueberry Greek Yogurt, the company harnessed the generosity of its consumers and successfully raised \$1 million for Operation Homefront. Chobani's passion for helping those in need and partnership with Operation Homefront didn't stop there – you can still find its "Hero Batch" on shelves, with a portion of proceeds benefitting our work for America's military families.

CHOICE HOTELS

Many military families serve far away from their loved ones, and with limited budgets to travel, visiting home is not always possible. Choice Hotels and Operation Homefront wanted to address this challenge and launched a campaign to help veterans and service members to connect with their family and friends across the country. Through their Choice Privileges® guest loyalty program, Choice donated 1.6 million points – up to 360 room nights – allocated to military families so they could stay for free at Choice Hotels near their families. Over Veterans Day, iHeartMedia, with radio host Michael J, joined Choice Hotels to present special vacation opportunities and complementary airfare/transportation to each of the 10 families at Operation Homefront's Transitional Housing Village in Gaithersburg, Maryland, helping make it a truly special holiday season.



THE COCA-COLA FOUNDATION

Now in our second year of partnership, The Coca-Cola Foundation continues its time-honored tradition of support for U.S. service members, with a goal of helping more than 75,000 veterans and their families across the country. In 2019, The Coca-Cola Foundation supported military families through Operation Homefront's Critical Financial Assistance, Transitional Housing-Villages, and Hearts of Valor programs. Their \$100,000 grant allowed us to help more than 213 military women (including female service members, veterans, military spouses, and caregivers of wounded, ill, or injured veterans) and their families nationwide with rent or mortgage payments, utilities, car repairs, home repairs, essential baby items, groceries, and other urgent needs.

CSX

CSX made a generous commitment, through their Pride in Service initiative, to help Operation Homefront serve America's military families. In 2019, CSX provided more than \$1.5 million to help support military families within CSX's 23-state service area. CSX employees also volunteered at our Back-to-School Brigade and Star-Spangled Babies showers throughout the year.



PLEASE TELL YOUR DONORS AND SUPPORTERS THAT WITHOUT THEIR HELP, WE WOULD HAVE BEEN ON THE STREETS. OPERATION HOMEFRONT SAVED OUR LIVES.

–AARON LEDDY, U.S. ARMY VETERAN AND CFA RECIPIENT



AWARDS AND RECOGNITION

CORNERSTONE AWARD

Operation Homefront's Cornerstone Award recognizes individuals who have helped us transform how we deliver on our promise to military families. Previous Cornerstone Award recipients include Ed Delgado, President and CEO of Five Star Institute (2015); Kathy Cox, Walmart Foundation Senior Manager; and Ken Ruff, Vice President, National Accounts at Beam Suntory (2016); Heather Prill, Senior Manager of National Partnerships for The Home Depot Foundation; and Rusty Smallwood, Real Estate Owned (REO) Military Donation Team Manager for JPMorgan Chase (2017); and Chelle Davis, Vice President, Communications for Dollar Tree (2018). We are excited to share our latest recipients:

As the **Chief Marketing Officer for Outback Steakhouse**, **Gina Collins** created a marketing strategy that highlighted the deep military commitment of the restaurant, its employees, and franchise owners. She selected Operation Homefront as its charity partner and built an innovative fundraising platform, which quickly proved to be a success for both her company and Operation Homefront. From 2017 to 2019, under Gina's leadership, Outback Steakhouse raised \$350,000 for Operation Homefront and donated \$100,000 in gift cards.

Marc Knowles, Global Military Team Leader, Procter & Gamble, helped build a partnership between P&G and Operation Homefront that has yielded incredible impact through new approaches to support America's military families. Knowles was instrumental in launching *Start Strong, Stay Strong*, an online community for military women that builds critical local support among those who hold down the home front. As part of that effort, Knowles helped connect Operation Homefront to U.S. Army veteran and two-time Paralympian Melissa Stockwell, raising awareness for us among key constituents through her integrity and courageous story. Knowles's leadership helped bring new partnerships for Operation Homefront, including the SpartanNash Foundation and Monster Jam®.

EMPLOYEE OF THE YEAR

Teresa Herrera, Regional Development Manager based in Phoenix, Arizona, embodies Operation Homefront's core values in every aspect of her job and is always proactive when she sees an unmet need. She took on a leadership role for new employees and helped with program management during a time of short staffing. Teresa is a team player, and staff across the organization appreciate her willingness to step up and help out when needed.

VOLUNTEER OF THE YEAR

Yvette Peterson, from North Carolina, has been volunteering with Operation Homefront for five years. In 2019, she planned, organized, and executed the Back-to-School Brigade event at Fort Bragg, distributing 1,000 backpacks. She also successfully distributed 22 pallets of Procter & Gamble products to military families in Fayetteville, North Carolina. Her positive attitude led to a seamless Holiday Meals for Military in Fayetteville that included visits with Santa, toy distribution, and holiday crafts for 265 families. She has also stewarded relationships with Dollar Tree and Walmart staff.



WHERE WE'RE HEADED

Operation Homefront serves America's military families in their time of need because they have served all of us in our nation's time of need. Their service often brings many challenges that, if not addressed, can become a series of financial crises that will derail them from a successful future. As an organization, we must prepare to support our military families not only for today, but also for the years ahead. Starting in 2021, we will launch our comprehensive campaign that will allow us to expand our current programs, build and maintain infrastructure, and innovate our services to address new and evolving needs of our military families. With your help, we can ensure that this very special and deserving group of our fellow citizens will have the opportunity to thrive in the communities – our communities – that they have worked so hard to protect.



CSX joined Operation Homefront in Jacksonville, Florida, to provide free backpacks and school supplies to 250 military children.

2020 MAJOR MILESTONES

Holiday Meals for Military

Provide our 120,000th holiday meal to military and veteran families and serve our 500,000th individual family member

Back-To-School Brigade

Provide our 400,000th backpack with school supplies to a military child, saving families over \$50M in back-to-school expenses

Homes on the Homefront

Enter our 700th military family into the Homes on the Homefront program and graduate our 600th military family from the program, passing over \$85M in dedeed home equity to military families

Critical Financial Assistance

Fulfill our 45,000th request for financial assistance and provide over \$30M in support to military families



[OPERATIONHOMEFRONT.ORG](https://www.operationhomefront.org)

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