Dear Friend,

You might say it is His signature move: our God makes a way where there is no way! He made a way for the Israelites to cross through the Red Sea; He made a way for a virgin to give birth to a promised Savior; and He made a way for the crucified Christ to walk out of a sealed tomb.

We know these accounts to be true because of the written record, and because of our own experience. God has made a way for each of us to pass from death to life through the risen Lord Jesus, and He continues to make a way where there is no way through His Spirit’s activity in our lives.

This report is yet one more written record of God’s signature move as we witness it daily through the mission of Young Life. He is calling up tens of thousands of women and men for active duty; He is giving us His innovative ideas; He is empowering us with His Spirit; and He is raising countless young people everywhere to life in Jesus Christ!

I hope you will read this report and rejoice with me! Isaiah 43:21 makes it clear, all praise and glory belong to God! Yet He invites us to join Him in His work. The Good Shepherd continues to make His way to lost sheep wherever they may be found, but He uses our arms and legs to do it. Thank you for saying yes to His invitation! Thank you for your faithful partnership in Young Life.

In Christ for all kids,

Newt Crenshaw
President/CEO

“FORGET THE FORMER THINGS; DO NOT DWELL ON THE PAST. SEE, I AM DOING A NEW THING! NOW IT SPRINGS UP; DO YOU NOT PERCEIVE IT? I AM MAKING A WAY IN THE WILDERNESS AND STREAMS IN THE WASTELAND.”

— ISAIAH 43:18-19, NIV
MAKING A WAY

Is there anything too hard for the Lord? Any lengths He won’t go to in the pursuit of His kids? Throughout the scriptures we read of His unrelenting passion for the lost, and He has placed this same burden on our hearts — to reach kids in this critical time in their lives.

As these friends seek to make their way in the world, we’re privileged to come alongside them and introduce them to the One who is the Way.

To reach them, we continue to use our tried-and-true relational methods while considering new ways to meet their specific needs. Specialized clubs, new camps, strong leadership and the power of technology will all play a part in the years to come. We look forward to seeing how God will use all these ideas (and more) to bring adolescents to Himself.

“PAUL WAS ABSOLUTELY BURNING UP TO SEE TO IT THAT PEOPLE HAD A CHANCE TO KNOW ABOUT JESUS CHRIST.

THIS IS AN OUTFIT THAT SEEKS BY THE GRACE OF GOD TO BE THAT WAY. WE BELIEVE THAT THIS NEED, THIS DRAMATIC TERRIBLE NEED, SPEAKS TO US AS PEOPLE WHO HAVE MET THE SAVIOR AND COMMITTED OUR LIVES TO HIM. WE HAVE AN OBLIGATION.”

— JIM RAYBURN, FOUNDER
EXCHANGE STUDENTS

For the last 15 years, Brent Simpson, a volunteer leader since 1985, has overseen one of the most unique ministries in all of Young Life.

Drop in on the club he leads in Phoenix, Arizona, and you’ll find a room packed with energetic, laughing, inquisitive kids from countries like Brazil, China, Italy, Norway, Thailand and Vietnam.

This club, designed solely for foreign exchange students visiting the U.S., routinely welcomes 150 to 200 kids a month. Each school year begins with the Young Life Kickoff Party, with exchange students coming out from 12 local high schools.

“Hardly any of the kids know what Young Life is,” said Brent. “They’re leaving their country, coming to the U.S. for a year and looking for adventure. They don’t want to miss out on anything life has to offer, so Young Life is a great thing for them.”

GAMERS

We want to reach kids right where they are and there’s a high probability that’s sitting in front of a screen playing video games. Pew Research reports “more than eight-in-ten teens (84%) say they have a game console at home or have access to one.”

Young Life staff and leaders in Salem, Oregon, began praying for creative ways to enter into the gaming world of kids. Beau St. Peter, area director, began partnering with Jamie Harris of Satellite Gaming, who runs his own gaming ministry.

Currently, Jamie has 14 after-school gaming clubs and larger community gaming events with over 300 kids in attendance. The gaming platform is a vehicle to introduce kids to Christ that is working.

Combining Jamie’s expertise in reaching kids through gaming with Young Life’s heart of incarnational ministry and ability to offer support, training and resources produces the perfect storm for continued growth and replication of gaming ministry across the state. Not only is this an innovation in what “club” looks like, but also in collaborating with other organizations for greater impact.

— Lindsey Patchell, senior vice president, Northwestern Division

NEW APPROACHES

Throughout our 78-year history we’ve worked with all kinds of kids, and in 2019 we expanded our search to reach even more. Every day we’re making greater inroads in caring for marginalized adolescents, exchange students, gamer kids and the list goes on.

Throughout our 78-year history we’ve worked with all kinds of kids, and in 2019 we expanded our search to reach even more. Every day we’re making greater inroads in caring for marginalized adolescents, exchange students, gamer kids and the list goes on.
“SHEEP AND CATTLE” CLUBS

In Tanzania, Gideon leads a ministry among the Maasai tribe around Lendanai. Before they’re initiated as warriors the younger teens have to herd the cattle. When the dry season comes (twice a year) the boys have to take the cattle as far as 200 miles away searching for water. Gideon texts prayers, Scripture and encouragement to them. About twice a month he goes to the different places the boys are, hangs out with them and their cattle under the stars, and opens the Word of God.

In Ethiopia, Naty and another leader were sent to begin ministry in a hard, but key rural Muslim town, Sendafa. While prayer walking they found 25 shepherd boys in a field tending their sheep — bored to death. As they got to know them they found the boys could never go to club because they had to stay with the sheep. So the two men go to the boys, playing games and sharing about Jesus.

BASKETBALL CAMP

Over the past 15 years we’ve served over 3,000 young men at Family First Basketball Camp in Erie, Pennsylvania. Far more than just basketball, we teach them life skills; we help them “tie their own ties.” We even provide suits for graduating seniors so they’re more prepared for college or the business world. We engage young men ages 14 to 18 in the following ways:

• Academic/Intellectual (ACT/SAT Prep — Critical Thinking / Study Skills)
• Physical (Strength/Agility Conditioning — Sexual Boundaries)
• Spiritual (Relationship to God — Connection to Faith)
• Social (Community Engagement, Service, Networking — Job Skill Preparation)

— Paul Coty III, vice president, Northeast Atlantic Subdivision

DEAF MINISTRY

For decades Young Life has had pockets of ministry with Deaf and hard-of-hearing students throughout the U.S. In the last few years we’ve increased our ministry presence around the globe in the lives of these kids.

In Mongolia, Uragoo Ganbold, our leader for Deaf ministry, found the Young Life training manual and used Google to translate it into Mongolian so she could train leaders to reach and teach Deaf kids.

IN THE SYSTEM

As Young Life strives to reach every kid, we include the marginalized student populations that have previously seemed beyond our reach. These “invisible” and often overlooked adolescents include students in the juvenile justice and foster care systems, refugee communities and homeless students. This year we’re pleased to report we’ve expanded ministries to these precious and hurting kids, including:

• Seven ministries to kids who are homeless
• Seven ministries to incarcerated youth
• Two ministries to girls who are trafficked
• Twelve ministries to foster kids

NEW APPROACHES
OUR CAMP IN TEXAS

The mission’s three-year search for a camp property has culminated in a purchase located 90 miles northwest of San Antonio, Texas. Our new camp in Texas shares many of the qualities and values central to Young Life’s camping program: a beautiful location, creatively imagined and well-constructed facilities, and professional staff. This camp will provide yet another sacred place for kids to encounter Jesus; for kids living in the Lone Star State it’s a necessary alternative to camps located farther away.

ADVENTURE CAMPING

Wilderness Ranch, Pioneer Plunge, Beyond Malibu, Young Life Adventures and several other camping programs provide “rite of passage” outdoor adventure experiences around the mission. In the next three years, over 25 U.S. regions will have areas participate in adventure camping for the first time.

CAMP ON WHEELS IN THE U.S.

There are several U.S. communities interested in developing a Camp on Wheels program similar to the model Young Life International has employed over the last several years. This mobile camping approach comes via truck/trailer that delivers kid-friendly games like carnival games, Octoball, inflatable climbing wall, Wii, field hockey, etc.

CAPERNAUM AND CAMPING

Through Young Life Capernaum, God is transforming adventure camping for people of all abilities. There were nearly 100 individuals with intellectual and developmental disabilities at experiences with Young Life Adventures this summer. Alongside their leader or a good friend, our Capernaum campers hiked, carried their own backpacks, slept in tents, cooked meals over campfires, went canoeing and whitewater rafting. Participants became deeply aware that the God who created all of nature is also able to use every one of us just as we are to bring glory to God.

We also placed 60 Capernaum work crew or summer staff alongside a trained coach at camps. Their coworkers reported they’ve been impacted by the unconditional love displayed in the relationship between our friends and their coaches, by the gratefulness our friends express toward being part of a team and having a meaningful job, and by their authenticity.

— Pam Harmon, vice president, Capernaum Ministries
Making a Way Through...

More Strategic Leadership

As a community of men and women committed to following Jesus and doing all we can to introduce more kids to Him, we’re continually looking to grow our ministry both domestically and internationally. One way is to increase connectivity between the highest levels of mission leadership and our field staff on the front lines. This year, seven senior leaders stepped into new roles created to increase field representation at the most senior level of mission governance:

Three New African Vice Presidents

We’re committed to developing indigenous leadership at every level and that’s why, in September, we commissioned our first-ever non-American vice presidents in the mission. Martin Wamalwa (Africa East), Alexis Kwamy (Africa South) and James Davis (Africa West) are leading the sub-Saharan African teams in a new structure designed to make a way to reach more kids.

Accelerating International Women’s Leadership

We are committed to advancing female leadership around the globe through the funding of female regional directors, senior staff and Developing Global Leaders graduates. Ultimately, we want to place and retain more women in senior leadership positions, and an overarching necessity is assistance in meeting their financial goals.

Developing Future Leaders

Developing Future Leaders (DFL) emerged as a new diverse leadership pipeline program in Texas, and we now have DFL classes in Georgia, North and South Carolina and Tennessee. These “new recruits” are trained in the traditional ways of incarnational ministry, but they’re also supported with new approaches to reaching kids in under-resourced and diverse communities.

Dan Jessup
Group Senior Vice President, Latin America/Caribbean, Europe and Former Soviet Union

Steve Larmey
Group Senior Vice President, Africa, Middle East, India and Asia/Pacific

Wiley Scott III
Group Senior Vice President, U.S. East

Chad Edwards
Group Senior Vice President, U.S. West

Tricia Blake
Chief Learning Officer

Brooke Johnston
Senior Vice President, Europe

Kevin Suwyn
Senior Vice President, Latin America/Caribbean

*Newly created positions
because we're losing track of relationships as we grow (including three out of four high school graduates), Young Life is creating new tools to stay close with those touched by our ministry.

YL Connect helps us monitor and store information in one place, is mobile (staff friendly) and in-step with privacy regulations.

myYL:
Our new online giving site and Alumni and Friends Network replacement was launched on October 22! This new portal merges the online giving experience with an alumni and donor community.

Among many other things, myYL is:

• A modern, mobile-optimized giving experience that allows donors to make a gift in less than two minutes!
• A portal for donors to manage their personal information, contact preferences and comprehensive online giving.
• A virtual community that allows donors, alumni and friends of Young Life to highlight their mission involvement and connect with others.
• Bonus — all the data integrates with YL Connect!

For many, the word “innovation” immediately conjures the idea of technological advances. From cars to television to personal computers to phones, we love to reflect upon what the latest invention will do for our lives.

In Young Life, we are asking what we can do to improve our biggest commodity: relationships. We are in the midst of major improvements to our technology that will do just that.
"I DO NOT REGARD MYSELF AS HAVING LAID HOLD OF IT YET; BUT ONE THING I DO: FORGETTING WHAT LIES BEHIND AND REACHING FORWARD TO WHAT LIES AHEAD, I PRESS ON TOWARD THE GOAL FOR THE PRIZE OF THE UPWARD CALL OF GOD IN CHRIST JESUS."

— PHILIPPIANS 3:13–14, NASB
Youth Life leaders are building relationships in the name of Jesus with kids in 104 countries.

We had a record number of 23 teen moms and 58 Capernaum friends serve on work crew, summer staff or on assigned team this summer.

A total of 42,934 senior high and 15,834 WyldLife kids came to outreach camp in the U.S.

Regarding our multiethnic ministry, we have nearly 500 staff of color, 1,200 ministry locations and over 800,000 kids within our reach.

“Camp was an unforgettable experience. Truthfully, I am so happy now that I have Christ in my heart. I can make my dreams a reality because, for God, nothing is impossible.”

— Melissa, a student in Honduras

FORWARD PROGRESS 2019

KIDS AT CAMP THIS YEAR: 241,242
AVERAGE NUMBER OF CAMPAIGNERS WEEKLY: 162,100
TOTAL MINISTRIES WORLDWIDE: 8,513
AVERAGE NUMBER OF KIDS IN CLUB EACH WEEK: 369,600

VOLUNTEER LEADERS: 55,020
DONORS: 220,000
STAFF: 5,678

2019 DONORS: 220,000
STAFF: 5,678
KIDS AT CAMP THIS YEAR: 241,242
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AVERAGE NUMBER OF CAMPAIGNERS WEEKLY: 162,100
TOTAL MINISTRIES WORLDWIDE: 8,513
AVERAGE NUMBER OF KIDS IN CLUB EACH WEEK: 369,600
**Operating Contributions**
- $296 million (69%)
- Donations to Future Camps
- $87 million (20%)
- $41 million (10%)
- $3 million (1%)

**Salaries and Benefits**
- $234 million (59%)
- Club and Camping Activities
- $73 million (18%)
- Property Expenses
- $47 million (12%)
- Travel, Training and Professional Svcs.
- $27 million (7%)
- Events and Other
- $15 million (4%)

Young Life’s surplus reflects capital gifts for multi-year camp-building campaigns, funds for major maintenance at camp properties and leadership’s desire to maintain more than three months of operating reserves.

**Expenses $396 million**

**Net Assets $552 Million**

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<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>Land, Building and Equipment</td>
<td>$314 million</td>
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<tr>
<td>Cash for Operations*</td>
<td>$116 million</td>
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<tr>
<td>Pledges, Cash and Investments for Camp</td>
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<td>Insurance and Other Reserves</td>
<td>$38 million</td>
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<tr>
<td>Other Assets</td>
<td>$18 million</td>
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Distributed across the 2,300 area ministries and 39 camp properties we own and/or operate worldwide.

Young Life takes seriously its obligation to steward resources with the utmost integrity. We are pleased to report, once again, Charity Navigator has awarded us their highest rating for financial health, accountability and transparency.

Thank you to our 220,000 donors who have trusted us to invest their gifts to ensure the Forward movement of the gospel in the lives of kids worldwide.

84 CENTS OF EACH DOLLAR SPENT BY YOUNG LIFE DIRECTLY SUPPORTS MINISTRY WITH KIDS, EITHER IN THE FIELD OR AT CAMP.
“THIS IS WHAT THE LORD SAYS: ‘STAND AT THE CROSSROADS AND LOOK; ASK FOR THE ANCIENT PATHS, ASK WHERE THE GOOD WAY IS, AND WALK IN IT, AND YOU WILL FIND REST FOR YOUR SOULS.’”
— JEREMIAH 6:16, NIV

In Young Life we know “the good way” is Jesus Christ, who has given our souls rest and can do the same for the millions of kids we work with every day.

In 2019 our mission stood at the crossroads, seeking to combine new methods with the ancient paths, finding new ways “to tell the old, old story of Jesus and His love.”

Of course, you are an integral part in making a way for kids. We’re humbled to serve alongside our generous donors, pioneering staff and faithful committees.

On behalf of the board of trustees, thank you for walking with us in this great endeavor! Here’s to continuing to make a way in 2020!

— Bill Haslam, Chair
Young Life Board of Trustees
## BOARD OF TRUSTEES 2019-2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Title</th>
<th>Company/Institution</th>
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<tr>
<td>Bill Haslam</td>
<td>CHAIR</td>
<td>Former Governor</td>
<td>Knoxville, TN</td>
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<td>Chair and CEO</td>
<td>Avanzar Interior Technologies</td>
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