



2025  
ANNUAL REPORT



JAARS

## FROM THE PRESIDENT

And he made from one man every nation of mankind to live on all the face of the earth, having determined allotted periods and the boundaries of their dwelling place, that they should seek God, and perhaps feel their way toward him and find him.

Yet he is actually not far from each one of us.

—Acts 17:26–27 (ESV)



Steve Russell in Papua, Indonesia

### GOD IS AT WORK—AND HE'S JUST GETTING STARTED!

In John 16:33, Christ gives us peace and tells us that in this world we will have tribulation—“But take heart; I have overcome the world” (ESV).

That truth is so evident to me when I arrive at work each morning. There’s no amount of turmoil or brokenness this world can get itself into that He has not already overcome. No matter what, His mission prevails, unhindered and unthreatened—and, as believers, we get to be part of it (Acts 17:26–27).

We should all take comfort in that. We do not have to burden ourselves with the weight of the world. Instead, we get to participate in work that transforms lives eternally for God’s glory.

Even in the past year, I stand in awe of what God has accomplished through JAARS—the people who work and who support the mission. Looking at that crescendo of impact, growth and preparation, I am overwhelmed with gratitude and anticipation.

It is clear God is not done with JAARS. In fact, it seems He is just getting started with us.

He continues to send us young people for our experienced crew members to pour into through training and mentorship. Even as I write this in early 2026, **we have over 40 individuals and families training at JAARS in preparation for the next advance.**

That advance is really exciting. We are seeing God continue to open doors in West Africa and in Melanesia, with requests for us to come. Can we get the workers? Can we get them trained? Can we get the assets? Can our missionaries eat as they go do the work? We ask the Father for resources to do His work and He answers with His economy.

He continues to open doors, one by one, as we take each step forward. I confess I sometimes find myself wishing He would open all the doors at once. Then comes His answer: “Keep stepping forward, and receive your daily bread.” He propels us and guides our direction through

resources, timing, political barriers and more. My response should be—good cheer.

He has overcome the world.

With all this noise in our troubled world, life can seem absolutely overwhelming. When we tune in to His mission though, all of that goes away. Our focus shifts. How do we get this aircraft overseas? How do we get this translator to the mountaintop? How do we get this diseased baby from her rainforest community to a health center? The scope shrinks, and His work comes into focus, reminding us why we do what we do.

I am so glad I get to be part of it with you. Thank you to all our partners on mission with us for His glory.

A handwritten signature in blue ink that reads "Steve Russell".

Steve Russell  
JAARS President and CEO



### OUR FOCUS: GROWTH FOUNDED ON A ROBUST FOUNDATION

Expanding our reach means expanding our crew. That’s why we are training and deploying more fourth-generation missionaries to legacy mission bases—where crucial mission work is still underway.

These legacy bases neighbor places where no mission aviation organization is currently working. Looking ahead, we plan to send our growing crew to these unreached places—where our unique expertise in air, land and sea is enabling us to discern the most effective, sustainable ways to relay God’s Word.

# INVESTING IN OUR MISSION'S FUTURE

This past year, we set our eyes on building a strong foundation for future growth, and we did it through two legacy mission bases—one in Papua New Guinea and the other in Cameroon.

## HERE'S WHY WE DID IT.

Each of these bases is located in a region with a very significant population of incredibly remote, unreached people groups.

Many Bible translators and church builders fully rely on our crew at these bases to reach these remote villages for long-term impact.

Most importantly, **both bases are near areas that no mission organization is currently able to reach.** By investing in the stability and growth of these legacy bases, we are also setting the stage for two mission-critical hub launches—currently targeted for the Northern Congolese rainforest and Vanuatu.



Throughout Papua New Guinea, 10 mission organizations continually rely on our aviation crew to reach the island nation's large population of remote, unreached people groups.



Cameroon is part of a greater region that is home to scores of unreached communities. JAARS continues to support a local mission group that strives to reach 30 of these groups in the Democratic Republic of the Congo.

## HERE'S HOW.

We laid down the groundwork to take full care, custody and control of air operations at our partner organization's mission base in Papua New Guinea, and took steps to begin doing the same with their base in Cameroon.

By doing this, we were able to invest in:

- Strengthening care, accountability and oversight across the mission.
- Aligning teams and resources under unified mission and strategic priorities.
- Providing clearer direction and support by strengthening leadership presence on the field.
- Serving both existing and emerging fields through increased long-term efficiency and enhanced operational readiness.
- Expanding our capacity to efficiently support ongoing mission efforts across the region.
- Reinforcing field workforce through the addition of specially trained, newly deployed personnel.

"It's not just making our ministry more effective. I would unequivocally say it makes it possible.

We could not be doing Bible translation among the Domung people without all the support behind us, from sending churches and partners to JAARS.

We just couldn't get out to the village without the helicopter."

—John, a Bible translator in Papua New Guinea

# AIR OPS

## THE IMPACT OF THE JAARS ALLIANCE

Roughly **1/3** of all global mission aviation relies on our 77 years of remote missions experience in:

- Safety and operating standards.
- Initial and recurrent specialized training.
- Aircraft acquisition, upfit and deployment.
- Personnel recruiting and deployment.
- Operational infrastructure (such as insurance, accident investigation and more).
- Consulting.

**6,203** flight hours

**21,049** passengers flown

**2,366,192** lbs. of cargo delivered



“I’ve once heard it said all of the easy places are already taken. Still, we have to get the gospel to the unreached.

It’s not an easy task, but because of partnerships like JAARS and other ministries, it’s possible.

We have helicopter pilots and Kodiak pilots and medical accessibility—things we don’t have the infrastructure for as a smaller ministry.”

—Bryan, a Bible translator and community-centered church builder in Papua New Guinea



### FLIGHTSPAN™ 2025

We built FlightSpan to provide mission aviators with everything they need to manage their entire flight operations—especially when they are working off-the-grid.

This single tool automates and streamlines pre-flight planning, in-cockpit tasks and flight operation analysis to help mission aviators easily plan, execute and document their flights.

**17,030** missions completed

**52,080** passengers flown

**5,944,017** lbs. of cargo delivered

“FlightSpan has become the backbone of our operational ecosystem. It enhances safety, reduces workload, unifies our programs and provides reliable data.

For us, it’s been a significant step forward in how we deliver safe, effective, mission-focused aviation.”

— Stan Unruh, VP of Aviation at MAF (Mission Aviation Fellowship)

# AIR OPS MOBILIZING THE FOURTH GENERATION

## EYES ON THE HORIZON

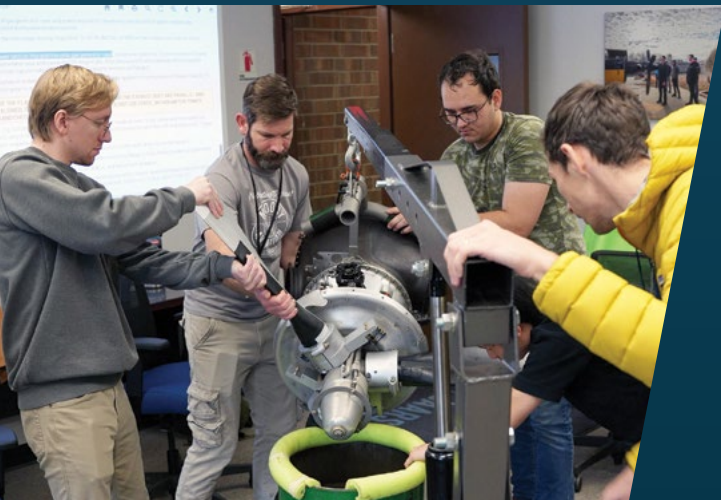
Our goal remains to expand our reach to places where no mission organization is currently able to reach—and training the next generation is a crucial part of that goal.

**1,810.4** training flight hours  
**79** individuals trained  
**12** aviation personnel sent overseas

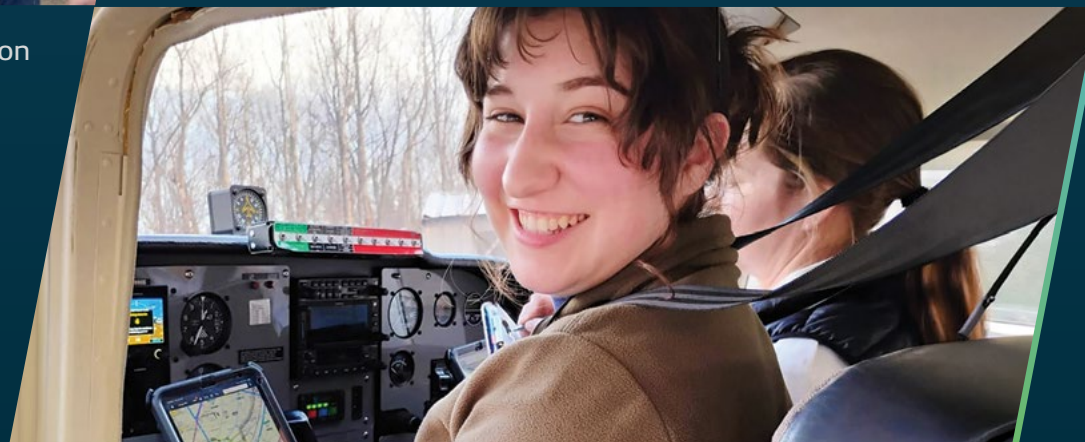
“Coming from JAARS Base to Papua New Guinea, I have gotten a whole bunch of training and ended up really prepared to head over here. I’m busy with all sorts of maintenance tasks, and it’s nothing I’m unfamiliar with.

JAARS has prepared me well for it. I’ve been helping out with inspections here, and I hope to continue to grow as a mechanic and be a good steward of these aircraft, these tools for ministry.”

—Caleb, a former fellow, now serving as a JAARS aircraft maintenance specialist



We invite students from mission aviation schools to take our unique, hands-on PT6 engine maintenance course.



Each year, we take in new, young aviation fellows and interns and provide them with key roles in mission aviation and growth opportunities.

## OUR APPRENTICE PROGRAM

To become aviation missionaries, new pilots and maintenance specialists need hands-on experience. Traditionally, they often rely on getting industry experience—a detour that can get in the way of their original calling.

Through our Apprentice Program, we replace years of general aviation experience with something better: mission-focused, field-specific training that directly prepares our aviation apprentices for remote mission aviation.

This keeps our apprentices connected with training that’s relevant to their calling and accelerates their training without the detour.



Apprentices receive the benefit of decades of experience and wisdom from our instructors.

Because of the support of our generous partners, we’re able to ensure each apprentice receives livable wages and housing arrangements during training. This makes our program a viable option for new, young pilots and maintenance specialists coming to us straight out of aviation school.

# LAND AND SEA OPS MULTI-MODAL TRANSPORTATION

In some remote regions, aviation isn't the most viable option. There, missionaries risk their lives and their work relying on dangerous methods of remote land and water travel.

Our multi-modal approach makes our land and sea instructors uniquely suited to train and equip these missionaries to cover the last mile—without risking their work or their lives.

**150** total people trained at the JAARS Base and off-base locations.

Many missionaries visit our stateside training base in Waxhaw to receive this life-saving training—and become equipped to share that training with others on the field. Others receive it on the field.

## OFF-BASE TRAINING

Through training and equipment, or equipment funding, we enabled 11 local mission groups and organizations overseas to safely and effectively carry out Bible translation, Scripture engagement, church planting and more.

And by providing instructor training, we equip and certify trainees to train other missionaries in their region.

## PERU

Impacting Peru, Brazil and Colombia

People trained: 18

Water Travel Safety and/or Outboard Motor Maintenance Training

## BRAZIL

People trained: 13

Water Travel Safety, Outboard Motor Maintenance, and Water Travel Safety Instructor Training

## CAMEROON

Impacting mission efforts in 6 countries

People trained: 31

Motorcycle Handling and Maintenance Training

## GABON

People trained: 6

Motorcycle Handling and Maintenance Training



"I haven't seen a training that [covered] both the motorcycle maintenance and actually how to be safe and ride a motorcycle. ... and so to have training like the JAARS motorcycle training is, I think, very valuable.

I feel like I am more prepared for wherever I go in Cameroon."

—Nia\*, a community worker in Africa

*\*Name changed for security reasons*

## A DISCREET APPROACH

While continuing to build up aviation infrastructure in the region, we also equipped our crew in Cameroon to provide off-road motorcycle and maintenance training.

This has enabled them to discreetly equip local missionaries in sensitive locations with the skills, vehicles and gear they need to travel between the communities they serve.



Water safety training with the crew of *Messenger of Peace* in the Amazon rainforest.



## LAND AND SEA OPS WASTING NO TIME

During their first few months of operation, our crew aboard the *Kwadima II* wasted no time in their mission—to cover the last mile among Papua New Guinea’s remote island communities.

- 10 Bible-translation-specific voyages
- 2,847 nautical miles covered (535 hours)
- 9 mission teams directly impacted

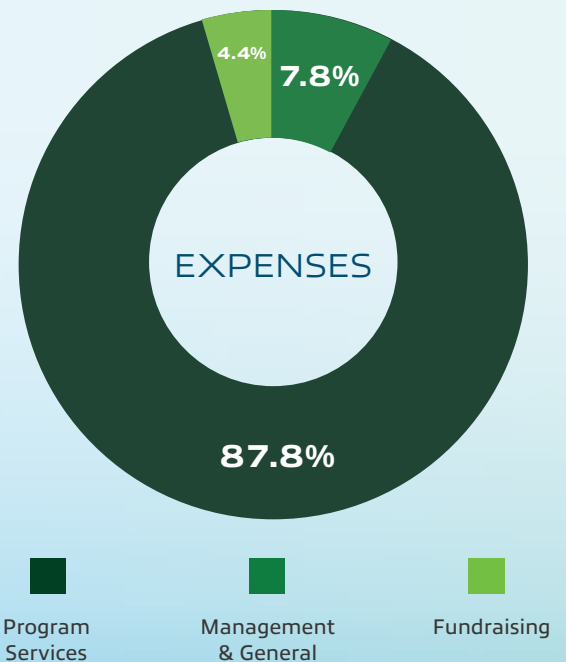
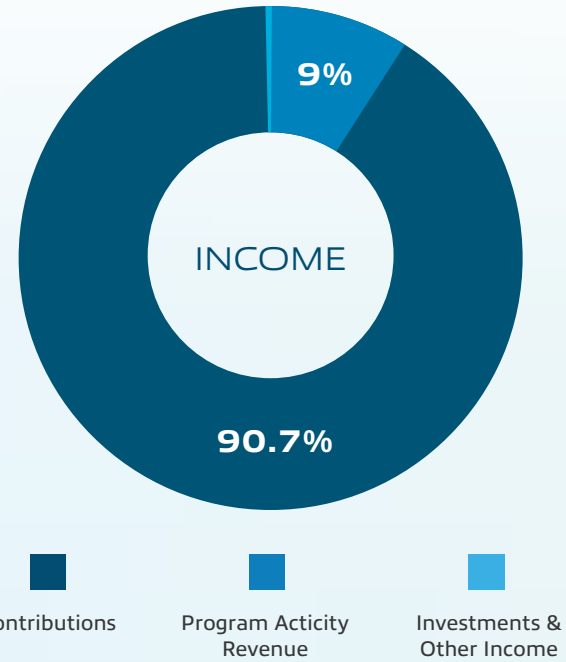


“We have appreciated so much the availability of the *Kwadima II* for the New Testament dedication. It made all the difference to the people and the logistics of getting the New Testaments to the village.”

—John and Margaret, Bible Translators

# FINANCIAL SUMMARY

This past year has been an incredibly exciting and encouraging period of growth for our mission at JAARS—and our generous partners made that growth possible. Thank you for going with us to cover the last mile of missions.



## OPERATING ACTIVITY INCOME

Cash Contributions . . . . .	\$8,586,182
Non-Cash Contributions . . . . .	\$8,694,829
Program Activity Revenue . . . . .	\$1,718,598
Investment Income . . . . .	\$51,873
<b>Total Income . . . . .</b>	<b>.\$19,051,482</b>

## EXPENSES

Air, Sea, Land Operations . . . . .	\$7,077,271
Base Operations . . . . .	\$5,866,050
Global Operations . . . . .	\$2,259,311
Technology Solutions . . . . .	\$2,455,114
Management and General . . . . .	\$1,570,613
Fundraising . . . . .	\$880,946
<b>Total Expenses . . . . .</b>	<b>.\$20,109,305</b>

<b>Total Gain (Loss) from Operations . . . . .</b>	<b>.\$(1,057,823)</b>
<b>Ending Net Assets . . . . .</b>	<b>.\$15,394,659</b>

Amounts in this report represent the financial activity of JAARS, Inc. for the fiscal year ended September 30, 2025. The results reported here are a summarization of our full financial statements. Complete financial statements, audited by Capin Crouse LLP, are available at [jaars.org/financial-reporting](http://jaars.org/financial-reporting).

Non-cash contributions include a labor grant for supported staff—supported by the financial and prayer contributions of friends and churches through Wycliffe Bible Translators—plus donated labor from volunteers; both are also recognized as expenses.

## BOARD OF DIRECTORS

- Andrew J. Hood**, *Board Chair*  
Retired – Former Financial Services/Regional Supervisory Director, MassMutual
- Bonnie Nystrom**, *Vice Chair*  
Board Member, Wycliffe USA
- Lee Bramlett**, *Vice President*  
Fatherhood Foundations
- Eleanor Berry**, *Treasurer*  
Associate Executive Director for Global Operations, SIL Global
- Keith Burkhardt**  
Lead Pastor, First Southern Baptist Church
- Dan Dugger**  
President, Fractrade
- Nydia García-Schmidt**  
Consultant, Generosity and Stewardship, Wycliffe Global Alliance
- Grace Townsend Goreth**  
JAARS Ambassador
- Daniel Johnson**  
Retired – Director of Finance, Nonprofit and Government Organizations
- Ryan Kruse**  
Vehicle Dynamics Engineer, General Motors Motorsports
- Mark Snoddy**  
Peachtree Executive Search

## OUR MISSION

We reduce barriers, ease burdens and deliver God’s Word. We do that by training, equipping, deploying and sustaining individuals, teams and stations to aid in the work of the Bible translation movement in proclaiming the gospel to the whole creation.

## JAARS OFFICERS

- Steve Russell**  
*President and CEO*
- Craig Russell**  
*Senior Vice President of Air, Land and Sea Operations*
- Steve Biggerstaff**  
*Vice President of Advancement*
- Johannes Rehm**  
*Vice President of Global Operations*
- Craig Sheppard**  
*Vice President of Base Operations and COO*
- Denise Shockley**  
*Vice President of Financial Operations and CFO*
- Quinn Varnado**  
*Vice President of Marketing*
- Craig Whaley**  
*Vice President of Research & Development and Engineering Operations*
- Dale Swanson**  
*Retired – Vice President, Information Technology, Parker Hannifin, Corporate Secretary*
- Kathy Andrews**  
*Assistant Corporate Secretary*



# JAARS

JUNGLE AVIATION AND RELAY SERVICE  
7601 Radin Road, Waxhaw, NC 28173-8349  
800.890.0628 | jaars.org

Nonprofit  
US Postage  
**PAID**  
Permit #490  
Charlotte, NC

“We’ve utilized all three [training courses in air, land and sea transportation] and have been very blessed by that training. It gives us a lot more confidence going into that last mile.”

— John, a Bible translator in Papua New Guinea

