END FARRED FARE



National Storylines

Pages 8-9

Virtual Africa - Pages 6-7
Also read about the work in Latin America

Q4 REPORT

Winning - Building - Sending

"And I tell you, you are Peter, and on this rock I will build my church, and the gates of hell shall not prevail against it."

Matthew 16:18

After volunteering for several years, Joe and Lydia took on the role of Executive Directors of Military Ministry of Cru in 2014. Joe and Lydia's shared passion for sharing the gospel of Christ drives them to strategically expand ministry worldwide.



JOE & LYDIA LUDWIKOWSKI

EXECUTIVE LETTER

2

All of us are capable of moments of belief and moments of doubt. The disciples were no different. They had seen Jesus perform miracles: feed the five thousand, heal the sick and raise the dead. But at the same time, they had seen many people turn away from Jesus and had watched their numbers dwindle. They felt the hate of the Jewish religious leaders and feared the Roman oppressors. They expressed doubt many times. This is why after asking about the opinions of others, Jesus asks them, "Who do you say that I am?" Peter's answer is unambiguous, "You are the Christ, the Son of the living God." Jesus blessed Peter because his words expressed a truth that could only have come from God Himself.

This past year has challenged us like no other. COVID-19 has affected the entire world and has ushered in a new normal for ministry. We may never go back to life as we once knew it. But throughout it all one thing remains the same: Jesus is the Christ, the Son of the living God. This truth sets our course as we navigate stormy waters—and it protects us. Nothing can overcome our faith in Jesus Christ. Not COVID, not politics, not economic uncertainty, not war, not even death. This is the powerful truth expressed by Jesus while standing before shrines to pagan gods in Caesarea Philippi. Nothing can stop the Gospel from going forth throughout the entire world.

As you read our Annual Report, I invite you to reflect upon this truth. You will see clear evidence of the Gospel of Jesus Christ going forth in the face of unprecedented changes in the way we do things. And because of this, thousands of lives have been eternally affected. Thank you for your partnership in this great effort.

In Him.

Glu

Measuring Success

O4 Find out how Cru Military performed over the course

Key Ministry Metrics

O5 of the year, with their key measures.

CONTENTS

Global Storylines 06
National Storylines 08

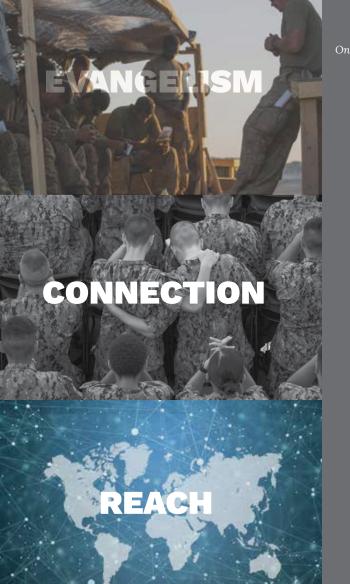


Pushing engagement to all spaces, both in-person and virtual.

Developing a Virtual Platform	10
Building an Infrastructure for Growth	12
Reaching Gen Z with Innovation	14
Being Faithful to Our Partners	16
From Around the Ministry	18
Getting to Know Us	22

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CAPACITY

MEASURING

SUCCESS

Quarter 4 Metrics

At Cru Military, we focus on these "Key" metrics: Connection, Evangelism, Reach, Power, Leverage. These are the core numbers that allow us to measure the success of our ministry in relation to our strategic goals and our past performance. Many things affect these numbers, and we are constantly evaluating them to develop greater resources, programs, and "connection" efforts to maximize our ministry reach, and bring the Good News of Jesus Christ to the unreached men and women in the military.

National

Connection: 1036

Reach: 52

Power: 56

On Ramps: 28

Global

Connection: 1269

Evangelism: 176

Reach: 32

Power: 45

Leverage: 102

Ministry Support Team

The actual is measured against our 2023 Goals as outlined in our 5-Year Strategic Plan.

To order a copy please e-mail info@crumilitary.org.

EVANGELISM - Measures the year-to-date number of first-time decisions among the global military community. Evangelism speaks to our overall mission goal of "Winning." We do not measure this number against a goal.

Actual 3,372

CONNECTION - Measures the average weekly number of individual ministry touches among the global military community over the course of the year. Connection speaks to our overall mission goal of "Building."

Goal 25,000 weekly Actual 2,419 weekly

REACH - Measures the current number of U.S. ministry locations and countries globally. Reach speaks to our overall mission goal of "Sending."

Goal 48 U.S. Locations Actual 52 U.S. Locations 108%

Goal 33 Countries **Actual 32 Countries** 97%

POWER/LEVERAGE -

Measures the current number of staff and volunteers serving world-wide. Power/Leverage speaks to our overall mission goal of "Sending."

Goal 300 Staff Actual 135 Staff 45%

Goal 3000 Volunteers **Actual 635 Volunteers** 21%

CAPACITY - Measures current annual revenue including corporate, local, and staff fund development.

Goal \$11.8 Million Actual \$5.4 Million 50%

VIRTUAL AFRICA

Global Storylines

DARYL & MARTHA JONES

This quarter our hearts are encouraged by seeing more in faith on the continent of Africa than ever before, even with pandemic restrictions which continue to complicate an already complex international land-scape. Despite the challenges, we rejoice in seeing our Lord leverage the possible to usher in His great work even in the midst of seemingly impossible obstacles.

These past months, we have remained steadfast in our hope that COVID-19 wouldn't devastate already fragile health support systems in the African nations where we minister. God has more than been faithful to answer prayer by allowing in-person ministry to continue in a host of nations including a recent ministry outreach in Chad. But how do we equip, support, encourage, and facilitate when we are so far away and unable to travel ourselves?

Enter our recent Africa Leadership Summit. This was a recent virtual gathering where our national Military Ministry Directors and other leaders in Africa gathered for just those purposes. This event turned out to be more than leveraging the possible ministry opportunities via virtual means. It was used by God to help us continue to bring the Good News of Christ in person to men and women in uniform.

Our early Advent present was God using this virtual gathering to prepare our Chad Director, Marc Toingar, along with our Francophone and Cameroon Director, Augustin Tchenkoa, for an in-person outreach in Chad this past December! Taking the training received at the summit, the Spirit propelled these stalwart saints forward to navigate associated COVID restrictions, border transit requirements, and social distancing protocols to bring them before 21 Chadian military chaplains, including ten non-commissioned officers (NCO), nine officers, and two senior officers (Army, National and Nomadic Guard, Gendarmerie, Air Force, and Police officers).

The certificate ceremony drew a large number from all the Christian communities in N'djamena. Our Africa Area of Operations Director (AOD), Steve Cooper, Chaplain (Colonel), USA (Ret) shared, "Our hope was the Africa Leadership Summit would not only be a source of encouragement to those attending, but a catalyst on the continent for greater future engagement. With the help of the Holy Spirit, our dear brothers Marc and Augustin made that hope a true Advent reality!" Marc reported that in the week-long training these men were equipped to better serve those in uniform, specifically those front-line and deployed units in need of their own encouragement and equipping with the Good News. Augustin also brought 1,400 Gideon Bibles for distribution, furthering the spread of God's message of salvation and infinite love among the African uniformed personnel.

This time of equipping was so impactful, a large number of leaders from the surrounding Christian communities near N'djamena, where the training was held, came to attend and celebrate together at the certificate award ceremony.

"When they had preached the gospel to that city and had made many disciples, they returned ... strengthening the souls of the disciples, encouraging them to continue in the faith." Acts 14:21-22

LATIN AMERICA

God is moving in Latin America, specifically among cadets who are being engaged, encouraged and discipled by a growing pool of general officers, as well as many other leaders and volunteers from around the region. We eagerly await the harvest God is preparing, knowing that Rodolfo and Eva Interiano's ministry has prepared the ground for fruitful expansion as the pandemic restrictions ease.

In December, we held the "Navidad" virtual event which brought together hundreds to acknowledge God's goodness and power, even in this pandemic, and we had an amazing time of thanksgiving and adoration to God. We've seen 730 military members directly exposed to the Gospel in Latin America, due to virtual events we've held in the region. And, many more have been exposed by ripple effects of these events.



Like the early church in Acts, "...strengthening the disciples and encouraging them to remain true to the faith" remains as true a description of God's work in the nations of Africa today as it did in those early days of the gospel's expansion. Seeing the Lord leverage our virtual effort into ongoing discipleship and equipping of the saints is a timely reminder that nothing in God's economy is wasted and that we in the Military Ministry of Cru have great front row seats to not only see this blessing of those in uniform, but be used by the Lord to advance our work among the worldwide military community.

NATIONAL

1 经股份工资的证据 倒点

STEVE MEYER

In this year of unprecedented groaning of all creation (Romans 8:22), we look to Jesus as we wait for the full redemption of this world and ourselves. It has been a year of many challenges for all of us. Yet in these challenges for us personally and in ministry, we celebrate how God continues to work in mighty ways, even more so in the midst of these challenges. The entire National Team across the country has demonstrated passion, initiative, and perseverance so that the Gospel continues to go out, even in the midst of COVID restrictions.

As we reflect on 2020, we see how God has expanded our vision and means to share the Gospel:

Fellowship of Military Ministries Conference (FCMM) In March, as this year's FCMM hosts, after completing all the planning for a two day conference at the Infantry Museum, we pivoted due to COVID to the first ever virtual conference. The flexibility this gave participants made this the largest FCCM conference in its 30 year history. The key speakers and panelists inspired and encouraged the 31 military ministries attending on how we can partner better to reach Gen Z (those born after 1999), women, families and internationals.

Spiritually Fit - Ready to Serve (SFRS)

We printed our new evangelism and discipleship booklet SFRS. This is a wonderful integration of the fundamentals of the Christian faith; military values, training and the warrior ethos; written to speak to the Gen Z generation. Over 75% of new trainees that attend our Religious Education classes are unchurched. What an opportunity! We have received great feedback on SFRS from the chaplains that have been clamoring to get us back into their ministry space.

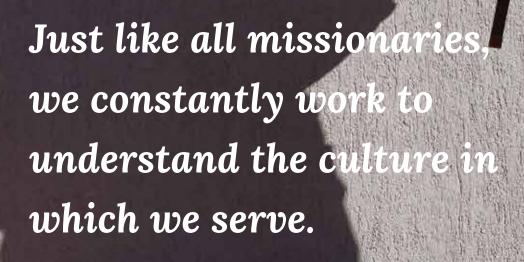
MilitarySFRS.org

Just like all missionaries, we constantly work to understand the culture in which we serve. For us that is the military culture, but it also includes the Gen Z culture which lives and relates in both physical space and virtual space. We are standing up a task force to develop more impactful ways to follow up all those we serve with discipleship and community in the virtual space after they graduate from Basic Training.

Virtual Tour

We have virtually "Zoom-visited" all of our locations and had the opportunity to pray with and encourage our faithful and dynamic staff and key volunteers. We have been blessed and encouraged by this beyond description. Here is part of our San Antonio Team 'Zooming' with us this month.





11

DEVELOPING A VIRTUAL PLATFORM

Going online for discipleship

JOEL MARTINSON

For decades, Cru Military team members have facilitated dynamic introduction courses to Christianity at boot camp chapels. Hundreds of thousands of military men and women have heard the gospel through this "Gateway" or entry point ministry, enabling them to become spiritually fit and ready to serve.

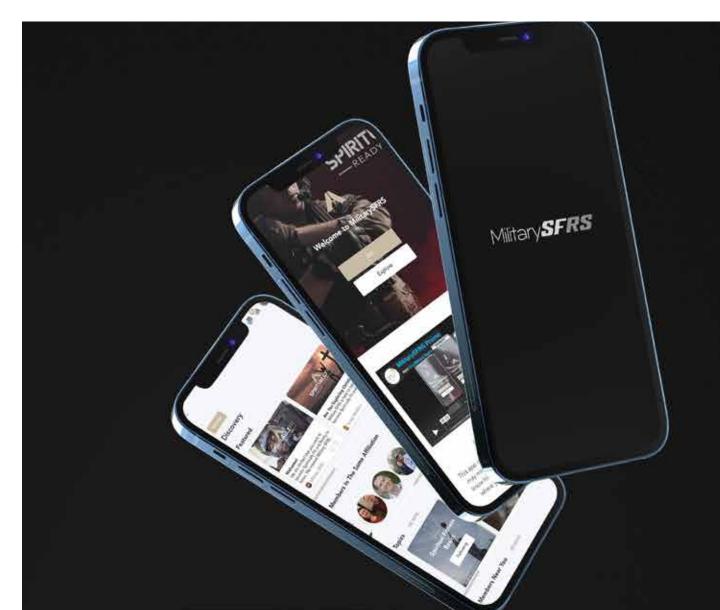
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As the COVID pandemic forced a break from much of our face-to-face ministry, we seized the opportunity to redesign and update our introduction courses and curriculum at these gateways. Our important resource, the Spiritual Fitness Guidebooks, was replaced by the Spiritually Fit - Ready to Serve (SFRS) booklet, which was designed to reach a Gen Z audience. But we didn't stop there. Our teams have also developed a digital initiative for greater interaction and engagement with military members, as they transition from boot camp to their technical schools, and beyond.

This initiative culminated in the launch of the MilitaryS-FRS website and mobile app. The MilitarySFRS platform provides a virtual place for military members to grow in their faith, connect with like-minded believers, and find local ministry. It is built on the Mighty Networks mobile platform and is a vast improvement to former digital tools we used in the past.

In developing this web app for greater virtual engagement, we've been able to understand and apply what works best for digital discipleship and engagement with our military members and their families. This development and build took over a year, but we successfully launched the mobile platform in October, 2020.

Since launching, we have had over 145,000 impressions on internet search engines, and 1,460 initial connections made. As we move into 2021, we are focused on creating a scalable structure for the MilitarySFRS mobile app. Our team members are "all in," working together to develop strategies for sustainable growth with our new virtual platform.



TOTAL MEMBERS

NEW CONNECTIONS PER MONTH

CONNECTIONS PER MONTH

151

272

581

26.4% OF NEW MEMBERS ARE ACTIVE

35.6% OF TOTAL MEMBERS ARE ACTIVE

TOTAL MEMBER-TO-MEMBER INTERACTIONS

"Thank you for this. After I came home from my first deployment, my life seemed to have changed forever. I didn't know God then. My life seemed to spiral out of control. Years later, 2 divorces later, I began my relationship with God. Although I still struggle with PTSD, anxiety, depression and anger, my life is AMAZING!!"

Jason Bush, MilitarySFRS member

BUILDING AN INFRASTRUCTURE FOR GROWTH

Is it worth your time?

"Therefore, pray to the Lord of the harvest to send out workers into His harvest (Matthew 9:38 HCSB)." In many ways, 2020 could be described as a year in which our focus went from rapid growth to positioning ourselves for future growth as we, along with many other organizations, were faced with the pandemic, economic and social challenges of 2020.

As a ministry, we prayed for wisdom in how to best go forward in our current context. At the beginning of 2020, our guidance to field leaders was to "recruit, recruit, recruit." However, in the midst of many installations locking down to quarantine, thereby decreasing

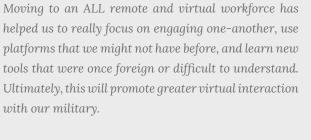
KARENANNE PAYTON

12

face-to-face ministry, these recruiting efforts slowly began to be impacted by forces outside of our organization and beyond our control.

To best position ourselves to emerge from the challenges of 2020 and move with confidence toward our "People" goals, as outlined in our Five-Year Strategic Plan, we have focused on building the Leadership Development and Human Resource (LDHR) organizational infrastructure and other services sufficient to meet the needs of a growing mission.







This included the transition of our Ministry Support Center to an all remote Ministry Support Team. We are now leveraging new forms of virtual communication to strengthen team dynamics and productivity.

The LDHR team has fully embraced this transition with enthusiasm and skillful creativity. Workflows and relationships are thriving internally and externally. We have been able to complete Core Training eLearning modules, and have implemented a Contact Relations Management tool for better reporting and oversight, which has greatly benefited us during this pandemic.

The Lord is continuing to bless our efforts during this season of change. Doors have been opened and the Lord has made space in our lives and work for concerted prayer and fasting, planning, preparing, and

building upon the structures, processes and practices that make us who we are; enabling us to do what we do.

As more military installations open their gates for face-to-face ministry, we will need more team members around the world to serve this great mission. The LDHR team is collaborating with field team leaders to recognize needs and areas of growth related to recruiting skills and tactics and provide more effective onboarding, training, and long-term equipping of their teams. We believe our future is bright and that we have taken bold steps to facilitate mission growth in 2021.

REACHING GEN Z WITH INNOVATION

Our next phase of "Engagement."

DAVE EATMAN

Cru Military develops spiritual movements across the global military community so that every man and woman in uniform, along with their families, knows at least one person who truly follows Jesus Christ. That is how our mission began in 1965, and it remains our mission today. While our mission and our message do not waiver, our methods must continually adapt with each generation if we are to be effective in fulfilling the grand and noble task that lies before us. It is with this heart and passion for our calling that our newly revised Spiritually Fit - Ready to Serve (SFRS) curriculum was developed. Recognizing the unique characteristics and communication style of our largest demographic, Generation Z (those born after 1999), as well as an increasing cultural diversity among military members across the globe, SFRS communicates the clear and pure message of the Gospel of Jesus Christ in a way that is better understood and received by Gen Z, and in culturally contextualized terms that resonate within the heart culture of our diverse people group.

Deployed this fall across our Gateway ministries, and soon to be deployed among our operational locations as well, SFRS materials and curriculum have already been met with widespread acceptance and enthusiasm. Equally recognizing the challenge before us all, chaplain partners across our ministry have provided positive feedback and are excited to deploy this new curriculum



in-person ministry continues to open throughout 2021. One senior chaplain was appreciative for the gospel-centric content and generational/cultural focus and offered helpful suggestions for making the materials even more effective. At another location, our sponsor chaplain had this to say:

"I believe that it is a Jesus-centered, gospel-focused program. I strongly support it. We are excited to see how the Lord is going to use this new effort and new product to draw these young men and women to Himself."

Ultimately, we know that it is the Word of God communicated in the power of the Holy Spirit that will turn the hearts of our service members to the Lord and encourage them to faithfully walk with Him throughout their military careers and beyond. Our prayer is that by continuously evaluating our methods and ensuring we communicate as effectively as possible the eternal hope found in Christ, we can remove communication barriers which the enemy may use to impede our advance in building spiritual movements across our global military community. It is our prayerful belief that Spiritually Fit - Ready to Serve does just that.

How is God working through our finances?

DAVID PHILLIPS

2021 Budget Goal is \$5.4M

Nearly 90% of our annual budget directly supports our ministry operations and missionary teams. The remaining 13% is used for administration and corporate overhead.

Directly Supports Missionaries & Operations



Missionary Support = 47%
Ministry Operations = 40%
Administration = 13%

For Military Ministry of Cru, calendar year 2020 proved to be our year of God—just God. While many organizations in the world experienced devastating slowdowns or full stop, Cru Military remembered what we do, reevaluated how we do it, and retooled to do it better.

For Fund Development, what we do is retain current, regain familiar, and recruit new ministry partners. In a pandemic environment, we had to reevaluate how we did that. Travel restrictions, impacting both our team and partners, all but eliminated in-person events and individual visits. New and innovative methods were needed, and here is where God provided.

2020 was our first year with a team of seven on board. We are a remote team located in four different states, and we know that any successful fund development team and ministry is built upon positive relationships—with each other and with financial partners.

One of our first actions was to begin each week together, virtually, in a time of sharing and prayer. We prayed for each other, the ministry, and our partners. We had financial partners contact us with prayer requests—that is a relationship which only God brings. We learned that phone calls, texts, Facetime, virtual gatherings, short

videos, email, and old-fashioned snail-mail were very effective ways to communicate with partners. Some, maybe due to stay-home behavior, seemed very excited to hear from us, making real-time connections longer, building better relationships. Again, only God!

Further evidence came through our decision in the spring to go ahead with our annual mid-year giving match, even during a global pandemic. We kept the same giving level, and our faithful, gracious partners provided the match base. The match was met at over 100%! In the fall, we again decided to move forward with our year-end match, but we felt led to double the giving level. Again, faithful and gracious partners stepped up to provide the match base. The match was again met at over 100%! Both of these are amazing blessings which only God could provide.

Our funding challenge does continue, and these blessings from God are but stairsteps to the global ministry God has for Cru Military. As you can see from the chart on the previous page, our 2021 Budget Goal is \$5.4 million. Nearly 90% of our annual budget directly supports our missions through ministry operations and global missionary support, who daily take the gospel of Jesus Christ to the military community, winning them

to Jesus Christ, building them in their faith, to send them as multiplying disciples for Christ.

If you've read the stories and reviewed the Key Measurement metrics throughout this report, you can see 2020 proved to be our year of God—just God. Please pray every day for our team, financial partners, and mostly the global military community we serve—many are in harm's way... every day.



FROM AROUND THE MINISTRY

What is God accomplishing?

FORT SILL

The Central Team successfully launched a new ministry location at Fort Sill, OK, building strong, unified relationships with Army chaplains. At this location our new Gateway Directors led weekly discipleship classes where 21 military members came to accept Jesus as their Lord and Savior.

REBOOT

Combat Recovery is one of the most difficult ministries to be a part of, but it is one of the most rewarding. Throughout the year we do a deep dive with combat vets and help show them God's grace, love, and mercy in dealing with their combat trauma. We've been able to host several "virtual" REBOOT courses and hosted graduations for participants from nine states. These graduates included active duty, veterans, and spouses.

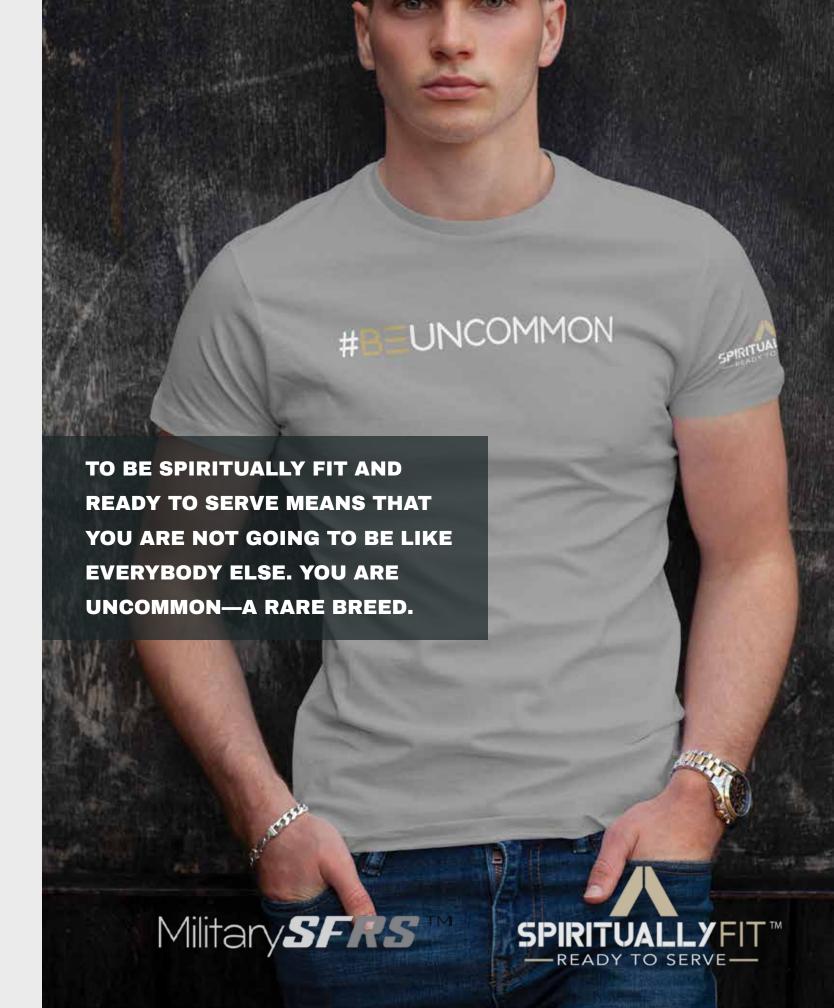
Jamie was one of our military members who joined our REBOOT groups virtually from Hawaii and was struggling not only with his actions in combat, but also with decisions he had made upon returning from combat. While he knew of Christ, he did not yet have a personal relationship with Jesus. Through 11 weeks of hard work, Jamie is in an in-

credible place right now. He has been able to put much of the trauma of his combat deployments in its proper place and now has the tools to continue living each day better than the one before it. Most importantly, Jamie reconnected with a chaplain friend and made finding a home church a priority as he continues to move closer to Christ.

REBOOT groups are available through our partnership with REBOOT Recovery.

CHERRY POINT

Marine Corps Air Station (MCAS) Cherry Point, NC, held a Christmas Caroling event at three squadron enlisted barracks, resulting in gospel conversations with 300 Marines. These events are crucial in evangelizing to the lost within the military community, and typically end up in future conversations and discipleship with these Marines. Even in a post-COVID-19 atmosphere, we are seeing that God is using these types of events, as many men and women are struggling with depression, fear, anger, and confusion from being locked down and separated from many social constructs.





MONTEREY, CALIFORNIA

Seaman Becca had always been one to reach out, but now she was leaving the Defense Language Institute (DLI) after successfully completing her language course. Just days before leaving she saw a female airman sitting on a bench reading a Bible. She continued to the mess hall but said to God, "If she's still here when I come back, I'll stop and talk to her." She was. That's how Becca met Grace. Becca made time amidst her out-processing to introduce Grace and us.

Picture us the following Saturday having waffles on our front porch and getting to know Grace. As our time closes, Monte takes a deep breath and spontaneously says, "Grace, would you please go find me some guys?" He then explained that almost all the men he mentored were graduating or had already graduated.

The next day, Sunday, Grace returns after chapel service with four servicemen! And another servicewoman! That's when we had to shift from our front porch to the back patio. They invited friends and now there are 8-12 coming each Sunday after chapel.

MONGOLIA

The Mongolian Leadership Seminar engaged 80 new cadet leaders, while the Cadet Seminar saw 283 new cadets evangelized at their National Defense Univer-

sity. Through this incredible event we have seen the Good News of Jesus Christ go out to many in the Mongolian military.

EUROPE

"Thanks to God's help and yours this has opened up a new spiritual page in my life. It is now embedded in my heart. Jesus became my Savior from sin... I made my choice! I not only remember the REBOOT lessons, but now they have meaning for me and spiritual value."

— Participant at European REBOOT

We had REBOOT leader training for those who have now led their first groups. Leaders from four cities were very excited about REBOOT's new program, and were eager to hold their first classes.

Every day God is revealing Himself to people in the military—through visions, Scripture, and other believers.

GETTING TO KNOW US

Our newest Executive Committee members



DAVID & LORI WARNER

Brig. Gen. David Warner, USAF (Ret.), and his wife, Lori, have lived all over the world serving their country and God. While David has given himself to thirty years of service in the United States Air Force, he and Lori have more importantly, given themselves as a testimony to Christ's presence in their lives. "At the end of it all, I want to be able to proclaim three things: that I finished with my integrity intact, with my family by my side, and having served by running the race with excellence," says David.

22

David and Lori met at Southwest Texas University. They married, graduated, and David received his first assignment in the Air Force at Tinker Air Force Base in Oklahoma. When Lori was eight months pregnant with their first child, they moved to Langley Air Force Base in Virginia. The couple have been blessed with two daughters, Brittney and Ashley, who were born in Virginia 22 months apart.

The next move would take them to Alabama where David would serve as an Instructor at Squadron Officers'

"At the end of it all, I want to be able to proclaim three things: that I finished with my integrity intact, with my family by my side, and having served by running the race with excellence."

School at Maxwell Air Force Base. Looking back, the move to Maxwell AFB would prove to be pivotal in David's relationship with Christ. "The critical thing about our move to Maxwell Air Force Base was that if you would have asked me if I were a Christian. I would have said yes... but I was not. And if you would have discussed it with me, you would have figured out quickly that I was clueless. I knew of Christ, but I did not know Christ... My parents had a long marriage and were wonderful role models and examples for me growing up. But the only time that I went to church was when it was right around the corner or when my parents wanted free babysitting on a Sunday morning. My parents would drop us off and then come back and pick us up. When I was on a base, I would attend the chapel services, but nothing seemed to stick. After we got to Maxwell Air Force base, God put it on my heart to get the girls into a church program. It was at Maxwell that we really had our encounter with God."

David and Lori decided that they always wanted to shine Christ's light at all times. David equated the light

he would shine to the days when a prism was put on the deck of a ship to allow light to shine into the darkness below. David explains, "Prisms would bring the light from above, casting out the darkness below the deck... The question isn't are you going to reflect something? The question is what are you going to reflect? Shining your light for Christ can draw others out of darkness. You do that in your personal life, professional life, and in your daily life as people see your witness at the intersection of faith, family, and profession!"

Looking back on their journey and onwards to the next chapter in their life, David and Lori try to encourage people to practice personal reflection. "Reflection is important when it comes to seeing God's glory. When we do not reflect, we don't give Him the glory and give Him our appreciation. We must do this even in the hard stuff," says David. "You cannot go back in your life and change things, but you can choose to reflect on how you got through it and allow God to work in that. Reflection is what He gave us, what are we going to do with it?"

