



360° IMPACT REPORT

two thousand eighteen





A LETTER TO OUR BETENBOUGH FAMILY

FROM RICK BETENBOUGH

Dear Betenbough Family — As we look back on 2018, I am excited to share with you the many ways God's presence and His favor have covered our entire organization. To begin with, we are now a Public Benefit Corporation (or PBC) and the parent company has assumed a new name, Betenbough Companies, PBC. This new Texas organizational format allows us to be "ourselves" — who we *are* and really, who we have *always been*! Profit, the stated purpose of most corporations, is important to us, but not *most* important. Even in the early days, Dad and I thought of this new homebuilding company we were starting as a way to bring affordable homes into the Lubbock market. We talked about providing real value in our homes for people, and Dad even proposed that we name each home after the first woman who bought the home, rather than some other meaningless name we might make up. Profit was not the priority. In fact, we knew that we didn't need to focus on profit — that it would come if we did other things well. Today, we believe the people we work alongside, the customers we serve, the communities we work in, and our global partners are our highest priorities — that's *who* we are!

We are blessed to be able to demonstrate that we care deeply about people and relationships, both by what we say and what we do. To be clear, profit is not a secondary goal; rather it serves as the economic engine by which we fulfill our purpose: **To reveal God and His Kingdom through our work in the marketplace.** Profitable business is the platform through which we put our faith into action. This *Impact Report* is our first attempt at capturing some of the stories of impact our work together is having. We are excited to report the impact that *you and your team are having* — on each other and on those outside of our organization. And like everything we do around here, we plan for this report and our ability to assess impact to get better with each iteration.

2018 marked a noticeable shift in the overall economic climate, including a rising interest rate environment, sharp increases in materials costs, and a growing labor shortage. By mid-2018, national homebuilders were experiencing a slowdown that pushed their stock prices down. In West Texas, we experienced a slowdown in some regions, but not overall. Each of our regions in West Texas is unique. Despite lower oil prices, oil production in the

Permian Basin has continued to grow! It seems that enhanced technology, innovation, and cost efficiencies have allowed oil production to be profitable at much lower prices. Even at \$50 a barrel — half what it was when the Lord led us to Odessa in 2008 — they keep producing oil, instead of shutting down as in the past — so the need for housing is as strong as ever! In Lubbock, two strong school districts and a steady economy paved the way for us to build a record number of homes. Amarillo, our newest homebuilding region, has great opportunity as we continue to get to know the city and they get to know us. All of this came together in a beautiful way, as 2018 concluded with more than 1,000 home closings across all regions — what a blessing! Through the month of March, as we publish this report, sales (290) and closings (185) are **very** strong — thank you, Lord! In 2018, we also closed on the remaining land positions that strategically began in 2017, improving our raw land inventory in all regions.

There is clear evidence that affordable, quality housing in our region is in short supply. We know that within the region of West Texas, each city is unique. Some markets are supply driven, each with its own unique challenges and benefits. It's also critically important to remember that we believe God is sovereign and in control of all things. It's moments like this that give us an opportunity to stop and say **thank you** for His covering over our organization!

At Alcove Farms, we saw significant experimentation through our regenerative farming business, and we learned a lot. We expect to grow sales in 2019 through a new partnership with Market Street to sell Alcove Farms' eggs in Lubbock grocery stores. Think about it — local, naturally-grown Alcove Farms products from Lubbock

County selling in a mainstream consumer channel — yeah!

We launched the The Willows Event Center, our event venue business in Lubbock, allowing us to engage and impact our community in a whole new way while bringing new revenue to our family of companies. We have more than 165 events, including 22 weddings, booked in 2019.

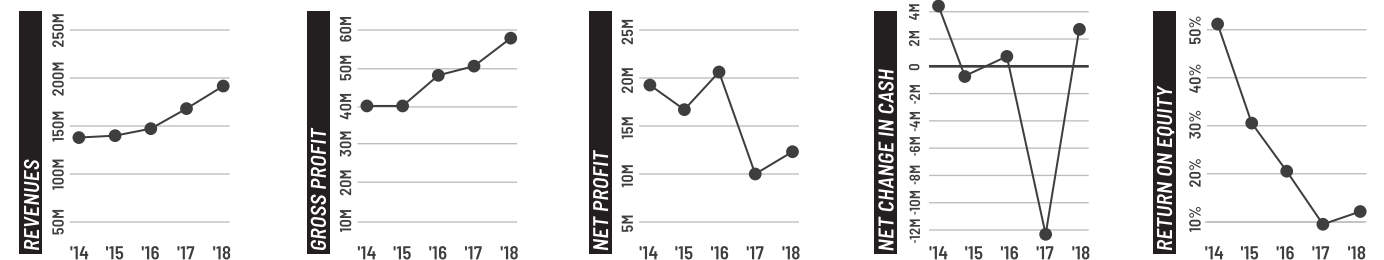
Cornerstone, our centralized services business, achieved new levels of service delivery and helped us set a course for future financial sustainability in our ESOP. We attribute all success to God, and I am truly thankful for the hard work of each team member across the organization. It is inspiring to come to a place where people genuinely and authentically care for one another!

In 2018, 95% of customers who responded to an independent GuildQuality survey indicated that they would recommend Betenbough Homes to a friend. Since joining as a Guildmember, we've been recognized as a Guildmaster Award Winner nine times in the past 14 years. That is world-class performance — yet, we want to improve it.

A national 2018 Employee Engagement and Retention survey reports that only 15% of employees are engaged in their jobs, and 65% are actively looking for a new job. Our employee engagement is much higher, with 86% of team members responding positively in 2018 through a third-party survey, called Waggl. Together, we hope to make that even higher in 2019!

We know the Lord has called us to take some of the lessons He has revealed to us and share those principles with other leaders and companies in the marketplace. Kingdom at

FINANCIAL OPERATING RESULTS 2014 - 2018



Work is a movement that seeks to inspire, equip, and ignite leaders to advance God's Kingdom through their influence in the marketplace. Over the last 27 years, God has powerfully transformed us and our purpose by leading us and providing abundantly. And now, He has asked us to share this story so that He might do that everywhere! To this end, we hosted two workshops in Lubbock and one in Holland, along with many other one-day events across the country where we are sharing the testimony of what God has done right here in our family of companies. When Kingdom leaders engage in a Kingdom style, a Kingdom culture emerges and the Kingdom of God advances! As you will see throughout the remainder of this report, the fruit of this has been substantial, within our family, in our community, and throughout the world.

Our entire executive team (board members and vice presidents of each company) agrees that profit is a tool that helps us achieve our highest priority of loving people and raising them up to their God-given potential. We also affirm that the Betenbough family of companies belong to

God and He has entrusted them to our care as stewards. In other words, He has charged us with leading with an owner's mindset, while recognizing we are not the owner. This is both a renewal and an expansion of the covenant Dad and I made to honor God back in 1992. In 2018, we invited all leaders to adopt our company purpose for themselves and their leadership through a covenant governed by grace and love.

It's an honor and sheer joy to come to work every day with each of you. I see you take care of each other and all the jobs that must be done with such excellence and love!

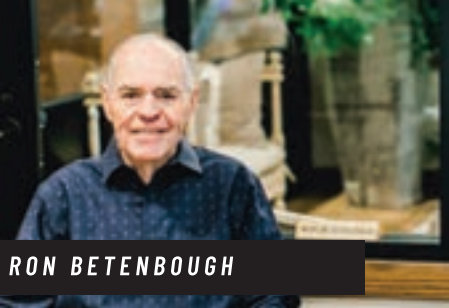
Lord, bless us even more than You already have in this new year!

With much love,

Rick Bet

RICK BETENBOUGH, CEO, BETENBOUGH COMPANIES, PBC

WHAT IS A PUBLIC BENEFIT CORPORATION (PBC)? | With Ron Betenbough



RON BETENBOUGH

Profit is critical to any business, just as breathing is critical to life. But do you exist to breathe? Breathing is a priority, but if it's the only priority that would be a pretty boring and wasted life. Likewise, profit is a priority, it's just not the only one. Our purpose is beyond profit, which is why our PBC statement declares our purpose: To reveal God and His Kingdom through our work in the marketplace.

A Public Benefit Corporation, or PBC, is the new corporate organizational structure for the State of Texas. Most for-profit corporations exist to simply make a profit for their shareholders, but a PBC is a special corporate structure that allows

an organization to have priorities beyond profit. Here's an excerpt from our corporate resolution:

"At all times the corporation shall operate as a Public Benefit Corporation in accordance with the provisions of the Texas Business Organizations Code by seeking to reveal God and His Kingdom through the corporation's work in the marketplace, thereby furthering religious experiences and activities of the peoples the corporation services, including its employees, customers, ministries, and religious organizations in areas served by the corporation and throughout the world. The corporation will demonstrate this purpose by raising people up to their God-given potential and enabling them to flourish spiritually, personally, and professionally. Also, the corporation will partner generously with other organizations that share a similar purpose."

As we recognize profit is critical to any business, we also recognize profit is not evil or bad. Greed is evil, but making a return is not just okay - it's expected in God's Kingdom (Luke 19). But many of the things we do, like giving, vision trips, trade

partner Christmas bonuses, extending price decreases to customers already under contract, Winter Retreat, interest-free trade partner loans, not pricing our homes according to the market in Midland and Odessa, are for the benefit of people, but not necessarily our bottom-line profit. Of course, we all believe those kinds of things contribute to our success, but it's tough to draw a straight line between those decisions and our financial results. A PBC is a structure that explicitly allows us to continue to balance those things that are aligned with our underlying purpose alongside profit and long-term return for our shareholders.

As a board, we are committed to improvement year-over-year in capturing stories of impact that glorify God, and demonstrate how well the organization is fulfilling its purpose.

Ron Bet

RON BETENBOUGH, CHAIRMAN OF THE BOARD, BETENBOUGH COMPANIES, PBC



TOP ROW, LEFT TO RIGHT | BRAD NELSON, TIFFANY BERRY, + WALTER CUNNINGHAM
MIDDLE ROW, LEFT TO RIGHT | CAL ZANT, KERRY RITCHIE, JEANNA ROACH, + COREY LUSK
BOTTOM ROW, LEFT TO RIGHT | HOLLY BETENBOUGH, RICK BETENBOUGH, + RON BETENBOUGH



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IMPACT REPORT *READING GUIDE*

As an elected Public Benefit Corporation, Betenbough Companies is committed to pursuing a purpose beyond profit. This **360° Impact Report** is a testament and annual report of the 360° view and purpose that God placed before us in 2018. To best describe the ways we aim to create impact, we have organized this report into three sections: **family, community, and the world**. In each section you find stories of impact that seek to enable each individual to flourish **spiritually, personally, and professionally**.

FAMILY section one

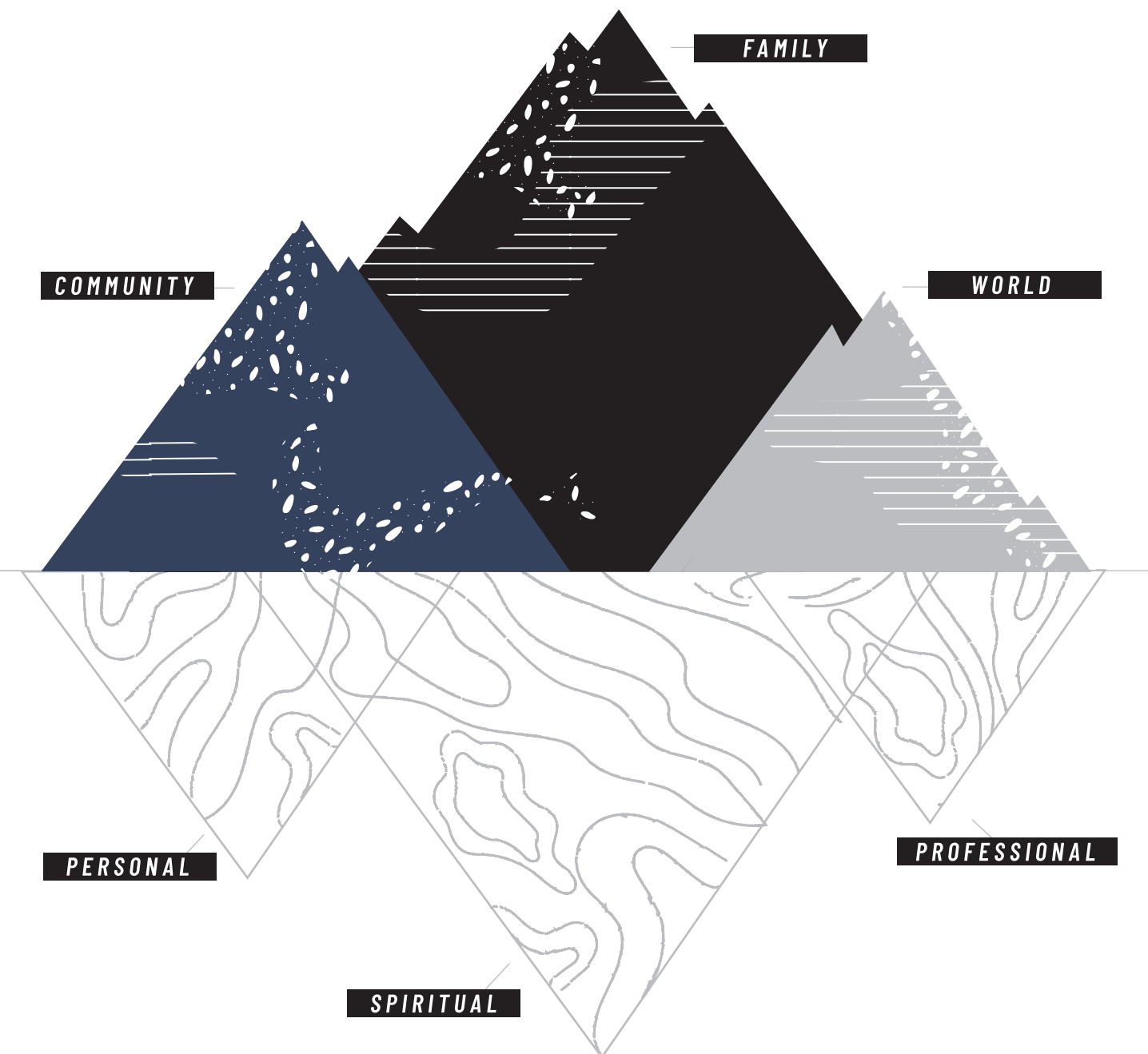
This category includes employees of Betenbough Companies and their families.

COMMUNITY section two

This category includes customers, trade partners, and local nonprofits.

THE WORLD section three

This category includes global ministries and the broader world.



CHECK OUT OUR

OUR FAMILY OF COMPANIES



BETENBOUGH COMPANIES, PBC - ESTABLISHED 2018

Our purpose is to reveal God and His Kingdom, through our work in the marketplace.

The Betenbough journey started in 1992 with a father-son duo who had a big dream to deliver quality homes at the most competitive price. Ron and Rick Betenbough made that vision a reality when they opened Betenbough Homes in West Texas. Upon starting the business, they were called to do more than just make a profit and decided to donate business profits to different ministries around West Texas.

Along this journey, our Betenbough family has grown to establish employee-owned companies that collectively strive for excellence, growth, generosity, and unity in all we do. We have branched out into different business opportunities beginning with opening Alcove Farms, an urban restorative farm. Next came Cornerstone Support Services to support and serve all of our business entities, and then finally The Willows Event Center.



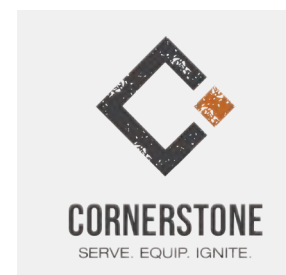
BETENBOUGH HOMES - ESTABLISHED 1992

Our mission is to build, serve, and impact.



ALCOVE FARMS - ESTABLISHED 2016

Our mission is to sow, grow, and restore.



CORNERSTONE SUPPORT SERVICES - ESTABLISHED 2017

Our mission is to serve, equip, and ignite.



THE WILLOWS EVENT CENTER - ESTABLISHED 2018

Our mission is to connect, serve, and inspire.

COMPANY CORE VALUES

There is something woven throughout any organization that is somewhat abstract, typically unspoken, but often very observable. While not easy to capture or describe, it is so powerful as to guide most decisions and actions within an organization. This force is referred to as “*culture*.”

We strive to intentionally shape and maintain a healthy culture in which our mission and purpose can be successfully executed. Having a certain set of spiritual beliefs neither qualifies nor disqualifies one as a cultural fit. Any team member that commits to our core values is welcome to join our family. While there are many subtle, perhaps team-specific characteristics involved, we consider the following four values to be foundational, and we prayerfully interweave them as we seek to grow with our employees and their families — professionally, personally, and spiritually.



UNITY

We relentlessly pursue the existence of a unified and healthy team. Unity requires humility, which is demonstrated by a gentleness and graciousness in our dealings with others as we exhibit patience and understanding.



GROWTH

Life is a journey. We'll embrace this fact, learn from our experiences, and seek progress and maturity. As circumstances change, we will commit to constant improvement by innovating new ideas and methods, and by enhancing all things currently established.



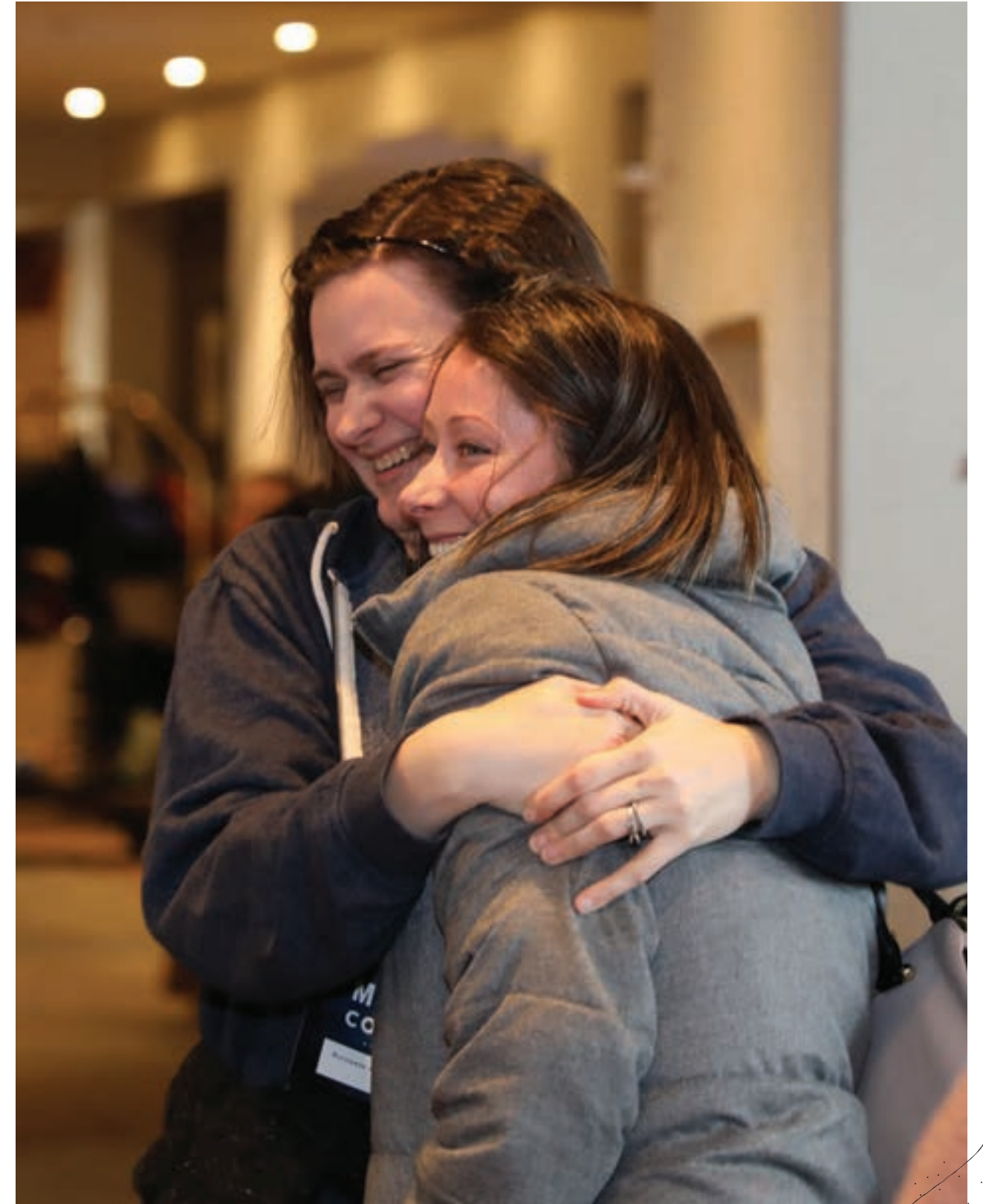
EXCELLENCE

Excellence is not to be confused with perfection, but refers to doing the best we can with the gifts and abilities God gives us.



GENEROSITY

We believe that we are blessed to be a blessing. Resources have been entrusted to us not only for our good, but for the good of others. We will intentionally look for ways to share our time, talents, and treasures with others.



OUR FAMILY

Family is a word that can be tied with many different stigmas or emotions. Our heart, when we use the word “*family*”, is to showcase our desire to be a group of individuals with a common purpose and unity.

In this section, you will find personal impact stories from our employees as they engaged in our culture and connected with each other under a common purpose.

“ Above all, clothe yourselves with love, which binds us all together in perfect harmony. And let the peace that comes from Christ rule in your hearts. For as members of one body you are called to live in peace. And always be thankful. COLOSSIANS 3:14-17, NLT

COREY

ROY



CAMPBELL, COOPER, COURTNEY, + ALEESA ROSS

A KIND OF KINDNESS

ALEESA ROSS' STORY

"After my husband passed away I was able to look back and see steps God had taken to prepare me for what was about to happen. Things He knew were coming that I had no idea. One of those things was leading me to Betenbough Homes."

- ALEESA ROSS

In 2016, Aleesa Ross had been working for Texas Tech University for 14 years. Both she and her husband, Brent, had attended school, worked, and created lives around their jobs at the university. One day she happened to catch a post about a marketing manager

position open at Betenbough Homes. "I wasn't looking for a new job, but there was something about the job that just spoke to me," Aleesa shared. "I called my husband and he said, 'Why are you talking to me on the phone? Go apply right now. Just hearing the excitement in your voice, you have to do this.' So, I applied."

Prior to this, Aleesa's husband Brent had been diagnosed with stage four metastatic melanoma. By the time Aleesa started her new role at Betenbough Homes, their family had been battling cancer alongside Brent for 12 years.

"I can see now how God was setting me up to have the care I needed, so that I could care for my kids in the time that was coming," said Aleesa.

From the day she started Aleesa was impacted by the support she received from her fellow marketing team. In her new role, Aleesa was able to take

time during the day to leave and be with Brent for all his doctor's appointments. On one particular day, Aleesa was at work when she received a difficult phone call about her husband's health. A member of the Betenbough connections team, Andy Miller, immediately came over and just sat next to her. After the phone call Andy asked, "What can we do to support you?" She simply replied, "I need prayers." That evening, members of the connections team came over to her house and prayed over her family.

"All of them had lives and plans, and they made us their priority. That was pretty powerful," said Aleesa.

Her kids were also impacted by this moment asking, "They're just coming to pray for us?"

Aleesa shared, "They were able to see how much my co-workers cared not just for me, but for them too."



BRENT + ALEESA ROSS WITH THEIR CHILDREN

Aleesa's team found special ways to show their support throughout Brent's battle with cancer. They even personally chipped in money for a date night and babysitting.

"The thought and the intent of that made an impression on Brent," Aleesa said.

In September of 2017 Brent passed away and Aleesa's team continued to show their support, embracing her and her kids as one of their own.

"God knew the plan that He laid out for me and the path I was going to walk in my time here. The people I do life with every day at Betenbough have truly been a blessing, and that expanded even after my husband passed away."

THE IMPACT OF GENEROSITY

BRANDON NEWMAN | In February of 2018, a few months after her husband passed away, Aleesa and her kids got the opportunity to go on their first vision trip with the company. They joined a team that traveled to Antigua, Guatemala to serve and explore a new culture.

"It was a God thing that we were even on that trip. It had not been our first choice, but it's pretty amazing how that worked out."

Aleesa's son, Cooper, had an avid passion for baseball. Pretty quickly, Cooper connected with their vision trip team leader, Brandon Newman, a Betenbough Homes builder, who used to play professional baseball.

"My son's eyes lit up when he met Brandon. To have a connection with an older male, someone who could mentor him and guide him was pretty impactful to me."

With no prompting Brandon took time to invest in Cooper and even meet with him after the trip to practice.

"It just gave Cooper a great sense of joy and it gave me such a peaceful heart. That is the kind of kindness and generosity that I could never repay. The selflessness and love — I am proud and humbled to be a recipient of that kind of kindness — it changed everything."

In October 2018, after a nomination from Aleesa, Brandon Newman received a 2018 Impact Award for Generosity, having exemplified this core value through his time with the Ross family.



BRANDON NEWMAN



TIFFANY BERRY

"WE CELEBRATE WHAT WE WANT TO DUPLICATE – WE HAVE SO MANY TEAM MEMBERS WHO SERVE THOSE AROUND THEM WHETHER IT'S A FELLOW EMPLOYEE, A COMMUNITY MEMBER, A HOMEOWNER, OR A TRADE PARTNER. THEY ARE SO CREATIVE IN THE WAY THEY DO THIS, AND THEY EVEN INVOLVE OTHERS IN THEIR SERVANT POSTURE."

TIFFANY BERRY
VICE PRESIDENT OF CULTURAL
ENGAGEMENT, CORNERSTONE
SUPPORT SERVICES

2018 IMPACT

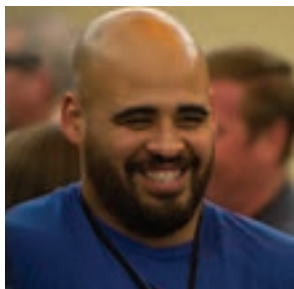
AWARDS

In 2018, more than 279 stories of impact flooded our inbox. These 17 award winners represent some of the stand-out stories as employees exemplified our core values.



BRIANNE STEVENS EXCELLENCE

"BriAnne has exemplified excellence in all she does. We are all blessed by her!"
- MARTHA COLDIRON



TITO APODACA GENEROSITY

"Tito is always helping others in his work and personal life."
- STACY BRADLEY



IAN DUPONT EXCELLENCE

"Without asking, he goes above and beyond."
- CHRIS BERRY



ZAK WEED GROWTH

"She brings organization as well as love and joy to our team."
- MARILYN WORDEN



EDDIE HUSKEY UNITY

"Our team is more cohesive now than it has ever been."
- RACHEL INJUN



AMANDA FUHRMAN UNITY

"It is clear she desires to grow genuine relationships and unity with people around her, past just the 8-5 routine."
- LUCY GREENBERG



CALEB ALLEN UNITY

"I am better because of Caleb, and we as a company are certainly more unified."
- MICHALEA PEREZ



MITCH JAMES EXCELLENCE

"I couldn't be more proud of Mitch. He is a vessel through which the Holy Spirit flows."
- KALEE RICH



JAY GIBSON EXCELLENCE & GROWTH

"His acceptance and intentional actions encourage me to seek opportunities to grow as well."
- SUSAN SWINBURN



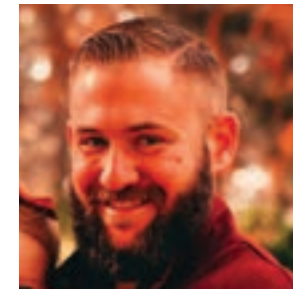
DAVID ZICKEFOOSE EXCELLENCE

"David goes above and beyond everyday. The relationships he has cultivated with trades is next to none."
- RANDY WILSON



MICAH McNUTT GENEROSITY

"He made a lasting impression on the builder team."
- ZACHARY WALLACE



RANDY WILSON EXCELLENCE & GENEROSITY

"He has impacted our lives and become a brother to many."
- TH FIFE



JAMES WOODLEY GENEROSITY

"I love his heart. I'm excited to see how others catch fire as a result of James' love for God and others."
- MICHAEL HORTON



ROBBIE MOON GENEROSITY

"Robbie is quick to serve the team, he helps in so many ways."
- DIANA WALDEN



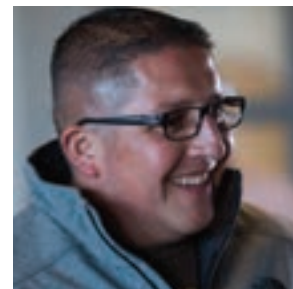
DAVID JETT EXCELLENCE

"David is like our secret weapon, someone disguised as simple and subtle, yet impactful and empowering."
- AMANDA FUHRMAN



BRANDON NEWMAN GENEROSITY

"He has made a difference in my son's life, and mine. What he is doing is definitely above and beyond."
- ALEESA ROSS

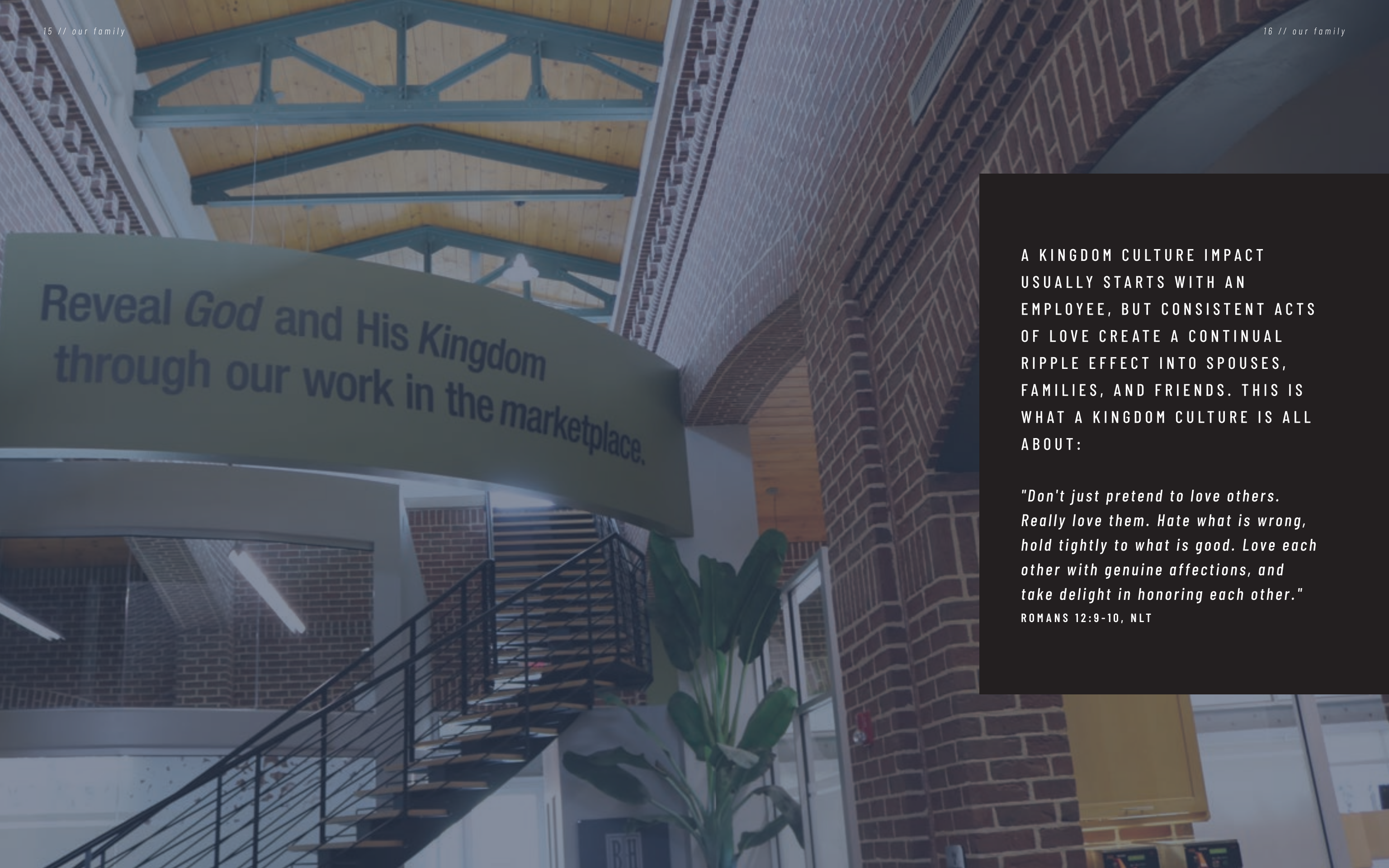


MIKE REGALADO UNITY

"I'm very thankful for Mike's willingness to help out the sales team!"
- MITCH JAMES

279
PEER
NOMINATIONS

17
AWARD
WINNERS



Reveal *God* and His *Kingdom*
through our work in the marketplace.

A KINGDOM CULTURE IMPACT
USUALLY STARTS WITH AN
EMPLOYEE, BUT CONSISTENT ACTS
OF LOVE CREATE A CONTINUAL
RIPPLE EFFECT INTO SPOUSES,
FAMILIES, AND FRIENDS. THIS IS
WHAT A KINGDOM CULTURE IS ALL
ABOUT:

*"Don't just pretend to love others.
Really love them. Hate what is wrong,
hold tightly to what is good. Love each
other with genuine affections, and
take delight in honoring each other."*

ROMANS 12:9-10, NLT

KINGDOM CULTURE

Q + A WITH
JEANNA ROACH

Jeanna Roach came to Betenbough Homes in 2006 with a budding career in public relations. Since then she has served as the company’s public relations specialist, marketing manager, chief marketing officer, and now as vice president of sales and marketing.



What was your first impression of Betenbough’s culture?

JEANNA: I remember applying online and seeing the word “ministry,” which honestly was a word I had never heard of. I grew up going to church but the word “ministry” was new. I even remember googling that term.

What happened after you started at Betenbough?

JEANNA: A year after I started, I came back to the Lord in May of 2007 on our first Betenbough vision trip. Experiencing a loving God from people at work was something I had never experienced before. I felt empowered here, I never felt like a project. And that is important to me, that the people I lead and the people I care for never feel like a project. I am not trying to change people, I am trying to be a “changed people.” Since that change, since then, I made every effort to introduce our family to the Lord that loves them.



JEANNA + ANDREW ROACH

How did the company culture, and the change in you, affect your family?

JEANNA: My story is filled with lots of prayer and consideration for my husband, Andrew. When my daughter was just three years old, God gave me a vision that Andrew would be baptized with our daughter.

God told me, “In my timing, this will happen. It is not for you to do. All you have to do is show up.”

As recently as April of 2018, while speaking at our Kingdom at Work workshop, I told the audience this story and that my kids and I continued to pray every evening for Andrew to come to know Jesus.

All the while, I did not know the Lord had been speaking to Andrew already and preparing the way. One month after I shared that story with the workshop audience, Andrew came to the Lord at a Kingdom at Work event in Europe. It has been the biggest miracle in our lives, it has changed everything.

All because a business wanted to make sure their people knew about God.

How did the company culture, and the change in you, affect your family?

ANDREW: I don’t work at Betenbough, but as a result of Jeanna working here for 12 years, I am changed.

Most of what I witnessed growing up was religion and not love. And that was the difference for me. The actions of the people at Betenbough are what really got me. I thought that at some point it would break, or that it wasn’t real, but it never did.

Now, even in my own work, I have really tried to put forth the ideals that this company has put forward. To see the change in myself and how I treat and approach my patients — listening to them more, showing genuine concern and care — I am seeing better results. I mean, that is unbelievable.

JEANNA: Our lives are forever changed. The fruit of our lives has so much to do with what God has done in the middle of a business. If there is ever a time we are passionate about the Kingdom at work, it’s today.

\$ 694,069

SPENT ON EMPLOYEE OUTREACH

Friday lunches, celebrations, internal events, jumpstarts, sympathies, all-company family meetings, and annual Winter Retreat



ANDREW ROACH



LIAM, OLIVIA, + COLLIN ROACH

"WE FIND THAT
WHEN PEOPLE **GROW**
PERSONALLY AT HOME,
OR IN OTHER AREAS OF
THEIR LIVES, THERE IS
A **BEAUTIFUL OVERFLOW**
THAT WE GET TO SEE
IN THIS ROLE AND WE
REJOICE IN THAT!

RYAN HARRIS,
CONNECTIONS MANAGER,
BETENBOUGH HOMES

CARING STRATEGIES IN ACTION

Q+A WITH RYAN
HARRIS

Ryan Harris started with Betenbough Homes in 2015 as a detail technician where his focus was engaging with his team to delight our homeowners with quality construction. Ryan's passion and genuine ability to connect with everyone led him to take on a new role, connections manager. Ryan now leads the connections team in their efforts to make Betenbough employees and their families feel seen, known, and loved.



RYAN HARRIS

What are the core care strategies that connection coordinators focus on?

RYAN: Our strategy always starts with the heart of our culture which is our core values: **unity, generosity, growth, and excellence**. Our strategies utilize service and love while reflecting these four things.

Maintaining **unity** is a vital piece of our role. This can be found in organized gatherings or events that involve employees and their families, and even embracing the tough seasons that we all share in a way that somehow brings joy and health to a team.

I personally feel one of the most **generous** strategies a connections coordinator offers to their teams is time. Time praying, listening, empowering, encouraging, and even preparing for things such as jumpstarts and community grant meetings. All of these take a lot of time, serious time, that isn't taken lightly.

What is a connections coordinator's role?

RYAN: Our mission is to serve others over ourselves, pioneering new ways to love on our people and create environments that motivate team members to grow personally, emotionally, and spiritually. Our goal is to provide opportunities to **connect** with God, **connect** with each other, and **connect** with their community.

“**RYAN:** *Growth* is a big part of our strategy. We find that when people grow personally at home, or in other areas of their lives, there is a beautiful overflow that we get to see in this role and we rejoice in that!

In this role, *excellence* to us means finding unique ways to make our people feel special, seen, known, and loved in all we do. These strategies include, company anniversary celebrations, wedding and baby showers, and even showing up to the hospital for a family member or relative.



What is one thing the connections team learned in 2018 that you will carry into 2019?

“**RYAN:** The year 2018 was a year of inspiration and awareness for the connections team, to say the least. From structure changes to revelations on stewardship, growth and victories, we were surrounded by learning opportunities everywhere, including those right within our own team. A catalyst to much of this came from feedback within our regions through surveys or word-of-mouth. In 2018 we gained an elevated awareness of the unique and vital role we play in the marketplace. For example, based on feedback, we found that there is a strong desire for the men of our company to be better fathers, husbands, and spiritual leaders. Also, across the regions there is a hunger for increased service opportunities, so we have already decided to replace one Friday lunch each month with a team service project.

Along those lines, as you look to 2019, what goals do the connections coordinators have for care strategies?

“**RYAN:** First, to never be satisfied. We always ask the question, ‘are we just doing things because that’s the way they’ve always been done?’ If you haven’t figured it out, we, as a connections team, embrace growth which always requires change. Currently, we are entering into a season of this very thing. Revisiting our training documents and getting ‘back to the basics.’ Additionally, I believe that 2019 is where this role will be taken to the next level. Although, I know this will require much time and strategy, our team hungers to grow to new heights in this upcoming season.



16
CELEBRATIONS
*baby and wedding
showers*

12
**REGIONAL
CONNECTIONS
EVENTS**

13
**JUMPSTARTS
HELD WEEKLY**

200+
**1-ON-1 MEETINGS
HELD WEEKLY**

IMPACT OF CARE STRATEGIES

Individual care strategies have the power to make a huge impact on a single employee – and when transformation happens across your personal, professional, and spiritual life – it can’t help but create bigger waves of impact. There is no greater example of this than the Gutierrez family.

Zeke Gutierrez started his journey with Betenbough Homes in March of 2016. While he lived in Lubbock, he got the opportunity to work on the detail team at our Midland regional office. For 10 months he worked away from his family and lived alone in an apartment.

“It was like God called me there to be alone and build a relationship with Him during that time,” Zeke said.

His transformation really began when he attended a jumpstart meeting with his team. Jumpstarts are short morning meetings that are held weekly throughout our regions and teams. Led by our connections coordinators or other team members, they are an opportunity to “jumpstart” each day through team building activities, devotionals, and connection games.

“This specific jumpstart was about forgiveness, and I knew God was calling me to forgive myself and forgive my family for different things we had been through,” Zeke shared.

Months later, Zeke was able to transfer back to Lubbock and his new focus on forgiveness started to trickle down into his family. Soon

after, two of Zeke’s sons started working for Betenbough Homes and the entire family started leading their own jumpstarts at home.

“Every time I would learn something in a jumpstart at work, I would bring it home to my family and share it with them,” Zeke said.

Throughout this time, Zeke’s brother David was nearing the end of 14 years of incarceration. Zeke would go visit him and would share about the positive impact work was having on him and how it was impacting his family.

“David is a great kid and it was hard for me to see him in prison,” Zeke shared. “But during those visits, David said he saw a difference in me and wanted to jump on board.”

In December 2018, David was released from prison and moved in with Zeke and his family. After seeing the change in his family first-hand – David has been inspired to make a complete turnaround in his life.

“David now initiates jumpstarts for me and my family at home,” said Zeke. “We are just completely honest with each other and talk about brokenness and our struggles – because we all have struggles, right?”

This all started with one jumpstart, one individual, and now all of Zeke’s family is discovering the transformational power of forgiveness.



EVENTS THAT ENGAGE OUR CULTURE

Throughout the year we intentionally provide all-company events that are built to engage employees and their family in our company culture. Each event serves a different purpose, but all have elements of connection, education, inspiration, and celebration — with the goal of promoting personal, spiritual, and professional growth.



Winter Retreat is a weekend event held at the beginning of each year. The goal of Winter Retreat is to connect employees and their families across all companies. Our entire company is invited to retreat together to a location outside of our work regions. We close our offices on Friday and Saturday and the retreat runs through Sunday morning. Our goals for this retreat are to:

- Connect with fellow team members, their families, and guests
- Reflect on the previous year
- Refresh and recharge as we gain energy to refocus on our purpose
- Realign in unity for the year ahead
- Inspire and get a fresh view of what is to come in the new year



WINTER RETREAT

Family Meetings are our all-company quarterly events that help us connect, educate, and inspire. These meetings include: company updates, employee awards and achievements, inspirational speakers, and team building opportunities. It's a time for our different regions to come together and connect with team members and friends we might not see daily. The goal is for each employee to leave feeling loved, refreshed, and ready to conquer the next quarter.

Men's & Women's Events

Each year we hold a men's and women's event for employees and their spouses. With these retreats we seek to provide intentional relationship building through fun, inspiring, and relaxing activities.



RIBS AT THE RANGE



WOMEN'S RETREAT



FAMILY MEETING

EVENTS BY THE NUMBERS | 2018 All-Company Events

426

WINTER RETREAT
ATTENDEES IN 2017

478

WINTER RETREAT
ATTENDEES IN 2018

12%

GROWTH RATE FOR
WINTER RETREAT
ATTENDEES

03

FAMILY
MEETINGS

134

RIBS AT THE
RANGE ATTENDEES

58

WOMEN'S EVENT
ATTENDEES

KINGDOM AT HOME

WITH BIRDSEYEVU



"THE MARRIAGE INTENSIVE WEEKEND HELPED US IN WAYS WE COULDN'T HAVE IMAGINED AND STRENGTHENED OUR RELATIONSHIP, IN A DEEP WAY...IT'S THE BEST THING WE'VE EVER DONE FOR OUR MARRIAGE."

- CHELSEA GILES, WIFE OF JOHN GILES, NEW HOME SPECIALIST, BETENBOUGH HOMES

In 2018, we had an opportunity to formalize a partnership with BirdseyeVu, a grassroots ministry focused on equipping families for abundant living. BirdseyeVu was launched in 1997 by Rich and Allison Smith (originally called Levi Ministries). The name, BirdseyeVu, signifies "life, from a different perspective." For more than a decade, the Smith's counseled a steady stream of couples from their home. However, once Allison joined our connections team in 2014, she and Rich recognized the need to re-imagine new ways to train couples in a concentrated, retreat format.

Betenbough employees now have the chance to participate in two faces of this ministry that help equip marriages and families for living a full Kingdom-centered life, not just in their work environment, but in their home as well.

Marriage Intensives are a five-day weekend retreat hosted in a comfortable, remote setting and involve focused sessions with four couples in a group structure. This safe environment helps break down communication obstacles, uncover hidden barriers, and moves participants quickly to core issues.

09

ADULTS
AT FAMILY
CAMPS

10

KIDS AT
FAMILY
CAMPS

17

COUPLES AT
MARRIAGE
INTENSIVES

They experience breakthroughs and mind-shifts which become the building blocks for potential long-term change, leaving with practical knowledge and tools to maintain a healthy marriage. The company pays for the time off and two-thirds of the cost for the couple to attend. This investment yields life-long returns and can set a new course for abundant living within the family unit.

Family Camps are a week-long retreat that focus on the family as a unit. Zany games, team competitions, fun-filled worship, and Kingdom teaching are all part of this shared transformational experience. Taking a multi-generational approach, every member of the family is involved in receiving and providing ministry.

"Family Camp is a place to be vulnerable. To take off the super-spiritual mask, and face the things that you've struggled to hide from yourself and others. Not to mention you get to have amazing fun with your family that you probably wouldn't at any other time in day-to-day life."

- JENNIFER HORTON, WIFE OF MICHAEL HORTON, SOFTWARE DEVELOPMENT MANAGER, CORNERSTONE SUPPORT SERVICES



MARISELA MARTINEZ



SMITH FAMILY



JENNIFER HORTON

**"WE DON'T EVER
ARRIVE AND THERE
IS ALWAYS ROOM FOR
IMPROVEMENT."**

**- WALTER CUNNINGHAM, PRESIDENT,
CORNERSTONE SUPPORT SERVICES**

SERVICE VALUES

Q+A WITH WALTER CUNNINGHAM

IN ACTION

Walter Cunningham invested the first 20+ years of his professional career serving as an executive in the financial services industry. He joined our company in July 2015 and serves as President of Cornerstone Support Services.

Cornerstone officially became an entity in 2017 with the intention to support and develop world-class business organizations through its mission to “serve, equip, and ignite.” Currently, Cornerstone serves internal customers within the Betenbough Companies umbrella in the areas of: software, IT, human resources, accounting, and ministry.



WALTER CUNNINGHAM

How has your past career experience served you well in your current role for Cornerstone Support Services?

“WALTER: In the financial services industry, I came to appreciate the relationship between a seller and a buyer. Relationship matters. The marketplace is full of transactions; relationships are what set you apart.

Betenbough Companies already had a customer service mindset before I arrived, but, as Cornerstone became its own customer service entity, we had to specifically think about service as a “cornerstone” ... pun intended!

In 2018, Cornerstone evaluated its service through an interactive survey with our customers - what was discovered?

“WALTER: At the macro level, it was confirmed through our findings that service is all about authenticity of relationship. The better we know each other’s heart, the better we are able to provide the right service. We saw this both in our quantitative and qualitative feedback. Service is a fantastic business principle, but more importantly it is a fundamental element of our faith. In Jesus' own words in Mark 10:45, “*For even the Son of Man came not to be served but to serve, and to give His life as a ransom for many.*”



Once armed with this data, what was your next plan of action?

“WALTER: We provided that feedback to our Cornerstone managers. By virtue of our core values, they really took an owner’s mindset and individually created a plan to grow in their respective areas of customer service.

There are some really beautiful success stories. One of our teams, in less than a year, went from literally ‘I have essentially no relationship with any of my customers’ to ‘excellent standing relationships’ with our customers.

As Cornerstone looks to 2019, what are you excited about?

“WALTER: We began a journey in 2018 of establishing future financial stability for the company through

the ESOP. We are excited to bring people along on this journey and have many opportunities to communicate this well. I'm really excited about walking alongside each of our sister companies as we help equip and ignite growth together.

“Another question we have been asking ourselves is how can Cornerstone become even more consultative in its approach? What would it look like to anticipate the next right step with our customers? We have the right creative and bright minds working to execute this vision in 2019.

We are excited to see where the Lord will take us in our customer service journey!

CORNERSTONE SERVICE VALUES

1 Love others by building authentic relationships

2 Create an environment of transparency using appropriate communication

3 Work in a spirit of humility

4 Anticipate known and unknown needs

5 Enable those who we serve to focus on their core business

DID YOU KNOW? | Employee Growth in 2018

199

TOTAL EMPLOYEES
IN 2017

215

TOTAL EMPLOYEES
IN 2018

60

NEW EMPLOYEES
HIRED

1,917

JOB APPLICANTS
IN 2018

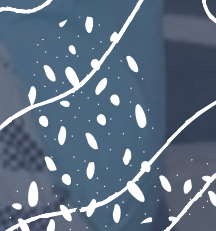
OUR COMMUNITY

The power of a common purpose is that it creates ripples of impact. As our company family flourishes and as we serve in the marketplace, it creates ripples into the *communities* in which we live and work. Not only do we prioritize serving our customers and trade partners well, but we also serve through generosity as we partner and work alongside local nonprofits.

In this section, you will find stories of impact that span the Texas communities we work in — Lubbock, Amarillo, Odessa, and Midland — as our team members connect through home building, chicken farming, event planning, and more.

Remember this — a farmer who plants only a few seeds will get a small crop. But the one who plants generously will get a generous crop. You must each decide in your heart how much to give. And don't give reluctantly or in response to pressure. 'For God loves a person who gives cheerfully.' And God will generously provide all you need. Then you will always have everything you need and plenty left over to share with others.

2 CORINTHIANS 9:6-8, NLT



BETENBOUGH HOMES

WITH
CAL ZANT



JEANNA ROACH, CAL ZANT, + COREY LUSK

LETTER FROM THE PRESIDENT

In 2018, Betenbough Homes rose to new heights in a multitude of areas. Our biggest goal for 2018 was our “50-hour workweek” initiative. Our desire was to ensure every role was structured in a way that allowed all team members a sustainable pace and healthy work-life balance. We defined that as an average workweek of 50 hours or less — from the time they arrived in the morning to when they went home for the day. We made widespread changes to team structures and processes throughout the year in pursuit of that goal, including the addition of roles and the adjustment of workload and duties for various roles in creative ways. We created a land planning team and added a full-time director of land strategy, which brought new levels of intentionality to development. Above all, we were committed to serve and love people well by investing accordingly.

We honored and celebrated our trade partners in new ways in 2018, including our first-ever Trade Partner Appreciation Day. We hosted events in every region where our teams not only served lunch, but also created an opportunity to relax and laugh together over games. We also re-established Trade Partner Leadership Conference, which is one way we pour into the owners and lead men we partner with daily through workshop-style discussion about leadership and building healthy teams. We also conducted surveys to gather feedback from our trade partners on how we could improve, and each construction team reviewed and created specific action plans to improve relationships.

Another significant change in 2018 was our move to a two-year comprehensive warranty on all homes — a bumper-to-bumper commitment to fix anything that might go wrong in the first two years. Most builders simply offer a one-year limited warranty on workmanship, so our warranty is not only twice as long but also comprehensive — a testament to both

construction quality and customer commitment. We recommitted to our roots of doing the right thing for the customer, and even looking for opportunities to go the extra mile.

Collaborative efforts in 2018 resulted in the release of new craftsman style elevations and an entirely new product line called the Cottage. The Cottage line includes 1,100 and 1,200-square-foot homes with three bedrooms, two bathrooms, and an optional one-car garage. These homes offer efficient layouts, represent a significant value in the market, and provide a new segment of buyers a beautiful option they would be proud to call home.

Oh, yeah — we also closed over 1,000 homes! That is a BIG DEAL — we have been building towards that goal for a long time. While Lubbock West, Midland, and Odessa continued to perform at high levels, our newest regions had staggering growth with closings in Amarillo increasing by 28% and Lubbock South increasing by 49%

over the prior year! All of this was done while navigating the most dramatic cost increases in company history.

There is already so much to be excited about as we roll into 2019! Beginning in mid-2018, we adopted a more aggressive available (speculative) home strategy, specifically in the Lubbock and Amarillo markets. This move represented real market risk and required a cash investment, resulting in double the available homes in inventory by the end of 2018 (from 50-70 to 150). While most builders post modest profits in the first quarter or even a small loss, we’re on pace in the first quarter of 2019 to achieve record sales and closings — with a 40% increase in net profit over the previous company record!

"I can't help but notice how fertile the soil is, how people are growing, and how momentum is building — but we don't pursue growth because of our own ambition or even because it 'seems right.'"

While 2019 started with a bang, we believe the best is ahead of us. We have so many ridiculously talented individuals on our teams with so much potential. I believe the Lord has positioned us in a unique market in the Permian Basin, where people are desperately in need of affordable homes — a perfect match for us since we are truly world-class at delivering more home for less money.

There is an obvious need for another team there, and maybe even two! We’ve already started exploring options for future land. Yet, our trigger for expansion is not simply opportunity; rather it is people who are ready to go lead the charge.

It brings me to tears to think about the transformation I've seen in others, as well as myself, from the start of 2018 to today. It is undeniable that the Lord is working powerfully among us.

Ultimately, we believe this is the Lord’s business and as the senior leader I’m looking to Him for specific direction and timing. I can’t help but notice how fertile the soil is, how people are growing, and how momentum is building — but we don’t pursue growth because of our own ambition or even because it “seems right.” So, while we anticipate and wait for the Lord to open the next door, we will also be diligent to keep our hands to the plow and focus on preparing ourselves for the next opportunity!

CAL ZANT
PRESIDENT, BETENBOUGH HOMES



ARCHITECTURE TEAM





JOURNI WHISENHUNT + SALVADOR LUJAN



RON BETENBOUGH + JEANNA ROACH

A MILESTONE CLOSING

WITH RON BETENBOUGH

For the first time in company history, Betenbough Homes celebrated 1,000 closings for 1,000 families in just one year.

To celebrate and reflect on this milestone, Jeanna Roach, Betenbough Homes vice president of sales and marketing, sat down with her friend and mentor Ron Betenbough, Betenbough Homes co-founder and chairman of the board for Betenbough Companies.

"Ron started this business with a card table in a cul-de-sac," said Jeanna. "I cannot imagine what this means to him and what a blessing this is."

Ron couldn't help but think about the first few closings that helped build this company to what it is today. *"What a real blessing! I was thinking about a single mom that came to us and had been living in her parent's basement. Wow, that closing brought us to tears."*

Since 1992, Betenbough Homes has built more than 9,000 homes in total for families across West Texas. Local teams in Lubbock, Amarillo, Odessa, and Midland are dedicated to the cities they live in and strive to create long-lasting relationships with every person they encounter. An encounter just like this happened for Journi Whisenhunt, the Amarillo homeowner who was our 1,000th home closing of 2018.

Jeanna and Ron agree that selling homes is not the purpose behind what Betenbough Homes does every day. That in-itself was never quite the full picture or vision of what Ron and his son Rick Betenbough wanted to do.

"We were interviewing a young guy who said, 'I love that you are in an entry-level market because it's sustainable.' That misses the point," explained Ron. "It's not about expanding our market share, it's about serving people who are in-need of a home. That's a calling, that's not sales or marketing or a bottom line — that's a calling."

918 CLOSINGS IN 2017  **1013** CLOSINGS IN 2018



SCOTT GREEN

"Did you used to be a youth pastor?" asked Journi, Amarillo homeowner.

Scott Green, Betenbough Homes experience specialist, has answered many questions during welcome home celebrations, however, this one was different. *"Yes, a long time ago,"* Scott answered.

Journi continued, *"You were the guy who sent buses to pick me and my friends up from school, and bring us to the skate park...and that's actually where I met Jesus."*

Scott couldn't believe it. Not only was Journi their 1,000 closing, but she was about to find out that this story went much deeper.

"Well then, you're going to love this. Do you know who paid to build that skate park?" Scott continued, *"It was a home building company — this home building company in fact. They took some of the money they made from building homes and invested it into projects like (the skate park), so that people like you could experience the love of Jesus. And now you're buying a home from that same company!"*

A COMMITMENT TO AFFORDABLE HOMES

"Well, we have everything we really need, but maybe we could use a little more room," said Jared Baxter.

Jared and Karina Baxter walked in to our Betenbough Homes, Lubbock West region in late 2018 after working to improve their credit for the last couple of years to buy their first home. John Giles, a new home specialist, was excited to meet them and find out the story of this couple that had six daughters.

Through the 4:2 process, a relationally driven customer engagement process, John found out that Jared was a veteran and that he and his family of eight were living in a 1,000-square-foot quadplex.

"Well, we have everything we really need, but maybe we could use a little more room," said Jared Baxter.

John was driven to help the Baxter family get in their first home. *"This family has served our country and endured hardships of all sorts because of it,"* said John. *"They work hard every day and they deserve to have a home of their own."*

Betenbough Homes is committed to a home building process that provides affordable homes for families just like the Baxters. John went to work connecting them with one of our preferred lenders, Benchmark Mortgage.

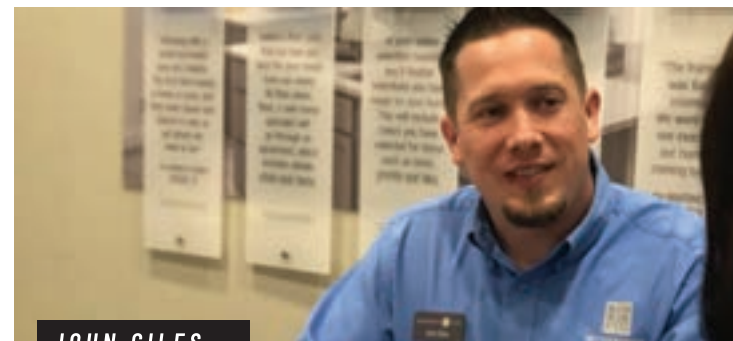
"They were really skeptical and didn't think they were ever going to achieve their dream of homeownership,"

said loan officer, Brittany Rangel. *"Personally, Karina touched my heart by telling me about their family and her heart to own a home to have something for her children."*

When John received the news from Brittany that the Baxter family had been approved for a home loan, he immediately called Jared and Karina where upon hearing the news, Karina said she "ugly cried" she was so overwhelmed and excited.

"After much discouragement, to have someone give them good news and say 'yes, you can do this' was the best day of their lives," loan officer, Brittany shared. *"It reminded me of why I do this. I have told their story over and over because God is so good, and everything has fallen into place at the right time for their family."*

The Baxter's story is still being written, but a new milestone is in place as they watch their home come to life, a home they can call their own.



JOHN GILES



THE BAXTER FAMILY

753

ONLINE SALES
APPOINTMENTS
CREATED

2,920

ONLINE LEADS

120

HOURS OF SALES
TRAINING

DID YOU KNOW? | People Before Product

Michalea Perez, Betenbough Homes sales coach, shared with us how our sales method, the 4:2 Discovery Pattern, was selected and what makes it special.

What is the 4:2 Discovery Pattern?

MICHALEA: It is a relational style sales pattern — instead of a traditional style of selling where you might spend hours memorizing scripts, we use a few great questions to obtain the best information to assist the home buyer. We first learned about this method when we attended a Jeff Shore Leadership Summit about five years ago. After hearing about the 4:2 Discovery Pattern, and how the focus was on the person and their story we knew this would completely align with our heart to serve home buyers.

What have we learned from using this method?

MICHALEA: By using the 4:2 Discovery Pattern we have had the opportunity to be the difference in the sales marketplace. We are able to care more about the person and bring their story to life in their new home, rather than just selling a product. The deeper knowledge of their story allows us to be a partner walking with them in the purchase of their home instead of a sales person across the table selling at them.



MICHALEA PEREZ



DAVID + TRICIA MORGAN, KRIS ROBERTS

KRIS ROBERTS' STORY

At the end of July 2017, Mark and Kris Roberts ended up in the Betenbough Homes New Home Center in Amarillo. They were driving by, and Kris convinced Mark to pull in just to look at the homes. Mark had previously shied away from asking acquaintance David Morgan, the Amarillo general manager, about the homes. Yet, Kris convinced Mark on this day that Betenbough Homes was where they needed to go.

"As soon as we walked in the door of the model home, Mark was sold," Kris said. "He said if I could have this exact home, I would take it." And, just a short time later, the Roberts began building their brand-new home.

Construction on the home was moving along, and on September 22, 2017, the foundation was poured. Mark and Kris were there, surrounded by an outpouring of love from the Amarillo team members as they buried a Bible in the foundation and prayed over the home site. Afterwards, Mark and Kris went their separate ways for the day, just like any other day.

But, it wasn't like any other day. Kris received a phone call that afternoon that Mark had a heart attack while volunteering at their church, and the prognosis was not good. The doctors told Kris that they were not able to save Mark.

"I remember saying, 'I can't do life without him,'" Kris said. "It was a shock. After Mark passed away, the first time I remember driving to the lot, it warmed my heart because I knew that I left my heart there with him that day."

Kris would drive by during construction, delivering food and drinks to the trade partners working to build her home. She would drop off treats by at the Amarillo office, not as a preferred lender, which she later became, but as a grateful home buyer who is a giver.

"While we are clients of Betenbough Homes, it's way more than that," Kris said. "I see it all over Betenbough, not just in Amarillo. This process is more than a business transaction or a job. It is a relationship."

Not long after Mark's passing, it was time for Kris to ready their current home to sell. When that task was mentioned by some of Kris' friends in front of David, he knew how the team could help.

"I asked the team about helping, and everyone jumped in," David said. "We coordinated with Kris' friend Charlotte and her daughter, and we took care of things at her house so she could get it on the market. We pulled weeds in the flower beds, worked on

fences, you name it. These people cared about helping Kris, and it showed."

Rachel Injun, Amarillo's first impressions coordinator and closing specialist, said they were able to take care of even more things than they had planned when they worked at Kris' house.

"This opportunity allowed us to incorporate what we believe here at Betenbough, and that is to show love and show God," Rachel said.

Kris said that her relationship with the Amarillo team has moved from friendship to family and that she is closer to some of the Betenbough Homes team members than she is with her own family.

"Everyone I have encountered through this process, they are so much more than friends," she said. "If my kids or I ever need anything, they are always the first ones to drop everything and help."

Amanda Fuhrman, Amarillo connections coordinator, recently relocated from

Lubbock to Amarillo with the company. When she met Kris, an instant friendship developed between the two. When Kris found out Amanda was saving to buy a home, Kris insisted that Amanda move in with her, living rent and expenses free, so she could save money for her own new home.

"We have such a unique relationship," Amanda said. "It is like Kris is a Betenbough employee. The culture is embedded in her so much that she wants to share it with others. She is all about others."

Kris said the day Betenbough showed up at her house and surprised her, they saved her.

"I was overwhelmed," she said. "I don't think they knew how much that touched my heart. They saved me that day. There were countless other things that they did to connect with me like giving gifts and inviting me to gatherings. I really felt welcomed into their family. God has put everybody in place because He knew I would need them and I think Mark knew that, too."

"WHILE WE WERE CLIENTS OF BETENBOUGH HOMES, **IT'S WAY MORE THAN THAT.** I SEE IT ALL OVER BETENBOUGH, NOT JUST AMARILLO. THIS PROCESS IS **MORE THAN A BUSINESS TRANSACTION** OR A JOB. IT IS A **RELATIONSHIP.**"

KRIS ROBERTS
AMARILLO HOMEOWNER



KRIS + MARK ROBERTS



AMANDA FUHRMAN + KRIS ROBERTS

IMPACTING OUR TRADE PARTNERS

Q+A WITH CHASE McNUTT AND CORY CISCO

At Betenbough Homes, more than 200 trade partners work side-by-side with our builders to ensure that each homeowner can enjoy a high-quality, structurally sound home. In 1992, Rick and Ron Betenbough committed to investing time and effort into trade partner relationships because of the vital role they play in our daily business. The term “trade partner” was adopted to show that the company truly views trade partners as business partners. This term has evolved into much more than a word — it is now lifestyle that allows relationships and businesses to flourish.

Cory Cisco, Betenbough Homes area director, and Chase McNutt, one of our construction coaches, work with our trades on a daily basis and have experienced firsthand, it's more than business, it's a partnership.



CHASE McNUTT + CORY CISCO

What does the ideal trade partner relationship look like?

CORY: In our business model, a trade partner relationship looks and feels a lot like extended family. Our trade partner philosophy consists of a couple of key aspects — a high level of respect for each other, accompanied by a high level of love and accountability. We consider trades a part of our team and try to engage with them on all levels. We feel that many of our team members have true and meaningful friendships with our trade partners, and we hear stories from time-to-time that would confirm this viewpoint.

How does Betenbough Homes maintain these relationships?

CHASE: We try to maintain these relationships in various ways — daily site visits, trade partner appreciation lunches, trade partner surveys, and trade partner leadership conferences. We believe that a high level of engagement is the best way to maintain these relationships. Much like our own employees, we believe in the idea of first knowing our trade partners, and secondly growing them.

\$125,806

INVESTED IN
TRADE PARTNER
APPRECIATION DAY



INAUGURAL TRADE PARTNER APPRECIATION DAY



How does this type of relationship affect our day-to-day duties?

CHASE: Simply put, we could not operate without our trade partners, and we know that. The trade partners and our builders working together is what brings value to our homes. Without these two teams working together, we would not be able to offer more home for less money.

In relation to trade partner relationships, what is something you learned from 2018 that you would like to carry into 2019?

CORY: One thing that we are going to carry from 2018 to 2019 is slowing down enough to appreciate and pour into our trade partners in various ways. A few of the ways we tried to do this in 2018 were the trade partner leadership conference, trade partner appreciation event, and trade partner impact videos. We have done similar things in the past, but I believe we really stressed this in 2018 and saw the fruit from it.

What impact do we have on our trade partners?

CORY: I think it is always our mission to try and have an impact on our trade partners whether it is professionally or personally. However, we are often the ones impacted by our trade partners. There are countless stories from the field that are just plain humbling to hear.

40

HOURS OF
CONSTRUCTION
TRAINING

15.5

HOURS OF
TRADE PARTNER
TRAINING



ALVARO PEREYRA

THE IMPACT OF RELATIONSHIP

Alvaro Pereyra, owner of Generals Plumbing, has been working for Betenbough Homes since 2014 in the Permian Basin. As an El Paso resident, Alvaro and his crew travel to Odessa, nearly a five-hour drive, on a weekly basis.

“It feels like we are coming home to another family,” shared Alvaro. *“We don’t just have a working relationship, we have a friendship, and we have a partnership.”*

During his time as a Betenbough trade partner, Alvaro says that he has always had a constant work flow, something he has not experienced with other builders. This opportunity has allowed him and his crew to achieve work-life balance.

“You don’t have to worry about going out to bid on jobs because you already have something sure for your employees and yourself,” said Pereyra. *“This has given me more time with my family instead of being out and about looking for work.”*

In a conversation with Jarod Gonzales, the Midland general manager, Alvaro learned that Jarod’s father was experiencing mobility trouble in his bathroom. *“I didn’t even think twice,”* explained Alvaro. *“I told him that I could and wanted to help, and if he was willing to give me the opportunity to help, that I would.”*

Betenbough Homes construction team members are challenged to dive deep into

relationship with our trade partners daily. The company fully believes that in doing so, our trades begin to feel valued, allowing builders and other construction team members to make a positive impact. However, in this scenario, it was a trade partner who made a positive impact on Jarod.

“I was shocked because he offered to travel so far away [Kyle, Texas],” says Jarod. *“He is the type of person that would do anything for you because of the relationship we have with them. I was speechless that he would make that offer and want nothing in return.”*

EVENTS BY REGION

- 11 Events in Amarillo
- 15 Events in Lubbock
- 05 Events in Midland
- 05 Events in Odessa

EVENTS BY TYPE

- 07 Community block parties
- 04 Anniversary celebrations
- 05 Trade partner appreciation events
- 04 Christmas open house events
- 04 Community tours
- 04 Home buying basics
- 03 Ribbon-cuttings
- 05 Seasonal community events



COMMUNITY
EVENTS

Throughout the year, we love celebrating with our homeowners and overall communities. Block parties, ribbon-cuttings, grand-openings, and Christmas open houses are valuable times for us to serve and connect with our homeowners and communities.

36
FREE
COMMUNITY
EVENTS

1,400
CHRISTMAS
OPEN HOUSE
ATTENDEES

139
MARKETING
SPONSORSHIPS

\$134,595
GIVEN IN MARKETING
SPONSORSHIPS

ALCOVE FARMS

WITH
KERRY RITCHIE

In 2016, Alcove Farms took root in West Texas with the mission to sow, grow, and restore through our unique urban farming efforts. Our farm utilizes techniques that not only produce better, healthier products, but also restore the land to what nature intended.

Our 160-acre farm is nestled inside of Lubbock, Texas. In 2018, the farm sold eggs from 500+ organic-fed, pastured hens, and began selling naturally-raised, packaged poultry!

The first employee and President of Alcove Farms, Kerry Ritchie, began a healthy lifestyle journey which led to pursuing a passion in farming. After 20+ years of leading in sales and marketing at Betenbough Homes, this journey eventually led Kerry to be appointed as President of Alcove Farms in 2016.

LETTER FROM THE PRESIDENT

2018 was a year of learning, assessment, and growth on the farm. One of our big initiatives we wanted to implement was to establish a base line for our soil health and partnering with someone local to help us monitor and evaluate our soil on the farm. In spring of 2018, we partnered with Texas Tech Department of Plant and Soil Science to perform random soil testing and a full analysis of the soil we are working with in order to best use our resources to improve the soil and therefore the products which are grown or harvested. One of the goals of Alcove Farms is to restore the land by using natural resources and processes so we are excited to see the initial results of the soil testing in early 2019.

Another big initiative on the farm was to produce and sell both broilers and eggs. While we have been testing the market with eggs and have been quite successful at the Wolfforth's Farmers Market and of course with our family here in 2018, it was the first time we grew and processed packaged poultry for sale. We processed poultry four different times in 2018 (that was about 550 birds) and learned a lot about the process (what worked and what did not) and we believe we are ready for the next step in growth. We will be USDA certified in 2019 which will open more opportunities to sell our finished poultry in the marketplace (i.e. local grocery stores, local restaurants,

shipping across state lines, etc). We will also double our laying hens for egg production so we can provide more tasty and healthy eggs to our local community.

Throughout 2018 we battled predation from coyotes, foxes, and hawks! Since then, we had success with our two new guard dogs, Olive and Willow. They have been out living with the hens and doing their job protecting them day and night. We believe this will greatly reduce our predations in 2019 and beyond.

We continue to focus on relationships with vendors, customers, competitors, and partners in our chicken farming world and tell our story to all that have ears to hear. We hired two part-time employees and are getting to sow into them and their lives as we learn what God is teaching us on the farm.

We still believe in God's natural plan for teamwork on the farm — cows, chickens, plants, sunlight, and water come together to create the richest soil possible. I believe 2019 will be a year of growth and expansion on the farm and we are egg-cited for the future!



KERRY RITCHIE, PRESIDENT, ALCOVE FARMS



SHAWN PEACHER + KERRY RITCHIE

134,427

EGGS COLLECTED

41

POULTRY
SOLD

2,239

LBS PROCESSED
CHICKEN

1,613

DOZEN EGGS
GRADED





TOUR OF THE WILLOWS

Q+A WITH SHERRY BASSINGER



SHERRY BASSINGER

Sherry Bassinger spent the first 30 years of her professional career in the insurance industry. She is now the general manager of The Willows Commercial Management, LLC. She started with the company as our human resources manager, and soon after our recent home office renovations, moved into her current role of managing all the company's commercial facilities, including The Willows Event Center.

As we built and renovated our home office campus called "The Grove" our family also had a vision of a Kingdom Business Training and Equipping Center, which would feature a venue space intended to invite people to learn about marketplace ministry. As the vision developed, The Willows Event Center came to be. Now the center is not only used for our Kingdom at Work workshops (see page 79), but also for internal and external events including conferences, fundraisers, weddings, meetings, and retreats.

What is the mission of the Willows?

The Willows Event Center's mission is to connect, serve, and inspire. The staff loves to help employees and community members alike to unify in times of celebration, thanksgiving, and growth. We serve with a calling of excellence in all we do, creating memorable experiences for all who come through our doors. Lastly, we inspire

through creativity and service in order to turn ordinary events into extraordinary experiences.

Tell us about the campus, there is a common theme of trees. What is the inspiration behind this theme?

We believe that a collection of people is essential to living out our purpose statement. When considering this campus, we were reminded of one of Jesus' miracles in Mark 8:

"They came to Bethsaida, and some people brought a blind man and begged Jesus to touch him. He took the blind man by the hand and led him outside to the village. When He had spit on the man's eyes and put his hands on him, Jesus asked, 'Do you see anything?' He looked up and said, 'I see people; they look like trees walking around.'" MARK 8:22-24, NLT

Jesus heals this blind man and then he immediately describes the people he sees as "trees walking." From this point on in the Bible, trees are used synonymously for people. "The Grove" campus represents that collection of trees, or people, coming together to connect with each other from all different walks of life. We decided to carry this theme out for rooms on our campus — so our meeting rooms are called Pecan, Walnut, etc. and our event center was named "The Willows."

In 2018, how has this campus and event center impacted the company and regional community?

The Willows Event Center hosted a community open house last September — in addition to some amazing food, we provided professional photos for each guest, as well as live entertainment. The event center is used not only for Kingdom business to train and equip Kingdom leaders, but has been instrumental in providing education, celebration, and meeting spaces for our family of companies. Moving these events to our campus is one way of practicing better stewardship of resources for events that were previously hosted externally.

What are some of the goals to serve the community in 2019?

Our campus, and specifically the garden and courtyard areas, are an oasis — a beautiful place for people to come seeking peace and stillness. Our garden is available to the public during business hours (at no cost) whether they are seeking a brief refuge to walk around our garden or a beautiful backdrop for family photos. We have a heart to substantially increase the number of ministry events that we host, specifically in the area of fundraisers, donor appreciation events, etc. We also honor our military, both those who have served and those who are currently serving, by providing a substantial discount in our rental fees. Our employees also enjoy a considerable discount when having their personal and family events here.

49

EXTERNAL
COMMUNITY
EVENTS

120

INTERNAL
COMPANY
EVENTS

31

NONPROFIT
EVENTS
HOSTED

3812

HOURS OF
MEETING ROOMS
BOOKED

"WHEN I SELL HOMES AT WORK NOW,
I FEEL LIKE I REALLY SEE PEOPLE.
I AM INTERESTED IN SEEING BEYOND
THEIR NEED TO BUY A HOME. I LOOK
FOR SPIRITUAL AND EMOTIONAL
NEEDS AS WELL."

- MICAH McNUTT,
NEW HOME SPECIALIST,
BETENBOUGH HOMES





ST. BENEDICT'S CHAPEL COURTYARD

IMPACT THAT IS SHARED

It is hard to remember a childhood without the dinner table. Whatever the table looked like, our sense of belonging developed around it. This table is where we disclosed our bad days, shared good report cards, and brought significant others to meet our parents. As we grow up, we create our own table traditions. Whether we share frantic evenings of scarfed-down Chick-Fil-A on the way to soccer practice or share an unrushed meal with good friends — we have a place to share.

When someone finds themselves homeless, however, they are often robbed of this space that so many of us take for granted.

Betenbough employees and brothers, Micah and Chase McNutt, recently found a way to restore this human experience to the homeless population of Lubbock, Texas.

"I learned about St. Benedict's Chapel in a jumpstart at



CHASE + MICAH McNUTT



“THE TABLE IS A PLACE OF MEMORY WHERE WE BECOME AWARE OF WHO WE ARE WITH WHOM WE ARE. THE TABLE MAKES US HUMAN.”

- LOUISE O. FRESCO

work,” said Micah McNutt, Betenbough Homes new home specialist.

St. Benedict’s Chapel is an nonprofit organization dedicated to serving Lubbock’s homeless, working poor, and food insecure.

“We work for a company that brings these opportunities to our doorsteps daily and then empowers us to go do something about it,” said Chase McNutt, Betenbough Homes construction coach.

While Betenbough Homes did meet a financial need of St. Benedict’s by giving a grant to re-landscape the backyard, the McNutt brothers noticed something was missing.

“The day we went and visited, there were at least one hundred people standing in that yard. They were leaning against sheds, sitting on AC units, and were just scattered everywhere. Seating was obviously a problem,” said Chase.

St. Benedict’s wanted this space to not only be visually appealing, but also be a space where people could connect. It is hard to do this without a table.

“The table is a place of memory where we become aware of who we are with whom we are. The table makes us human.”
- Louise O. Fresco

“These people were showing up to a place with a chain-link fence, somewhat reminiscent of a prison yard,” said Chase.



ST. BENEDICT'S CHAPEL

"It was not an inviting atmosphere, so building community was really a challenge."

Realizing this need for tables, the brothers decided they could put their building expertise to good use.

"We put out the call for volunteers within Betenbough and people jumped right in," said Micah.

"It was amazing to see so many of our friends wanting to help. We had to build the tables on a Saturday, so these builders were spending precious time off to bless others," said Micah.

The group ended up building eight beautifully designed picnic tables.

"I have a certain table I sit at and all the people who sit there have conversation with one another," said a guest at St. Benedict's. *"It's a family conversation, like you are coming home,"* she said.

Aaron Bawson serves on the board of directors for St. Benedict's and was closely involved in the project as well.

"I think our guests are pleasantly surprised when they turn the corner to the backyard now," said Aaron. *"Environments really shape people's self-esteem and behavior, so I think a place of peace and order can help develop the human spirit. These tables have changed the way people feel about themselves."*

Angela Cobb is the director of hospitality for St. Benedict's and has seen these tables create connection during mealtimes.



OUTDOOR EATING AREA

"A table is everything. It is one thing to feed people and meet that basic physical need. It is another to restore their dignity while doing it," Angela said.

While the McNutt brothers may have set out to change the environment for the people of St. Benedict's, the impact of the experience has changed their lives as well.

"When I sell homes at work now, I feel like I really see people. I am interested in seeing beyond

their need to buy a home. I look for spiritual and emotional needs as well," said Micah.

"Working for Betenbough has been the best thing that has ever happened to me. It has changed my entire family," said Chase. *"When you feel like you truly belong somewhere, you can't help but want to create that space of belonging for others."*



LUBBOCK GRANTS

82 awarded

AMARILLO GRANTS

9 awarded

MIDLAND GRANTS

20 awarded

ODESSA GRANTS

23 awarded

\$794,129

TOTAL AMOUNT GIVEN BY LOCAL
TEAMS THROUGH COMMUNITY GRANTS

COMMUNITY GRANTS

We seek to partner with organizations that are making a difference in the communities in which we construct homes. Community grants are typically opportunities to enhance an organization through supply or project needs.

25+

GIVING TEAM
MEETINGS

134

REQUESTS
AWARDED

SERVICE IN OUR COMMUNITIES

In 2018, two community service stories rose to the top as teams jumped on opportunities to make an impact in their local community. Because teams have been inspired by stories like these, in 2019 we will provide and encourage local service by offering a service project opportunity once a month in each region.

Amarillo

David Jett, a Betenbough Homes warranty technician, had a neighbor who tragically passed away. David had recently been getting to know his neighbor Justin and his family through chatting about home construction projects. Justin had been in the process of painting the exterior of his home before he passed.

"I was there just minutes after it had happened [when Justin passed away]. I saw the direct impact on the family and the emotional trauma that I know they're probably still facing today," David said. "I felt a need inside to do something for the family, but almost felt helpless like there wasn't anything I could help with. That's when I noticed the painting on the outside of the house needed to be finished and knew that's something I could do to help."

With David's encouragement, the Amarillo construction team decided they wanted to finish the painting job for Justin's wife and two kids. They also reached out to one of our trade partners to see if they could help with the project. Together the Amarillo team and trade partner, Abe Flores, completed the entire exterior paint job.

"It was a combined team effort for a family who lost the head of household, father, spouse, and friend," said Chad Barkely, Betenbough Homes builder. "Team members sacrificed two full days of personal time to not only impact, but share life and love with the Shelton family. I love this team and their willingness to close a gap in one family's life."



TRADE PARTNER GENEROSITY

70

YARDS OF CONCRETE
DONATED

\$8,260

WORTH OF CONCRETE
DONATED



Odessa

Our Odessa team was approached by Destin Neal, an Odessa Boy Scout that saw a need at the local American Legion Building. He wanted to help develop the Veteran's Memorial on site so that more veterans could access and appreciate the memorial. With the current setup, the memorial could only handle one visitor at a time if they were in a wheel chair or using a walker. Destin wanted to pour more concrete around the memorial so that it could be accessed by multiple veterans at the same time.

"It was encouraging to see this young boy who had noticed a need and then did what he could to raise the money for a cause that maybe others had walked past and never noticed," said Charlie Cook, Odessa general manager at the time, now Betenbough Homes south area director.

The project was going to involve a lot of concrete and would cost up to \$10,000, a figure that was overwhelming for Destin, but through countless hours of work he had already raised \$5,000 in donations.

"We brainstormed on how we might be able to help," Charlie shared. "We knew it was a larger undertaking than we

originally thought, so we decided to talk to some of our trade partners and see if they were interested in helping, and they were!"

Manny Flores, with Manny's Backhoe Service, agreed to donate all the labor for removing the grass and capping off all the sprinkler lines. Manny also donated all the labor to finish the concrete. The Windmill donated two dump trucks to haul off all the excavated material. Walt Ziemann with PB Materials agreed to donate all the concrete for the memorial expansion. PB alone donated 70 yards of concrete, roughly \$8,260 in concrete cost.

"It was amazing to see all these trade partners, who we had built relationships with over the years, come together for this project," Charlie said. "We ended up being able to cover the entire cost of the project through the donations, and happily told our Boy Scout that he could 'pay it forward' and use all the money he had personally raised on whatever project God laid on his heart next."

THE WORLD

Since 1999, Betenbough Companies has been called to global opportunities. Through our team members participation in vision trips, global grants, and the Kingdom at Work movement, we seek opportunities to engage in creating sustainable impact through our nonprofit ministry and global business partners.

In this section you will find stories that spread impact more than 27 countries and five continents!

“*Therefore, go and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you. And be sure of this: I am with you always, even to the end of the age.*

MATTHEW 28:18-20, NLT

THE IMPACT OF GLOBAL GENEROSITY

Q+A WITH HOLLY
BETENBOUGH



HOLLY BETENBOUGH

Holly Betenbough served as the Betenbough Homes ministry director for 18 years. Her role included developing relationships and financial partnerships with ministries in the Lubbock community and around the world. Holly also led the ministry team in providing spiritual support and guidance that is such an integral part of the Betenbough company culture. She is now a board member of Betenbough Companies, and plays an active role in mentoring other business leaders through the Kingdom at Work movement.

How would you summarize the company's overall giving mindset?

HOLLY: When we practice generosity, we delight the heart of God. Everything we have belongs to Him. We are simply stewarding the resources He has entrusted to us. It is a partnership between those who give and those who receive. We put great value on our nonprofit ministry partnerships and how we invest in them continues to evolve and grow. This scripture has helped form and shape our understanding of this Kingdom giving principle:

"We are intimately linked in this harvest work. Anyone who accepts what you do, accepts me, the One who sent you. Anyone who accepts what I do accepts my Father, who sent me. Accepting a messenger of God is as good as being God's messenger. Accepting someone's help is as good as giving someone help. This is a large work I've called you into, but don't be overwhelmed by it."

MATTHEW 10:40-42, MSG

How do you decide who to partner with?

HOLLY: Over time we learned that we must look for fruit (Matthew 7:15-20). We are drawn to ministries with a relational style that also embrace sustainable methods. The type of grant project typically awarded enhances the ministry rather than sustains it and ministries we partner with need to be able to share tangible fruit from their ministry. We have a process for our community giving which includes nonprofit ministries that serve the communities in which we build homes, and then we also have a process for our global giving which includes nonprofit ministries in the U.S. and around the globe.

What have we learned from our giving journey in 2018?

HOLLY: Our heart was to deepen our global partnerships by reinstating what we call Ministry Council Meetings. This provided an opportunity for our employees to get better acquainted with our ministry partners. In 2018, we also redesigned our global grant application to bring more clarity to our process, along with changing our grant award cadence to be every two years (instead of awarding every year).

And, how do we plan to carry what we have learned into 2019?

HOLLY: In 2019 we want to evaluate if Ministry Council Meetings really provide the connection opportunities we hoped, and we also want to reassess the type of global giving God is calling us to focus on. We have new fiscal company goals that we also want to bring in to consideration. Since we changed our global grant award cadence to be every two years, 2019 is providing us an opportunity to hit the figurative 'pause button' and reevaluate our global giving structure. In the meantime, community grants and matching grant opportunities will continue as they did in 2018.

It has been amazing to see vision trips bloom — what did you see that was different in our 2018 trips and what do you look forward to in 2019?

HOLLY: In 2018 we doubled in the number of trips we offered in order to meet the demand of our growing company. Because of the increase in number of opportunities, we devoted a full-time position just to vision trip planning where in the past we had this person working on other areas of ministry as well. In 2019 we are extending our training and equipping efforts for our vision trip teams by providing a more structured time of training alongside individual team meetings.

There have been some big advancements in the Kingdom at Work movement! What are you excited about for this movement in 2019?

HOLLY: Through Kingdom at Work we have watched the Lord orchestrate divine connections all over the world. God is moving in the hearts of His people. We have watched many business leaders arise and take their place. It has been powerful and beautiful. We have heard clearly from the Lord that more revelation is coming – something new and increased is coming.

In 2019 we have increased our number of workshops in efforts to make them available to all who desire to attend. We have also launched a new website for clear communication and deeper connection with those who engage with us online. We are grateful and excited to see what He is going to do next!



KINGDOM AT WORK | THE NETHERLANDS

INVESTMENT IN GENEROSITY

\$1,070,630

GLOBAL GRANTS

\$255,101

EMPLOYEE MATCHING

\$171,826

KINGDOM AT WORK

\$627,957

VISION TRIPS



GLOBAL GRANTS

AWARDED IN 2018

HOPE ON A THOUSAND HILLS | \$50,000

PAUL'S PROJECT - GRACE CAMPUS | \$19,000

IMPACTO COSTA RICA - VITAL SEEDS | \$15,000

SOS INTERNATIONAL | \$200,000

DARE 2 SHARE | \$37,500

AMAZON OUTREACH | \$102,000

TEEN CHALLENGE | \$80,000

MISSION LAZARUS | \$35,200

VAPOR MINISTRIES | \$190,630

CHRISTIAN MINISTRIES IN AFRICA | \$200,000

CROSSTALK GLOBAL | \$15,000

SCRIPTURE IN USE | \$25,000

PIONEERS | \$10,000

TEXAS BOYS RANCH | \$75,000

SHARE INTERNATIONAL | \$10,000

"The Global Grant we received from Betenbough has already made a massive difference in the lives of those we serve in Rwanda. We purchased a truck that allows us to transport hundreds of pounds of porridge and other materials around very difficult roads to all of the 20 local churches we work with, and built a three-classroom preschool with nice, safe latrines. This school now serves over 125 children who receive our nutrition supplement every day."

- BRANDON WALSH, DIRECTOR — HOPE ON A THOUSAND HILLS

GLOBAL GIVING

HIGHLIGHTS

15

GLOBAL GRANTS
AWARDED

04

MINISTRY COUNCIL
MEETINGS

12

COUNTRIES
REPRESENTED

14

MINISTRY
PRESENTATIONS

BUILDING HOPE IN KENYA

A LEGACY OF IMPACT

Kerry Ritchie and his family didn't quite know what to expect the first time they stepped off the plane in Nairobi, Kenya in 2007. It was new territory to explore, a new culture to take in, and last but not least, a joyous greeting from a man named Joseph, who was smiling ear-to-ear and holding a sign that said "Welcome Betenbough Family."

Joseph patiently and gracefully loaded up the Betenbough team of 15 in a bus which eventually took them to the Langata Children's Home where they were greeted by dozens of children eager to spend time together.

"Joseph was so comforting. He made us feel like we were home, and the children of course warmed our hearts," shared Kerry Ritchie, President of Alcove Farms. "Then, we took a tour around the campus where we noticed the children were living in the building that housed healthy children on one side and HIV on another. We began to see the need of expansion for the children's center and prayed about our partnership opportunities."

David and Jennifer Hatley, directors of Christian Ministries in Africa (CMIA), had spent decades answering their calling to bring the Kingdom of God to the hearts of Kenya through children's homes, church planting, and outreach. Betenbough Companies connected with CMIA in 2006 through mutual friends and began a financial partnership. "Since that first trip in 2007 we have hosted many Betenbough employees here on Kenyan soil. We feel

that genuine friendships have formed over the years and have a great regard for one another's calling," said Jennifer. "By virtue of our years of association, we feel as if CMIA has been adopted into the Betenbough family!"

In 2018, as two Betenbough vision trip teams planted their feet in Africa, they saw growth in buildings and numbers. "The original home that housed the children is now a guest house and a place where visiting groups can stay on campus," Kerry said.



"We have been able to develop four main compounds over the years of being recipients of Betenbough grants. For one of our more dynamic church bodies in Kampala, we are currently developing a new campus with our main office and church along with a social hall and classroom block," Jennifer explained. "In addition, we are able to provide uniforms for up to 175 orphans annually and employees have personally sponsored children as well. Betenbough has been key in the physical development and expansion of CMIA over the last twelve years."

DID YOU KNOW?

CMIA estimates they serve 10,000 individuals annually through their churches, schools, children's homes, and medical outreach.

A decade after that very first trip, Betenbough has now taken a total of 16 trips with 269 employee and family members with CMIA. The growth that employees receive in return is tangible. Jennifer and David enjoy watching it unfold.

"Witnessing Betenbough children meet and interact with Kenyan children is one of my favorite moments. Realizing over and over again that children are the same all over the world. There is total color blindness and acceptance. Hair braiding, kicking around a football, walking hand in hand, make lifelong memories for our children filled with joy," Jennifer said.

Kerry's experience is equally as emotional. *"There are a lot of emotions on the trip. You bond with the children. I noticed a lot of things different in our girls. They didn't want birthday presents,"* Kerry said. *"Our girls would say whatever you would have spent on birthday presents, send that to Africa, and that has continued for years."*

The Ritchie family has sponsored four children over the years. Each Christmas they receive a hand-written card from them.

"One year, we found out two of our daughters got together and sponsored an additional child. They took their babysitting money and went online and did it all on their own. This past Christmas we got our letters and there was six." Kerry said with a grin. "The fruit is tangible. You see it in the eyes of the team members when they return, they are not the same."

Kerry added, *"It's amazing to see what God can do through a Kingdom partnership. The Hatleys have not only given our employees a world view that changes hearts, but we have been able to partner and help them expand the vision God has given them."*

Today, CMIA has grown to encompass four children's homes and more than 200 church plants. In 2019, three vision trip teams will look forward to seeing even more as they plant their feet in Africa...some for the very first time.

"The fruit is tangible. You see it in the eyes of the team members when they return, they are not the same." - KERRY RITCHIE



ACADEMY - 2003



ACADEMY - 2018



NAKURU - 2018



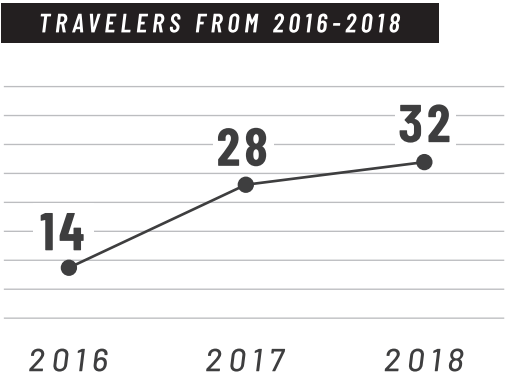
NAKURU - 1997



NAKURU - 2018

16
TRIPS TO
AFRICA

269
TRAVELERS
SINCE 2007



CALIFORNIA

ROMANIA

JAPAN

GUATEMALA

COSTA RICA

ISRAEL

THAILAND

KENYA

BRAZIL

WHAT ARE VISION TRIPS?

Vision trips are an opportunity for our employees and their families to experience the purpose of our nonprofit ministry partners around the world and engage in their shared passion. Trips focus on experiencing and learning from new cultures – catching a vision for the global work God is doing. Teams spend time encouraging others as they work alongside global friends, showcasing first-hand how our daily jobs can create impact around the world. The impact also hits home as families and guests take part in these experiences and coworker relationships are strengthened as deep personal growth is shared.

While on vision trips, we connect with our passion for generosity by joining in the work of our global ministry partners in six key areas:



SUPPORTING
COMMUNITIES
& FAMILIES



PROVIDING BASIC
NEEDS & SELF-
SUFFICIENCY



IMPROVING
HEALTH &
QUALITY OF LIFE



NURTURING
CHILDREN &
ORPHANS



TRAINING &
DISCIPLING
LEADERS

13

VISION TRIPS
IN 2018

89

EMPLOYEE
TRAVELERS

103

GUEST
TRAVELERS

400+

BAGS
CHECKED

137,042

MILES TRAVELED

\$627,957

TOTAL AMOUNT INVESTED



"YOU CONNECT TO PEOPLE ON A LEVEL YOU DIDN'T KNOW YOU COULD — SPREAD ACROSS AGE, SPREAD ACROSS GENDER, SPREAD ACROSS THE WORLD."

- BECCA BYRNE, NEW HOME SPECIALIST, BETENBOUGH HOMES



HOPE FOR ISRAEL IN ISRAEL

Hope for Israel is a discipleship and service-oriented ministry in the heart of Jerusalem, whose main aim is to bring the hope of Messiah back to Israel. Hope for Israel seeks to meet the physical and spiritual needs of the Israeli people.

AMAZON OUTREACH IN BRAZIL

Amazon Outreach mobilizes mission teams to assist Brazilian churches in making disciples by sharing the love of Jesus along the Amazon River Basin through various ministries including medical, dental, eye care, evangelism, construction, and Bible instruction for men, women, and children.

CHRISTIAN MINISTRIES IN AFRICA

CMIA is a long-time ministry partner headquartered in Nairobi, Kenya. The organization was pioneered, and is directed by, David and Jennifer Hatley with the mission of "righteousness and relationship: with God and with one another." Today, CMIA operates multiple ministries across six East African countries. The ministries include: church plants, orphanages/children's homes, feed centers, medical outreach, and more.

14

TRAVELERS

SPENT 7 DAYS EXPERIENCING SCRIPTURE COME ALIVE WALKING IN THE FOOTSTEPS OF CHRIST AS WELL AS ASSISTING IN 2 COMMUNITY PROJECTS

14

TRAVELERS

VISITED 7 VILLAGES ALONG THE RIO NEGRO; MORE THAN 200 PEOPLE HEARD THE GOSPEL, RECEIVED GLASSES, & MUCH NEEDED ANTIBIOTICS

32

TRAVELERS

EXPERIENCED THE MINISTRY OF CMIA THROUGH 4 DIFFERENT CHILDREN'S HOMES & EXPERIENCED THE POWER OF CREATION THROUGH AN AFRICAN SAFARI



JOSH WELDY



JOHN GILES



JEREMY SAGEBIEL

ISRAEL

This trip truly opened my eyes. Our team was small enough that we could bond as a group and we were able to share difficult conversations as well as ask intimate questions that challenged both us and the ministry partner. Each day brought chills and had my hair standing up on my neck. It was truly amazing and brought the Bible to life! - JOSH WELDY, BUSINESS SUPPORT COORDINATOR - CORNERSTONE SUPPORT SERVICES

BRAZIL

Handing out eyeglasses was very impactful for me. It was a blessing to see someone come in without being able to see well enough to read, and then a few moments later they are smiling and reading very small font. Such a simple solution to help get God's word into someone's heart daily. - JOHN GILES, NEW HOME SPECIALIST - LUBBOCK WEST, BETENBOUGH HOMES

CMIA

The understanding gained from staying with CMIA really opens your eyes to how life can be and how happy life can be without the 'western status symbols'. To know that CMIA has created the joy and happiness for so many kids is truly powerful. - JEREMY SAGEBIEL, ARCHITECTURE PLAN SPECIALIST, BETENBOUGH HOMES

VISION TRIP IMPACT

ISRAEL WITH THE SINGERMAN FAMILY & JERUSALEM HILLS INN

Jerusalem Hills Inn is a family-run bed-and-breakfast owned and operated by Chaim & Ruti Singerman, a family from Texas with seven children, who made Aliyah (journey back) to Israel in January 2009.

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TRAVELERS

PARTICIPATED IN SHABBAT DINNER WITH THE SINGERMAN FAMILY; SPENT 7 DAYS EXPERIENCING SCRIPTURE COME ALIVE WALKING IN THE FOOTSTEPS OF CHRIST



SCOTT GREEN

IMPACTO COSTA RICA & YWAM/ HOMES OF HOPE IN COSTA RICA

Impacto Costa Rica partners with YWAM and Homes of Hope to minister in Liberia, Costa Rica and the Guanacaste Province. Their initiatives include home builds, Bible distribution, sports camps, and church unification initiatives. Impacto Costa Rica is overseen by another ministry partner, Vital Seed Ministries.

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TRAVELERS

WORKED WITH YWAM STAFF AND HOMES OF HOPE TO BUILD A HOME FOR A FAMILY OF 4



ALLIE MEDRANO

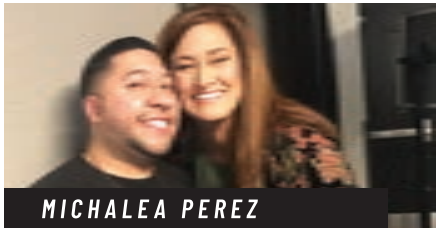
BETHEL CONFERENCE IN CALIFORNIA

The Bethel Prophetic Conference is designed to equip participants with tools to unleash the power of the Gospel through all aspects of life.

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TRAVELERS

LEARNED ABOUT THE POWER OF PROPHETIC WORD THROUGH SPEAKERS INCLUDING KRIS VALLOTTON, HAVILAH CUNNINGTON, & BEN ARMSTRONG



MICHALEA PEREZ

ISRAEL

Just being where Jesus walked and taught will be something I will never forget. Making life long bonds with our group as we learned more about the Kingdom was an eternal impact on all of us. - SCOTT GREEN, EXPERIENCE SPECIALIST - AMARILLO, BETENBOUGH HOMES

COSTA RICA

This experience changes everything. The whole perspective of how we live back in the U.S. How blessed we are. Whatever we have, we want to give to others in need because we are beyond blessed. - ALLIE MEDRANO, WARRANTY TECHNICIAN - MIDLAND, BETENBOUGH HOMES

BETHEL

The conference powerfully changed my marriage and I can't wait to go back. It is one of the highlights of my entire career here at Betenbough Homes. - MICHALEA PEREZ, SALES COACH, BETENBOUGH HOMES



MANNA WORLDWIDE

MANNA Worldwide focuses on caring for impoverished children around the world. In 41 countries, they are strategically fighting the global giants of disease, poverty, illiteracy, and spiritual emptiness.

In 2018, Betenbough Companies took four trips to serve in Guatemala, Japan, Romania, and Thailand.



SUSAN SWINBURN



RACHEL CHOATE



MARTHA COLDIRON



TIFFANY RICKMAN

GUATEMALA

My most impactful moment was meeting the pastor's wife, M.J. She shared her story of how she knew she had been called to the mission field, but her dad wanted her to attend college. Now, she is an architect, married to a general contractor, and has been serving as a missionary in Guatemala, where she has been able to use her degree to build a church and start developing a home for children who have aged out of the foster system. Her story impacted me because it set a beautiful example of how I need to be obedient where the Lord has me at any moment in my life, because He has something amazing planned. - SUSAN SWINBURN, CLOSING SPECIALIST - LUBBOCK WEST, BETENBOUGH HOMES

ROMANIA

One of the most impactful moments for me was when we were at the Voice of Truth church in Athens, Greece and we were hearing stories from some of the Iranian refugees. It seems like there is an awakening going on in that part of the world. - RACHEL CHOATE, CLOSING SPECIALIST ODESSA, BETENBOUGH HOMES

THAILAND

We got to meet amazing people and were able to bring some joy and smiles into their lives. - MARTHA COLDIRON, ACCOUNTS RECEIVABLE COORDINATOR CORNERSTONE SUPPORT SERVICES

JAPAN

What I want to take [home] is: I want to serve. At work, at home, with my family, with my friends. I want to serve like they served us. - TIFFANY RICKMAN, SPOUSE OF BOBBY RICKMAN, ODESSA GENERAL MANAGER, BETENBOUGH HOMES

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TRAVELERS

ROMANIA
MINISTERED IN 3 COUNTRIES; GIVING MORE THAN 200 SHOES AND MORE THAN 100 MEALS TO CHILDREN IN NEED

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TRAVELERS

JAPAN
WORKED WITH MISSIONARIES WHO HAD BEEN IN JAPAN SINCE WWII, HELPING THE TEAM PREPARE FOR SUMMER CAMPS

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TRAVELERS

GUATEMALA
MINISTERED IN 4 VILLAGES THROUGH FOOD DISTRIBUTION & CONSTRUCTION WORK

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TRAVELERS

THAILAND
MINISTERED THROUGH ENGLISH CLASSES, BIBLE SCHOOL, SOCCER, & OUTREACH TO PAKISTANI REFUGEES.

KINGDOM AT WORK

THE MOVEMENT

Kingdom At Work is a new name, but it is a timeless idea.

Over the past few years we have taken our passion for ministry in the marketplace and extended it beyond the families in our own company to business leaders around the world.

“For the past decade, God has been bringing other business leaders to us who are curious about what is happening here. Kingdom At Work formed organically as we have engaged with other leaders and shared our story,” said Rick Betenbough, CEO of Betenbough Companies.

Kingdom At Work has been functioning without a formalized name within our walls for years, but the movement itself has been around for a long time.

If you look at ancient history, many cultures throughout the Eastern world saw life as one holistic experience. This is also reflected in the teachings of Jesus. One’s personal life, family, career, spirituality, and interests

DID YOU KNOW?

Since the Kingdom at Work movement began, events have been held in seven countries.



were expected to cross-pollinate and inspire one another.

It was not until Aristotle’s time and the dominance of Greek thought that a chasm cracked between faith and work.

Towards the end of the third century, church leaders largely found themselves influenced by Greek philosophy and this displayed itself in their theology. A divide occurred where spiritual professions began to be viewed as a higher calling than the work of the everyday merchant.

The Kingdom At Work movement is about restoring work to its rightful place — something of worth in God’s Kingdom.

We exist to inspire, equip, and ignite leaders to advance God’s Kingdom.

In 2018 we achieved this in a few different ways:

We hosted two workshops at our main campus in Lubbock, Texas. We had 300+ attendees across both workshops.

We produced 28 original articles on the Kingdom At Work coaching blog.

We launched four social media platforms to enlarge our global reach. We are now engaged with nearly 900 followers across all platforms.

We produced four high-quality video stories that highlight Kingdom leaders and their businesses.

We co-hosted more than a dozen one-day gatherings throughout the United States and Europe to reach those who have not had the opportunity to attend one of our three-day workshops.

We facilitated multiple visits on our campus where leadership teams from other companies came to seek mentorship on their Kingdom business journey.





300 WORKSHOP
ATTENDEES

111 COMPANIES
IMPACTED

09 COUNTRIES
REPRESENTED

427 BLOG
SUBSCRIBERS

\$171,826
INVESTED IN KINGDOM AT
WORK MOVEMENT



"If this is God's ministry, it's going to be all about His people. That really comes down to two different areas: knowing them and growing them." - CAL ZANT



BEN MINKS



JAY JACOBUS



DAVID UNDERWOOD

We provided personal coaching and consulting to leaders.

"We feel led to focus on the executive-level leadership of organizations. When you can change someone's heart that is a good thing. But when you change a leader's heart, that has the potential to multiply throughout all of the people they lead," said Rick.

One such leader is Ben Minks, President of Capstone Homes in Ramsey, Minnesota.

"The Kingdom Leadership Workshop gave us very specific and practical ideas to create a culture in which people who come into contact with us get a glimpse of Christ through our interaction with them," said Ben.

David Underwood serves as President of SigmaPro Engineering and Manufacturing in Fort Worth, Texas.

"I have attended these workshops and what I've learned has been the single most significant factor of transformation in my life and in my company since we started 20 years ago," said David.

"I've always been a good Christian and a successful businessman, but I never really could bring the two together until now. Through Kingdom At Work, I have learned what I needed — the vision, the processes and the courage to be a true Kingdom Leader," said David.

It is not only leaders themselves who have been impacted by Kingdom At Work, but also the employees behind those leaders.

This impact has been felt at Scarborough Specialties in Lubbock, Texas.

"By bringing a relational style of intentionality to the office, we have seen lives changed and hearts softened. We can see that our team has more pride and purpose because they truly know they are loved. They know that there is a larger picture to their lives than just clocking in and out," said Jay Jacobus, CEO of Scarborough.

We believe that to impact people, we have to be where the people are. In most parts of the world, people are found in the marketplace.

Kingdom At Work will continue to inspire, equip, and ignite leaders so that those in the marketplace can be reached with the message of God's Kingdom.



A PRAYER FOR 2019

FROM RON, RICK, + HOLLY BETENBOUGH

Father, we thank you so much for Your grace and Your love.

Your Presence is life to us.

We thank you for your hand of blessing and favor upon us. We acknowledge that all that is in our hands has been placed there by You. It belongs to You, Lord. Help us to be good stewards of all that You have entrusted to us.

“ As we look forward into 2019, we ask that You will help us grow in our relationship with You. Help us to know You. Help us to seek You and Your Kingdom first. Help us to love You with all of our heart, soul, mind, and strength. Help us learn to allow You to lead us, as we lead Your people and Your enterprises. We pray that You are glorified in all that we do and say.

We invite You to make Your home in our hearts and we pray that You are revealed through our work in the marketplace.

We pray these things in Jesus' name, *Amen*.



BETENBOUGH
C O M P A N I E S