



Youth With A Mission

# 2023 Statement of ROI

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THE RETURN ON INVESTMENT CREATED BY **HOMES OF HOPE**,  
A PROGRAM OF **YOUTH WITH A MISSION SAN DIEGO/BAJA**,  
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2023

Prepared by:

CALVIN EDWARDS  
& COMPANY

*Maximizing the Good of Giving*



for:

**ROI Ministry**

780 Old Roswell Place

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Roswell, GA 30076

in collaboration with:

**Youth With A Mission San Diego/Baja**

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December 2024

***NOTICE***

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# Youth With A Mission

## Introduction

ROI Ministry (ROIM) seeks to identify, support, and promote ministries that have high levels of impact per dollar invested. These organizations proclaim the gospel, bring people to faith, or help the poor and needy in the name of Christ—and do so in very effective ways, thus ensuring a high return on investment (ROI) for kingdom giving.

Each year, since 2011, ROIM has identified and published its list of “Top 10” ministries that operated programs in the prior year that reaped significant outcomes with the finances entrusted to them. For 2024, the list includes **Youth With A Mission San Diego/Baja** (YWAM SDB) and its program, **Homes of Hope**.

Calvin Edwards & Company (CEC), a philanthropic advisory firm in Atlanta, GA, has extensive experience calculating ROI, and performing similar analyses, for many organizations worldwide. ROIM has engaged CEC to conduct a professional, third-party review and ROI calculation of each “Top 10” ministry program since 2014. CEC was not engaged to identify the ministry programs or verify that their ROI exceeds others’.

In addition to considering kingdom “return,” ROIM has adopted 18 standards that “Top 10” ministries should meet. These are presented in Appendix A. How YWAM SDB and its program align with these standards is indicated on the following pages with color-coded symbols.

The Confidence Rating presented on page 4 indicates CEC’s estimated confidence that the ROI calculation is reasonably accurate. It is based on (i) findings from examination of the organization’s claims pertaining to compliance with standards, and (ii) analysis of the quality of the data and explanations provided to perform the calculation.

YWAM SDB completed the application process for its program, Homes of Hope, and it was selected by ROIM from a pool of applicants. This *2023 Statement of ROI*, created by CEC, constitutes an independent verification that the program efficiently and effectively used funds in 2023 to reach the lost with the gospel and serve others in the name of Christ.

# Youth With A Mission San Diego/Baja

**LEGAL NAME**

Youth With A Mission San Diego/Baja (YWAM SDB)

**ADDRESS**

1101 Bay Boulevard, Suite C  
Chula Vista, CA 91911

**TELEPHONE**

619.420.1900

**WEBSITE**

www.ywamsdb.org

**EMAIL**

info@ywamsdb.org

**MISSION**

“GO – SERVE – TRANSFORM:  
Mobilizing Others to serve the Least  
and the Lost into Transformed Lives”

**GEOGRAPHIC FOCUS**

Baja California, Mexico

**STRATEGY**

YWAM SDB accomplishes its mission by discipling youth through guided study to deepen their relationship with God and by equipping them to minister through hands-on service.

**STATEMENT OF FAITH**

1 Yes, consistent with historic Christian creeds

**LAUSANNE COVENANT**

2 Yes, subscribes to the Covenant

**LEADERSHIP FAITH COMMITMENT**

3 Leadership manifests a personal commitment to Jesus and is actively involved in a local church.

**NUMBER OF PAID STAFF**

20 (plus 230 full-time volunteer staff)

**BOARD**

4 18 members

**INDEPENDENCE**

5 12 members are independent; six are local management.<sup>1</sup>

**BOARD DONORS**

All members have contributed within the past 12 months.

**MEETING FREQUENCY**

6 Four times per year—three times in person and once virtually

**SENIOR EXECUTIVE**



Sean Lambert is president and executive director of YWAM SDB, which he and his wife, Janet, launched in 1991. He has served in over 50 nations with YWAM since 1979 and founded the Mission Adventures outreach program in 1997.

**AUDITED FINANCIAL STATEMENTS**

7 Yes, by CapinCrouse LLP, according to GAAP

**TRANSPARENCY**

8 10 Yes, financial statements are sent to the board quarterly and are available to the public upon request.

**ACCOUNTING CONTROLS**

9 Yes, internal accounting controls have been implemented.

**RESPONSIVENESS**

11 Poor—responded to questions in a slow or deficient manner

**501(C)(3)**

12 May 1994

**DONATION DEDUCTIBILITY**

Yes, U.S. and Canada

**LATEST FORM 990 FILING**

Recognized by the IRS as a religious order, YWAM SDB is not required to file Form 990s.

**FOUNDED**

13 1991

**LEGAL RELATIONSHIP TO OTHER ENTITIES**

YWAM Society (Mexico)

**PROGRAMS**

✓ **HOMES OF HOPE:** YWAM SDB enables volunteer groups to build homes for needy families in the

Baja area, and it helps other YWAM entities do this overseas.



A family receives its new home.

- ✓ **UNIVERSITY OF THE NATIONS (UoFN):** YWAM SDB is one site of YWAM International’s UoFN. On-campus biblical study is combined with outreach to nurture faith and equip youth for mission work.
- ✓ **MISSION ADVENTURES:** YWAM SDB facilitates short-term mission trips abroad for youth groups and families. Trips cultivate faith and missional mindset through hands-on service.
- ✓ **HOPE ZONE:** YWAM SDB provides services and discipleship in the places it builds homes.

**STATEMENT OF FINANCIAL POSITION, 12/31/23**

Assets	\$29,405,713
Liabilities	\$1,801,830
Net assets	\$27,603,883

Source: Audited financial statements

**STATEMENT OF ACTIVITIES, 1/1/23 – 12/31/23**

Revenue	\$18,575,555
Expenses	\$15,478,768
Net income	\$3,096,787

Source: Audited financial statements

**DIFFERENTIATION**

- ✓ **EFFECTIVE DISCIPLESHIP.** YWAM SDB develops young people’s faith and a mindset of lifelong service for Christ at a crucial time of life.
- ✓ **TRANSFORMATIONAL SERVICE.** YWAM SDB facilitates fruitful change in everyone involved. People in need are served and hear about Christ. Volunteers experience heart-transforming work for God’s kingdom.

<sup>1</sup> YWAM SDB is part of YWAM International (YWAMI), a family of autonomous local ministries sharing the same purpose and values. Its board follows the structure YWAMI encourages: 1/3 local management, 1/3 YWAM leaders from other locations, and 1/3 independent Christians. This allows for strong YWAM understanding and representation while maintaining a non-management majority.

# Homes of Hope

## PROGRAM PURPOSE

The purpose of YWAM SDB's Homes of Hope (HoH) program is to provide homes for needy families in Baja California, Mexico.<sup>2</sup>

## PROGRAM STRATEGY

To provide homes for needy families in Baja California, YWAM SDB orchestrates home-building projects, enabling volunteer groups to construct a house in two days.

## PROGRAM DESCRIPTION

The HoH community selection team works with families who apply to receive a home, using strict criteria to find the neediest families. One significant prerequisite is that a family must already own the land on which a house is to be built and must be up-to-date on payments for the land.

The HoH registration team works with church groups, families, business teams, and other groups who apply to build a home. This team establishes project dates and other logistical details, then pairs each group with a family selected to receive a home. During a project, YWAM SDB provides all of the transportation, housing, and meals necessary. It also supplies builders, translators, and tools. Volunteer groups provide all of the labor and typically cover the cost of the home. Construction of the house is usually completed in two days. Then YWAM SDB provides basic furnishings.

The family is responsible for ongoing maintenance of the home. Properly maintained, the finished home provides approximately 25 years of clean, dry, living accommodation for the family.

YWAM SDB also "franchises" HoH, equipping other YWAM entities around the globe to provide homes for the needy in their own vicinities.



A team builds a Home of Hope in Tijuana, Mexico.

## RATIONALE FOR THE STRATEGY

HoH efficiently provides homes where the need for adequate shelter is great. Requiring families to own the land enhances community development, helping families

up, rather than simply giving them a handout. Projects encourage volunteers to continue giving and serving. Teams show up one day and complete the house the next day. They see a finished product and know the transformation it will bring about in people's lives.

## CURRENT STATUS

HoH is an established program that has continued to flourish. 2023 was its busiest year yet, building 344 homes

in Baja and enabling other YWAM entities to build 209 homes in other nations.

## PROGRAM IMPACT

Since its inception in 1990, over 130,000 Homes of Hope volunteers have taken part in constructing homes for the needy. These volunteers have built over 8,000 homes in 27 nations.

YWAM SDB sees the families who receive homes experience positive change in five key areas:

- ✓ **Economic impact.** A debt-free home helps lift families out of poverty and stimulates hope for a better future.
- ✓ **Educational impact.** A stable home environment deters the distraction and obstacles to staying in school that come with homelessness. It promotes learning and academic success, with long-term implications for a person's prospects.
- ✓ **Health impact.** Homes having a cement floor instead of a dirt one significantly reduces parasitic infestations, diarrhea, anemia, and other physical ailments.
- ✓ **Transformational impact.** A home provides a safe environment and enables hospitality. Families can relate and function in a healthy way without the persistent disruptions of life that come with homelessness.
- ✓ **Spiritual impact.** The gift of a home is a practical demonstration of God's love for a family. And families who have received are inspired to give to others in need.

## OUTPUTS

- 14 The program generated the following outputs in 2023:
  - ✓ Mobilized 6,318 people to complete a short-term mission trip
  - ✓ Provided 344 home-recipient families with a Bible and an invitation to a local church

## PRIMARY OUTCOME

- 15 The return generated by this program is expressed in terms of the number of **days of housing for needy families**. The ROI calculation on the following page is based on this outcome.

## EXPENSE TRACKING

- 16 YWAM SDB tracks costs associated with program outputs and outcomes.

## DONOR REPORTING FREQUENCY

- 17 There is a main annual report, but board financial reports are available to donors on request.

## DONOR ACCESS

- 18 Yes, provides donors access to the program's operations

<sup>2</sup> Baja California is the northwestern state of Mexico that borders the U.S. state of California.

## Return on Investment Calculation

### OUTCOME ACHIEVED

In 2023, YWAM SDB’s program, Homes of Hope, resulted in 344 needy families in Baja California, Mexico receiving a home in which to live. YWAM SDB estimates that a home will last an average of 25 years. To convert this into days, 25 years is multiplied by 365 days (25 X 365 = 9,125) and six days are added to account for leap years over this period (9,125 + 6 = 9,131). One home will last an estimated 9,131 days. Therefore, the 344 homes built through the program in 2023 will provide 3,141,064 days of housing for needy families.

Outcome	
<b>3,141,064</b>	days of housing for needy families

### DATA COLLECTION METHOD

YWAM SDB documents its home-building activities. It keeps records of the projects it undertakes in a calendar year and tracks all expenses involved in hosting groups and constructing the homes. YWAM SDB’s estimate of homes lasting 25 years is based on: 33 years of experience building the homes; anecdotal follow-up with families served; and examination of data from other area ministries that build homes using similar materials and in similar climates. YWAM SDB does not track every house for the 25 years; thus, a certain proportion of homes may fall into despair due to non-upkeep, which would lower the reported outcome. This is not factored into the calculation.

### COST OF ACHIEVING THE OUTCOME

The cost to achieve this outcome was \$3,774,765. According to YWAM SDB, the direct expenses for this program, Homes of Hope, were \$ 3,098,930. This includes all material costs of building the homes. YWAM SDB does not track overhead costs on the program level. Therefore, Homes of Hope’s share of overhead is calculated as a percentage of YWAM SDB’s overhead. Homes of Hope’s expenses represent 24% of YWAM SDB’s total program expenses. Added to Homes of Hope’s direct costs are 24% of YWAM SDB’s management and general expenses (\$1,632,416 x 24% = \$398,093) and fundraising expenses (\$1,138,906 x 24% = \$277,742) to calculate the total program cost.

Total Cost of Program
<b>\$3,774,765</b>

### COST PER OUTCOME

Therefore, the cost per outcome is:

**\$3,774,765 program cost ÷ 3,141,064 days of housing for needy families =**

Cost Per Outcome
<b>\$1.20</b> per day of housing for a needy family

### RETURN ON INVESTMENT

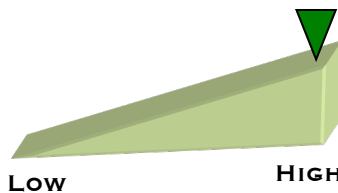
The return on investment of a \$1,000 investment by a donor would be:

**\$1,000 investment ÷ \$1.20<sup>3</sup> cost per day of housing for one family =**

Return on \$1,000 Investment
<b>832</b> days of housing for needy families

### CONFIDENCE RATING

CEC’s estimated confidence that the ROI calculation is reasonably accurate is:



<sup>3</sup> The exact number used for this calculation was 1.2017.

## APPENDIX A

# ROI Ministry Standards

ROI Ministry has established 18 standards—13 for the organization and 5 for the program on which “return on investment” is calculated—that it expects its “Top 10” ministries to meet. These standards are strongly recommended, though ROIM recognizes that circumstances may exist where variations are warranted. The organization’s compliance with these standards is shown on pages 2 and 3, by numbered, colored symbols.

### STANDARDS FOR THE ORGANIZATION

#### CHRISTIAN

1. The organization has a statement of faith consistent with historic Christian creeds.
2. The organization subscribes to The Lausanne Covenant of 1974.
3. The organization’s leadership manifests a personal commitment to Jesus Christ and is actively involved in a local church congregation.

#### GOVERNANCE

4. The organization has an active board of directors with at least five members.
5. The board has no more than two non-independent members, and it has at least four independent members for every one non-independent member. An independent member is one who is not an employee or contractor, has no familial relation to any employee, and has no familial relation to another board member.
6. The board meets at least two times per year, and at least one of those meetings is in-person.

#### FINANCIAL

7. The organization prepares financial statements according to GAAP and complies with FASB standards.
8. Financial statements are provided to the board on a regular schedule.
9. The organization has implemented internal accounting controls to prevent and detect fraud and financial misstatements, including:
  - a. Opening mail and receiving checks, preparation of bank deposits, and recording accounting entries are separated duties performed by different persons or by two persons who monitor each other’s work.
  - b. Reporting any variations from GAAP reporting requirements within financial statements.
  - c. Having financial statements prepared by an accountant without undue influence from management.

#### TRANSPARENCY

10. The organization makes its financial statements or Form 990 available to the public.
11. The organization responds appropriately to external requests for information.

#### LEGAL

12. The organization has 501(c)(3) tax-exempt status with the IRS.
13. The organization has existed in its current form for at least three years.

### STANDARDS FOR THE PROGRAM

#### PROGRAM EFFECTIVENESS

14. Outputs for the program are measured and reported to its donors.
15. At least one primary outcome for the program is identified, and possibly some secondary outcomes, and efforts are made to measure or estimate these.
16. Costs associated with program outputs and outcomes are tracked.

#### REPORTING & ACCESS

17. The organization reports to its donors on the program’s progress and performance at least semi-annually.
18. The organization provides donors access to the program’s operations.

ROI Ministry used the professional services of Calvin Edwards & Company to develop these standards. Ver. 1.4, May 2020

## Principles for Calculating Return on Investment

There is not a well-established, standard method to calculate ROI for nonprofit organizations. When doing so, many issues arise, largely related to calculating the cost of generating outcomes. Calvin Edwards & Company used the principles below in the calculation presented.

1. ROI is calculated on a discrete program of a ministry. In some cases, a program may involve the whole ministry—this is a “single-program ministry.”
2. The metric for the “return” is the primary outcome of the program.
3. A program may also have secondary outcomes or outputs.
4. The secondary outcomes or outputs are also reported numerically, if available. However, the program cost is not split among outcomes; that is, multiple ROI statistics are not calculated.
5. Program costs include all direct and indirect program costs, including non-cash costs such as depreciation of equipment used for the program, amortization of product development costs, etc.
6. Partner expenses from leveraged partnerships are noted when they occur but are not included in the calculation.
7. Also, all appropriate overhead is included in the program cost:
  - a. Program overhead—sometimes a ministry tracks overhead attributable to a program; if so, it is included
  - b. Ministry overhead—a proportion of the ministry’s overhead that matches program costs as a proportion of total expenses (for a single-program ministry this is 100%)
8. In some rare cases, all overhead is pre-funded by the board or one or more specific donors. In this case, others’ investments do not fund overhead, and it is excluded from the program cost. (See point 10 below.)
9. All financial numbers are derived from the ministry’s financial statements; if estimates are used, those estimates are based on financial statements.
10. There may be times when the principles stated here cannot or should not be applied; in these cases, the *Statement of ROI* states the variation, reason, and alternate calculation employed.