Dear Friends of Operation Homefront:

2010 was a year of great challenges and equally great accomplishments for Operation Homefront.

With your support, Operation Homefront met 167,348 needs in 2010, a five percent increase over 2009. However, emergency assistance needs increased by nine percent. With ongoing deployments in Iraq, increased deployments to Afghanistan, and severe economic challenges back at home, the stresses on our military families were greater than ever.

While we ended strong, the beginning of the year brought some hard choices.

Based on cash revenue well below our 2009 forecast, Operation Homefront started 2010 with a restructuring to reduce our national staff by 19 percent. We also had to cut a few minor programs, while we focused on our core mission of emergency assistance. I dubbed 2010 “the year of cash flow,” during which we concentrated on the all-important cash contributions that allow us to make our emergency cash grants, pay for wounded warrior transitional housing, and deliver programs through our chapters around the country.

Through the generosity of some loyal supporters, we were successful. Our 2010 total revenue decreased by 17 percent, but our cash contributions increased by 15 percent. So while the needs were greater than ever and total revenue was down significantly, cash contributions were up. This means we did not seek as much in in-kind goods that we use for morale programs, instead relying on existing stocks. We still met three percent more morale needs than in 2009.

In the end, we successfully controlled costs, increased cash revenue, expended existing stocks of donated items, and maintained our ability to meet an ever-increasing need for emergency assistance and morale support.

For our stewardship, Operation Homefront received the highest four-star rating from watchdog Charity Navigator for the fourth straight year, an achievement of only 9 percent of all charities they rate. We also had our rating upgraded to an “A” by the American Institute of Philanthropy in January 2011.

Internally, we reshaped our organization and systems. Through a pro bono project of Booz Allen Hamilton consultants, we completed the first-ever national strategic plan for Operation Homefront. Several of our chapters used that plan as a basis for creating their own local strategic plans. We launched an online system for military families to apply for assistance and we re-launched our national and chapter web site system. Both are huge advances, and we continue to refine both systems for steady improvements.

As we work in conjunction with the Department of Defense and other nonprofit organizations, we provide families with what they need, when they need it — whether it’s a place to stay, emergency financial help, food, school supplies for their children or other necessities. Our clients turn to us out of genuine need. They are not looking for a handout. They need temporary assistance to help them get through a rough spot. Then they’re not only back on their feet, they’re knocking on our door asking how they can give back.

We look forward to a successful 2011, because we are privileged to serve our country by serving military families. Thank you for your continued partnership in this honorable endeavor.

Sincerely,

Jim Knotts
President & CEO
2011 Board of Directors

Commander Leda Chong, USN, Ret., Chair
Staff Vice President, Government Relations, General Dynamics

Lieutenant JG Glen Latona, USNR, Vice Chair
Partner & Managing Director, Spend Reduction Solutions, LLC

Captain Jeffrey Cathey, USN, Ret., Secretary
Senior Vice President, Military Affairs, Bank of America

Rick Moore, Treasurer
Business Banking Manager, Wells Fargo Bank

Catherine Blades
Chief Marketing Officer, Flextronics, Inc.

Scott Celley
Vice President External Affairs, TriWest Healthcare Alliance

Aaron Cuha
President & CEO, Dominion Asset Management

Kristie Cunningham
Vice President, Employee Engagement, BAE Systems

Desmond Edwards
Vice President, Local Marketing, Outback Steakhouse

Sergeant Major John Estrada, USMC, Ret.
Formerly 15th Sergeant Major of the Marines Corps, Lockheed Martin

Major General Elder Granger, M.D., USA, Ret.
Founder and CEO, The 5Ps, LLC

Brigadier General John Howard, USA, Ret.
Business Development Manager, CDW-G

Jim Knotts
President & CEO, Operation Homefront Veteran, United States Air Force

Ralph Meoni
Veteran, United States Army

Sources of Financial Support

- In-Kind Noncash Contributions . . . 64%
- Individual Giving . . . 17%
- Corporations . . . 12%
- Foundations . . . 5%
- Other Revenue . . . 2%

Expenses

- Program Services . . . . . . . 94%
- Membership and Fundraising . . 3%
- Management and General . . . 3%

Needs Met

- 200,000
- 150,000
- 100,000
- 50,000
- 2008 2009 2010
Our Mission

**Mission** ▶ Operation Homefront provides emergency financial and other assistance to the families of our service members and wounded warriors.

**Vision** ▶ Through generous, widespread public support and a collaborative team of exceptional staff and volunteers, we aspire to become the provider of choice for emergency financial and other assistance to the families of our service members and wounded warriors. Where there is a need we do not provide, we will partner with others for the benefit of our military families.

**Our Values** ▶ Our values serve as fundamental principles that govern the behavior of our staff, volunteers, and Board members associated with Operation Homefront.

Our core values include:

- **Honor, Patriotism and Service to Country**: We believe those who wear our country’s uniform do so with a sense of duty, knowing they support the causes of freedom. We serve by serving them and their families.

- **Do What’s Right**: We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of providing our services. We are careful stewards of the resources provided by our donors. We strive to be good citizens and we take responsibility for our actions.

- **Respect Others**: We recognize that our success as an enterprise depends on the talent, skills and expertise of our people and our ability to function as a tightly integrated team. We appreciate our diversity and believe that respect — for our colleagues, clients, partners, and all those with whom we interact — is an essential element of all positive and productive relationships.

- **Perform With Excellence**: We understand the importance of our mission and the trust our clients and donors place in us. With this in mind, we strive to excel in every aspect of our activities and approach every challenge with a determination to succeed.

**History** ▶ Operation Homefront, a 501(c)(3) organization, was formed in February of 2002, to support the families of deployed service members immediately following 9/11. Headquartered in San Antonio, Texas, Operation Homefront currently provides services to military families across the nation with 25 chartered chapters serving 32 states. The national office handles cases in states that do not have an active chapter.

**Services** ▶ Operation Homefront provides direct services that alleviate a military family’s or individual’s emergency financial burden, as well as counseling and/or recovery support. Emergency financial assistance is in the form of grants (checks) paid directly to mortgage lenders, auto mechanics, contractors, hospitals, doctors, dentists and other providers. Other emergency assistance, which an applicant receives in 24 to 72 hours, includes:

- Emergency food
- Emergency home repairs
- Financial assistance
- Critical baby items: formula, food and diapers
- Vehicle repairs and vehicle donations
- Furniture and household items
- Operation Homefront Villages for wounded and their families

The need is greater than ever for basic necessities like food, utilities and rent.
Demographics  The majority of our clients, 96 percent, are the lowest-paid service members — the E1 through E6 enlisted ranks. The target population is American military personnel and/or their families who have unmet needs due to financial hardship, injury, or physical or mental detriment, or financial hardship as a result of service in Iraq or Afghanistan. These may include active duty, Reserve, National Guard and veteran service members. They are a diverse ethnic group: approximately 15 percent are African-American; five percent Asian-American; 25 percent Hispanic/Latino; five percent Native American; and 50 percent Caucasian. Roughly 96 percent live at an income level 80 percent below the median income for the communities in which they reside.

Operation Homefront does not discriminate on the grounds of age, ethnicity, gender, religion, geography or physical limitations.

Financial Responsibility  We believe in total transparency with our donors and volunteers, a partnership in responsibility, and a commitment to ethics. Because of these values, we can show that:

- Operation Homefront spends 94 percent of its total revenue on program services.
- Charity Navigator, for the fourth consecutive year, has named Operation Homefront a Four Star Charity. Only nine percent of the charities rated receive this rating for four consecutive years.
- The American Institute of Philanthropy (AIP), a prominent charity watchdog service, raised its rating of Operation Homefront to “A.”
- Financial information, including audited financial statements and the most recent IRS tax filing (Form 990), are posted on the website at www.operationhomefront.net.
By the numbers: Operation Homefront’s impact in 2010

★ 262 needs met

★ 394 needs met

★ 63 needs met

★ 86 needs met

★ 29,754 needs met

★ 980 needs met

★ 458 new members • 31 retreat attendees

Over 167,000 needs met for military families in 2010

*NOT INCLUDED
Homefront’s impact in 2010

By the numbers: Operation Homefront's impact in 2010

Over 167,000 needs met for military families in 2010

- Needs met: **516**
- Car payments: **213**
- Utilities: **457**
- Dental: **36**
- Bereavement: **16**
- Child care: **9**
- Travel: **131**
- Other financial: **322**

Food Assistance

- **2,159** needs met

Operation Homefront Villages

- **69** families

Vision Care

- **47** needs met

Military Child of the Year® Award

- **692*** applicants • **1** award winner

Community Events

- Tickets: **24,335**
- Care packages: **8,238**
- Baby packs: **1,621**
- Computers: **221**
- Wounded packages: **1,380**
- Other: **54,916**

Holiday Programs

- **4,358** Easter Baskets • **5,436** Freedom Walkers
- **6,767** Thanksgiving Meals • **24,072** Holiday Toys

For military families in 2010
Top Donors 2010

For Fiscal Year ending December 31, 2010

**PLATINUM | $250,000 or more**
- Anonymous
- Arbonne International
- BAE Systems–North America
- Booz Allen Hamilton Inc.
- Iraq and Afghanistan Deployment Impact Fund of the California Community Foundation
- Dollar Tree, Inc.
- Kids in Distressed Situations, Inc.
- Lack’s Furniture
- Outback Steakhouse
- PGA TOUR Charities, Inc.

**GOLD | $100,000–$249,999**
- AdvoCare International
- Airgas Headquarters
- Bank of America Charitable Foundation
- Beam Global Spirits & Wine, Inc.
- CDW Direct, LLC
- Discover Financial Services
- Ecolab, Inc.
- HOOTERS of America, Inc.
- Impact Fund of the California Iraq and Afghanistan Deployment Program
- PGA TOUR Charities, Inc.
- Outback Steakhouse
- Lack’s Furniture
- Kids in Distressed Situations, Inc.
- Lack’s Furniture
- Outback Steakhouse

**SILVER | $50,000–$99,999**
- Mary Kay
- Microsoft
- NAPE Expo
- Newman’s Own Foundation
- Orange County Community Foundation

**BRONZE | $25,000–$49,999**
- Activision
- BMI Defense Systems
- Clark Charitable Foundation
- Cowboys Dance Hall
- Disabled American Veterans
- Charitable Service Trust
- Eldora Speedway, Inc.
- Harvey, Kenneth and Ruth Jarden Consumer Solutions
- Lewis E. Myers, Jr. Caregivers Fund, of the Denver Foundation
- Noah’s Naturals
- Operation Gratitude
- RGK Foundation
- Schleich North America, Inc.

**HONORS | $10,000–$24,999**
- American Shipping and Logistics Group
- Ameristar Casinos, Inc.
- Are You Smarter Productions, Inc.
- BAE Systems Platform Solutions
- Be the Change, Inc.
- Beebe, Jonathan
- Bullet Resistant Glass USA, LLC
- Ceradyne, Inc.
- The Clinton Family Foundation
- Community Bible Church
- Cookie Lee, Inc.
- Dallas Stars Community Tickets Program
- Dole Packaged Foods
- Erickson Family Charitable Foundation
- Fred Meyer Fund
- Gail Kasper, LLC
- Gentry, Lawrence and Patricia
- Google Adwords
- HBH Kravitz Charitable Trust
- The Immanuel Charitable Foundation
- JAKKS Pacific, Inc.
- The Jasam Foundation
- Kao, Elissa
- Kolbe, Del and Janice
- The Leslie Peter Foundation
- Lockheed Martin Corporation
- Malone, Ryan and Abby
- May, Brent and Susan
- MillerCoors
- MOAB Oil, Inc.
- Moser, Sam
- Pavin, Lisa and Corey
- Pediped Footwear
- Pretty Ugly, LLC
- Rainwater, Inc.
- Ropes & Gray LLP
- Serady Foundation
- Sony DADC
- United Concordia
- USAA
- Veteran Tickets Foundation
- Ward, Vincent and Anne
- Walmart – Fort Campbell
- The Windmill Foundation
- Womer, Rod and Karplus, Barbara
- Ziegenfelder Company

**PATRIOT | $1,000–$9,999**
- Abrams, Jeff
- Accelerated Health Systems, LLC
- Acoustical Services Corporation
- Adair, Thomas Marion
- Adams, Demaka
- Adams, Gregory Scott
- Aetna
- All Can, CMI
- American Express Charitable Fund
- Andrew and Dorothy Cochrane Foundation
- The Anglo-American Charitable Foundation, Ltd.
- Asset Valuation & Marketing, Inc.
- Association of Military Banks of America
- AT&T United Way Employee Giving Campaign
- ATK
- BAE Systems – Information and Electronic Systems Integration
- BAE Systems Matching Gifts Program
- Barnhart Bolt & Special Fasteners, Inc.
- Bear Tooth Woods, Inc.
- Bender, Norman L.
- Berberian, Danielle
- Best Buy
- Betts, Stacey
- Better Place, Inc.
- Biggers III, Clark
- Blue Beacon International, Inc.
- Boyd, David and Terri
- Boeing
- Brown, Daniel M.
- Bristol-Myers Squibb Foundation
- Brockett, Scott and Gabriella M.
- Brown, David and Barbara
- Brown, Harry C.
- Bryant, Denny and Georgianne
- Burchianti, Ed and Eleanor
- Buy, Stuart
- Cadby, Janine
- Cadby, John
- Cadby, Julie
- Cadby, Mark
- Cadby, Steven
- Cadby, William
- Cable Car Charitable Foundation
- Campbell, Royce
- Campbell, Sally
- Cantrell, Jeff
- The Capital Group Companies
- Canary, Daniel
- Carneiro, Chumney & Co., L.C.
- Cars 4 Causes
- Caya, Patricia M.
- Cesarz, Matt
- Charity Gift Certificates
- The Chris and Melody Malachowsky Family Foundation
- Christian Living Communities – Holly Creek
- CIGNA Group Insurance
- Citigroup Payment Services
- Clendenin, Robert and Barbara
- Cleveland, Allison
- Coolidge, Dwight David
- CommonHealth
- The Community Foundation
- CompuLink
- Cowgirls & Cocktails
- Crockett, Davy
- Crossing Healings Works
- Darkon Wargaming Club, Inc.
- Davis-Tailer Foundation
- DeLong, Andrew H.
- The Diana Family Foundation
- Dixon, Gloria
- Diamonstein, Jerry
- Dodson, Eric
- Donaldson, Jack Loyd
- Donation Line, LLC
- Duewall, Fred and Deborah
- Dutcher, Paul
- Eaton, Richard and Karen
- East Bay Community Foundation
- Edison International Employee Contributions Campaign
- Elkins, Eva
- Elbirt Family Foundation
- Erin, John and Kathleen
- Eric Mower and Associates
- Fabricare Draperies
- Falk, Chris J.
- Farrell, John G.
- Fenech, Joan
- Fenn, Joanne
- Ferrara & Company, LLC
- Fidelity Charitable Gift Fund
- Flaherty, Jennifer Collins
- Fleps, John and Petronella
- Fleck, Dick and Carol Ann
- Fleet One

**BAE SYSTEMS**
When global defense company BAE Systems decides to support a charitable organization, it does more than write a check. The company’s worldwide Charity Challenge program serves as a vehicle for its 107,000 employees to become personally involved by volunteering their own time. In 2010, employees of BAE Systems dedicated thousands of hours volunteering with Operation Homefront, including projects like baby showers for military mothers, hosting military families at NFL football games, and adopting service members at Thanksgiving and Christmas. Through Charity Challenge, BAE Systems employees donated hundreds of thousands of dollars over and above the company’s multi-million dollar record of support for Operation Homefront.
Outback Steakhouse has a long history of providing support to our service members. In March of 2010, they launched a nationwide commitment in support of the troops through their “Thanks for Giving” program, which resulted in a $1 million donation to Operation Homefront, as well as heightened awareness of our programs. For 2011, Outback renewed the program, again inviting customers to order from the “Red, White and Bloomin’” menu to help raise $1 million for Operation Homefront. Outback Steakhouse restaurants across the country also participate in Operation Homefront morale events, bringing great food to service members and military families. Additionally, Outback Steakhouse sponsors Operation Feeding Freedom, an initiative to bring a taste of home to American troops stationed in the Middle East. First launched in 2002, a total of eight trips have brought over 150 members of the OSI team overseas to serve more than 167,000 troops in Iraq, Afghanistan, Kuwait, Turkey and aboard the USS Nimitz in the Persian Gulf.
Highlights of 2010

- Needs met increased nine percent over 2009, from 160,536 to 167,348.

- Requests for food assistance remained at double the 2008 level, from 1,059 to 2,159.

- While cash donations increased 15 percent, total revenue decreased 17 percent over 2009, from $28.5 million to $23.2 million.

- Back-to-school backpack distributions increased 47 percent, from 18,998 in 2009 to 29,754 in 2010. We piloted a partnership with the Military Child Education Coalition to distribute information for parents in the backpacks, which we will expand nationwide in 2011.

- Provided transitional housing to 69 wounded warrior families through Operation Homefront Village.

- Served 489 wounded warrior wives through dedicated online and in-person support groups.

- Received the highest possible four-star rating from Charity Navigator for the fourth consecutive year, which is awarded to only nine percent of charities.

- American Institute of Philanthropy upgraded Operation Homefront to an “A” rating, and recognized Operation Homefront on its best-rated list of military charities.

- Operation Homefront had an overhead ratio of six percent, which means 94 percent of total revenue directly supported programs for our military families.

- Operation Homefront participated in major sponsorship and promotional events through the Spring and Veterans Day campaigns with Outback Steakhouse, the Kid Rock concert series in conjunction with Jim Beam, and a very successful Veterans Day campaign with MillerCoors.

- Moved our application for assistance online for the first time ever.

- Launched our new web site system, which also provides web sites for all Operation Homefront chapters.

- Arbonne International donated approximately $7 million in product in late 2009 that was distributed to thousands of military spouses across the country through Operation Homefront in 2010.

- Operation Homefront recognized outstanding recipients with the Military Motherhood and Military Child Awards.

- Through our partnership with Dollar Tree, Operation Homefront collected 5.6 million toys in more than 3,400 Dollar Stores to provide holiday toys to military children.

- Added to the Board of Directors Kristi Cunningham of BAE Systems, Major General (retired) Dr. Elder Granger of The 5Ps LLC, and Desmond Edwards of Outback Steakhouse.

- Opened a second Operation Homefront Village in the Washington, D.C., area to reduce our waiting list and prepare for the closing of Walter Reed Army Medical Center in Summer 2011.

Country music star Tim McGraw joined Operation Homefront and Outback Steakhouse to support military families and wounded warriors.
### Operation Homefront Inc. Financial Report 2010

#### Operation Homefront Inc. Statements of Financial Position

**December 31, 2010 and 2009**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and equivalents</td>
<td>$6,944,269</td>
<td>$2,791,089</td>
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<td>Accounts payable</td>
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<tr>
<td>Accounts payable</td>
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<td>Total Current Liabilities</td>
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<td>Net Assets:</td>
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<tr>
<td>Unrestricted</td>
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<td>6,172,589</td>
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<tr>
<td>Temporarily restricted</td>
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<td>11,326</td>
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<td>Total Net Assets</td>
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<tr>
<td>Total Assets</td>
<td>$10,153,805</td>
<td>$6,747,041</td>
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</table>

#### Operation Homefront Inc. Statement of Activities

**For the Year Ended December 31, 2010**

(with summarized financial information for the year ended December 31, 2009)

<table>
<thead>
<tr>
<th>Revenue, Support, and Other:</th>
<th>2010</th>
<th>2009</th>
</tr>
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<tbody>
<tr>
<td>Contributions</td>
<td>$7,487,331</td>
<td>$1,308,500</td>
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<tr>
<td>In-kind contributions</td>
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<tr>
<td>Miscellaneous</td>
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<td>24,768</td>
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<tr>
<td>Interest income</td>
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<td>14,120</td>
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<tr>
<td>Sponsorships</td>
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<td>5,000</td>
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<tr>
<td>Total Revenue, Support, and Other</td>
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<td>$1,267,700</td>
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<table>
<thead>
<tr>
<th>Expenses:</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>19,648,139</td>
<td>26,481,358</td>
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<tr>
<td>Membership and fundraising</td>
<td>57,264</td>
<td>719,897</td>
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<tr>
<td>Management and general</td>
<td>711,188</td>
<td>614,851</td>
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<tr>
<td>Total Expenses</td>
<td>$20,952,521</td>
<td>$27,816,106</td>
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<table>
<thead>
<tr>
<th>Change in Net Assets</th>
<th>2010</th>
<th>2009</th>
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<tr>
<td>Change in Net Assets</td>
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<td>3,562,964</td>
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<tr>
<td>Net assets at beginning of year</td>
<td>6,172,589</td>
<td>5,413,752</td>
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<tr>
<td>Net Assets at End of Year</td>
<td>$8,467,853</td>
<td>$6,183,915</td>
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</table>

#### Operation Homefront Inc. 2010 Functional Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Program General</th>
<th>Program Deployed</th>
<th>Program Wounded</th>
<th>Program Education</th>
<th>Program Development</th>
<th>Chapter Development</th>
<th>Traditional Housing</th>
<th>Volunteer Services</th>
<th>Total Program</th>
<th>Membership &amp; Fundraising</th>
<th>Management &amp; General</th>
<th>Total Support</th>
<th>TOTAL</th>
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<tbody>
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<td>Personnel &amp; Benefits</td>
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<td>Professional Fees</td>
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<td>Supplies</td>
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<td>Communication</td>
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<td>Postage &amp; Shipping</td>
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<td>3,906</td>
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<td>Occupancy</td>
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<td>123,506</td>
<td>178,561</td>
<td>542</td>
<td>1,243,469</td>
<td>684,790</td>
<td>-</td>
<td>2,456,969</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,456,969</td>
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<tr>
<td>Rent &amp; Maintenance</td>
<td>24,211</td>
<td>1,270</td>
<td>659</td>
<td>6,040</td>
<td>7,060</td>
<td>246</td>
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<td>39,522</td>
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<td>15,043</td>
<td>53,000</td>
<td>152,002</td>
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<tr>
<td>Printing &amp; Publications</td>
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<td>Conference &amp; Meetings</td>
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<td>Specific Assistance</td>
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<td>1,243,469</td>
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<td>-</td>
<td>2,456,969</td>
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<td>2,456,969</td>
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<td>Membership &amp; Dues</td>
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<tr>
<td>Special Events</td>
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<td>In-Kind Expenses</td>
<td>14,633,152</td>
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<td>446</td>
<td>-</td>
<td>15,229</td>
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<td>14,670,324</td>
<td>800</td>
<td>285,000</td>
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<td>14,956,124</td>
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<td>Miscellaneous Expenses</td>
<td>116</td>
<td>221</td>
<td>-</td>
<td>1,522</td>
<td>923</td>
<td>-</td>
<td>2,782</td>
<td>4,773</td>
<td>11,980</td>
<td>16,753</td>
<td>19,335</td>
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<tr>
<td>Depreciation</td>
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<td>5,461</td>
<td>5,461</td>
<td>4,956</td>
<td>5,396</td>
<td>9,871</td>
<td>2,115</td>
<td>39,414</td>
<td>6,346</td>
<td>6,336</td>
<td>12,682</td>
<td>51,823</td>
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Total Expense | 15,440,365 | 471,501 | 530,257 | 193,350 | 1,945,636 | 922,680 | 44,350 | 19,648,139 | 587,264 | 717,118 | 1,304,382 | 20,952,521 |
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★★★★

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