STEWARDSHIP OF YOUR INVESTMENT
At FCA, we are committed to putting every dollar possible directly toward ministry. In 2011, 84 cents out of every dollar was invested in ministry programs. We will constantly strive to become more efficient and more effective with the funds we are given.

SOURCES 2011

<table>
<thead>
<tr>
<th>Gift Sources</th>
<th>% of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses</td>
<td>20.0%</td>
</tr>
<tr>
<td>Churches</td>
<td>6.5%</td>
</tr>
<tr>
<td>Donor/Adv. Funds</td>
<td>3.1%</td>
</tr>
<tr>
<td>Trusts/Estates</td>
<td>8.9%</td>
</tr>
<tr>
<td>Service Organizations</td>
<td>5.5%</td>
</tr>
<tr>
<td>Schools</td>
<td>3.0%</td>
</tr>
<tr>
<td>FCA Ministry Groups</td>
<td>3.0%</td>
</tr>
<tr>
<td>Government</td>
<td>1.1%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Three-Year Growth

**FINANCIAL & ADMINISTRATIVE HIGHLIGHTS**

**CONTRIBUTION REVENUE GIFT SOURCES 2011**

<table>
<thead>
<tr>
<th>Source</th>
<th>% Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>58.6%</td>
</tr>
<tr>
<td>Businesses</td>
<td>20.0%</td>
</tr>
<tr>
<td>Foundations</td>
<td>9.3%</td>
</tr>
<tr>
<td>Churches</td>
<td>6.5%</td>
</tr>
<tr>
<td>Donor-Adv. Funds</td>
<td>3.1%</td>
</tr>
<tr>
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</tr>
</tbody>
</table>

### THREE-YEAR GROWTH | KEY COMPARISONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Staff</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>812</td>
<td>$72,369,391</td>
</tr>
<tr>
<td>2010</td>
<td>864</td>
<td>$72,097,330</td>
</tr>
<tr>
<td>2011</td>
<td>864</td>
<td></td>
</tr>
</tbody>
</table>

Expenses incurred fulfilling FCA’s vision and mission including Campus, Coaches, Camp and Community Ministries and related event costs.

General and Administration $3,252,031 10%
Expenses related to business management, finance and administration and human resource management.

Fundraising $4,197,222 6%
Expenses related to engaging current and potential donors and encouraging contributions of money, securities, materials and other assets, services and time.

Total Expenses $72,097,330 100%

### STEWARDSHIP

- **Values**: Integrity | Serving | Teamwork | Excellence
- **Vision**: Outgoing of Christ, Athlete Every Town, Every School, Every Field
- **Values**: Christ Centered | Ethical | Education | Athletics
- **Mission**: To share the message of Jesus Christ through the influence of coaches and athletes

**Contact Information**

Fellowship of Christian Athletes

8101 Leeds Road
Kansas City, MO 64121-1680

(800) 289-5381 | fca@fca.org | fca.org

FACEBOOK | TWITTER | INSTAGRAM

### FCA LEADERSHIP

- Les Steckel, President/CEO
- Dan Britton, Executive Director/COO
- Nancy Hedrick, Executive Vice President Communications and Events
- Ken Williams, Executive Vice President Operations

### FCA BOARD OF TRUSTEES

- Dan Chalreson, Chairman
- Nancy Hedrick, Treasurer
- Nancyindices Krieger, Secretary
- Joe Balentine, Treasurer
- Bruce Eilenberger, Entrepreneur
- Bill Brewer, Entrepreneur
- Bruce Williams, Business Owner
- Diana Myers, Business Owner
- Sandy Sansing, Secretary
- Sandy Sansing, Treasurer
- Les Steckel, President/CEO

### FCA ANNOUNCEMENT

- **Gamechangers** – this describes FCA’s goals for 2011. FCA prayerfully focused on key ministry areas for greater impact, including increasing coaches discipleship, number of camps and campus ministries and Automatic Monthly Partner giving. We called these God-sized goals, “Keys to Victory.”

- **As 2011 ends, we have achieved record years in each of our Keys to Victory! These gamechangers have allowed FCA to reach more coaches and athletes than ever before and strengthen our commitment to walk alongside them as they grow in their relationship with Jesus Christ.**

- **Thanks to our teammates who invested their time, talents and treasures to FCA. You truly are gamechangers! Together, we can be a part of many more gamechanging moments as we follow God’s lead in 2012. Your team is in Christ.**

Les Steckel, FCA President/CEO

### MESSAGE

The Fellowship of Christian Athletes 2011 MINISTRY REPORT

OUTSTANDING VICTORIES FOR GOD... GAMECHANGING MOMENTS RESULT IN OUTSTANDING VICTORIES FOR GOD...
2011 HIGHLIGHTS
A GAMECHANGING YEAR

- As a faith-funded ministry, we give thanks to the Lord for His provision for a record year of $75.5 million in revenue.
- FCA Camp conducted a record 351 camps in 36 states and 34 countries this summer with 52,076 athletes. Lives were transformed by outstanding competition and spiritual growth.
- More than 300,000 students attended an FCA camp across America.
- Fields of Faith had more than 650,000 students attend a record 45 fields across the nation. The students shared testimonies, encouraged each other to read the Bible daily and came to faith in Jesus Christ.
- A record 1,068 coaches attended FCA Bible studies throughout the country.
- FCA distributed an annual record of 131,400 Bibles worldwide. Since 2003, FCA has distributed approximately 600,000 Bibles.
- FCA released its latest publication, The Greatest Leader Ever. The book features 40 Christian sport leaders as they share their spiritual leadership principles while pointing to Jesus Christ as the spiritual leader ever.
- The expansion of FCA International continued at a rapid rate with training, resources provided, mission trips and national partnerships including Operation Mobilization (OM) SportsLink and the International Sports Coalition (ISC).
- FCA called unprecedented growth in the Automatic Monthly Partner program (AMP) with a record $8.6 million in revenue. This represents a 39% increase over the previous year’s AMP revenue. AMP donors now make up over 12% of FCA’s total donors.
- FCA Hal of Champions honors 317 Illustrative Faith Athletes, Jr., heroes U.S. military service personnel and National Soccer Hall of Fame Inductees. Dick Petrie. Kansas State University’s head women’s basketball coach; Bill Yeoman, former University of Houston college football coach and College Football Hall of Fame inductee; Deb Patterson, Kansas State University’s head women’s basketball coach in attendance. Lives were transformed by outstanding competition and spiritual growth.
- FCA’s sports e-devotional reached 50,000 subscribers.
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