

Operation Homefront

May 11, 2023

P.O. Box 650052

Sterling, VA 20165

Dear Brig Gen John I. Pray Jr. at Operation Homefront,

Hello, My name is Cannon Hritz, and I am a 21 year old, third-year college student at the University of Colorado-Colorado Springs. I am writing to express my interest in securing funding for your organization: Operation Homefront.

The reason I picked your agency for this grant proposal is because of my grandfather. He was a part of the Air Force during World War II, and he was always someone I looked up to before he passed. This prodded me and my friends to create a non-profit called Serving Servicemen which helps local veterans with day to day activities including but not limited to, landscaping, painting, and event help. As I am making a impact in my hometown of Saint Louis, Missouri, I wanted to make an impact in the country as well.

As you are well aware, Operation Homefront has been at the forefront of helping change veterans lives for the past 20 years. This work has been recognized by multiple big-name corporations like Home Depot and Walmart and has made a relevant impact in the community. However, I want to help expand Operation Homefront's reach and enhance the impact, and to do that, Operation Homefront needs additional resources towards key programs including the Critical Assistance program and housing programs. This is where your funder that I have chosen, Veterans United Foundation (VUF), comes into play. VUF is a key part of Missouri's veteran help program and has surpassed 100 million in donations towards the veteran community. These programs can be considered a win-win for both you and the funder, because of the fact that you both support housing projects and financial aid for veterans.

Thank you for everything you do, and I hope you can agree that this funder is the right fit for the organization.

Sincerely,

Cannon Hritz

chritz@uccs.edu

May 11, 2023

Dear Veterans United Foundation,

On behalf of Operation Homefront, I am writing to submit our proposal for funding consideration. We are grateful for the opportunity to apply for support from Veterans United Foundation as we share a common goal of serving military families and veterans.

Operation Homefront is a national nonprofit organization that provides emergency financial assistance, transitional and permanent housing, caregiver support, and other critical services to military families and wounded warriors. Our programs are designed to address the unique challenges that military families face, including frequent moves, deployments, and the physical and emotional toll of service inside the military.

We are seeking funding from Veterans United Foundation to support our Critical Financial Assistance program as well as our housing programs. The Critical Financial Assistance program provides emergency financial assistance to military families in need. The program assists with expenses such as rent, utilities, vehicle repair, and other essential costs that can be difficult to manage on a military salary. Last year, our assistance program provided over \$5 million in financial assistance to more than 3,600 military families.

Operation Homefront believes that our programs align with the mission of Veterans United Foundation and would greatly benefit from your support. We look forward to the opportunity to discuss our proposal further and answer any questions that you may have. Thank you for your consideration.

Sincerely,
Operation Homefront.

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Legal Name of Organization:

Operation Homefront

DBA (if applicable):

Mailing Address (and Physical Address if it is different and not confidential):

1355 Central Parkway S Suite 100
San Antonio, TX 78232

Phone: (210) 659-7756

Fax: (210) 566-7544

EIN: 32-0033325

Website: <https://operationhomefront.org/>

Organization Email Address: info@operationhomefront.org

Name of CEO or Executive Director: John Pray

Phone: (210) 659-7756

Email: jpray@operationhomefront.net

Application Contact & Title (if not the CEO or Executive Director):

Phone:

Email:

Organization Information

Year Founded: 2002

Mission Statement:

Build strong, stable, and secure military families so they can thrive—not simply struggle to get by—in the communities that they’ve worked so hard to protect. A key aspect of our mission is to ensure that military families have access to the support and resources they need to stay strong, stable, and secure in the face of adversity. As a military family support organization, we strive to provide respect and understanding to our military families while ensuring that all families in need of assistance receive it.

Geographic Area Served (specific to this proposal):

Operation Homefront serves the entire country of the United States, with its main/major contributions being in Texas, Missouri, and Florida.

Tax Exemption Status:

- 501(c)(3)
- Using a fiscal agent/fiscal sponsor

Name of fiscal agent/sponsor:

- Other than 501(c)(3), describe:

Number of Employees: Full-time:

Part-time:

Grant Request Information

Type of Grant Requested (select one):

Amount of Request:

- General Operating Support

- Program or Project Support

Name of Program or Project:

- Capital Request (Check with the grantmaker as to whether they prefer the CGA-Capital)

- Other

Describe what the grant will be used for:

The grant will be put towards the projects that Operation Homefront supervises. Most notably, the housing and critical financial aid programs.

Financial Information Budget numbers should match the numbers presented in Attachments 1(a) & (b).

Organization's Current Budget for Fiscal Year Ending:

Income:

Expenses:

AND, if other than a general operating request,

Program or Project Budget:

Dates: from:

to:

Income:

Expenses:

By signing below, I certify that the information contained in this application is true and correct to the best of my knowledge.

CEO/Executive Director

Date

Narrative

1. Organization Background

Operation Homefront is a national nonprofit organization that provides financial assistance, transitional housing, and other essential support to military families and wounded warriors. The organization was founded in 2002 by military spouses who wanted to support the families of deployed service members during the post-9/11 era. Over the years, Operation Homefront has expanded its mission to serve the broader military community, including veterans and their families. Today, the organization operates in all 50 states and has provided over \$30 million in assistance to more than 20,000 military families.

One of the key programs of Operation Homefront is its Emergency Assistance Program, which provides financial assistance to military families in crisis. This program can help with a range of expenses, from rent and utilities to car repairs and emergency travel. In addition, Operation Homefront operates transitional housing programs for military families who are experiencing homelessness or at risk of becoming homeless. These programs provide temporary housing and support services to help families get back on their feet. In general, Operation Homefront is committed to serving those who have served our country and ensuring that military families have the support they need to thrive.

2. Goals

The primary goal of Operation Homefront is to provide critical assistance and support to military families and wounded warriors. The organization recognizes the unique challenges faced by military families, including frequent deployments, relocations, and financial strain. Operation Homefront aims to alleviate some of these burdens by providing financial assistance, transitional housing, and other support services. The organization also seeks to raise awareness of the

challenges faced by military families and to advocate for policies that support the military community.

Another important goal of Operation Homefront is to build strong, resilient military families. The organization offers a range of programs and resources designed to help military families flourish, including financial education, career counseling, and mentorship programs. By providing these services, Operation Homefront aims to empower military families to achieve their goals and to build a bright future for themselves and their communities. Overall, the organization is committed to strengthening the military community and ensuring that military families receive the support they need to succeed.

3. Current Programs

Operation Homefront offers a range of programs and services to support military families and wounded warriors. One of the organization's primary programs is its Emergency Assistance Program, which provides financial assistance to military families in crisis. This program can help with a variety of expenses, including rent, utilities, car repairs, emergency travel, and more. Operation Homefront also operates transitional housing programs for military families who are experiencing homelessness or at risk of becoming homeless. These programs provide temporary housing and support services to help families get back on their feet.

In addition to its emergency and housing programs, Operation Homefront offers a variety of other services to support military families. The organization's Hearts of Valor program provides support to caregivers of wounded warriors, including emotional support, resources, and peer-to-peer networking. Operation Homefront also offers financial education and counseling services to help military families achieve financial stability. Finally, the organization operates a variety of morale-boosting programs, such as holiday toy distributions and back-to-school supply drives, to

help military families feel appreciated and supported. Overall, Operation Homefront is dedicated to providing a wide range of programs and services to help military families overcome challenges and build strong, resilient lives.

5. Evaluation

Operation Homefront has a rigorous approach to program evaluation that is designed to measure the impact of its programs and services on the military community. The organization uses a combination of quantitative and qualitative methods to collect data on program outcomes and to gather feedback from program participants and other stakeholders.

One of the ways that Operation Homefront measures impact is by setting specific, measurable goals for each of its programs. The organization tracks progress toward these goals over time, and it uses this data to evaluate the effectiveness of its programs and to identify areas for improvement. Additionally, Operation Homefront collects qualitative data on program impact through surveys, focus groups, and other feedback mechanisms. This data is used to gain a better understanding of how the organization's programs are affecting the lives of military families and wounded warriors.

Some key evaluation results from Operation Homefront's programs include:

- The organization's Critical Financial Assistance program provided over \$5 million in financial assistance to more than 3,600 military families in 2020.
- Operation Homefront's Homes on the Homefront program has helped more than 700 military families achieve the dream of homeownership since its inception in 2012.
- The Hearts of Valor program, which provides support to caregivers of wounded warriors, has served more than 5,000 individuals since its launch in 2010.

Overall, Operation Homefront's approach to evaluation is designed to ensure that its programs and services are making a meaningful impact on the lives of military families and wounded warriors. The organization is committed to using data and feedback to continuously improve its programs and to ensure that it is meeting the evolving needs of the military community.

6. Collaboration

Operation Homefront has a long history of collaborating with other organizations to support military families and wounded warriors. One notable partnership is with the National Military Family Association, which helps to fund Operation Homefront's Critical Financial Assistance Program. This program provides emergency financial assistance to military families facing unexpected expenses. Operation Homefront has also worked closely with the Gary Sinise Foundation, which provides support to military families and first responders. The two organizations have collaborated on a variety of initiatives, including providing custom-built smart homes to severely wounded veterans.

In addition to these partnerships, Operation Homefront has also engaged in a variety of efforts to support the military community. One remarkable example is the organization's annual Back-to-School Brigade program, which provides backpacks and school supplies to military children. Operation Homefront partners with a variety of organizations, including Dollar Tree and other corporate sponsors, to collect and distribute these supplies to military families across the country. Another important effort is the Homes on the Homefront program, which provides mortgage-free homes to veterans and their families. Through this program, Operation Homefront has partnered with numerous organizations, including JPMorgan Chase, to donate homes to

deserving veterans. Overall, Operation Homefront's partnerships and collaborations have been instrumental in supporting military families and wounded warriors across the country.

7. Inclusiveness

Operation Homefront strives for inclusiveness within their workplace. Operation Homefront's website states that it is committed to "promoting a culture of inclusion, diversity, and equity where everyone is valued and respected." Operation Homefront recognizes that the military community is diverse and that military families come from all backgrounds and walks of life. The organization is committed to providing equal opportunities and support to all military families, regardless of race, ethnicity, gender identity, sexual orientation, or any other characteristic.

In addition to its commitment to inclusiveness, Operation Homefront also strives to provide culturally competent services to the military community. The organization's staff and volunteers receive training on cultural competency and diversity issues, which helps them to better understand and serve the diverse needs of military families. Overall, Operation Homefront is committed to ensuring that all military families feel welcome and supported, and to promoting a culture of inclusiveness and respect.

8. Board/Governance

The board of directors plays a critical role in advancing the mission of Operation Homefront. The board provides oversight and guidance to the organization's leadership team, sets strategic priorities, and ensures that the organization is fulfilling its mission and meeting the needs of the military community. The board is also responsible for ensuring that the organization is financially sound and that its resources are being used effectively.

Key issues related to board effectiveness that Operation Homefront is addressing this year include improving communication and collaboration between the board and the organization's leadership team, enhancing board member engagement and involvement, and ensuring that the board is fully representative of the military community that the organization serves.

Operation Homefront has a policy of rotating board terms to ensure that there is turnover and fresh perspectives on the board. Board members serve three-year terms, and they can be re-elected for up to three consecutive terms before being required to take a one-year break before being considered for re-election.

Finally, Operation Homefront reports that 100% of its board members make financial contributions to the organization. This demonstrates the board's commitment to the organization's mission and helps to set an example for other donors and Supporters.

9. Volunteers

Operation Homefront relies heavily on the support of volunteers and unpaid personnel to carry out its mission. According to the organization's website, it typically involves thousands of volunteers in its programs and services each year. The number of volunteers and hours worked varies from year to year, depending on the needs of the organization and the availability of volunteers.

Operation Homefront's volunteers and unpaid personnel come from a variety of backgrounds and include military veterans, military spouses, and civilians who are passionate about supporting the military community. These individuals serve in a variety of roles, including event coordinators, fundraising volunteers, program assistants, and administrative support staff.

The organization tracks volunteer hours and reports that volunteers contributed over 290,000 hours in support of Operation Homefront's mission in 2020 alone. These hours were valued at over \$7 million dollars in in-kind contributions. The organization also recognizes its volunteers through various awards programs and honors them for their contributions to the military community. Overall, Operation Homefront relies on the dedication and commitment of its volunteers and unpaid personnel to support military families and wounded warriors across the country.

10. Planning

Operation Homefront faces several challenges and opportunities in the next three to five years. One of the biggest challenges is the ongoing impact of the COVID-19 pandemic, which has affected the economy and created additional hardships for many military families. The organization will need to continue to adapt and innovate to meet the changing needs of the military community in this challenging environment.

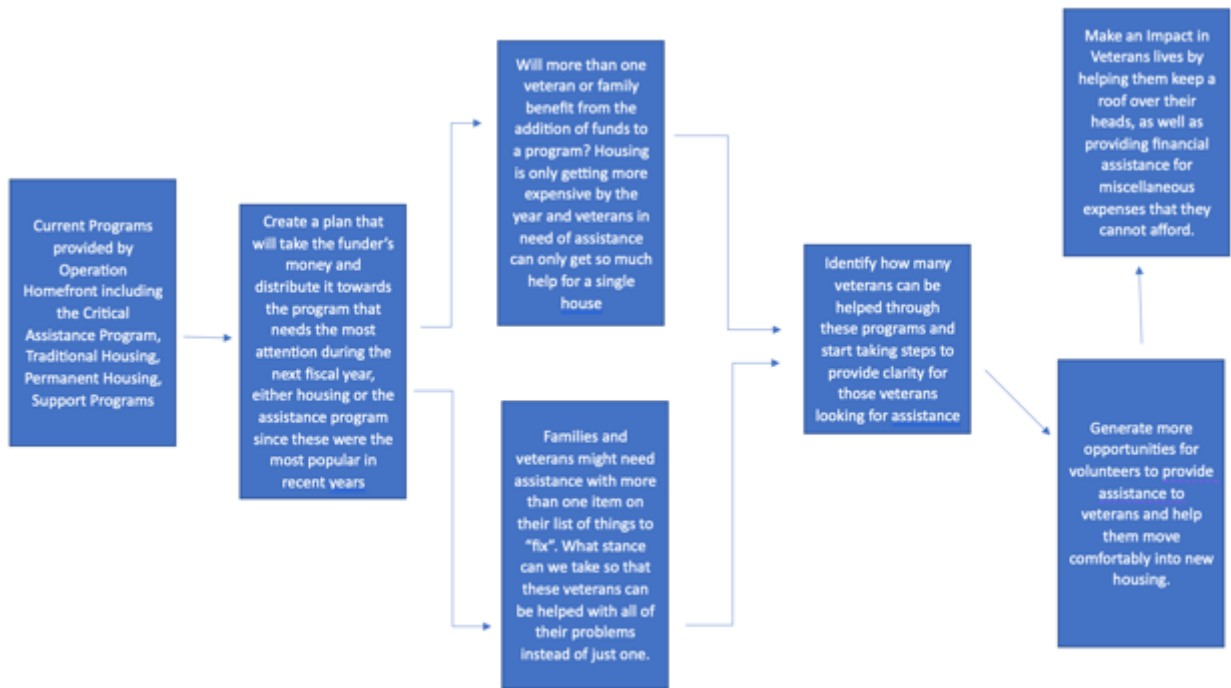
Another challenge facing Operation Homefront is the ongoing need for funding and resources to support its programs and services. As a nonprofit organization, Operation Homefront relies heavily on donations from individuals, corporations, and foundations to carry out its mission. The organization will need to continue to develop innovative fundraising strategies to maintain its level of support for military families and wounded warriors.

At the same time, Operation Homefront also has many opportunities to expand its reach and impact in the coming years. The organization has a strong reputation and a track record of success in supporting the military community, and it is well-positioned to take advantage of new opportunities to serve military families and wounded warriors. For example, Operation

Homefront could explore new partnerships with corporations or government agencies to expand its reach and impact.

To address these challenges and opportunities, Operation Homefront engages in strategic planning to guide its efforts and ensure that it is meeting the evolving needs of the military community. The organization's strategic planning process involves input from a variety of stakeholders, including staff, volunteers, donors, and military families. The focus of the organization's current planning efforts is on enhancing its programs and services to better meet the needs of military families and wounded warriors, while also exploring new opportunities to expand its impact.

Visual Illustration



Form 990

**** PUBLIC DISCLOSURE COPY ****

Return of Organization Exempt From Income Tax

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.

Form **990** OMB No. 1545-0047
2021
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2021 calendar year, or tax year beginning and ending

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
OPERATION HOMEFRONT, INC.
Doing business as OPERATION HOMEFRONT
Number and street (or P.O. box if mail is not delivered to street address) Room/suite
1355 CENTRAL PKWY S. 100
City or town, state or province, country, and ZIP or foreign postal code
SAN ANTONIO, TX 78232
F Name and address of principal officer: JOHN I. PRAY, JR.
SAME AS C ABOVE

D Employer identification number
32-0033325

E Telephone number
210-549-4629

G Gross receipts \$ 41,408,481.

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. See instructions

H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.OPERATIONHOMEFRONT.ORG


K Form of organization: Corporation Trust Association Other ▶ **L** Year of formation: 2002 **M** State of legal domicile: AZ

Part I Summary

1 Briefly describe the organization's mission or most significant activities: OPERATION HOMEFRONT BUILDS STRONG, STABLE, AND SECURE MILITARY FAMILIES.	
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 19
4 Number of independent voting members of the governing body (Part VI, line 1b)	4 18
5 Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5 146
6 Total number of volunteers (estimate if necessary)	6 4000
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a 0.
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)	Prior Year 39,166,556. Current Year 40,951,152.
9 Program service revenue (Part VIII, line 2g)	0. 9,630.
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	-115,820. 3,430.
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	206,786. -103,173.
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	39,257,522. 40,861,039.
Expenses	
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	24,258,003. 24,346,447.
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)	9,276,712. 8,804,442.
16a Professional fundraising fees (Part IX, column (A), line 11e)	0. 2,029,803.
b Total fundraising expenses (Part IX, column (D), line 25)	3,538,667.
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	5,804,992. 4,096,240.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	39,339,707. 39,276,932.
19 Revenue less expenses. Subtract line 18 from line 12	-82,185. 1,584,107.
Net Assets or Fund Balances	
20 Total assets (Part X, line 16)	Beginning of Current Year 28,828,570. End of Year 30,804,944.
21 Total liabilities (Part X, line 26)	1,740,636. 2,131,972.
22 Net assets or fund balances. Subtract line 21 from line 20	27,087,934. 28,672,972.

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
 Signature of officer:  Date: 5/9/2022
 JOHN I. PRAY, JR., PRESIDENT & CEO

Paid Preparer Use Only
 Print/Type preparer's name: MICHAELA J. CROMAR, CPA Preparer's signature: MICHAELA J. CROMAR, Date: 05/05/22 Check PTIN P00895728
 Firm's name: CLIFTONLARSONALLEN LLP Firm's EIN: 41-0746749
 Firm's address: 801 CHERRY ST, SUITE 1400 FORT WORTH, TX 76102 Phone no. (817) 877-5000

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

132001 12-09-21 LHA For Paperwork Reduction Act Notice, see the separate instructions. Form 990 (2021)

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's 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.

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

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

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 \$ 33,801,858. including grants of \$ 24,346,447.) (Revenue \$ 9,630.)
OPERATION HOMEFRONT ASSISTS MILITARY FAMILIES COPING WITH A VARIETY OF
FINANCIAL CHALLENGES. THE MOST COMMON TYPES OF NEED ARE FOR SHORT-TERM
RELIEF CONSISTING OF RENT/MORTGAGE ASSISTANCE, HOME/CAR REPAIRS, FOOD,
UTILITIES, AND TRANSITIONAL HOUSING; LONG TERM RESILIENCY CONSISTING OF
PERMANENT MORTGAGE-FREE HOMES AND CAREGIVER SUPPORT; AND RECURRING
FAMILY SUPPORT CONSISTING OF HOLIDAY MEALS, HOLIDAY TOYS,
BACK-TO-SCHOOL ITEMS, BABY SHOWER AND HOMEFRONT CELEBRATIONS THAT ARE
DESIGNED TO SUSTAIN, UPLIFT, AND TRANSFORM.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 33,801,858.

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 Schedule B, Schedule of Contributors? 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>	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>	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>		X
24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
24d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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>		X
25b 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>		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>		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>		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>		X
28b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
28c 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>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	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>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		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>		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>		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>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
35b 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>		
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>		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>		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

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
1b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	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 146		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	X	
Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		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		
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)?		X
b	If "Yes," enter the name of the foreign country		
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?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
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?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
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?	X	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		X
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	X	
d	If "Yes," indicate the number of Forms 8282 filed during the year		
	7d 2		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	X	
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?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
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?	13a	
Note: See the instructions for additional information the organization must report on Schedule O.			
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?	15	X
If "Yes," see the instructions and file Form 4720, Schedule N.			
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16	X
If "Yes," complete Form 4720, Schedule O.			
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?	17	
If "Yes," complete Form 6069.			

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 X

Section A. Governing Body and Management

	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.	19	
1b Enter the number of voting members included on line 1a, above, who are independent	18	
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?		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?		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6 Did the organization have members or stockholders?		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?		X
7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	X	
b Each committee with authority to act on behalf of the governing body?	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		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?		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?		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		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	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	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	X	
13 Did the organization have a written whistleblower policy?	X	
14 Did the organization have a written document retention and destruction policy?	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	X	
b Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.	X	
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?		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?		

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **SEE SCHEDULE O**
- 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 **▶**
ANDRE HAWKINS - 210-243-6146
1355 CENTRAL PKWY, SAN ANTONIO, TX 78232

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check 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, 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			
(1) JOHN I. PRAY, JR. PRESIDENT/CEO	40.00	X		X			495,720.	0.	10,907.
(2) MARGUERITE KIRST CHIEF REVENUE OFFICER	40.00			X			266,797.	0.	9,038.
(3) ROBERT THOMAS CHIEF OPERATING OFFICER	40.00			X			242,008.	0.	7,617.
(4) ANDRE HAWKINS CHIEF FINANCIAL OFFICER	40.00			X			171,144.	0.	29,792.
(5) JILL ESKIN-SMITH VP OF CORPORATE & FOUNDATION PARTNER	40.00				X		168,620.	0.	6,485.
(6) TROY KASBARIAN VP OF IT, LOGISTICS & FACILITIES	40.00					X	154,503.	0.	13,233.
(7) KAREN SMITHHART SR VP, HUMAN RESOURCES	40.00					X	145,054.	0.	12,629.
(8) WALTER STERBERG VP OF MARKETING, OUTGOING	40.00					X	139,377.	0.	4,655.
(9) JACOB ADAMS SR MGR, SOFTWARE DEVELOPMENT	40.00					X	131,478.	0.	5,664.
(10) GRACELYNNE BROLL VP OF TRANSITIONAL & PERMANENT HOUSI	40.00					X	127,432.	0.	8,874.
(11) ANGELO LOMBARDI CHAIRMAN	0.00	X	X				0.	0.	0.
(12) ULI CORREA VICE CHAIR	0.00	X	X				0.	0.	0.
(13) DIANNA JAFFIN SECRETARY	0.00	X	X				0.	0.	0.
(14) JK HUEY TREASURER	0.00	X	X				0.	0.	0.
(15) GREG HAM DIRECTOR	0.00	X					0.	0.	0.
(16) ROD ESSIG DIRECTOR	0.00	X					0.	0.	0.
(17) LAURA FREDRICKS DIRECTOR	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) BOB MCGOWAN DIRECTOR	0.00	X						0.	0.	0.
(19) ANTHONY WILLIAMS DIRECTOR	0.00	X						0.	0.	0.
(20) ROB GIANNETTA DIRECTOR	0.00	X						0.	0.	0.
(21) FRANK PARAS DIRECTOR	0.00	X						0.	0.	0.
(22) MARTY HAUSER DIRECTOR	0.00	X						0.	0.	0.
(23) STEVE MAHON DIRECTOR	0.00	X						0.	0.	0.
(24) LINDA MEDLER DIRECTOR	0.00	X						0.	0.	0.
(25) STEVE ADKINSON DIRECTOR	0.00	X						0.	0.	0.
(26) DEREK BLAKE DIRECTOR	0.00	X						0.	0.	0.
1b Subtotal								2,042,133.	0.	108,894.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								2,042,133.	0.	108,894.

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 **14**

	Yes	No
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		X
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	X	
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		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
MARKETEAM, LLC, 1200 ABERNATHY RD NE STE 1600, ATLANTA, GA 30328	DIRECT RESPONSE/PRINTING	2,029,803.
DATA AXLE PO BOX 959819, ST LOUIS, MO 63195	DIRECT MAIL SERVICES	163,393.
CDW PO BOX 75723, CHICAGO, IL 60675	TECHNOLOGY SERVICES	137,529.
AEGIS PROCESSING SOLUTIONS, INC 240 SE MADISON ST, TOPEKA, KS 66607	DIRECT RESPONSE	124,653.
IPFS CORPORATION PO BOX 730223, DALLAS, TX 75373	INSURANCE FINANCING SERVICES	108,659.

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 **5**

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VIII Statement of Revenue

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

		(A)	(B)	(C)	(D)	
		Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c 336,778.				
	d Related organizations	1d				
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1f 40,614,374.				
	g Noncash contributions included in lines 1a-1f	1g \$ 14,452,123.				
	h Total. Add lines 1a-1f		40,951,152.			
Program Service Revenue	2 a PROGRAM FEES	Business Code 531390	9,630.	9,630.		
	b					
	c					
	d					
	e					
	f All other program service revenue					
	g Total. Add lines 2a-2f		9,630.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		3,272.		3,272.	
	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	324,860.		
		b Less: cost or other basis and sales expenses	7b	324,702.		
		c Gain or (loss)	7c	158.		
	d Net gain or (loss)			158.	158.	
	8 a Gross income from fundraising events (not including \$ 336,778. of contributions reported on line 1c). See Part IV, line 18	8a		46,106.		
		b Less: direct expenses	8b	222,740.		
	c Net income or (loss) from fundraising events			-176,634.	-176,634.	
	9 a Gross income from gaming activities. See Part IV, line 19	9a				
b Less: direct expenses		9b				
c Net income or (loss) from gaming activities						
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 MISC REIMBURSEMENTS	Business Code 900001	73,461.		73,461.	
	b					
	c					
	d All other revenue					
	e Total. Add lines 11a-11d		73,461.			
12 Total revenue. See instructions		40,861,039.	9,630.	0.	-99,743.	

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

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>				
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	24,346,447.	24,346,447.		
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	1,408,128.	606,129.	359,896.	442,103.
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	5,911,612.	4,530,681.	646,962.	733,969.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	198,764.	151,527.	21,787.	25,450.
9 Other employee benefits	654,849.	472,641.	74,246.	107,962.
10 Payroll taxes	631,089.	444,822.	85,158.	101,109.
11 Fees for services (nonemployees):				
a Management				
b Legal	41,502.		41,502.	
c Accounting	66,500.		66,500.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17	2,029,803.			2,029,803.
f Investment management fees	150.		150.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	1,365,277.	1,109,572.	255,705.	
12 Advertising and promotion	548,978.	536,769.	12,209.	
13 Office expenses	299,095.	237,996.	45,151.	15,948.
14 Information technology				
15 Royalties				
16 Occupancy	788,163.	589,187.	197,795.	1,181.
17 Travel	43,286.	22,534.	5,849.	14,903.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	15,880.	12,113.	3,263.	504.
20 Interest	8,749.		8,749.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	535,006.	506,856.	23,393.	4,757.
23 Insurance				
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 BAD DEBT EXP	95,287.	95,287.		
b BANK & CC FEES	78,334.	43,031.	15,851.	19,452.
c INVENTORY OBSOLETION	51,298.		51,298.	
d MEMBERSHIP DUES	33,343.	22,580.	2,546.	8,217.
e All other expenses	125,392.	73,686.	18,397.	33,309.
25 Total functional expenses. Add lines 1 through 24e	39,276,932.	33,801,858.	1,936,407.	3,538,667.
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 checked="" type="checkbox"/> if following SOP 98-2 (ASC 958-720)	2,434,497.	1,022,489.	0.	1,412,008.

Part X Balance Sheet

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

		(A)		(B)	
		Beginning of year		End of year	
Assets	1	Cash - non-interest-bearing	4,989,244.	1	4,510,464.
	2	Savings and temporary cash investments	159,007.	2	439,459.
	3	Pledges and grants receivable, net	3,334,142.	3	7,563,181.
	4	Accounts receivable, net		4	816,742.
	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		8	
	9	Prepaid expenses and deferred charges	313,718.	9	289,343.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	8,332,828.		
	10b	Less: accumulated depreciation	2,205,510.		
	10c		4,422,096.	10c	6,127,318.
	11	Investments - publicly traded securities	2,005,317.	11	2,005,520.
	12	Investments - other securities. See Part IV, line 11		12	
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
15	Other assets. See Part IV, line 11	13,605,046.	15	9,052,917.	
16	Total assets. Add lines 1 through 15 (must equal line 33)	28,828,570.	16	30,804,944.	
Liabilities	17	Accounts payable and accrued expenses	1,272,729.	17	1,529,701.
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	467,907.	21	441,439.
	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		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	160,832.
	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		25	
	26	Total liabilities. Add lines 17 through 25	1,740,636.	26	2,131,972.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.				
	27	Net assets without donor restrictions	21,534,410.	27	19,957,548.
	28	Net assets with donor restrictions	5,553,524.	28	8,715,424.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	27,087,934.	32	28,672,972.
33	Total liabilities and net assets/fund balances	28,828,570.	33	30,804,944.	

Form 990 (2021)

Part XI Reconciliation of Net Assets

Check 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	40,861,039.
2	Total expenses (must equal Part IX, column (A), line 25)	2	39,276,932.
3	Revenue less expenses. Subtract line 2 from line 1	3	1,584,107.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	27,087,934.
5	Net unrealized gains (losses) on investments	5	931.
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	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	28,672,972.

Part XII Financial Statements and Reporting

Check 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		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 checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	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.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		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		

Form 990 (2021)

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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	39815536.	45825491.	48573242.	39166556.	40951152.	214331977
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	39815536.	45825491.	48573242.	39166556.	40951152.	214331977
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)						80370589.
6 Public support. Subtract line 5 from line 4						133961388

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	39815536.	45825491.	48573242.	39166556.	40951152.	214331977
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	23,842.	37,159.	42,763.	26,976.	3,272.	134,012.
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.)	41,795.	48,473.	80,006.	6,529.	73,461.	250,264.
11 Total support. Add lines 7 through 10						214716253
12 Gross receipts from related activities, etc. (see instructions)					2,506,380.	

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 2021 (line 6, column (f), divided by line 11, column (f))	14	62.39 %
15 Public support percentage from 2020 Schedule A, Part II, line 14	15	62.04 %

16a 33 1/3% support test - 2021. 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

b 33 1/3% support test - 2020. 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

17a 10% -facts-and-circumstances test - 2021. 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

b 10% -facts-and-circumstances test - 2020. 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

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

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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(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 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2021. 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 - 2020. 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 in line 12 on 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

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? 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.
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.
- 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)? If "Yes," describe in **Part VI** when and how the organization made the determination.
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.
- 4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.
- b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? 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.
- 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)? 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.
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? 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).
- 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? If "Yes," provide detail in **Part VI**.
- 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? If "Yes," complete Part I of Schedule L (Form 990).
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? If "Yes," complete Part I of Schedule L (Form 990).
- 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))? If "Yes," provide detail in **Part VI**.
- 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? If "Yes," provide detail in **Part VI**.
- 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? If "Yes," provide detail in **Part VI**.
- 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)? If "Yes," answer line 10b below.
- b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

	Yes	No
1		
2		
3a		
3b		
3c		
4a		
4b		
4c		
5a		
5b		
5c		
6		
7		
8		
9a		
9b		
9c		
10a		
10b		

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? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
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? <i>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.</i>		
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? <i>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.</i>		
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)? <i>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).</i>		
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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
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? <i>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.</i>		
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? <i>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.</i>		
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? <i>If "Yes" or "No" provide details in Part VI.</i>		
3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
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 (explain in detail in Part VI):		
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) 2021

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 - provide details in Part VI)	5
6 Other distributions (describe in Part VI). 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 (provide details in Part VI). See instructions.	8
9 Distributable amount for 2021 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-2021	(iii) Distributable Amount for 2021
1 Distributable amount for 2021 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2021 (reasonable cause required - explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2021			
a From 2016			
b From 2017			
c From 2018			
d From 2019			
e From 2020			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2021 distributable amount			
i Carryover from 2016 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2021 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2021 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2022. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2017			
b Excess from 2018			
c Excess from 2019			
d Excess from 2020			
e Excess from 2021			

Schedule A (Form 990) 2021

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.)

PART II LINE 10

MISCELLANEOUS INCOME

2017 AMOUNT: \$ 40,815.

2018 AMOUNT: \$ 47,628.

2019 AMOUNT: \$ 79,536.

2020 AMOUNT: \$ 6,269.

2021 AMOUNT: \$ 73,461

LATE FEES

2017 AMOUNT: \$ 980.

2018 AMOUNT: \$ 845.

2019 AMOUNT: \$ 470.

2020 AMOUNT: \$ 260.

2021 AMOUNT: \$ 230

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

2021

Name of the organization

Employer identification number

OPERATION HOMEFRONT, INC.

32-0033325

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 foundation

Check 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 (j) Form 990, Part VIII, line 1h; or (i) 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

OPERATION HOMEFRONT, INC.

32-0033325

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
<u>1</u>	_____	\$ <u>3,000,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>2</u>	_____	\$ <u>2,100,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>3</u>	_____	\$ <u>1,750,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>4</u>	_____	\$ <u>2,000,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
<u>5</u>	_____	\$ <u>10,530,915.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
<u>6</u>	_____	\$ <u>923,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

OPERATION HOMEFRONT, INC.

32-0033325

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
<u>4</u>	GIFT CARDS _____ _____	\$ <u>400,000.</u>	<u>12/31/21</u>
<u>5</u>	SCHOOL SUPPLIES AND TOYS _____ _____	\$ <u>10,021,682.</u>	<u>12/31/21</u>
<u>6</u>	HOMES _____ _____	\$ <u>423,000.</u>	<u>12/31/21</u>
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____

Name of organization OPERATION HOMEFRONT, INC.	Employer identification number 32-0033325
--	---

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

(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

(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

(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

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

2021

Open to Public Inspection

Name of the organization

OPERATION HOMEFRONT, INC.

Employer identification number

32-0033325

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.

- 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	
- 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 7/25/06, and not on a historic structure listed in the National Register	2d
- Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶
- Number of states where property subject to conservation easement is located ▶
- 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
- Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶
- Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$
- 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
- 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.

- 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.
- 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	▶ \$
- 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) 2021

132051 10-28-21

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
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 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 | | | | | |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g End of year balance | | | | | |
- 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 _____ %
 - c Term endowment _____ %
- 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:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 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		819,387.		819,387.
b Buildings		4,656,186.	191,723.	4,464,463.
c Leasehold improvements				
d Equipment		1,010,403.	828,394.	182,009.
e Other		1,846,852.	1,185,393.	661,459.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				6,127,318.

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) CONTRIBUTED HOUSES INVENTORY	7,973,279.
(2) CONTRIBUTED GOODS INVENTORY	1,077,935.
(3) OTHER CURRENT ASSETS	1,703.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	9,052,917.

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.

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

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

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	46,001,674.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	931.	
b	Donated services and use of facilities	2b	4,420,350.	
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d	814,791.	
e	Add lines 2a through 2d	2e	5,236,072.	
3	Subtract line 2e from line 1	3	40,765,602.	
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	150.	
b	Other (Describe in Part XIII.)	4b	95,287.	
c	Add lines 4a and 4b	4c	95,437.	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	40,861,039.	

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	44,416,636.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a	4,420,350.	
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d	814,791.	
e	Add lines 2a through 2d	2e	5,235,141.	
3	Subtract line 2e from line 1	3	39,181,495.	
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	150.	
b	Other (Describe in Part XIII.)	4b	95,287.	
c	Add lines 4a and 4b	4c	95,437.	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	39,276,932.	

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 IV, LINE 2B:

THROUGH AN AGREEMENT WITH OPERATION HOMEFRONT, HENDRICKS PROPERTY MANAGEMENT LLC COLLECTS SECURITY DEPOSITS FROM CLIENTS PARTICIPATING IN THE PERMANENT HOMES FOR VETERANS PROGRAM. HENDRICKS ALSO COLLECTS FUNDS FROM THE CLIENTS EACH MONTH IN ORDER TO PAY PROPERTY TAXES AND INSURANCE COSTS WHILE THE CLIENTS ARE OCCUPYING THE HOMES, BUT BEFORE THEY ARE DEEDED TO THE CLIENT. HENDRICKS REIMBURSES THE CLIENTS FOR SECURITY DEPOSITS AND OPERATION HOMEFRONT FOR PROPERTY TAXES AND OTHER COSTS PAID. THESE SECURITY DEPOSITS AND ESCROW ACCOUNTS ARE MAINTAINED BY OPERATION HOMEFRONT. FOR THE YEAR ENDED 12/31/2021, THEIR BALANCES WERE \$26,500 AND \$414,939 RESPECTIVELY.

Part XIII Supplemental Information (continued)

PART X, LINE 2:

OPERATION HOMEFRONT IS A TAX-EXEMPT ORGANIZATION UNDER INTERNAL REVENUE SERVICE CODE SECTION 501(C)(3). IN ADDITION, THE ORGANIZATION IS NOT A "PRIVATE FOUNDATION" WITHIN THE MEANING OF SECTION 509(A) OF THE INTERNAL REVENUE CODE. DONORS OF MONEY AND/OR PROPERTY ARE ENTITLED TO THE MAXIMUM CHARITABLE CONTRIBUTION DEDUCTION ALLOWED BY LAW. THE ORGANIZATION IS NOT SUBJECT TO TEXAS MARGIN TAX. MANAGEMENT IS NOT AWARE OF ANY TAX POSITIONS THAT WOULD HAVE A SIGNIFICANT IMPACT ON ITS FINANCIAL POSITION. ITS FEDERAL TAX RETURNS FOR THE LAST FOUR YEARS REMAIN SUBJECT TO EXAMINATION.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

EMPLOYEE RETENTION CREDIT	814,791.
---------------------------	----------

PART XI, LINE 4B - OTHER ADJUSTMENTS:

BAD DEBT PROVISION	95,287.
--------------------	---------

PART XII, LINE 2D - OTHER ADJUSTMENTS:

EMPLOYEE RETENTION CREDIT	814,791.
---------------------------	----------

PART XII, LINE 4B - OTHER ADJUSTMENTS:

BAD DEBT PROVISION	95,287.
--------------------	---------

**SCHEDULE G
(Form 990)**

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No. 1545-0047

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.

2021

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

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

Name of the organization

OPERATION HOMEFRONT, INC.

Employer identification number

32-0033325

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 Mail solicitations
- b Internet and email solicitations
- c Phone solicitations
- d In-person solicitations
- e Solicitation of non-government grants
- f Solicitation of government grants
- g Special fundraising events

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			
MARKETEAM - 1200 ABERNATHY ROAD NE, STE 1600, ATLANTA,	DIRECT RESPONSE/PRINTING		X	4,807,482.	2,029,803.	2,777,679.
Total				4,807,482.	2,029,803.	2,777,679.

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, AZ, AR, CA, CO, CT, DE, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY

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

Schedule G (Form 990) 2021

SEE PART IV FOR CONTINUATIONS

132081 10-21-21

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	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		VFSAC GOLF TOURNAMENT	MCOY	1	
Revenue		(event type)	(event type)	(total number)	
1	Gross receipts	163,750.	131,000.	88,134.	382,884.
	2 Less: Contributions	140,618.	131,000.	65,160.	336,778.
	3 Gross income (line 1 minus line 2)	23,132.		22,974.	46,106.
Direct Expenses	4 Cash prizes	0.	80,000.		80,000.
	5 Noncash prizes	429.	1,390.	263.	2,082.
	6 Rent/facility costs	17,318.	0.	9,700.	27,018.
	7 Food and beverages	11,974.	0.	3,761.	15,735.
	8 Entertainment	0.	0.		
	9 Other direct expenses	32,522.	0.	4,982.	37,504.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				162,339.
11 Net income summary. Subtract line 10 from line 3, column (d)				-116,233.	

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))
		1	Gross revenue		
Direct Expenses	2	Cash prizes			
	3	Noncash prizes			
	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 type="checkbox"/> Yes _____ % <input type="checkbox"/> No
7	Direct expense summary. Add lines 2 through 5 in column (d)				
8	Net gaming income summary. Subtract line 7 from line 1, column (d)				

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

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:
Name
Address

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 \$

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: MARKETAM

(I) ADDRESS OF FUNDRAISER:

1200 ABERNATHY ROAD NE, STE 1600, ATLANTA, GA 30328

**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.

2021
Open to Public
Inspection

Name of the organization **OPERATION HOMEFRONT, INC.** Employer identification number **32-0033325**

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

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

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

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
ASSISTANCE TO CLIENTS	58441	5,346,952.	18,999,495.	FMV	FOOD, TOYS, FURNITURE, COMPUTERS AND COMPUTER EQUIPMENT, CLOTHING, DECORATIVE ITEMS, SCHOOL

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

PART I, LINE 2:
 WITH THE EXCEPTION OF GIFT CARDS PROVIDED FOR HOLIDAY MEALS, FUNDS ARE NOT PAID TO THE CLIENTS DIRECTLY. THEY ARE PAID TO THE LENDING INSTITUTION/LESSOR/CREDITOR UPON REVIEW OF THE BILLS AND FINANCIAL STATEMENTS.

(F) DESCRIPTION OF NON-CASH ASSISTANCE: FOOD, TOYS, FURNITURE, COMPUTERS AND COMPUTER EQUIPMENT, CLOTHING, DECORATIVE ITEMS, SCHOOL SUPPLIES, GIFT

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

2021

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

Name of the organization

OPERATION HOMEFRONT, INC.

Employer identification number

32-0033325

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 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 type="checkbox"/> Compensation committee | <input checked="" type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input 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		
2		
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) 2021

Part III 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)-(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)-(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) JOHN I. PRAY, JR. PRESIDENT/CEO	(i) (ii)	450,000. 0.	45,000. 0.	720. 0.	10,907. 0.	0. 0.	506,627. 0.	0. 0.
(2) MARGUERITE KIRST CHIEF REVENUE OFFICER	(i) (ii)	241,797. 0.	25,000. 0.	0. 0.	7,115. 0.	1,923. 0.	275,835. 0.	0. 0.
(3) ROBERT THOMAS CHIEF OPERATING OFFICER	(i) (ii)	222,288. 0.	19,000. 0.	720. 0.	6,856. 0.	761. 0.	249,625. 0.	0. 0.
(4) ANDRE HAWKINS CHIEF FINANCIAL OFFICER	(i) (ii)	158,444. 0.	12,700. 0.	0. 0.	6,748. 0.	23,044. 0.	200,936. 0.	0. 0.
(5) JILL ESKIN-SMITH VP OF CORPORATE & FOUNDATION PARTNER	(i) (ii)	162,120. 0.	6,500. 0.	0. 0.	6,485. 0.	0. 0.	175,105. 0.	0. 0.
(6) TROY KARBARIAN VP OF IT, LOGISTICS & FACILITIES	(i) (ii)	147,283. 0.	6,500. 0.	720. 0.	6,127. 0.	7,106. 0.	167,736. 0.	0. 0.
(7) KAREN SMITHHART SR VP, HUMAN RESOURCES	(i) (ii)	136,054. 0.	9,000. 0.	0. 0.	5,523. 0.	7,106. 0.	157,683. 0.	0. 0.
	(i) (ii)							
	(i) (ii)							
	(i) (ii)							
	(i) (ii)							
	(i) (ii)							
	(i) (ii)							
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	(i) (ii)							
	(i) (ii)							
	(i) (ii)							
	(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.

Multiple horizontal lines for supplemental information input.

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2021

Department of the Treasury
Internal Revenue Service

- ▶ 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.

Open to Public
Inspection

Name of the organization **OPERATION HOMEFRONT, INC.** Employer identification number **32-0033325**

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		54,082. FMV	
5 Clothing and household goods	X		1,053,662. FMV	
6 Cars and other vehicles	X	7	269,440. FMV	
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded	X	10	320,904. 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	X	6	1,627,141. FMV	
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory	X	46	136,651. FMV	
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (TOYS)	X	49	5,416,892. FMV	
26 Other ▶ (SCHOOL SUPPLI)	X	69	4,858,217. FMV	
27 Other ▶ (GIFT CARDS)	X	137	555,081. FACE VALUE	
28 Other ▶ (BABY ITEMS)	X	68	151,099. FMV	

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** **6**

	Yes	No
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 three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
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?	X	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
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.		

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

Schedule M (Form 990) 2021

132141 11-17-21

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.

PART I, OTHER TYPES OF PROPERTY:

AUCTION ITEMS AND GOODIE BAGS

(A) CHECK IF APPLICABLE = X

(B) NUMBER OF CONTRIBUTIONS = 21

(C) REVENUE REPORTED ON FORM 990, PART VIII \$ 6052.

(D) METHOD OF DETERMINING REVENUE: FMV

PET FOOD

(A) CHECK IF APPLICABLE = X

(B) NUMBER OF CONTRIBUTIONS = 20

(C) REVENUE REPORTED ON FORM 990, PART VIII \$ 2902.

(D) METHOD OF DETERMINING REVENUE: FMV

SCHEDULE M, PART I, COLUMN (B):

AMOUNTS IN COLUMN B FOR LINES 6 & 15 ARE NUMBER OF ITEMS CONTRIBUTED.

ALL OTHER AMOUNTS IN COLUMN B ARE NUMBER OF CONTRIBUTIONS.

**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

2021

Open to Public
Inspection

Name of the organization

OPERATION HOMEFRONT, INC.

Employer identification number
32-0033325

FORM 990, PART VI, SECTION A, LINE 1A:

THE EXECUTIVE COMMITTEE SHALL BE ESTABLISHED AS SET FORTH AND PURSUANT TO
ARTICLE VII, SECTION 1, OF THE ASSOCIATION'S BYLAWS. THE WORK OF THE
COMMITTEE REVOLVES AROUND FOUR MAJOR AREAS:

-PERFORM POLICY WORK

-ACT AS LIAISON TO THE PRESIDENT/CEO

-CONDUCT EXECUTIVE SEARCHES

-HANDLE URGENT OR EMERGENCY ISSUES

THE EXECUTIVE COMMITTEE IS COMMISSIONED BY AND RESPONSIBLE TO THE BOARD TO:

-ACT ON BEHALF OF THE BOARD ON ALL EMERGENCY ISSUES RELATED TO BUSINESS

THAT ARISES BETWEEN BOARD MEETINGS. THE COMMITTEE CHAIR WILL NOTIFY THE
REMAINING BOARD MEMBERS THROUGH ELECTRONIC MEANS. THE ISSUE WILL BE ADDED
TO THE AGENDA OF THE NEXT MEETING FOR FULL BOARD DISCUSSION.

-CONDUCT THE ANNUAL PERFORMANCE ASSESSMENT OF THE PRESIDENT/CEO. THE
RESULTS OF THE ASSESSMENT WILL BE REPORTED TO THE FULL BOARD. THE CHAIRMAN
WILL REVIEW THE RESULTS OF THE EVALUATION WITH THE PRESIDENT/CEO.

-COORDINATE AND REVIEW THE GOALS AND OBJECTIVES OF THE CURRENT STRATEGIC
PLAN AND INCORPORATE ANY RECOMMENDED CHANGES INTO THE PRESIDENT/CEO GOALS
FOR THE NEXT EVALUATION YEAR.

-WHEN REQUIRED, ASSUME THE ROLE AS THE EXECUTIVE SEARCH COMMITTEE IN THE
SEARCH FOR A NEW PRESIDENT/CEO.

-OBTAIN APPROVAL FROM THE FULL BOARD BEFORE TERMINATING AN EXISTING
PRESIDENT/CEO OR HIRING A NEW PRESIDENT/CEO.

-RESOLVE AN EMERGENCY OR ORGANIZATIONAL CRISIS (E.G., LOSS OF FUNDING OR
UNEXPECTED LOSS OF PRESIDENT/CEO).

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

Schedule O (Form 990) 2021

132211 11-11-21

Name of the organization

OPERATION HOMEFRONT, INC.

Employer identification number

32-0033325

-MAKE FUNDING DECISIONS UP TO \$500,000. THE DECISION WILL BE ADDED TO THE AGENDA OF THE NEXT MEETING FOR FULL BOARD DISCUSSION. ANY DECISION GREATER THAN \$500,000 WILL BE BROUGHT TO THE ATTENTION OF THE FULL BOARD.

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

THE FORM 990 IS REVIEWED BY THE CEO, CDO, COO, CFAO, AND SR. VP OF HR PRIOR TO SUBMITTING TO THE BOARD OF DIRECTORS FOR APPROVAL.

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

EACH YEAR, ALL BOARD MEMBERS ARE REQUIRED TO REVIEW AND RECERTIFY THE CONFLICT OF INTEREST POLICY. IF A POTENTIAL CONFLICT OF INTEREST ARISES ITS DISCUSSED BY THE AFFECTED INDIVIDUAL, THE CEO AND THE BOARD. IT IS ALSO DISCUSSED PERIODICALLY DURING THE YEAR WHEN THE BOARD MEMBERSHIP IS REASSESSED.

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

AN EMPLOYEE COMPENSATION STUDY WAS PERFORMED IN MID-2020. THE STUDY LOOKED AT A NUMBER OF FACTORS INCLUDING JOB CONTENT, ORGANIZATIONAL REVENUE AND PROFILE, INDUSTRY, AND GEOGRAPHIC REGION. THIS COMPENSATION SURVEY WAS USED TO DETERMINE THAT CURRENT EMPLOYEE COMPENSATION WAS REASONABLE AND WITHIN RANGE.

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

AL, AK, AZ, AR, CA, CO, CT, DC, DE, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY

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

Name of the organization

OPERATION HOMEFRONT, INC.

Employer identification number

32-0033325

THE FINANCIAL STATEMENTS ARE MADE AVAILABLE ON OPERATION HOMEFRONT WEBSITE
AND ARE AVAILABLE
UPON REQUEST.

Multiple horizontal lines for additional text or notes.

**OPERATION HOMEFRONT
FINANCIAL STATEMENTS
AND INDEPENDENT AUDITORS' REPORT
YEARS ENDED DECEMBER 31, 2021 AND 2020**



WEALTH ADVISORY | OUTSOURCING
AUDIT, TAX, AND CONSULTING

CLAcconnect.com

**OPERATION HOMEFRONT
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YEARS ENDED DECEMBER 31, 2021 AND 2020**

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CliftonLarsonAllen LLP
CLAconnect.com

INDEPENDENT AUDITORS' REPORT

Board of Directors
Operation Homefront
San Antonio, Texas

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Operation Homefront, which comprise the balance sheets as of December 31, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Operation Homefront as of December 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Operation Homefront and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Matter

The financial statements of Operation Homefront as of and for the year ended December 31, 2020, were audited by other auditors, whose report dated March 26, 2021 expressed an unmodified opinion on those financial statements. As discussed in Note 13 to the financial statements, Operation Homefront has adjusted its 2020 financial statements to retrospectively apply the change in accounting for correction of an error. The other auditors reported on the financial statements before the retrospective adjustment.

As part of our audit of the 2021 financial statements, we also audited the adjustment to the 2020 financial statements to retrospectively apply the change in accounting as described in Note 13. In our opinion, such adjustments are appropriate and have been properly applied. We were not engaged to audit, review, or apply any procedures to Operation Homefront's 2020 financial statements other than with respect to the adjustments and, accordingly, we do not express an opinion or any other form of assurance on the 2020 financial statements as a whole.



CLA is an independent member of Nexia International, a leading, global network of independent accounting and consulting firms. See nexia.com/member-firm-disclaimer for details.

(1)

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Operation Homefront's ability to continue as a going concern for one year after the date the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Operation Homefront's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Operation Homefront's ability to continue as a going concern for a reasonable period of time.

Board of Directors
Operation Homefront

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

San Antonio, Texas
April 19, 2022

**OPERATION HOMEFRONT
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2021 AND 2020**

	2021	2020
ASSETS		
Cash:		
Operating	\$ 4,625,484	\$ 4,797,344
Escrow Funds	297,939	309,407
Security Deposits	26,500	41,500
Total Cash	4,949,923	5,148,251
Investments, at Fair Value	2,005,520	2,005,317
Contributions Receivable, Net of Discount of \$95,287 and \$-0-	7,563,181	3,334,142
Employee Retention Credits Receivable - See Note 5	816,742	-
Contributed Houses Inventory	7,973,279	12,732,616
Contributed Goods Inventory	1,077,935	971,229
Prepaid Expenses	289,343	313,718
Other Current Assets	1,703	1,701
Property and Equipment, Net	6,127,318	4,422,096
Total Assets	\$ 30,804,944	\$ 28,929,070
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	\$ 706,516	\$ 360,567
Accrued Expenses	823,185	1,012,662
Accrued Escrow Accounts	441,439	467,907
Capital Lease Payable	160,832	-
Total Liabilities	2,131,972	1,841,136
NET ASSETS		
Without Donor Restrictions:		
Undesignated	7,472,960	4,149,664
Designated for Thv & Th-V Transitional Housing & Villages	-	893,554
Designated for Permanent Housing	7,682,502	12,384,791
Designated for Critical Financial Assistance	4,802,086	4,106,401
Total Without Donor Restrictions	19,957,548	21,534,410
With Donor Restrictions, Time Restrictions	8,715,424	5,553,524
Total Net Assets	28,672,972	27,087,934
Total Liabilities and Net Assets	\$ 30,804,944	\$ 28,929,070

See accompanying Notes to Financial Statements.

(4)

**OPERATION HOMEFRONT
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2021**

	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUES			
Contributed Houses	\$ 1,627,141	\$ -	\$ 1,627,141
Contributed Goods, Services And Facilities	16,924,428	-	16,924,428
Contributions	19,183,673	7,204,195	26,387,868
Employee Retention Credit (See Note 5)	814,791	-	814,791
Special Events, Net of Expenses of \$222,740	160,144	-	160,144
	38,710,177	7,204,195	45,914,372
Other Revenues:			
Investment Earnings, Net	4,211	-	4,211
Other Revenues	83,091	-	83,091
Total Support and Revenues	38,797,479	7,204,195	46,001,674
EXPENSES			
Program Services	38,995,457	-	38,995,457
Management And General	2,071,210	-	2,071,210
Fundraising	3,349,969	-	3,349,969
Total Expenses	44,416,636	-	44,416,636
CHANGE IN NET ASSETS	(5,619,157)	7,204,195	1,585,038
Net Assets Released From Restrictions	4,042,295	(4,042,295)	-
Net Assets - Beginning of Year	21,534,410	5,553,524	27,087,934
NET ASSETS - END OF YEAR	\$ 19,957,548	\$ 8,715,424	\$ 28,672,972

See accompanying Notes to Financial Statements.

(5)

**OPERATION HOMEFRONT
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2020**

	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUES			
Contributed Houses	\$ 4,137,297	\$ -	\$ 4,137,297
Contributed Goods, Services And Facilities, As Restated	20,691,455	-	20,691,455
Contributions	16,129,135	3,043,524	19,172,659
PPP Grant	1,607,412	-	1,607,412
Special Events, Net of Expenses of \$168,839	200,257	-	200,257
	<u>42,765,556</u>	<u>3,043,524</u>	<u>45,809,080</u>
Other Revenues:			
Investment Earnings, Net	19,192	-	19,192
Loss on Disposal of Contributed Houses	(142,640)	-	(142,640)
Other Revenues	6,529	-	6,529
Total Support and Revenues	<u>42,648,637</u>	<u>3,043,524</u>	<u>45,692,161</u>
EXPENSES			
Program Services, As Restated	41,408,458	-	41,408,458
Management And General	1,690,124	-	1,690,124
Fundraising	2,683,183	-	2,683,183
Total Expenses	<u>45,781,765</u>	<u>-</u>	<u>45,781,765</u>
CHANGE IN NET ASSETS	(3,133,128)	3,043,524	(89,604)
Net Assets Released From Restrictions	3,661,287	(3,661,287)	-
Net Assets - Beginning of Year	<u>21,006,251</u>	<u>6,171,287</u>	<u>27,177,538</u>
NET ASSETS - END OF YEAR	<u>\$ 21,534,410</u>	<u>\$ 5,553,524</u>	<u>\$ 27,087,934</u>

See accompanying Notes to Financial Statements.

(6)

**OPERATION HOMEFRONT
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2021**

	Program Services					Total	Management and General	Fundraising	Total
	Critical Assistance	Veteran Caregiver Support	Field Operations	Permanent Homes for Veterans	THV and TH-V Trans. Housing & Villages				
Salaries, Taxes and Employee Benefits	\$ 1,518,163	\$ 99,771	\$ 3,541,689	\$ 967,549	\$ 652,933	\$ 6,780,105	\$ 1,297,996	\$ 1,541,133	\$ 9,619,233
Professional Services	173,798	11,246	704,662	319,800	90,702	1,300,208	363,707	842,185	2,506,100
Supplies	13,928	1,162	73,474	25,094	7,961	121,619	18,503	8,083	148,205
Communications	14,184	1,470	69,074	20,380	11,269	116,377	26,648	7,865	150,890
Postage and Shipping	61,718	10,003	207,803	91,631	27,487	398,642	7,824	480,493	886,959
Occupancy	57,974	3,807	374,329	107,767	30,705	574,582	192,144	1,181	767,907
Equipment Rental and Maintenance	1,894	124	7,930	3,521	1,135	14,604	5,651	-	20,255
Printing and Publications	38,756	2,545	161,943	72,043	20,526	295,813	4,385	358,803	659,001
Travel	2,700	80	15,885	2,276	1,594	22,535	5,849	14,903	43,287
Conferences and Meetings	1,164	74	8,129	2,106	639	12,112	3,263	504	15,879
Specific Assistance to Individuals	2,180,232	115,722	1,226,329	417,218	1,407,451	5,346,952	-	-	5,346,952
Memberships and Dues	2,607	322	13,695	4,647	1,309	22,580	2,546	8,217	33,343
In-Kind Expenses	1,062,139	43,932	14,424,358	7,507,500	327,826	23,365,755	76,305	29,083	23,471,143
Depreciation	19,823	48,728	256,950	53,993	127,362	506,856	23,393	4,757	535,006
Miscellaneous	18,846	389	58,276	11,024	28,182	116,717	42,997	52,762	212,476
Total Expenses	\$ 5,167,926	\$ 339,375	\$ 21,144,526	\$ 9,606,549	\$ 2,737,081	\$ 38,995,457	\$ 2,071,210	\$ 3,349,969	\$ 44,416,636
Special Events Costs Not Included Above:									
Awards							\$ 81,653		
Production Costs							28,485		
Value to Guests							29,532		
Other Direct Costs							83,070		
Total							\$ 222,740		

See accompanying Notes to Financial Statements.

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**OPERATION HOMEFRONT
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2020**

	Program Services					Total	Management and General	Fundraising	Total
	Critical Assistance	Veteran Caregiver Support	Field Operations	Permanent Homes for Veterans	THV and TH-V Trans. Housing & Villages				
Salaries, Taxes and Employee Benefits	\$ 1,522,502	\$ 76,655	\$ 3,570,894	\$ 999,246	\$ 600,049	\$ 6,769,346	\$ 1,202,151	\$ 1,305,215	\$ 9,276,712
Professional Services	226,263	8,288	850,659	319,667	95,316	1,500,193	324,881	632,672	2,457,746
Supplies	7,414	525	43,199	11,223	4,684	67,045	12,463	1,444	80,952
Communications	15,575	1,107	84,185	22,922	10,118	133,907	13,475	8,215	155,597
Postage and Shipping	67,266	9,116	222,728	81,188	24,534	404,832	4,235	306,347	715,414
Occupancy	86,603	3,243	519,095	123,960	37,155	770,056	88,015	84	858,155
Equipment Rental and Maintenance	2,802	105	10,905	4,011	1,330	19,153	3,803	-	22,956
Printing and Publications	66,631	2,495	256,055	95,372	28,587	449,140	1,289	338,911	789,340
Travel	5,088	72	24,372	2,981	1,379	33,892	6,024	10,747	50,663
Conferences and Meetings	2,248	84	16,686	3,218	965	23,201	10,956	1,021	35,178
Specific Assistance to Individuals	2,066,828	76,197	1,036,702	623,543	1,297,616	5,100,886	-	-	5,100,886
Memberships and Dues	950	32	4,151	1,217	579	6,929	1,767	9,651	18,347
In-Kind Expenses, As Restated	1,977,454	51,971	16,710,155	6,438,803	417,066	25,595,449	2,621	18,728	25,616,798
Depreciation	92,159	53	182,865	62,382	115,215	452,674	4,256	-	456,930
Miscellaneous	11,955	407	49,130	15,582	4,681	81,755	14,188	50,148	146,091
Total Expenses	\$ 6,151,738	\$ 230,350	\$ 23,581,781	\$ 8,805,315	\$ 2,639,274	\$ 41,408,458	\$ 1,890,124	\$ 2,863,183	\$ 45,781,765
Special Events Costs Not Included Above:									
Awards							\$ 77,318		
Production Costs							60,264		
Value to Guests							11,023		
Other Direct Costs							<u>20,234</u>		
Total							\$ 168,839		

See accompanying Notes to Financial Statements.

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**OPERATION HOMEFRONT
STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ 1,585,038	\$ (89,604)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation	535,006	456,933
Bad Debt Expense	57,861	-
Realized/Unrealized (Gain) Loss on Investments	1,395	(19,192)
Contributed Houses	(1,627,141)	(4,137,297)
Contributed Goods, Services and Facilities	(16,924,428)	(18,581,455)
Contributed Investments	-	(48,898)
In-Kind Expenses	23,471,139	23,506,792
Loss (Gain) on Disposal of Contributed Houses	-	142,640
Changes in Operating Assets and Liabilities:		
Contributions Receivable	(4,286,900)	4,686,840
Grants Receivable	(816,742)	-
Prepaid Expenses	24,375	13,640
Inventory	(266,939)	(36,875)
Other Current Assets	(2)	(5)
Accounts Payable	345,949	(371,722)
Accrued Expenses	(189,477)	167,360
Accrued Escrow Accounts	(26,468)	104,118
Net Cash Provided by Operating Activities	1,882,666	5,793,275
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property and Equipment	(2,035,368)	(1,682,340)
Proceeds from the Sale of Houses	-	215,157
Purchase of investments	(326,458)	-
Proceeds from sale of investments	324,860	-
Net Investment Activity	-	50,705
Net Cash Used by Investing Activities	(2,036,966)	(1,416,478)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments on Capital Lease Obligations	(44,028)	-
Payments on Debt	-	(197,004)
Net Cash Used by Financing Activities	(44,028)	(197,004)
NET CHANGE IN CASH AND CASH EQUIVALENTS	(198,328)	4,179,793
Cash and Cash Equivalents - Beginning of Year	5,148,251	968,458
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 4,949,923	\$ 5,148,251
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash Paid During the Year for Interest	\$ 8,749	\$ 800
Property and Equipment Obtained through Capital Lease	\$ 204,860	\$ -

See accompanying Notes to Financial Statements.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Operation Homefront, Inc. (Organization or Operation Homefront), was incorporated in 2002 as CincHouse.com, Inc., an Arizona not-for-profit, for the purpose of providing assistance to deployed military troops and their families. The Organization changed its name to Operation Homefront, Inc. in 2006. The Organization receives its funding from community sponsorships, corporate and individual donations and also participates in numerous fundraising events throughout the year. The Organization provides emergency financial and other assistance/services to military families and wounded warriors across the United States through its 2 headquarter offices (San Antonio, TX and McLean, VA) and its 20 field offices that serve all 50 states.

Operation Homefront provides direct services to military families to alleviate emergency financial burdens as well as counseling and/or recovery support. Key service areas include:

- Financial assistance (rent/mortgage payments, home/car repairs, utility/grocery bills and other essential items);
- Transitional and permanent housing; and
- Recurring family support (back-to-school supplies, holiday meals, holiday toys and other essential items).

These key service areas are provided through the contribution of goods, gift cards and other services which are recognized at fair value and reflected in the accompanying financial statements as in-kind contributions which are offset by a like amount included as expenses of the Organization.

Operation Homefront also operates a program called Permanent Homes for Veterans (formally known as Homes on the Homefront), which receives donated houses from certain financial institutions. These homes are located throughout the United States and are made available to eligible military families and veteran candidates. Operation Homefront is tasked with identifying and placing eligible candidates in those homes, mortgage free. Contributions of these homes are recognized at the estimated fair value as provided by an appraisal less the present value of the estimated closing costs of transferring these homes to the deserving candidate when deeded to Operation Homefront.

Basis of Presentation

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with U. S. generally accepted accounting principles.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and deposits held by financial institutions with maturities of three months or less.

Investments

Investments are reported at fair market value determined by quoted market prices. Gains and losses (realized and unrealized) are reported as investment earnings, net of expenses in the accompanying statements of activities.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Contributions Receivable

Contributions are recorded as receivables and revenue in the year made unless the contribution is dependent upon the occurrence of a specified future and uncertain event to bind the donor. Contributions are recognized when the conditions upon which they depend are substantially met or when the possibility that the condition will not be met is remote. An allowance was not considered necessary at December 31, 2021 and 2020.

Contributed property and equipment are recorded at fair value at the date of donation. Operation Homefront records contributed property and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. If a donor stipulates how long the assets must be used, the contribution is recorded as restricted support.

Contributed Houses Inventory

Contributed houses inventory consists of in-kind contributions of houses from various financial institutions received by Operation Homefront for distribution in the Organization's programs. Revenue for the contributed houses is recognized in circumstances in which Operation Homefront has sufficient discretion over the use and disposition of the houses to recognize a contribution in conformity with accounting standards. Contributed houses are valued and recorded as revenue on the statement of activities at the estimated fair value as of the date contributed, less the present value of the estimated closing costs to Operation Homefront. The distribution of these houses for Operation Homefront's programs is recorded as program expenses in the statements of functional expenses.

Contributed Goods Inventory

Contributed goods inventory consists of in-kind contributions of goods, including gift cards, children's toys and other household items acquired through major retail donations, for distribution and use in Operation Homefront's programs. Revenue for the contributed goods is recognized in circumstances in which Operation Homefront has sufficient discretion over the use and disposition of the items to recognize a contribution in conformity with accounting standards. Contributed goods are valued and recorded as revenues on the statement of activities at the estimated fair value as of the date the goods are contributed. The distribution of these contributed goods for Operation Homefront's programs are recorded as program expenses in the statements of functional expenses.

Property and Equipment

Property and equipment is valued at historical cost or estimated fair value at the date of donation. Expenditures for betterments greater than \$1,000 that materially extend the useful life of an asset are capitalized. Depreciation is recorded using the straight-line method over the estimated useful lives of the related assets, which is generally three to five years for furniture, equipment, and software, and forty years for buildings.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Accrued Escrow Accounts

Operation Homefront's accrued escrow accounts consists of funds collected from the military families or veterans for escrowed deposits, real estate taxes, home insurance and homeowners' association fees that are participating in Permanent Homes for Veterans.

Net Assets

Net assets, support and revenues, and expenses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets for use in operations and not subject to donor-imposed stipulations. Grants and contributions for recurring programs are generally not considered restricted under GAAP, though for internal reporting the Organization tracks such grants and contributions to verify the disbursement matches the intent.

Net Assets With Donor Restrictions – Net assets subject to donor-imposed restrictions that are more restrictive than Operation Homefront's mission and purpose. Donor imposed restrictions, that are temporary in nature are released when the restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Revenue Recognition

The Organization recognizes contributions and grants either when a valid promise to give (generally in writing) is received or as collected in the case of most smaller denomination gifts. Contributions and grants are reported as without or with donor restriction, depending on the existence and/or nature of any restrictions. Support that is restricted by the donor is reported as an increase in net assets without donor restriction if the restriction expires in the reporting period in which the support is recognized. All other donor- restricted support is reported as an increase in net assets with donor restriction depending on the nature of the restriction. When a restriction expires, the net assets are reclassified to net assets without donor restriction.

Gifts of houses or other tangible goods are reported as without donor restrictions unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used, and gifts of cash or other assets that must be used to acquire long-lived assets, are reported as with donor restrictions. Absent explicit donor stipulations about how long those long- lived assets must be maintained, expirations of donor restrictions are reported when the donated or acquired long-lived assets are placed in service.

The Organization does not have any material contract assets or contract liabilities as of December 31, 2021 and 2020.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Employee Benefit Plan

The Organization has a 401(k) employee benefit plan covering all employees after three months of service and are a least 21 years old. Employees may contribute a percentage of their annual compensation up to the limit allowed by the IRS. The Organization matches up to 4% of the employees' contributions. The Organization's contributions to the Plan were approximately \$237,000 and \$231,00, respectively, in the years ended December 31, 2021 and 2020.

Income Taxes

Operation Homefront is a tax-exempt organization under Internal Revenue Service Code Section 501(c)(3). In addition, the Organization is not a "private foundation" within the meaning of Section 509(a) of the Internal Revenue Code. Donors of money and/or property are entitled to the maximum charitable contribution deduction allowed by law. The Organization is not subject to Texas margin tax. Management is not aware of any tax positions that would have a significant impact on its financial position. Its federal tax returns for the last four years remain subject to examination.

Functional Allocation of Expenses

The statements of functional expenses report certain categories of expenses that are attributable to one or more program or supporting functions of the Organization. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include all expenses, which are allocated on the basis of estimates of time and effort, except specific assistance to individuals.

Advertising

Advertising, printing and publication costs are expensed as incurred.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements, and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates.

Concentrations of Credit Risk

Financial instruments that potentially subject the Organization to concentrations of credit risk consist principally of cash and investments. The Organization places its cash and investments with financial institutions, and limits the amount of credit exposure, although it may from time to time have cash balances or investments in excess of that insured by the FDIC. The Organization periodically assesses the financial condition of the institutions and believes the risk of loss is minimal. The Organization had cash accounts that exceeded federally insured limits by approximately \$3,793,000 and \$4,500,000 at December 31, 2021 and 2020, respectively.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Concentrations of Credit Risk (continued)

In-kind contributions totaling \$10,021,682 and \$10,403,806 were received from one donor for the years ended December 31, 2021 and 2020, which represent 22% and 23% of total support and revenues. Should these contribution levels decrease, the Organization may be adversely affected.

New Accounting Pronouncements

In February 2016, the FASB issued a new accounting pronouncement regarding lease accounting for reporting periods beginning after December 15, 2021. A lessee will be required to recognize on the balance sheet the assets and liabilities for leases with terms of more than 12 months. Management does not expect the new standard to have a significant impact to its financial position, results of operations and related disclosures.

In September 2020, the FASB issued ASU No. 2020-07 *Presentation and Disclosures by Not-for Profit Entities for Contributed Nonfinancial Assets*, which requires not-for-profits to present contributed nonfinancial assets as a separate line item in the statement of activities and provide additional disclosures about contributions of nonfinancial assets. Contributed nonfinancial assets include fixed assets (such as land, buildings, and equipment), use of fixed assets or utilities, materials and supplies, intangible assets, services, and unconditional promises of those assets. This ASU is effective for periods beginning after June 15, 2021 with early adoption permitted. The Organization is evaluating the impact on its financial statements.

Reclassification

Certain reclassifications of amounts previously reported have been made to the accompanying consolidated financial statements to maintain consistency between periods presented. The reclassifications had no impact on previously reported net assets.

Subsequent Events

Management has evaluated subsequent events through April 19, 2022, which is the date the financial statements were available to be issued.

On February 18, 2022 and March 17, 2022, the Organization closed on the sale of two homes for a total estimated gain on sale of approximately \$374,000.

On March 24, 2022, the Organization announced receipt of a momentous gift of \$20 million from MacKenzie Scott, the largest single donation in the Organization's 20-year history.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 2 FAIR VALUE MEASUREMENTS

In accordance with accounting principles generally accepted in the United States, the Organization utilizes a fair value hierarchy that prioritizes the inputs for the valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3).

The three levels of the fair value hierarchy are as follows:

Level 1 – Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access.

Level 2 – Inputs to the valuation methodology include:

- quoted prices for similar assets or liabilities in active markets
- quoted prices for identical or similar assets or liabilities in inactive markets
- inputs other than quoted prices that are observable for the asset or liability
- inputs that are derived principally from or corroborated by observable market data by correlation or other means

Level 3 – Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used

Cash and Cash Equivalents – Valued at its carrying amount due to short-term maturity of the instrument.

Certificates of Deposit – Valued at its cost plus accrued interest which approximates fair value.

Mutual Fund – Valued at the daily closing price reported on the active market.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 2 FAIR VALUE MEASUREMENTS (CONTINUED)

The following table sets forth, by level within the fair value hierarchy, the Organization's investments measured at fair value:

	Fair Value Measurements Using			
	Level 1	Level 2	Level 3	Total
<u>December 31, 2021</u>				
Cash and Cash Equivalents	\$ 2,005,520	\$ -	\$ -	\$ 2,005,520
Total Investments, at Fair Value	<u>\$ 2,005,520</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,005,520</u>
<u>December 31, 2020</u>				
Cash and Cash Equivalents	\$ 1,702,067	\$ -	\$ -	\$ 1,702,067
Certificates of Deposit	300,581	-	-	300,581
Mutual Fund	2,669	-	-	2,669
Total Investments, at Fair Value	<u>\$ 2,005,317</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,005,317</u>

NOTE 3 CONTRIBUTIONS RECEIVABLE

Contributions receivable are due as follows at December 31:

	2021	2020
Due Within One Year	\$ 5,592,168	\$ 3,274,142
Due in One to Five Years	1,791,300	60,000
Due in More Than Five Years	275,000	-
Total Contributions Receivable, Gross	<u>7,658,468</u>	<u>3,334,142</u>
Less Discount at 1.6%	<u>(95,287)</u>	<u>-</u>
Total Contributions Receivable, Net of Discount	<u>\$ 7,563,181</u>	<u>\$ 3,334,142</u>

NOTE 4 EMPLOYEE RETENTION CREDIT

Grants from the government are recognized when all conditions of such grants are fulfilled or there is reasonable assurance that they will be fulfilled. On December 6, 2021, the Organization complied with the conditions of Employee Retention Credit (ERC) funding as established by the CARES Act in the amount of \$814,791 in compliance with the program.

Grants related to this program are classified as other income and employee retention credit receivable. The Organization recognized \$814,791 of ERC revenue and grants receivable related to performance requirements being met and costs being incurred in compliance with the program during the year ended December 31, 2021.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 5 PROPERTY AND EQUIPMENT

Property and equipment consist of the following at December 31:

	2021	2020
Land	\$ 819,387	\$ 611,237
Buildings	4,656,186	3,229,828
Computers and Equipment	707,672	500,613
Furniture and Fixtures	259,120	251,089
Vehicles	43,611	37,821
Software	1,697,650	1,380,332
Software Development in Progress	149,202	103,419
Total Property and Equipment	<u>8,332,828</u>	<u>6,114,339</u>
Less: Accumulated Depreciation	<u>(2,205,510)</u>	<u>(1,692,243)</u>
Property and Equipment, Net	<u>\$ 6,127,318</u>	<u>\$ 4,422,096</u>

NOTE 6 LINE OF CREDIT

The Organization has a line of credit with Merrill Lynch, which is secured by their investment account with Merrill Lynch, with interest at LIBOR plus 1.25%. The available credit is based on various percentages of the assets in their investment account. As of December 31, 2021 and 2020, no borrowings were advanced under the line of credit.

NOTE 7 NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions consisted of the following as of December 31, 2021 and 2020:

	2021	2020
Subject to the Passage of Time:		
Campaign - Ready Reserve Fund	\$ 3,014,724	\$ 215,000
Campaign - Program Growth Fund	1,298,550	-
Campaign - Future Needs Fund	75,000	-
Future Programs	4,327,150	5,338,524
Total Net Assets With Donor Restrictions	<u>\$ 8,715,424</u>	<u>\$ 5,553,524</u>

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 8 LEASES

Operation Homefront leases office space in various cities where its field offices and headquarters are located under noncancelable operating leases with monthly payments ranging from \$800 to \$18,272 with expiration dates through May 2024. The Organization also leases warehouse and storage facilities in multiple locations which are used for the storage of the inventories of in-kind donations. The agreements are month-to-month with payments ranging from \$50 to \$2,275. In addition, the Organization leases apartment units for disabled service members discharged from military service who are transitioning from military base housing to permanent housing. These agreements have monthly payments ranging from \$1,229 to \$3,650 with varying expiration dates through May 2022. For the years ended December 31, 2021 and 2020, rent expense totaled \$592,023 and \$690,034, respectively.

The Organization also entered into a capital lease for equipment, which expires in March 2024. As of December 31, 2021 and 2020, the cost of this leased equipment was \$204,860 and \$-0-, respectively and accumulated depreciation was \$56,906 and \$-0-, respectively. The aggregate minimum future lease payments on noncancelable operating and capital leases at December 31, 2021, are as follows:

<u>Year Ending December 31,</u>	<u>Operating Leases</u>	<u>Capital Leases</u>
2022	\$ 271,814	\$ 74,241
2023	162,297	74,241
2024	<u>105,542</u>	<u>18,560</u>
Total Minimum Lease Payments	539,653	167,042
Less Amounts Representing Interest	-	(6,210)
Present Value of Net Minimum Lease Payments	<u>\$ 539,653</u>	<u>\$ 160,832</u>

NOTE 9 GIFTS IN-KIND

Contributed goods, services and facilities consisted of the following for the years ended December 31:

	<u>2021</u>	<u>2020</u>
Gift Cards	\$ 555,081	\$ 435,384
Facilities	115,877	109,320
Goods	11,679,557	13,605,651
Media and Other Services	4,208,487	6,332,947
Vehicles	365,426	208,153
Total	<u>\$ 16,924,428</u>	<u>\$ 20,691,455</u>

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 10 JOINT COSTS

In accordance with accounting standards, Operation Homefront conducts activities that include a fundraising appeal. Those activities include direct mail campaigns. For the year ending December 31, 2021, the costs of conducting these activities included a total of \$2,434,497 of joint costs, with \$1,022,489 allocated to program expenses and \$1,412,008 allocated to fundraising expenses. For the year ending December 31, 2020, the costs of conducting these activities included a total of \$2,497,824 of joint costs, with \$1,373,803 allocated to program expenses and \$1,124,021 allocated to fundraising expenses.

NOTE 11 PAYCHECK PROTECTION PROGRAM

The Organization received funding under the Paycheck Protection Program (PPP) in the amount of \$1,607,412 as part of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), administered by the U.S. Small Business Administration (SBA). The funding was subject to loans administered by the SBA under the CARES Act.

All proceeds were used for payroll costs and other permitted expenses during 2020. Prior to year end the Organization received notification from the SBA the loan was forgiven in full; accordingly, the Organization recognized the proceeds as grant income in 2020.

NOTE 12 LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

	2021	2020
Cash	\$ 4,949,923	\$ 5,148,251
Investments	2,005,520	2,005,317
Contributions Receivable, Current	5,592,168	3,274,142
Employee Retention Credits Receivable, Current	816,742	-
Less: Escrow Funds	(297,939)	(309,407)
Less: Security Deposits	(26,500)	(41,500)
Less: Donor Restricted Net Assets	(8,715,424)	(5,553,524)
Total financial assets available for general expenditures in the next 12 months	<u>\$ 4,324,490</u>	<u>\$ 4,523,279</u>

The Organization also has a line of credit which is available in the event of unanticipated liquidity needs. The Organization believes it has sufficient financial assets available with normal levels of operations to meet its financial obligations for general expenditures for the next year.

**OPERATION HOMEFRONT
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

NOTE 13 CORRECTION OF ERROR

During the year ended December 31, 2021, management determined that certain contributed media and other services totaling \$2,110,000 in 2020 was not recognized. As such, the Organization restated its 2020 financial statements as noted in the table below.

<u>Statement of Activities</u>	<u>Original</u>	<u>Restatement</u>	<u>As Restated</u>
Contributed goods, services and facilities	\$ 18,581,455	\$ 2,110,000	\$ 20,691,455
Total support and revenues	40,538,637	2,110,000	42,648,637
Program services	39,298,458	2,110,000	41,408,458
Total expenses	43,671,765	2,110,000	45,781,765
 <u>Statement of Functional Expenses</u>			
In-Kind Expenses:			
Critical Assistance	\$ 1,663,988	\$ 313,466	\$ 1,977,454
Veteran Caregiver Support	40,233	11,738	51,971
Field Operations	15,508,527	1,201,628	16,710,155
Permanent Homes for Veterans	5,990,121	448,682	6,438,803
THV and TH-V Transitional Housing and Villages	282,580	134,486	417,066
Total Program	23,485,449	2,110,000	25,595,449
Total	23,506,798	2,110,000	25,616,798

Sources of Income Table

Percentage	Funding Source
0 %	Government grants (federal, state, county, local)
0 %	Government contracts
14 %	Foundations
18 %	Business
11 %	Events (include event sponsorships)
11 %	Individual contributions
0 %	Fees/earned income
0 %	Workplace giving campaigns
40 %	In-kind contributions (optional)
6 %	Other
100 %	TOTAL (must equal 100%.)

Major Contributors

Some of Operation Homefront's major contributors include popular companies such as The Dollar Tree, Home Depot, Walmart Foundation, Pillsbury, A. James and Alice B. Clark Foundation, Wounded Warrior Project, and CSX Transportation. Every one of these donors are part of the Chairman's Circle which means they have donated more than \$1,000,000 or more to Operation Homefront.

The next section of sponsors is also mainly corporate as well, which includes Chobani, JPMorgan Chase & Co., Thrive Causemetrics, and Vehicles for Veterans. These sponsors are part of the President's circle which means they have contributed at least \$500,000, but not over \$1,000,000. No matter how much money sponsors give Operation Homefront, we are thankful for each and every donation which makes taking care of Veterans in need that much more possible. What corporate sponsors cannot make up for, we bring up in-kind contributions, which can be the driving force to reach goals for each fiscal year.

In- Kind Contributions

One of the main ways anyone is able to donate to Operation Homefront, is through our ways to give tab on our website. This allows the user options for donation, the urgent needs of Operation Homefront today, and volunteering, with other ways to give as well. These donations are key to providing Veterans and their families during their time of need.

Within this donation page, there is the option to provide monthly donations or only set a Veteran up with a one-time payment. Our one-time payment ranges from \$25 to \$1,000 with the option to put in more or less. This is similar to our monthly donations which start at \$15/mo and go to \$100/mo. The most important option on this donation page is the idea to make this contribution in memory or in honor of someone. Allowing family members to donate in memory of a lost brother, sister, husband, or father. The user is then prompted to set up their information in the boxes below to benefit Operation Homefront in seeing who is donating to the program and adding them to an Investor Group.

Board of Directors List

Our Board Members:

- **Uli Correa** - *Chair*
Regional Vice President – Dallas, TX, Central Division, Walmart Stores US
- **Greg Ham** - *Vice Chair*
Partner, The MWS Group and 24 Entertainment
- **Brig. Gen. Linda Medler, USAF, Ret.** - *Treasurer*
President & CEO, L.A. Medler & Associates, LLC
- **Col. Tyrone “Woody” Woodyard, USAF, Ret.** - *Secretary*
Vice President, Communications, Rotary and Mission Systems, Sikorsky, A Lockheed Martin Company
- **Steve Adkinson** - *Board Member*
Senior Vice President & Senior Advisor, Merrill Lynch Wealth Management
- **Derek Blake** - *Board Member*
Head of Partnerships, TaxAct, Blucora
- **Rod Essig** - *Board Member*
Music Agent, Creative Artists
- **JK Huey** - *Board Member*
- **Dianna Purvis Jaffin, Ph.D.** - *Board Member*
Science and Resilience Adviser
- **Angelo Lombardi** - *Board Member*
President, Sentia Wellness
- **Kelly Mayhall** - *Board Member*
President, Southern Division of The Home Depot
- **COL. Steven G. Mahon, USA, Ret.** - *Board Member*
Former EVP, General Counsel & Corporate Secretary, SAIC
- **Brig. Gen. John I. Pray, Jr., USAF, Ret.** - *Board Member*
President and CEO, Operation Homefront
- **Faith Arnold Schwartz** - *Board Member*
CEO, Housing Finance Strategies, LLC
- **Ken Slater** - *Emeritus Board Member*
Principal, Tremont Partners, LLC
- **Terry Smith** - *Board Member*
CEO Rushmore Loan Management Services, LLC

Form **990** **Return of Organization Exempt From Income Tax** OMB No. 1545-0047
 Department of the Treasury Internal Revenue Service **2020** **Open to Public Inspection**
 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.

A For the 2020 calendar year, or tax year beginning 01-01-2020, and ending 12-31-2020

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization: OPERATION HOMEFRONT INC
 Doing business as:
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite: 1355 CENTRAL PKWY S STE 100 NO
 City or town, state or province, country, and ZIP or foreign postal code: SAN ANTONIO, TX 78232

D Employer identification number: 32-0033325
E Telephone number: (210) 549-4629
G Gross receipts \$ 39,832,259

F Name and address of principal officer:
 JOHN I PRAY JR
 1355 CENTRAL PKWY S STE 100 NO 100
 SAN ANTONIO, TX 78232

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.OPERATIONHOMEFRONT.ORG

K Form of organization: Corporation Trust Association Other ▶
L Year of formation: 2002 **M** State of legal domicile: AZ

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
 OPERATION HOMEFRONT BUILDS STRONG, STABLE, AND SECURE MILITARY FAMILIES.

2 Check this box 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)	21
4 Number of independent voting members of the governing body (Part VI, line 1b)	20
5 Total number of individuals employed in calendar year 2020 (Part V, line 2a)	130
6 Total number of volunteers (estimate if necessary)	3,500
7a Total unrelated business revenue from Part VIII, column (C), line 12	0
7b Net unrelated business taxable income from Form 990-T, line 39	0

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	44,274,155	39,166,556
9 Program service revenue (Part VIII, line 2g)	0	0
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	118,450	-115,820
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	306,658	206,786
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	44,699,263	39,257,522
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	31,887,484	24,258,003
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)	8,955,841	9,276,712
16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 2,679,731		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	5,617,998	5,804,992
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	46,461,323	39,339,707
19 Revenue less expenses. Subtract line 18 from line 12	-1,762,060	-82,185

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	29,215,422	28,828,570
21 Total liabilities (Part X, line 26)	2,037,884	1,740,636
22 Net assets or fund balances. Subtract line 21 from line 20	27,177,538	27,087,934

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
 Signature of officer: _____ Date: 2021-04-09
 JOHN I PRAY JR, PRESIDENT/CEO
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
Firm's name ▶ ADKF PC		2021-04-09		P00950841
Firm's address ▶ 8610 N NEW BRAUNFELS SUITE 101 SAN ANTONIO, TX 78217			Firm's EIN ▶ 74-2606559	
			Phone no. (210) 829-1300	

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's 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.

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 \$ 34,970,129 including grants of \$ 24,258,003) (Revenue \$)
See Additional Data

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **▶** 34,970,129

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)? If "Yes," complete Schedule A	Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		No
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? If "Yes," complete Schedule C, Part II		No
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 Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III		No
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? If "Yes," complete Schedule D, Part I		No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		No
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? If "Yes," complete Schedule D, Part IV	Yes	
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V		No
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? If "Yes," complete Schedule D, Part VI	Yes	
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? If "Yes," complete Schedule D, Part VII		No
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? If "Yes," complete Schedule D, Part VIII		No
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? If "Yes," complete Schedule D, Part IX	Yes	
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X		No
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)? If "Yes," complete Schedule D, Part X		No
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		No
14a Did the organization maintain an office, employees, or agents outside of the United States?		No
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? If "Yes," complete Schedule F, Parts I and IV		No
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? If "Yes," complete Schedule F, Parts II and IV		No
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? If "Yes," complete Schedule F, Parts III and IV		No
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? If "Yes," complete Schedule G, Part I (see instructions)	Yes	
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	Yes	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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? If "Yes," complete Schedule I, Parts I and II		No

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? If "Yes," complete Schedule I, Parts I and III	Yes	
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? If "Yes," complete Schedule J	Yes	
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? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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? If "Yes," complete Schedule L, Part I		No
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? If "Yes," complete Schedule L, Part I		No
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? If "Yes," complete Schedule L, Part II		No
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? If "Yes," complete Schedule L, Part III		No
28	Was the organization a party to a business transaction with one of the following parties (see 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? If "Yes," complete Schedule L, Part IV		No
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV		No
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If "Yes," complete Schedule L, Part IV		No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		No
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? If "Yes," complete Schedule R, Part I		No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		No
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)? If "Yes," complete Schedule R, Part V, line 2		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		No
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? If "Yes," complete Schedule R, Part VI		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	Yes	

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

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

Part V		Statements Regarding Other IRS Filings and Tax Compliance <i>(continued)</i>	
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	130
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b	Yes
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	No
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in 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	No
b	If "Yes," enter the name of the foreign country: <input type="text"/> 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	No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	No
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	No
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	No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	Yes
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	1
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	No
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	Yes
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	No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in 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 instructions and file Form 4720, Schedule N.	15	No
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	No

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in 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

		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 in Schedule O.		
	1a 21		
b	Enter the number of voting members included in line 1a, above, who are independent		
	1b 20		
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?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
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?		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	Yes	
b	Each committee with authority to act on behalf of the governing body?	Yes	
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 in Schedule O.		No

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?		No
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?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	Yes	
b	Describe in 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.	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done.	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?	Yes	
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	Yes	
b	Other officers or key employees of the organization	Yes	
	If "Yes" to line 15a or 15b, describe the process in 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?		No
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▶
 AL, AK, AZ, AR, CA, CO, CT, DE, DC, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY, PR
- 18** Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (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 in Schedule O)
- 19** Describe in 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:
 ▶OPERATION HOMEFRONT INC 1355 CENTRAL PARKWAY S STE 100 SAN ANTONIO, TX 78232 (210) 659-7756

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check 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 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 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or 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 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 dotted 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)	(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			
See Additional Data Table										

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 dotted 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)	(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			
See Additional Data Table										
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)							1,821,533	0	0	0

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 ▶ 13

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		No
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? <i>If "Yes," complete Schedule J for such individual</i>	Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		No

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
MARKETEAM LLC 1200 ABERNATHY ROAD NE STE 1600 ATLANTA, GA 30328	DIRECT RESPONSE/PRINTING	1,984,085
INFOGROUP MEDIA SOLUTIONS INC PO BOX 3243 OMAHA, NE 68106	DIRECT MAILING SERVICES	242,542
THREESpot MEDIA LLC 806 7TH ST NW 201 WASHINGTON, DC 20001	WEBSITE SERVICES	154,600
SOUTHWEST PUBLISHING INC 4000 SE ADAMS ST TOPEKA, KS 66609	DIRECT MAILING SERVICES	148,973
THOMPSON HABIB & DENISON INC 80 HAYDEN AVENUE SUITE 300 LEXINGTON, MA 02421	DIRECT MAILING SERVICES	143,545

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 ▶ 5

Part VIII Statement of Revenue

Check 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	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e	1,607,412			
	f All other contributions, gifts, grants, and similar amounts not included above	1f	37,559,144			
	g Noncash contributions included in lines 1a - 1f:\$	1g	18,386,485			
	h Total. Add lines 1a-1f		39,166,556			
Program Service Revenue	2a	Business Code				
	b					
	c					
	d					
	e					
	f All other program service revenue.					
	g Total. Add lines 2a-2f.					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		26,976		26,976	
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
	6a Gross rents	(i) Real				
		(ii) Personal				
		6a				
	b Less: rental expenses	6b				
	c Rental income or (loss)	6c				
	d Net rental income or (loss)					
	7a Gross amount from sales of assets other than inventory	(i) Securities	47,945	215,157		
		(ii) Other				
		7a				
	b Less: cost or other basis and sales expenses	7b	48,101	357,797		
	c Gain or (loss)	7c	-156	-142,640		
	d Net gain or (loss)			-142,796		-142,796
	8a Gross income from fundraising events (net including \$ of contributions reported on line 1c). See Part IV, line 18	8a	369,096			
	b Less: direct expenses	8b	168,839			
	c Net income or (loss) from fundraising events		200,257			200,257
	9a Gross income from gaming activities. See Part IV, line 19	9a				
	b Less: direct expenses	9b				
c Net income or (loss) from gaming activities						
10a 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	Business Code					
11a MISCELLANEOUS	900099	6,269			6,269	
b FEES	900099	260			260	
c						
d All other revenue						
e Total. Add lines 11a-11d		6,529				
12 Total revenue. See instructions		39,257,522	0	0	90,966	

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

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 Grants and other assistance to domestic individuals. See Part IV, line 22	24,258,003	24,258,003		
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	1,821,532	1,329,197	236,049	256,286
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	5,969,277	4,355,865	773,547	839,865
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	230,847	168,452	29,915	32,480
9 Other employee benefits	651,150	475,153	84,381	91,616
10 Payroll taxes	603,906	440,679	78,259	84,968
11 Fees for services (non-employees):				
a Management				
b Legal	112,924	68,928	14,927	29,069
c Accounting	64,801	39,554	8,566	16,681
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	207		207	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	2,253,454	1,375,495	297,876	580,083
12 Advertising and promotion	26,568	16,217	3,512	6,839
13 Office expenses	1,764,259	1,074,077	35,265	654,917
14 Information technology				
15 Royalties				
16 Occupancy	858,155	770,056	88,015	84
17 Travel	50,663	33,892	6,024	10,747
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	35,178	23,201	10,956	1,021
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	456,930	452,674	4,256	
23 Insurance				
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a MISCELLANEOUS	146,092	81,757	14,187	50,148
b MEMBERSHIP & DUES	18,347	6,929	1,767	9,651
c IN-KIND	17,414		2,138	15,276
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	39,339,707	34,970,129	1,689,847	2,679,731
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 checked="" type="checkbox"/> if following SOP 98-2 (ASC 958-720).	2,497,824	1,373,803	0	1,124,021

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year
Assets	1 Cash-non-interest-bearing	821,119	1	4,989,244
	2 Savings and temporary cash investments	147,339	2	159,007
	3 Pledges and grants receivable, net	8,020,982	3	3,334,142
	4 Accounts receivable, net		4	
	5 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		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		8	
	9 Prepaid expenses and deferred charges	327,358	9	313,718
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 6,114,339		
	b Less: accumulated depreciation	10b 1,692,243	2,656,689	10c 4,422,096
	11 Investments—publicly traded securities	1,987,932	11	2,005,317
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	15,254,003	15	13,605,046
16 Total assets. Add lines 1 through 15 (must equal line 33)	29,215,422	16	28,828,570	
Liabilities	17 Accounts payable and accrued expenses	1,477,091	17	1,272,729
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	363,789	21	467,907
	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		22	
	23 Secured mortgages and notes payable to unrelated third parties	197,004	23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	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		25	
	26 Total liabilities. Add lines 17 through 25	2,037,884	26	1,740,636
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	21,006,251	27	21,534,410
	28 Net assets with donor restrictions	6,171,287	28	5,553,524
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
32 Total net assets or fund balances	27,177,538	32	27,087,934	
33 Total liabilities and net assets/fund balances	29,215,422	33	28,828,570	

Part XI Reconciliation of Net Assets

Check 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	39,257,522
2	Total expenses (must equal Part IX, column (A), line 25)	2	39,339,707
3	Revenue less expenses. Subtract line 2 from line 1	3	-82,185
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	27,177,538
5	Net unrealized gains (losses) on investments	5	-7,419
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 in Schedule O)	9	0
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	27,087,934

Part XII Financial Statements and Reporting

Check 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 in 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		No
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 checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
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 in Schedule O.	Yes	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
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 in Schedule O and describe any steps taken to undergo such audits.		

Form **990** (2020)

Additional Data

Software ID:
Software Version:
EIN: 32-0033325
Name: OPERATION HOMEFRONT INC

Form 990, Part III, Line 4a:

OPERATION HOMEFRONT ASSISTS MILITARY FAMILIES COPING WITH A VARIETY OF FINANCIAL CHALLENGES. THE MOST COMMON TYPES OF NEED ARE FOR SHORT-TERM RELIEF CONSISTING OF RENT/MORTGAGE ASSISTANCE, HOME/CAR REPAIRS, FOOD, UTILITIES, AND TRANSITIONAL HOUSING; LONG TERM RESILIENCY CONSISTING OF PERMANENT MORTGAGE-FREE HOMES AND CAREGIVER SUPPORT; AND RECURRING FAMILY SUPPORT CONSISTING OF HOLIDAY MEALS, HOLIDAY TOYS, BACK-TO-SCHOOL ITEMS, BABY SHOWER AND HOMEFRONT CELEBRATIONS THAT ARE DESIGNED TO SUSTAIN, UPLIFT AND TRANSFORM.

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(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			
ANGELO LOMBARDI VICE CHAIRMAN	1.00	X		X				0	0	0
BOB MCGOWAN DIRECTOR	1.00	X						0	0	0
JOHN I PRAY JR PRESIDENT/CEO	40.00	X		X			447,318	0	0	0
DIANA PURVIS JAFFIN SECRETARY	1.00	X		X				0	0	0
MARTY HAUSER DIRECTOR	1.00	X						0	0	0
ED DELGADO DIRECTOR	1.00	X						0	0	0
TYRONE WOODYARD DIRECTOR	1.00	X						0	0	0
FRANK PARAS DIRECTOR	1.00	X						0	0	0
STEVEN MAHON DIRECTOR	1.00	X						0	0	0
GREG HAM DIRECTOR	1.00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(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			
JK HUEY TREASURER	1.00	X		X				0	0	0
LAURA FREDRICKS DIRECTOR	1.00	X						0	0	0
LAURIE GALLO DIRECTOR	1.00	X						0	0	0
BRIAN ARNOLD DIRECTOR	1.00	X						0	0	0
LEE BAXTER CHAIRMAN	1.00	X		X				0	0	0
LINDA MEDLER DIRECTOR	1.00	X						0	0	0
ROBERT GIANNETTA DIRECTOR	1.00	X						0	0	0
STEVEN ADKINSON DIRECTOR	1.00	X						0	0	0
ANTHONY WILLIAMS DIRECTOR	1.00	X						0	0	0
ULISES CORREA DIRECTOR	1.00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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)	(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			
ROD ESSIG DIRECTOR	1.00	X						0	0	
MARGUERITE KIRST CDO	40.00			X				257,307	0	
ROBERT THOMAS COO	40.00			X				226,331	0	
ANDRE HAWKINS CFAO	40.00			X				166,215	0	
JILL ESKIN-SMITH VP OF CORPORATE & FOUNDATI	40.00					X		160,788	0	
JAY STERNBERG VP OF MARKETING	40.00					X		155,434	0	
KAREN SMITHHART VP OF HUMAN RESOURCES	40.00					X		132,958	0	
TROY KASBARIAN VP OF IT & GENERAL SERVICES	40.00					X		150,813	0	
JAKE ADAMS MANAGER, SOFTWARE DEVELOPER	40.00					X		124,369	0	

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

2020

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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.

Name of the organization
OPERATION HOMEFRONT INC

Employer identification number

32-0033325

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 or 990-EZ).)
- 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 **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 in 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
- 9 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 failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.")	45,244,698	39,815,536	45,825,491	48,573,242	43,498,823	222,957,790
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	45,244,698	39,815,536	45,825,491	48,573,242	43,498,823	222,957,790
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).						84,415,733
6 Public support. Subtract line 5 from line 4.						138,542,057

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
7 Amounts from line 4.	45,244,698	39,815,536	45,825,491	48,573,242	43,498,823	222,957,790
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	33,653	23,842	37,159	42,763	26,976	164,393
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.).	-4,150	41,795	48,473	80,006	6,529	172,653
11 Total support. Add lines 7 through 10						223,294,836
12 Gross receipts from related activities, etc. (see instructions)					12 2,450,644	
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 ▶ <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2020 (line 6, column (f) divided by line 11, column (f))	14	62.040 %
15 Public support percentage for 2019 Schedule A, Part II, line 14	15	60.070 %
16a 33 1/3% support test—2020. 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—2019. 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—2020. 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—2019. 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"/>		

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) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(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) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(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 in 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 2020 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2019 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2020 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2019 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2020. 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—2019. 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, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of 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? 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.		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.		
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)? If "Yes," describe in Part VI when and how the organization made the determination.		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? 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.		
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)? 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.		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? 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).		
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? If "Yes," provide detail in Part VI .		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (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? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
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))? If "Yes," provide detail in Part VI .		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
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)? If "Yes," answer line 10b below.		
b	Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).		

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 in lines 11b and 11c below, the governing body of a supported organization?			
b	A family member of a person described in 11a above?	11a		
c	A 35% controlled entity of a person described in line 11a or 11b above? <i>If "Yes" to 11a, 11b, or 11c, provide detail in Part VI.</i>	11c		
Section B. Type I Supporting Organizations				
			Yes	No
1	Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>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 directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>	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? <i>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.</i>	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)? <i>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).</i>	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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>	2		
3	By reason of the relationship described in 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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>	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 government 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? <i>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.</i>	2a		
b	Did the activities described in line 2a constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>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.</i>	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? <i>If "Yes" or "No" provide details in Part VI.</i>	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI. the role played by the organization in this regard.</i>	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):	1		
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 (explain in detail in Part VI):			
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 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)			

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 - provide details in Part VI)	5		
6	Other distributions (describe in Part VI). 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 (provide details in Part VI). See instructions	8		
9	Distributable amount for 2020 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-2020	(iii) Distributable Amount for 2020
1	Distributable amount for 2020 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2020 (reasonable cause required-- explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2020:			
a	From 2015.			
b	From 2016.			
c	From 2017.			
d	From 2018.			
e	From 2019.			
f	Total of lines 3a through e			
g	Applied to underdistributions of prior years			
h	Applied to 2020 distributable amount			
i	Carryover from 2015 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2020 from Section D, line 7:			
	\$			
a	Applied to underdistributions of prior years			
b	Applied to 2020 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI . See instructions.			
6	Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI . See instructions.			
7	Excess distributions carryover to 2021. Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2016.			
b	Excess from 2017.			
c	Excess from 2018.			
d	Excess from 2019.			
e	Excess from 2020.			

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).

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
SCHEDULE A, PART II, LINE 10, EXPLANATION OF OTHER INCOME:	MISCELLANEOUS INCOME - 2016 AMOUNT: \$ -6,105. 2017 AMOUNT: \$ 40,815. 2018 AMOUNT: \$ 47,628 . 2019 AMOUNT: \$ 79,536. 2020 AMOUNT: \$ 6,269. LATE FEES - 2016 AMOUNT: \$ 1,955. 2017 AMOUNT: \$ 980. 2018 AMOUNT: \$ 845. 2019 AMOUNT: \$ 470. 2020 AMOUNT: \$ 260.

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2020

Department of the Treasury
Internal Revenue Service

▶ 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.

Open to Public Inspection

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

Name of the organization OPERATION HOMEFRONT INC	Employer identification number 32-0033325
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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? Yes 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? Yes 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 (e.g., recreation or education)	<input type="checkbox"/> Preservation of an 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 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 7/25/06, 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 ▶ \$ _____

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 are a significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 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 |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 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 in 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					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 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 ▶
 - c** Term endowment ▶
- 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:
- | | Yes | No |
|--|---------------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 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		611,237		611,237
b Buildings		3,229,828	95,981	3,133,847
c Leasehold improvements				
d Equipment		538,434	535,502	2,932
e Other		1,734,840	1,060,760	674,080
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				4,422,096

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 _____		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
(I)		
Total. (Column (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)		
(10)		
Total. (Column (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) GIFT CARDS	142,082
(2) IN-KIND GOODS	829,147
(3) CONTRIBUTED HOUSES INVENTORY	12,632,116
(4) OTHER	1,701
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

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. (1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	

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 FJN 4B (ASC 740). Check here if the text of the footnote has been provided in Part XIII

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	43,582,161
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	-7,419
b	Donated services and use of facilities	2b	4,332,265
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	4,324,846
3	Subtract line 2e from line 1	3	39,257,315
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	207
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	207
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	39,257,522

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	43,671,765
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	4,332,265
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	4,332,265
3	Subtract line 2e from line 1	3	39,339,500
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	207
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	207
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	39,339,707

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.

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information (continued)

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 32-0033325
Name: OPERATION HOMEFRONT INC

Supplemental Information

Return Reference	Explanation
PART IV, LINE 2B:	THROUGH AN AGREEMENT WITH OPERATION HOMEFRONT, HENDRICKS PROPERTY MANAGEMENT LLC COLLECTS SECURITY DEPOSITS FROM CLIENTS PARTICIPATING IN THE PERMANENT HOMES FOR VETERANS PROGRAM. HENDRICKS ALSO COLLECTS FUNDS FROM THE CLIENTS EACH MONTH IN ORDER TO PAY PROPERTY TAXES AND INSURANCE COSTS WHILE THE CLIENTS ARE OCCUPYING THE HOMES, BUT BEFORE THEY ARE DEEDED TO THE CLIENT. HENDRICKS REIMBURSES THE CLIENTS FOR SECURITY DEPOSITS AND OPERATION HOMEFRONT FOR PROPERTY TAXES AND OTHER COSTS PAID. THESE SECURITY DEPOSITS AND ESCROW ACCOUNTS ARE MAINTAINED BY OPERATION HOMEFRONT. FOR THE YEAR ENDED 12/31/2020, THEIR BALANCES WERE \$41,500 AND \$309,407 RESPECTIVELY.

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No. 1545-0047

2020

Department of the Treasury
Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

Open to Public Inspection

▶ Attach to Form 990 or Form 990-EZ.

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

Name of the organization
OPERATION HOMEFRONT INC

Employer identification number
32-0033325

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 Mail solicitations
 - b Internet and email solicitations
 - c Phone solicitations
 - d In-person solicitations
 - e Solicitation of non-government grants
 - f Solicitation of government grants
 - g Special fundraising events
- 2a 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			
MARKETEAM 1200 ABERNATHY ROAD NE STE 1600 ATLANTA, GA 30328	DIRECT RESPONSE/PRINTING		No	4,854,047	1,984,085	2,869,962
THOMPSON HABIB & DENISON INC 80 HAYDEN AVENUE STE 300 LEXINGTON, MA 02421	DIRECT MAILING SERVICES		No	143,545	37,123	106,422
Total				4,997,592	2,021,208	2,976,384

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, AZ, AR, CA, CO, CT, DE, DC, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY, PR

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	(b) Event #2	(c) Other events	(d) Total events
		MCOY (event type)	GOLF TOURNAMENTS (event type)	(total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	197,000	172,096		369,096
	2 Less: Contributions				
	3 Gross income (line 1 minus line 2)	197,000	172,096		369,096
Direct Expenses	4 Cash prizes	77,112	206		77,318
	5 Noncash prizes				
	6 Rent/facility costs		18,879		18,879
	7 Food and beverages	12,500	1,533		14,033
	8 Entertainment	25,089	138		25,227
	9 Other direct expenses	10,842	22,540		33,382
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				168,839
11 Net income summary. Subtract line 10 from line 3, column (d) ▶				200,257	

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))
		1 Gross revenue			
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	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 type="checkbox"/> Yes _____ % <input type="checkbox"/> No		
7 Direct expense summary. Add lines 2 through 5 in column (d) ▶					
8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶					

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

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	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ _____

Address ▶ _____

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 distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

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.

Return Reference	Explanation

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I (Form 990)

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

2020

Open to Public Inspection

Department of the Treasury
 Internal Revenue Service
 Name of the organization
 OPERATION HOMEFRONT INC

Employer identification number
 32-0033325

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.

(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

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

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 noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) ASSISTANCE TO CLIENTS	57139	5,100,686	19,156,780	FMV	FOOD, TOYS, FURNITURE, COMPUTERS AND COMPUTER EQUIPMENT, CLOTHING, DECORATIVE ITEMS, SCHOOL SUPPLIES, GIFT CARDS, VEHICLES, AND CONCERT/SPORTS TICKETS.
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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

Return Reference	Explanation
PART I, LINE 2:	FUNDS ARE NOT PAID TO THE CLIENTS DIRECTLY. THEY ARE PAID TO THE LENDING INSTITUTION/LESSOR/CREDITOR UPON REVIEW OF THE BILLS AND FINANCIAL STATEMENTS. THIS WAY WE ALWAYS KNOW THE FUNDS ARE USED FOR THE INTENDED PURPOSE ONLY.

Schedule J
(Form 990)

Compensation Information

OMB No. 1545-0047

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.

2020

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
OPERATION HOMEFRONT INC

Employer identification number
32-0033325

Part I Questions Regarding Compensation

		Yes	No
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 type="checkbox"/>	Travel for companions	<input type="checkbox"/>	Payments for business use of personal residence
<input type="checkbox"/>	Tax idemnification 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 (e.g., maid, chauffeur, chef)
1b	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, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?		
3	Indicate which, if any, of the following the filing 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 type="checkbox"/>	Compensation committee	<input checked="" type="checkbox"/>	Written employment contract
<input type="checkbox"/>	Independent compensation consultant	<input checked="" type="checkbox"/>	Compensation survey or study
<input 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:		
4a	Receive a severance payment or change-of-control payment?		No
4b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?		No
4c	Participate in, or receive payment from, an equity-based compensation arrangement?		No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
Only 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:		
5a	The organization?		No
5b	Any related organization?		No
	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:		
6a	The organization?		No
6b	Any related organization?		No
	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 in lines 5 and 6? If "Yes," describe in Part III.		No
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.		No
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		

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 are not 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 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 JOHN I PRAY JR PRESIDENT/CEO	(i)	447,318	0	0	0	0	447,318	0
	(ii)	0	0	0	0	0	0	0
2 MARGUERITE KIRST CDO	(i)	233,307	24,000	0	0	0	257,307	0
	(ii)	0	0	0	0	0	0	0
3 ROBERT THOMAS COO	(i)	214,331	12,000	0	0	0	226,331	0
	(ii)	0	0	0	0	0	0	0
4 ANDRE HAWKINS CFAO	(i)	162,215	4,000	0	0	0	166,215	0
	(ii)	0	0	0	0	0	0	0
5 JILL ESKIN-SMITH VP OF CORPORATE & FOUNDATI	(i)	155,788	5,000	0	0	0	160,788	0
	(ii)	0	0	0	0	0	0	0
6 JAY STERNBERG VP OF MARKETING	(i)	150,434	5,000	0	0	0	155,434	0
	(ii)	0	0	0	0	0	0	0
7 TROY KASBARIAN VP OF IT & GENERAL SERVICES	(i)	146,813	4,000	0	0	0	150,813	0
	(ii)	0	0	0	0	0	0	0

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.

Return Reference	Explanation

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2020

▶ **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 the latest information.**

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
OPERATION HOMEFRONT INC

Employer identification number

32-0033325

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				
5 Clothing and household goods	X		13,605,651	FMV
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded				
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	X	19	4,137,297	FMV
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (<u>GIFT CARDS</u>)	X	3,976	435,384	FMV
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 IV, Donee Acknowledgement 29

	Yes	No
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 three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		No
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?	Yes	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		No
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.		

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.

Return Reference	Explanation
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Schedule M (Form 990) (2020)

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SCHEDULE O
(Form 990 or 990-EZ)

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 990-EZ.

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

OMB No. 1545-0047

2020

Open to Public Inspection

Department of the Treasury

Name of the organization
OPERATION HOMEFRONT INC

Employer identification number

32-0033325

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	THE FORM 990 IS REVIEWED BY CEO, CDO, COO, CFAO & SR. VP OF HR PRIOR TO SUBMITTING TO THE BOARD OF DIRECTORS FOR APPROVAL.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	EACH YEAR, ALL BOARD MEMBERS ARE REQUIRED TO REVIEW AND RECERTIFY THE CONFLICT OF INTEREST POLICY. IT IS ALSO ADDRESSED MID-YEAR IN THE BOARD ASSESSMENT.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	INDEPENDENT BOARD OFFICERS, DIRECTORS, AND TRUSTEES ARE NOT COMPENSATED. AN EMPLOYEE COMPENSATION STUDY WAS PERFORMED IN MID-2020. THE STUDY LOOKED AT A NUMBER OF FACTORS INCLUDING JOB CONTENT, ORGANIZATIONAL REVENUE AND PROFILE, INDUSTRY, AND GEOGRAPHIC REGION. THIS COMPENSATION SURVEY WAS USED TO DETERMINE THAT CURRENT EMPLOYEE COMPENSATION WAS REASONABLE AND WITHIN RANGE.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	DOCUMENTS MADE AVAILABLE ON OPERATION HOMEFRONT WEBSITE AND ARE AVAILABLE UPON REQUEST.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XII, LINE 2C:	THE PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.

List of Names and Qualifications of Key Staff

- Uli Correa works as the department chair at Operation Homefront
- Linda Medler works as the treasurer at Operation Homefront
- Greg Ham is the vice department chair at Operation Homefront
- Tyrone Woodyard is the secretary at Operation Homefront
- Steve Adkinson works as a board member at Operation Homefront
- Derek Blake works as a board member at Operation Homefront
- Rod Essig works at Operation Homefront as a board member and is a music agent.
- JK Huey works as a board member at Operation Homefront
- Dianna Purvis Jaffin is a board member at Operation Homefront who is also the Science and Resilience Adviser
- Angelo Lombardi works as a board member inside Operation Homefront
- Kelly Mayhall works as a board member at Operation Homefront
- Steven G. Mahon works as a board member at Operation Homefront
- John I. Pray Jr. works as a board member at Operation Homefront who is also the President and CEO of Operation Homefront.
- Faith Arnold Schwartz works as a board member at Operation Homefront
- Ken Slater works as a board member at Operation Homefront
- Terry Smith works as a board member at Operation Homefront
- Andre Hawkins works as the Chief Financial and Administrative Officer at Operation Homefront
- Margi Kirst works as the Chief Revenue Officer at Operation Homefront

- Robert D. Thomas works as the Chief Operation Officer at Operation Homefront
- Karen Smithhart works as the Senior VP of Resources at Operation Homefront
- Scott Arcuri works as the VP of Field Operations at Operation Homefront
- Tony Barnett works as the VP of Marketing at Operation Homefront
- Gracie Broll works as the VP of Transitional and Permanent Housing at Operation Homefront
- Jill Eskin- Smith works as the VP of Corporate & Foundation Partnerships at Operation Homefront
- Troy Kasbarian works as the VP of IT, Logistics & Facilities at Operation Homefront
- Scott Wood works as the VP of Individual Giving & Campaigns at Operation Homefront
- Susan Ziesman works as the VP of Integrated Public Relations at Operation Homefront

LEADERSHIP



**Brig Gen John I. Pray, Jr.,
USAF, Retired →**
President & CEO



Andre Hawkins →
CPA, Chief Financial &
Administrative Officer



Margi Kirst →
Chief Revenue Officer



**Brig Gen Robert D.
Thomas, USAF, Retired →**
Chief Operating Officer



Karen Smithhart →
Senior VP of Human
Resources



**Colonel Scott Arcuri,
USAF, Retired →**
VP of Field Operations



Tony Barnett →
VP of Marketing



Gracie Broll →
VP of Transitional and
Permanent Housing



Jill Eskin-Smith →
VP of Corporate &
Foundation Partnerships



Troy Kasbarian →
VP of IT, Logistics &
Facilities



Scott Wood →
VP of Individual Giving &
Campaigns



Susan Ziesman →
VP of Integrated Public
Relations

Data from 2021 Annual Report



CELEBRATING 20 YEARS OF SERVING AMERICA'S MILITARY

IN THIS REPORT: UNITED WE STAND

When expectations for a better 2021 gave way to a persistent global pandemic, continued lockdowns, and COVID-19 variants, struggling military families cast their hopes on Operation Homefront, and we found ways to continue to innovate, grow, and give them the best-in-class programs they have earned and so richly deserve.

For Purple Heart recipient Bryan Edwards and his wife, Annabel, beginning Operation Homefront's Permanent Homes for Veterans program was the opportunity of a lifetime. Likewise, when Navy veteran Dandee Ajay's dream of a military career was cut short due to medical retirement, Operation Homefront's Transitional Homes for Veterans program gave her new hope for a brighter future.

This report tells the story of how Operation Homefront has grown to serve tens of thousands of military families each year, thanks to our partners, donors, and volunteers who also stand ready to serve. As we enter our 20th year, we continue our important work to support this very special and deserving group of our fellow citizens in their time of need.

MISSION:

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

Headquartered in San Antonio, Texas, and McLean, Virginia, Operation Homefront currently provides supportive programs and services to military families across the nation with 21 locations serving all 50 states.

VISION AND CORE BELIEF:

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

To help our military families in their times of need for all they have done for us in our nation's time of need.



VALUES:

Do What's Right: Our actions must always reflect the best interests of the military families we seek to serve.

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.

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.

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.

2002 Operation Homefront was founded to support the families of service members deployed in the aftermath of 9/11.

2007 Dollar Tree's partnership with Operation Homefront began. Dollar Tree and its customers have since donated over \$164 million.

2008 Back-to-School Brigade kicked off, distributing 8,177 backpacks. In 2021, over 39,000 military children across the nation received backpacks filled with school supplies through the program.

The Transitional Housing - Villages program opened its first village and welcomed its first family in San Antonio, Texas.

2009 The inaugural Military Child of the Year® Awards recognized the service and sacrifice of our nation's youngest heroes from each branch for their scholarship, volunteerism, leadership, extracurricular involvement, and other criteria while facing the challenges of military family life.

RY FAMILIES ... AND WORKING TO SECURE THE NEXT 20

2010 In its inaugural year, **Holiday Meals for Military** delivered nearly 7,000 meals to military families.

A second location for **Transitional Housing - Villages** opened in the Washington, D.C., area.

2011 An initiative with **The Home Depot Foundation** to repair, rehab, and retrofit homes of wounded heroes started. Since the partnership began, The Home Depot Foundation has donated over \$19 million.

2012 **JPMorgan Chase & Co.** began providing homes to our **Permanent Homes for Veterans** program. To date, JPMorgan Chase has donated over 500 homes to the program, totaling nearly \$80 million in deeded value to military families.

2014 50,000th meal served in our **Holiday Meals for Military** program.

In September, the **Permanent Homes for Veterans** program awarded its 100th mortgage-free home to a military family.

2015 The first Cornerstone Award honored an individual for helping us transform how we deliver on our promise to military families.

2018 The 500th family in the **Permanent Homes for Veterans** program received a deed to a mortgage-free home.

The first of three military families entered the **Transitional Homes for Veterans** program, made possible by a \$4.2 million grant from the **A. James & Alice B. Clark Foundation** to expand our efforts to provide housing for military families transitioning to civilian life. In 2021, the 21st family entered the program and the seventh family graduated.

2020 The **Holiday Meals for Military** program reached a milestone of over 100,000 military families served.

The first veteran family graduated from the **Transitional Homes for Veterans** program. The family worked hard to complete the program early and bought their own home.

The **Critical Financial Assistance** program reacted swiftly to needs generated by the COVID-19 crisis, fulfilling over 1,500 pandemic-related requests for help across 39 states and Puerto Rico and totaling nearly \$1 million.

2021 **The Slater Family Foundation** made a \$2 million commitment to Operation Homefront's mission and to secure the futures of America's military families.

Our 650th family completed the **Permanent Homes for Veterans** program and will be deeded their mortgage-free home in early 2022.

2022 Operation Homefront programs will hit notable milestones:

The **Critical Financial Assistance** program will fulfill its 50,000th request. Since 2011, the program will have provided over \$35 million in assistance to military families.

The **Transitional Housing - Villages** program will provide rent- and utility-free housing to our 700th transitioning family.

Back-to-School-Brigade will deliver its 500,000th backpack filled with school supplies to a military child, saving families over \$55 million in back-to-school expenses.

The 675th military family will graduate from our **Permanent Homes for Veterans** program, surpassing \$100 million in deeded home equity to military families.

OUR BOARD AND LEADERSHIP

FROM THE PRESIDENT AND CEO



"THE TITLE OF THIS ANNUAL REPORT - *UNITED WE STAND* - REFLECTS OUR PLAN TO LAUNCH OUR \$100 MILLION, THREE-YEAR COMPREHENSIVE CAMPAIGN THAT WILL ALLOW US TO SECURE THE FUTURES OF THE MILITARY FAMILIES WE SEEK TO SERVE ...NOW AND FOR DECADES TO COME."

—JOHN I. PRAY, JR., OPERATION HOMEFRONT
PRESIDENT AND CHIEF EXECUTIVE OFFICER
BRIG. GEN. USAF, RETIRED

"OUR CAMPAIGN IS OFF TO A FAST START DUE TO THE CONFIDENCE OUR MANY PARTNERS AND DONORS HAVE IN OUR ABILITY TO FULFILL OUR IMPORTANT MISSION."

—ANGELO LOMBARDI, BOARD CHAIRMAN



While 2021 began with encouraging news of a COVID-19 vaccine and the hope of reopening communities across our nation, the pandemic persisted, and many Americans experienced further disruption and economic hardship ... our military families among them. I am proud to report our staff, board members, volunteers, and donors met these continued challenges with determination and resolve. Using our core values - Do What's Right, Gratitude, Perform with Excellence, and Respect Others - to guide us, we charged forward bolstered by an unwavering commitment to our mission to helping our military families have the opportunity to thrive, not simply struggle to get by, in the communities - OUR communities - they have worked so hard to protect. As you read this report, I am confident you will agree the results and milestones we achieved as a team are not only worth celebrating, but worth using as a solid foundation for further growth in the years ahead.

I am proud to report: We exceeded the 49,000th requests mark for our Critical Financial Assistance program, totaling nearly \$33 million in relief funding; we awarded our 640th mortgage-free home, totaling over \$96 million in deeded value through our Permanent Homes for Veterans program; we welcomed our 25th military family into our fledgling Transitional Homes for

Veterans program, saving them \$350,000 in mortgage costs; and we housed our 650th military family in our Transitional Housing - Villages, saving them over \$7 million in rent and utilities. All our programs share a common purpose: to ensure the short-term financial hardships facing our families do not become long-term struggles that derail any hopes of a stronger, more stable, and more secure future.

These stellar accomplishments would not be possible without the extraordinary efforts of our talented staff and our amazing volunteers. Appreciating the need to adapt our program delivery to continue to provide the wide range of impactful programs to our military families in their communities, our headquarters and field staffs continued to work remotely while our volunteers went above and beyond to give more than 51,000 hours and to lead nearly 80% of our Back-to-School Brigade and Holiday Meals for Military distributions.

The title of this annual report - *United We Stand* - reflects our plan to launch our \$100 million, three-year comprehensive campaign that will allow us to secure the futures of the military families we seek to serve ...now and for decades to come. It represents a call to action to all those who share our commitment to this very special and deserving group of our fellow citizens. Join us as we celebrate our 20th year and prepare for the next 20 years - standing united for our military families.

With gratitude,

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

FROM THE BOARD CHAIRMAN

By all measures, 2021 was a difficult year. The continuing pandemic and resulting national and international turbulence and uncertainties continued to place a tremendous strain on all Americans. Yet, despite the challenges that sidelined many other nonprofits, the entire Operation Homefront family has been able to stay focused on and committed to helping our military families overcome their financial hardships.

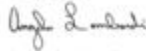
A big "thank you" goes to all our corporate, foundation, and individual donors, large and small, who have, for 20 years now, enthusiastically supported Operation Homefront's important work and thereby sustained our ability to deliver life-changing programs to tens of thousands of military families each year. Over the past 12 months, we: delivered more than 39,000 backpacks to military kids; served more than 17,000 meals to military families; and helped nearly 1,000 new and expecting moms, often far away from their loved ones, prepare to welcome a baby to their family.

Whether a military family benefits from our transitional or permanent housing programs, our financial assistance program, or our holiday meals or backpack programs, each touchpoint with Operation Homefront reminds them that we are exceedingly grateful for all they have done to protect the freedoms we enjoy daily. I am especially proud that, in a very unsettling social and economic environment, 88 percent of our expenditures went toward our programs. Moreover, I'm proud that we continue to be trusted and respected, as demonstrated by our top ratings by major charity rating agencies.

We will not rest on our laurels as we understand there is much work still to do to secure the futures of those military families who will seek our assistance in the coming years. With this overarching purpose in mind, we continued laying the groundwork on our ambitious \$100 million United We Stand comprehensive campaign and plan to launch this major three-year fundraising effort in early 2022. Our campaign is off to a fast start due to the confidence our many partners and donors have in our ability to fulfill our important mission.

I, along with my fellow board members, believe it is both an honor and a duty to serve those who do so much to serve all of us ...our military families. While we can be proud of all we have accomplished, the fact remains that many military families will continue to struggle as they transition back into their civilian communities. The good news is that we are positioned to continue our important work, and, I am proud to say, we will be there to help them.

Many thanks,



Angelo Lombardi
Chairman, Board of Directors
President, Sentia Wellness



2021 BOARD MEMBERS

Angelo Lombardi (Chair) President, Sentia Wellness	U.S. Air Force Col. Marty Hauser, retired President, Ohio
Ulises Correa (Vice Chair) Regional Vice President, Region 8 - South Central Division, Texas, Walmart	U.S. Army Col. Steven G. Mahon, retired Executive Vice President, General Counsel & Corporate Secretary, SACC
Dianna Purvis Jaffe, PhD (Secretary) Science and Resilience Advisor	Bob McGowan Algas (retired)
JK Huey (President) CEO, Huey Management Services	U.S. Air Force Brig. Gen. Linix Medico, retired President & CEO, L.A. Medico & Associates, LLC
Steve Adkinson Senior Vice President & Senior Advisor, Merrill Lynch Wealth Management	Frank Parsa Divisional Director, The Home Depot
Derek Blake Head of Partnerships, TaxAct, Blooms	U.S. Air Force Brig. Gen. John I. Prag, Jr., retired President & CEO, Operation Homefront
Red Eszig Music Agent, Creative Artists Agency	Kan Slater Principal, Ternont Partners, LLC
Laura Fredricks Founder & CEO, The Axi	U.S. Army Command Sgt. Maj. Anthony J. Williams, retired Manager, Business Development, BAC Systems (Combat Vehicles)
Laurie Gallo	U.S. Air Force Col. Tyrone "Woody" Woodyard, retired Vice President, Communications, Rotary and Mission Systems, Skonky, a Lockheed Martin Company
Robert Giannetta CIO, Perston	
Greg Ham Partner, The MWS Group and 24 Entertainment	

WE KNOW RELIEF

CRITICAL FINANCIAL ASSISTANCE

Since 2011, we have provided nearly **\$33M** in critical financial assistance, fulfilling nearly **50,000** requests.



In 2021, Operation Homefront was able to fulfill nearly **2,120 REQUESTS** from military families, providing over **\$2.3 MILLION** in financial assistance.



TRANSITIONAL HOMES FOR VETERANS

Since 2018, we have defrayed over **\$450,000** in mortgage costs while housing **21** military families. **7** families completed the program and purchased their own homes.



In 2021, the Transitional Homes for Veterans program helped **5 FAMILIES** graduate and **21 FAMILIES** save over **\$230,000** in housing costs.

TRANSITIONAL HOUSING - VILLAGES

Since 2008, we have defrayed over **\$7M** in rent and utility costs, and provided over **6,000** months of rent-free housing to military families.



Our Transitional Housing - Villages provided **341 MONTHS** of residency to **193 FAMILY MEMBERS**, helping them save nearly **\$470,000** in 2021.

RELIEF PROVIDED IN 2021

KEY:



- Transitional Homes for Veterans locations
- Transitional Housing - Villages locations



100% OF SURVEY RESPONDENTS AGREED OR STRONGLY AGREED THE CRITICAL FINANCIAL ASSISTANCE THEY RECEIVED HELPED THEM FEEL STRONGER, MORE STABLE, AND MORE SECURE.

Air Force Staff Sgt. Christian Gerhart followed family tradition when he enlisted, and he was proud to serve our country. After six years of service in Italy, Niger, and the United States, Christian and his wife, China, wanted to settle in Florida with their family and finally pursue their college degrees. Owning a home was a dream neither of them considered a possibility.

When they saw our Transitional Homes for Veterans program, Christian and China applied, scarcely hoping that they would be accepted and on a path to homeownership. The program allowed the couple to live rent-free in a home in Ruskin, Florida, for 2½ years so they could reduce their debt, enter college, settle their children in schools and activities, and work on learning the skills of buying and maintaining a home. In just two years, the Gerharts achieved financial stability, improved their credit scores, and saved enough money for a down payment on a three-bedroom, two-bath home nearby in Ruskin.

Thanks to the **A. James & Alice B. Clark Foundation's** continuing commitment to the Transitional Homes for Veterans program, families like the Gerharts are realizing their dream of home ownership. The Gerharts were one of five families to graduate from the THV program in 2021, beginning a year of celebration for their family. Christian and wife China welcomed their third child, he graduated from college ... and now they are going to be homeowners in their "forever community."

Since 2018, Transitional Homes for Veterans has defrayed over \$450,000 in housing costs while housing 21 military families. Seven families have successfully completed the program and purchased their own homes.

After 2½ years in the THV program, Christian and China Gerhart put a down payment on a home for their family.



BY 2025, WE EXPECT TO:



FULFILL OVER 55,000 REQUESTS FOR FINANCIAL ASSISTANCE, PROVIDING NEARLY \$40M IN ASSISTANCE



HOUSE 100 FAMILIES IN OUR TRANSITIONAL HOMES FOR VETERANS PROGRAM



HOUSE 780 FAMILIES IN OUR TRANSITIONAL HOUSING - VILLAGES, DEFRAYING \$8.5M IN HOUSING COSTS



WE KNOW RESILIENCY

PERMANENT HOMES FOR VETERANS

Since 2012, over **700** military families have been welcomed into the Permanent Homes for Veterans (PHV) program. Of those, nearly **650** military families have received mortgage-free deeds, a value of over **\$96M** in home equity.



Our PHV program accepted **8 VETERAN FAMILIES** into the program in 2021 and graduated **33 FAMILIES** into mortgage-free homes, providing them with nearly **\$6.4 MILLION** in deeded home equity in 2021.



VETERAN CAREGIVER SUPPORT

Since 2008, our Veteran Caregiver Support program has assisted nearly **4,000** caregivers through its network of support groups.



In 2021, the Veteran Caregiver Support program assisted **2,500 CAREGIVERS** nationwide through its network of **75 SUPPORT GROUPS** and online forums. Open to all caregivers of post-9/11 wounded, injured, or ill service members, VCS also hosted **12 CAREGIVERS** at **1 VIRTUAL RETREAT** that provided respite, education, and self-care.

SINCE INCEPTION

KEY:

- PHV home occupied by military family
- PHV home deeded to military family
- VCS support group

96% OF SURVEY RESPONDENTS AGREED OR STRONGLY AGREED THAT THE PERMANENT HOMES FOR VETERANS PROGRAM HELPED THEM FEEL STRONGER, MORE STABLE, AND MORE SECURE.



BY 2025, WE EXPECT TO:



GRADUATE OUR 700TH FAMILY, FROM OUR PERMANENT HOMES FOR VETERANS PROGRAM, PASSING OVER \$100M IN DEEDED HOME EQUITY



HOST OUR 700TH CAREGIVER AT A VCS RETREAT



"THIS PROGRAM HAS GIVEN US STRUCTURE AND FINANCIAL SECURITY. IT WILL IMPACT OUR FAMILY FOR GENERATIONS TO COME."

-SGT. BRYAN EDWARDS, ARMY VETERAN

Hosting a dozen family members for Thanksgiving was the gravy on top of a year filled with blessings, say Army veteran Bryan Edwards and his wife, Annabel, who moved into their Permanent Homes for Veterans house in Laurel, Maryland, this fall. Walking into the newly built townhome, provided through the generosity of PulteGroup, Inc.'s Built to Honor program, was surreal for the couple, who say the fully furnished home was tailored precisely to their taste.

Bryan, who began his military career in the National Guard before enlisting in the Army, was injured in a firefight in Afghanistan in 2016. He was shot while running to secure cover for his squad. He received a Purple Heart and was medically retired. He lives with PTSD, traumatic brain injury, and other combat injuries.

Before being accepted in the Permanent Homes for Veterans program, Bryan and Annabel were living with her parents so they could save money to buy a home. Now, they are embracing the financial education that is a part of the program, and Bryan is enjoying a new job that allows him to spend more time in their new home. The job - with PulteGroup, Inc. - is also a result of the program. "It's all a godsend," he said.

Bryan and Annabel Edwards are closer to their dream of being homeowners since moving into the Permanent Homes for Veterans house in Laurel, Maryland, in the fall.

The Laurel, Maryland, house is one of three of PulteGroup, Inc.'s Built to Honor homes awarded to Operation Homefront.

The Edwards family was one of eight veteran families accepted into the Permanent Homes for Veterans program in 2021, graduating 33 families into mortgage-free homes, receiving a combined \$6.4 million in deeded home equity.

Since 2012, nearly 650 families have received mortgage-free homes through Permanent Homes for Veterans, totaling more than \$96 million in home equity.

WE KNOW RECURRING FAMILY SUPPORT

BACK-TO-SCHOOL BRIGADE

Since the Back-to-School Brigade (BTSB) program began in 2008, over **465,000** backpacks have been distributed to military children, saving families over **\$50M** in expenses.



In 2021, our Back-to-School Brigade provided over **39,000 MILITARY CHILDREN** with backpacks and school supplies.

HOLIDAY PROGRAMS

Since 2010, we have served over **145,000** families — over **600,000** individual family members — through our Holiday Meals for Military (HMFM) and Holiday Toy Drive programs.



In 2021, our Holiday Meals for Military program served over **17,000 FAMILIES** — nearly **70,000 INDIVIDUAL FAMILY MEMBERS**. Holiday Toy Drives distributed toys to over **1,000 MILITARY CHILDREN** in 2021.

HOMEFRONT CELEBRATIONS

We have honored nearly **9,000** military spouses at Homefront Celebrations and awarded **34** attendees with academic scholarships since 2009.



Homefront Celebrations recognized **173 MILITARY SPOUSES** in 2021 for their remarkable service. Virtual events treated spouses to guest speakers, special surprises, and helped them grow their community.

MILITARY CHILD OF THE YEAR®

Our 13th annual Military Child of the Year® Awards honored eight recipients for their exceptional leadership, volunteerism, civic engagement, and more.

INNOVATION AWARD:
Emma Remley

AIR FORCE:
Nyah Gray

ARMY:
Caleb Pipes

COAST GUARD:
Liam Cooper

MARINE CORPS:
Eleanor David

NATIONAL GUARD:
Eise Puliafico

NAVY:
Dasia Bandy

SPACE FORCE:
Joshua Wouden

STAR-SPANGLED BABIES

We have celebrated and supported over **19,000** new and expectant parents through the Star-Spangled Babies® program since 2008.



In 2021, our Star-Spangled Babies® program showered **961 MILITARY PARENTS** with support and essential baby items they needed to welcome their newest family members.

95% AND 93%
OF SURVEY RESPONDENTS
AGREED OR STRONGLY AGREED
THAT THE HMFM AND BTSB
PROGRAMS (RESPECTIVELY)
HELPED THEM FEEL STRONGER,
MORE STABLE, AND MORE SECURE.

As a parent of three school-age children, Army veteran Orlando Andrews felt grateful for the donated backpacks stuffed with school supplies. Volunteering at a Back-to-School Brigade (BTSB) event made him feel doubly blessed.

Orlando served seven years in the Army, working as a transportation specialist. During a 14-month deployment as part of Operation Iraqi Freedom, he suffered head and back injuries when his unit was ambushed. He was medically retired and lives with symptoms relating to traumatic brain injury, PTSD, and neurological disorders. The injuries limit his ability to work as an IT technician.

He and his wife, Deborah, have five children and were excited to learn about Operation Homefront from a fellow veteran. Most recently, the family attended a BTSB drive-thru event in Montgomery, Alabama.

"It's a big help to do a one-stop shop for school supplies. Usually, you go one place to get backpacks and others to get supplies," he said.

In 2021, CSX renewed its commitment to Operation Homefront through its Pride in Service initiative, by announcing a two-year gift to our mission. Additionally, CSX partnered with Operation Homefront to distribute 1,400 backpacks and essential school supplies to military children in Jacksonville, Florida; Clarksville, Tennessee; and Fayetteville, North Carolina, as a part of our annual Back-to-School Brigade.

"At CSX, serving those who serve is at the core of our mission and we are proud to help deliver school supplies to military children, easing at least one potential stress for their families," said Bryan Tucker, vice president of corporate communications at CSX.

CSX employees joined Operation Homefront staff and volunteers in Jacksonville, Florida (pictured below), Clarksville, Tennessee, and Fayetteville, North Carolina, to fill backpacks with school supplies for military children as part of our Back-to-School Brigade program.

"IT WAS LIKE A BURDEN WAS LIFTED OFF OUR SHOULDERS."

—ARMY VETERAN ORLANDO ANDREWS, BTSB MONTGOMERY ATTENDEE



BY 2025, WE EXPECT TO:



PROVIDE OUR 550,000TH BACKPACK, SAVING MILITARY FAMILIES \$65M



SERVE OUR 190,000TH HOLIDAY MEAL, SAVING MILITARY FAMILIES \$9M



HONOR 9,300 MILITARY SPOUSES



CELEBRATE 21,300 NEW AND EXPECTANT PARENTS

UNITED WE STAND

OUR \$100 MILLION CAMPAIGN TO SECURE THEIR FUTURES

OUR GOAL

United We Stand is our \$100 million comprehensive campaign to generate the resources that will allow us to secure the futures of our military families for years to come.

WE KNOW WHAT WORKS

Operation Homefront is one of the largest national charities dedicated to serving military families. We have a proven track record of helping them overcome their financial challenges. After two decades of innovation, rigorous evaluation, and thoughtful adaptation, our programs continue to meet the changing needs of our military families. **Simply put, we know what works.**

We know even temporary financial setbacks can shatter dreams and derail futures--and we are experienced at helping military families get back on a stronger, more stable, and more secure path. To do so, we offer a wide range highly valued relief, resiliency, and recurring family support programs to military families nationwide.

We also know that military families who are financially secure have a better chance of thriving in their communities after transitioning from service. Too often, recurring financial hardships prevent military families from gaining and/or maintaining the standard of living they - and their loved ones - so richly deserve. Our Critical Financial Assistance program, which couples immediate relief in the form of payment of overdue bills with caseworker support and financial counseling, provides the foundation military families can use to avert future financial crises and gain long-term financial health.

WE BELIEVE STRONG MILITARY FAMILIES CONTRIBUTE GREATLY TO BUILDING STRONG COMMUNITIES... AND THESE STRONG COMMUNITIES, IN TURN, BUILD A STRONGER AMERICA.

THE NEED CONTINUES

It is a national tragedy when a military family, who has worked tirelessly to protect the freedoms we, as Americans, enjoy daily has to experience the demoralizing realization that a short-term financial hardship will turn into a long-term struggle that derail any hope of a brighter future. While many Americans struggle, military families often have additional burdens not faced by other segments of our society.

While Operation Homefront is able to help tens of thousands of military families each year, we miss opportunities to help more due to limited resources. Therefore, growing our financial resources is critical to our ability to deliver the support they so desperately need.

OUR MISSION IS CRITICAL

Increasing the financial self-sufficiency of families is critical to helping them becoming stronger, more stable, and more secure. Economic-related stressors are a well-documented risk factor for family instability, family dysfunction, and child abuse and neglect. Financial distress can lead to destructive effects including increased family conflict and violence, low self-esteem, anger, depression, and abuse of alcohol and drugs.

One of Operation Homefront's major investors recently conducted a third-party assessment of our work and the impact of our mission. The study found that the work we do in helping military families become financially secure is directly related to ensuring stability and growth in other areas of their lives.



STRENGTHENING THEM... THEIR COMMUNITIES... OUR C

Ten years after arriving in the United States as a refugee from war-torn Liberia, Dandee Ajayi enlisted in the U.S. Navy. It was a way she could repay the nation that gave her a future. "The Navy gave me a family," Dandee said. She planned to serve 20 years, but medical retirement cut short her career goal. Dandee faced the difficult transition to civilian life with her husband, Olamide, and their two young children.

THEIR STORY

Dandee enlisted in 2009 and served for 12 years before fibromyalgia, PTSD, and chronic migraine headaches ended her career. During her military service, she worked as a damage controlman and was grateful for the supportive military community. "I had never had someone to care how I was doing, and that motivated me to do better," she said.

When Dandee enlisted, she was living out of her car while attending college and working two jobs. Joining the military, she reasoned, would provide housing and allow her to show her gratitude to the United States for taking her in as a refugee.

While Dandee began the transition to civilian life, the Ajayi family lived at the Operation Homefront Transitional Housing - Village in San Diego. There, too, she found a supportive family that helped her integrate into her new community with confidence. Olamide earned certification as an airline mechanic and landed a job in Texas. While at the Village, the Ajayis learned about the Transitional Homes for Veterans program and a house that would be available in Fort Worth, near Olamide's job.

Dandee, Olamide, their 6-year-old son, also named Olamide, and daughter Abigail, 2, moved into the new home in October. "Every night I wake up and walk around the house. I can't believe I'm living in this house," said Dandee. She is grateful to be living in the rent-free home so her family can save money toward the purchase of their own home. "There's no way this has happened because of luck," she said. "It's because of kindness and generosity. We don't take any kindness for granted or misuse it. We see it as an opportunity to better ourselves."

OUR IMPACT

Madison Dillon, manager of the Transitional Homes for Veterans program, understands the many challenges facing military families transitioning to civilian life. For many of them, having their own home and a sense of community feels unattainable.

In 2021, Madison facilitated the purchase of eight THV homes, bringing the number of houses in Operation Homefront's flagship housing program to 21. Among the houses was the newly built home the Ajayi family moved into, which Operation Homefront was able to purchase thanks to Pillsbury.

Dandee credits the program for helping her family along the path toward homeownership. Not only will the Ajayis be able to build savings and reduce debt while temporarily living rent-free, they also will receive financial education, training in home maintenance, and support services. "We will know how it feels to be a homeowner and what we will need and want for a home that, by the grace of God, we will purchase in Texas," she said. "It feels like a weight has been pulled off our shoulders."

UNITED WE STAND

Pillsbury has partnered with Operation Homefront since 2020, supporting military families through the Transitional Housing for Veterans and Critical Financial Assistance programs, and supporting residents of the Transitional Housing - Villages with product donations and community dinners.

In all, Pillsbury's investment has enabled Operation Homefront to purchase four THV homes; the Ajayi family was one of three that moved into these homes in 2021. For the Ajayis, Pillsbury is helping build stability so they can realize their dream of owning their own home. Dandee is especially grateful for the security for her children because she experienced homelessness as a child and as a young adult.

"Pillsbury believes what matters most is made at home and every family deserves a space to share moments together. To put that belief into action, we are continuing our support of Operation Homefront in local communities," said Jenny Jonker, marketing communications assistant manager for Pillsbury. "We are thrilled to have welcomed home the Ajayi family and can't wait to continue our efforts in the Dallas-Fort Worth area."



**"PILLSBURY BELIEVES WHAT MATTERS MOST IS
MADE AT HOME... EVERY FAMILY DESERVES
A SPACE TO SHARE MOMENTS TOGETHER."**

—JENNY JONKER, MARKETING COMMUNICATIONS ASSISTANT MANAGER, PILLSBURY

COUNTRY



"THANK YOU TO OPERATION HOMEFRONT AND THE DONORS FOR [THE] HEART AND MONEY TO BUILD THIS HOUSE. THEY DON'T EVEN KNOW ME, AND THEY DID THIS FOR ME."

-PETTY OFFICER 2ND CLASS DANDEE AJAYI, NAVY VETERAN

FINANCIAL REPORT 2021

OPERATION HOMEFRONT, INC. STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DEC. 31, 2021 (with summarized financial information for the year ended on Dec. 31, 2020)

	Without Donor Restriction	With Donor Restriction	2021 Totals	2020 Totals*
Revenue, Support, and Other:				
Contributed houses	\$1,627,141	—	\$1,627,141	\$4,137,297
Contributed goods, services, and facilities	\$16,924,428	—	\$16,924,428	\$20,891,455
Contributions	\$19,183,673	\$7,204,195	\$26,387,868	\$19,172,859
Special events, net expenses of \$222,745	\$163,144	—	\$163,144	\$200,257
Investment earnings, net	\$4,211	—	\$4,211	\$19,192
Other revenues	\$697,662	—	\$697,662	\$1,471,201
Total Revenue, Support, and Other	\$38,797,479	\$7,204,195	\$46,001,674	\$45,692,181
Expenses:				
Program services	\$38,995,457	—	\$38,995,457	\$41,408,458
Management and general	\$2,071,210	—	\$2,071,210	\$1,890,124
Fundraising	\$3,349,969	—	\$3,349,969	\$2,663,183
Total Expenses	\$44,416,636	—	\$44,416,636	\$45,761,765
Change in net assets	\$5,818,157	\$7,204,195	\$1,385,038	(\$88,604)
Net assets released from restriction	\$4,042,295	\$(4,042,295)	—	—
Net assets at beginning of year	\$21,534,410	\$5,553,324	\$27,087,734	\$27,177,538
Net Assets at End of Year	\$19,857,548	\$8,715,424	\$28,572,972	\$27,087,934

*2020 financials have been restated

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

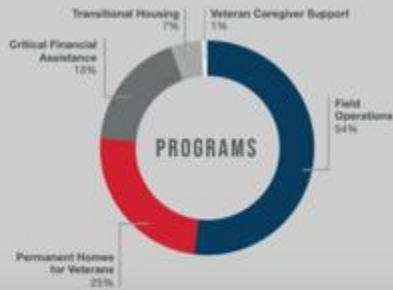


OPERATION HOMEFRONT, INC. STATEMENTS OF FINANCIAL POSITION DEC. 31, 2021, AND 2020

Assets	2021	2020*	Liabilities and Net Assets	2021	2020*
Current Assets:			Current Liabilities:		
Cash, operating	\$4,826,484	\$4,787,344	Accounts payable	\$708,516	\$360,567
Cash, escrow funds	\$297,938	\$309,407	Accrued expenses	\$623,195	\$1,212,662
Cash, security deposits	\$26,500	\$41,500	Accrued escrow accounts	\$441,439	\$487,907
Total Cash	\$4,949,823	\$5,148,251	Capital Lease Payable	\$160,632	—
Investments, at fair value	\$2,005,520	\$2,008,517	Total Liabilities	\$2,131,972	\$1,841,136
Receivables	\$7,563,181	\$3,534,142	Net Assets:		
Employee Retention Credits Receivable	\$616,742	—	Without donor restrictions		
Contributed houses inventory	\$7,873,279	\$12,732,616	Unrestricted	\$7,472,960	\$4,148,864
Contributed goods inventory	\$1,077,935	\$971,225	Designated for THV and transitional housing	—	\$693,554
Prepaid expenses	\$288,343	\$313,218	Designated for permanent housing	\$7,982,502	\$12,384,791
Other current assets	\$1,703	\$1,701	Designated for critical financial assistance	\$4,802,098	\$4,108,401
Property and equipment, net	\$6,127,318	\$4,622,096	Total without donor restrictions	\$18,957,548	\$21,534,410
Total Assets	\$30,804,944	\$28,929,070	With donor restrictions		
			Time restrictions	\$6,715,424	\$5,503,524
			Total Net Assets	\$28,673,972	\$27,087,834
			Total Liabilities and Net Assets	\$30,804,944	\$28,929,070

88%
OF EXPENDITURES
GO DIRECTLY TO
PROGRAMS

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



OUR COMMUNITY OF INVESTORS

Since 2002, Operation Homefront has served America's military families in their time of need because they have served all of us in our nation's time of need. When military families need us most, we are able to meet their needs, thanks to our community of partners, donors, and volunteers.



BOB'S DISCOUNT FURNITURE

For the third year, Bob's Discount Furniture selected Operation Homefront as a partner for Café Collections for a Cause. From October 1 to December 31, customers and employees were encouraged to donate online or in-store at one of 150 Cafés across the country. All Café Collections for a Cause donations collected were matched, dollar for dollar, up to \$75,000 by Bob's Discount Furniture. In November, Bob's Discount Furniture and the Green Bay Packers teamed up with Operation Homefront to deliver new mattresses to military families in Wisconsin. Former Green Bay Packers Evan Smith and Jamett Bush were on hand to support the special deliveries and surprise military families. Since 2019, Bob's has donated over \$127,000, in cash and in-kind to Operation Homefront.



CARMAX

CarMax and Operation Homefront launched a new partnership in 2021 to support military and veteran families. An initial gift of \$100,000 was made in support of Operation Homefront's mission, and employees volunteered at Back-to-School Brigade events in California, Colorado, and Nevada. In November, CarMax thanked veterans through its "MaxGratitude" initiative. CarMax employees submitted over 5,600 letters of appreciation. In honor of their employees' response, CarMax gave an additional \$50,000. CarMax, along with the Portland Trail Blazers, also partnered with Operation Homefront to gift new bicycles and helmets to local military children in Oregon.



CHOBANI

In 2018, Chobani launched its first charitable product, Hero Batch, and set out to raise \$1 million for Operation Homefront. Since launch, the company has donated nearly \$2.5 million in cash and in-kind to Operation Homefront. In February 2021, as millions of Texans struggled because of a massive winter storm, Chobani dedicated \$100,000 toward Operation Homefront's efforts to help military families in the state through our Critical Financial Assistance program. Chobani employees also volunteered at Holiday Meals for Military events and Back-to-School Brigade events across the country and served as judges for our prestigious Military Child of the Year® Awards. We are grateful to Chobani for its steadfast commitment to "doing well by doing good."



DRIVEN BRANDS

In the summer of 2021, the Driven Brands Charitable Foundation continued its tradition of hosting charitable golf tournaments with two of its brands, Maaco and Meineke, and raised over \$75,000. This tournament, held virtually because of the ongoing pandemic, invited participants to play golf on their own and record scores on an app. Additionally, the Foundation raised nearly \$30,000 through its Proud to Serve Those Who Serve campaign with Meineke, through which franchise owners made donations for each oil change they executed. Since the partnership began in 2018, the Driven Brands Charitable Foundation has donated over \$400,000 in support of Operation Homefront's Critical Financial Assistance program.

OUR COMMUNITY OF INVESTORS

The Dolores & Donald Burnett Foundation
 The Hayden Foundation
 The High Pointe Foundation
 The Keiter/Blair Family
 The M&T Charitable Foundation
 The Marak Family Foundation
 The Rogers Foundation
 The Tom & Frances Leach Foundation, Inc
 Peter Thisleton
 Stephen Thomas
 Sheryl Thompson
 Thompson Machinery Escrow Services
 Thomson Reuters
 Kimberly Throm
 Tidewater Officers' Spouses' Association
 Tan Tik-Han
 Barbara Timone
 Peter A. Tomasek
 Lee Toolson
 TOPS Market
 TowerCares Foundation
 Travis Credit Union
 Travis Spouses' Club
 Dennis Trifetti
 Trinitarian Congregational Church
 William Troy
 TRUST
 Lorenzo Tubays
 Tulalo Tribes Charitable Contributions Fund
 Guy Turgeon
 TVH Parts
 Twentynine Palms Officer's Spouses Club
 Unbridled Charitable Foundation
 United Way of Central Louisiana
 United Way of Grand Forks
 United Way of the Black Hills
 Ravi Vallabhan
 Marie E. Vallecorsa
 Van Gilder Family Foundation
 Henri Van Heiden
 Thomas Van Leeuwen
 Mark Vandegrift
 Vandenberg Thrift Shop
 Deborah VanDyk
 Vanguard
 Jim Vanhorn
 Patrick G. Varriano
 Keith Veneziano
 Karen J. Vesely
 VFW Post 6018
 Michele M. Viviano
 Viviano Flower Shop
 Thomas Vokes

Kyle Volker
 Ann L. Von Hoff
 Voya-Frontstream
 W.J. & Kathy Chamblin Family Foundation, Inc.
 Jerry Wagner
 Paul J. Wagner
 Michael Wallace
 Walmart Store #2092
 Walmart Store #24
 Walmart Store #2628
 Walmart Store #2847
 Walmart Store #3672
 Bradford B. Walters
 Walters & Mason Retail, Inc.
 Shih-Chen Wang
 Raino Wantin
 Jeffrey Watermolen
 Carylon J. Watson
 Michael Weatherly
 JA Wedum Foundation
 James R. Weedon
 John Weems
 John G. Welisch
 Wells Fargo
 James Wermeychik
 Werner Enterprises, Inc.
 Tash A. Wescott
 Jim Whisenhunt
 Wendy White
 Anthony Whitney
 Alicia L. Whittington
 William Wilder
 Joseph H. Wilkens
 Theodore Williams
 James Williford
 John Willis
 Michele L. Wilson
 Windermere Foundation
 Women's Overseas Service League- San Antonio
 League
 Edward G. Wong
 Robert Wood
 Scott Wood
 Paul M. Woods
 Jeffrey Woodward
 William Woodworth
 Joseph F. Wootten
 Cindy Worley
 Milan Wukadinovich
 Joyce Yamane
 Yawkey Baseball League, Inc.
 Ethan Youderian
 William M. Young

Z & Z Supply Co., Inc.
 Nicole Zamora
 Joe Zazzi
 Helena Zodrow
 Marlon Zola
 Stephen Zukotyński



Follow-Up To Do Guide

Dear Brig Gen John I. Pray Jr. at Operation Homefront,

This proposal is mostly completed and is ready to be sent to the funder for acceptance. I want to ask that you read over the entire proposal and sign or fill out anything that may be unclear or missing. The next step in the proposal is to send it off to Veterans United Foundation and wait for a response back from them detailing whether they have accepted Operation Homefront as their grant recipient.

The main concern I have before sending this document to the funder is the lack of a typed anti-discrimination statement that is adopted by the board of directors. There are many reasons why having an anti-discrimination statement would increase foot-traffic through your website. First, when people are looking for a new job or looking to supply money to this operation. They want to work with a non-profit that treats everyone fairly, regardless of race, gender, national origin, or other identifying characteristics. This policy helps your non-profit state clearly what its values. If you are lacking in this policy, there is reasoning for many candidates not to feel comfortable with applying for a job at Operation Homefront or giving money.

The Veterans United Foundation can be reached at yuf@veteransunited.com or through their website at www.enhancelives.com, which can be found by opening Google and typing the funder name into the search bar. If you have further questions or just want to get to know me, I can be reached by email at chritz@uccs.edu or by phone at 314-566-1505.

Sincerely,
Cannon Hritz