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IMPACT REPORT

BETENBOUGH COMPANIES

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IMPACT

REPORT

BETENBOUGH
C O M P A N I E S



Betenbough Companies Board: Rick Betenbough, CEO, Betenbough Companies | Cal Zant, president, Betenbough Homes | Holly Betenbough, board member
Ron Betenbough, chairman of the board | Kerry Ritchie, director, Alcove Farms | Walter Cunningham, president, Betenbough Business Services

TO OUR BETENBOUGH FAMILY,

As we reflect back on 2019, we have so many things to be grateful for. God continues to give us new opportunities to trust Him in faith - which is exactly where we want to be! Join us as we kick-off this report through reflection, discussion, and celebration of 2019!

– Rick, Cal, Holly, Ron, Kerry, and Walter

IN 2019, WE REFINED A CORE VALUE FROM "GENEROSITY" TO "GENEROUS STEWARDSHIP" – WHAT INSPIRED THAT MOVE?

WALTER: This time last year, we were talking about being more intentional with stewarding our resources. We spoke at our 2019 Winter Retreat and committed to be a little leaner, not because we had a problem - but because we were asking ourselves - what does it look like to be good stewards in ALL seasons? Generous Stewardship has been part of our DNA for a long time.

RICK: We need to be mindful of stewardship, especially in the high times - and 2019 was certainly a high time. Along the way, we felt the Lord impress upon us to refine one of our core values from generosity to generous stewardship and so mid-year we did just that.

WALTER: We also made strides towards financial transparency with a new chart of

accounts as well as sharing financials and reviewing those regularly with all leaders. I think every leader is engaged in a new way because of this opportunity. It has been such a fantastic tool in decision making and transparency across the company.

CAL: Because of that renewed commitment to stewarding in a more wise and refined way, we saw many blessings come out of those efforts. Just one of those blessings was the ability to buy back the remaining \$12 million in ESOP (Employee Stock Ownership Plan) stock from past participants. We wanted to make sure that our plan is healthy for years to come, and paying down our past participants is a huge leap in the

\$12M
IN ESOP STOCK
PURCHASED BACK

the process to a sustainable and healthy ESOP. Cash priorities also included investing in the expansion of what we are doing in the Permian Basin with new land and a second construction team being added.

SPEAKING OF OUR TEAMS, 2019 BROUGHT A BIG FIRST - ALL REGIONS ARE AT FULL CAPACITY! TELL US MORE ABOUT THAT.

CAL: You bet! We reached a new high in the fourth quarter of 2019, with all our regions operating at the true capacity that each team was structured to do. This was the first time any of us could remember being true across all our regions. That was the result of a lot of sowing! In the past, there always seemed to be one or two regions at any given point that had to pull back on starts because of a lack of sales, issues with trade base, something unhealthy in one or more of our local teams, or they simply weren't fully staffed. One aspect that helped us finally reach full capacity was how we restructured and added a few positions to our regional teams over the past couple of years, which was originally intended to ensure all of our positions had a sustainable pace over the long haul, but it also added some resiliency to our teams and allowed the regions to not have to pull back on starts like we did in the past.

THERE WAS A LOT OF FRUIT RECOGNIZED IN 2019 - WHAT DOES IT LOOK LIKE FOR US TO BE OPEN-HANDED WITH THAT OPPORTUNITY?

KERRY: To answer that, I want to jump back and provide context. In 1996, Rick and Ron Betenbough approached and offered me the



"THE LORD IS FAITHFUL TO INSPIRE THIS VENTURE OF CLOSER RELATIONSHIPS."

RON BETENBOUGH

opportunity to sell homes for them. At the time, the goal was 100 homes in Lubbock - every year. It wasn't 1,000 homes a year, it was 100. And now, 2019 marked a record-breaking year when we celebrated our 10,000th closing!

RON: Never in our wildest dreams did we think that would happen. Certainly, we had no vision for that when we began. Wow, has the Lord blessed us.

RICK: Reflecting back on the 27-year journey, we also celebrated victories with some of our partnerships in 2019. We've had the opportunity to share industry knowledge freely with three other home building businesses along the way.

HOLLY: We believe in having open hands. And when the Lord leads us to give away our business and industry knowledge for others to thrive, we listen. We realized as we were celebrating our 10,000th closing, at the same time, our partners were celebrating their victory milestones as well:

One of our first partners, Schuber Mitchell Homes in Joplin, Missouri, reached 1,000 closings. Wyldewood Homes in Sherman, Texas, reached 100 closings. And our newest partner, Arise Homes in Kansas City, Missouri, reached 10 closings.



Watch a video from our home building partners.

THAT LEADS US TO KINGDOM AT WORK. THIS MOVEMENT HAS BECOME SO MUCH BIGGER THAN BETENBOUGH COMPANIES - WHAT DID THAT LOOK LIKE IN 2019?

RICK: The Kingdom At Work movement is about giving away freely what God has given and shown us. It's not that we have it all figured out, but we pray our story, and the fact that we're trying to walk this out differently, is an inspiration to other Christian leaders.

Through Kingdom At Work, we are committed to being good stewards of whatever opportunities God brings to us. And in 2019, He filled up our calendar with 500+ business connection opportunities around the world through workshops, coaching sessions, speaking engagements, and storytelling in written and video form. We also added a new entity to the movement, Kingdom At Work Media, which involved us flying all over the world capturing other businesses' Kingdom stories in video form.

WALTER: It's not about us, but about spotlighting where God's Kingdom is breaking out in the marketplace. Someone came along and told us we had a story worth telling and made a video about our company. Now, we are excited to find businesses whose story needs to be told. We want to capture that as we propel this movement forward in the Kingdom.

CAL: Our goal is honesty. It is to tell the story of the 1,000 mistakes we have made and how God is still using us. We committed that we would go where God made a way. If this was going to be His thing, then we would go where He sent us.

EACH YEAR BRINGS SO MANY STORIES THAT IT IS HARD TO CAPTURE THEM ALL. WHAT IS ONE OF THOSE "UNTOLD STORIES" THAT PERSONALLY IMPACTED YOU?

CAL: A few weeks ago, a team invited me to a gathering, and they talked about some of the victories they had in 2019. The team modeled vulnerability in such a beautiful way. One of the team members shared that they struggled with depression and for the first time felt like they were finding victory over it. Now *that* is what I will remember and want to celebrate for 2019.

RICK: When I was visiting Arise Homes in Kansas City, I got to meet with one of their new homeowners who previously had never been able to purchase a new home. They walked me through the whole house so proudly. I had seen that plan a million times, but I was seeing it through a new lens - that was THEIR bathroom, and THEIR kitchen. The homeowner got me when she said, "And we are grateful to all those people back in Texas who gave us a new home!" That is why we do what we do.



"IT'S NOT ABOUT US, BUT ABOUT SPOTLIGHTING WHERE GOD'S KINGDOM IS BREAKING OUT IN THE MARKETPLACE."

WALTER CUNNINGHAM

WALTER: There was this moment I got to witness - it was an everyday regular interaction where I watched an employee hear from God for the very first time. It's not just for the few, God wants to speak to all of us - that is an encouragement to me. And it comes in a million different ways. To see someone moved by hearing the voice of their creator - what an impactful moment.

KERRY: One of our past employees came into our offices seeking prayer from his former team for an upcoming career opportunity. This employee was not one who chose to leave, but was asked to leave.

But this person has built enough trust and love with their former team, that they said,



"Well you guys are part of my family, and I wanted prayer from my family." That moved me so much.

THE IMPACT OF 2019 IS CLEAR AND IT MAKES US EXCITED FOR 2020! WHAT ARE YOU LOOKING FORWARD TO IN THE NEW YEAR?

CAL: While 2019 was a banner year, 2020 has started even stronger! With the second construction team in Odessa firing on all cylinders, Odessa is on a pace to close 380 homes there in 2020 which is a 45% increase over 2019! That means less people are waiting on a list and instead are moving into a beautiful, well-built, and affordable home! In early 2020, we closed on more land in Odessa that will allow us to build another 500 homes - potentially at even lower prices!

New for 2020, and for the first time in Betenbough Homes history, we've started building multi-family products with our new duplexes. We're excited about a partnership we forged with an investor that could add 50 - 100+ duplexes each year in Lubbock, and 30+ additional sales in Amarillo as well. We're excited about the growth opportunities that presents for our team members.

We'll also break ground on The Meadows in 2020, our first development in Amarillo. Up to this point we've been buying finished homesites from a development partner there, which we hope to continue to do. We believe The Meadows will simply add to the volume we are doing there. Development will add incremental profit to our Amarillo operation, but more importantly this will allow us to fulfill the vision we originally expanded into

Amarillo with - offer beautiful, well-built, and affordable homes in a school district young families desire to be in. Up until this point, we offered homes either in a great school district at a premium location and higher price, or homes at a much lower price but the location and school district were too much of a compromise for some families. The Meadows will offer homes in a great school district at affordable prices, which we believe will sell like hotcakes and fill a critical niche that is missing in that market today.

Our original closing target for 2020 was 1,230 homes company wide. We thought our upper range for 2020 was 1,285 closings, meaning there was less than a 10% chance we'd land above that. However, our 2nd construction team in Odessa has gone more smoothly than predicted, and Lubbock West was able to go to six starts per week ahead of schedule. Sales in Amarillo have also picked up dramatically, with 73 sales in the last six months of 2019 compared to just 36 during that same period the previous year! That means we're on a pace to close 140 - 150 homes in Amarillo in 2020, which is almost a 30% increase! The whole idea of adding a new region focused on duplexes came to life after our original projections were made,



and that alone will likely add 35 closings to 2020. While there are still many unknowns, we have the potential to close over 1,300 homes in 2020 and experience up to 20% growth over what was already a record-setting year in 2019!

KERRY: In the beginning of 2019, Alcove Farms housed around 1,000 laying hens and by the end of the year we had 3,000 - which was a monumental jump!

3,000
LAYING HENS BY END OF 2019

Currently, Alcove is collecting just south of 2,000 eggs a day and not at full capacity yet. So, 2020 also will bring an increase of hens up to 4,000 in early summer and we are looking forward to keeping United Supermarkets stocked and full in 2020. It also gives the opportunity to have a little "egg-cess", haha. We would love to provide eggs and our packaged poultry for other venues as well.

We also commissioned a food lab study to determine if our eggs really are healthier than others. We did this by gathering unnamed competitor's eggs and comparing them with ours. Turns out, our Omega-3, Vitamin-D, and protein are higher.

In addition to our hen operations, we tested eight acres on our farm for sod. We hope to harvest those acres in 2020 and test how that looks and works. There are a lot of unknown questions at this point, but I think we could

have a buyer in Betenbough Homes (*wink*). But, at the end of the day, the most exciting thing for me in all of these new opportunities is people. I want to involve more people and grow them - that is my heart.

WALTER: The Willows Event Center has certainly geared up for the wedding season with 30+ weddings on the books in 2020. In addition to weddings, we have the opportunity to think through how we will fill that space for other types of events, such as business meetings and conferences. In 2019, we had a partnership with a catering company that came to a conclusion. And so, we paused and asked the Lord, "What would you have us do with this space?" The heart here is, if we are going to have this beautiful space, wouldn't it be amazing to offer catering right beside that? So, 2020 goals include actively pursuing a food and beverage manager for a catering operation which would harmoniously work next to our event center. As far as our retail space on the main level in the home office, we are going to have what we are calling the "Betenbrews" self-serve lounge for employee use. We want to be generous and wise stewards of that space while it's still vacant and while we seek the Lord on next steps.

RICK: On the Kingdom At Work front, with the start of Kingdom At Work Media, we are looking forward to telling a lot of other businesses' stories in 2020. We are actively seeking out new stories to spread this movement further. We also want to support

other business leaders more through one-on-one coaching as they re-engineer their business and become Kingdom leaders.

WALTER: A new brand is also emerging in 2020 – Impact Title. We are currently creating the framework for this business and plan on rolling this out one region at a time so that we can learn along the way. This feels like a natural next step as it works alongside our homebuilding company and creates a better experience for our home buyers.

Also in Betenbough Business Services, we are in the early stages of considering an external market for our software. We are testing it with some of our homebuilding partners and are asking the Lord if this is something we should do. We have some world-class software and we are continuing to improve it so we could be in the software business at some point.

AS WE CONCLUDE, OVERALL - WHAT HAVE YOU BEEN HEARING FROM THE LORD LATELY?

RICK: Back in the summer, I remember a distinct feeling that the Lord was pleased with everything we were all doing. Holly and I got the chance to live in one of our Betenbough homes over the summer. What a blessing to see the inside of the process

and experience what a great job our people are doing. You can walk through our homes and see these things, but there is a special perspective when you live in the home - like when you are sitting at the dining room table. It's such a great home. I'm pretty picky, and I had a lot of people say, "You know, they knew you would live in that home so they paid extra attention," and that's not true because the home we lived in was already built before we even made the decision to purchase!

On another note, we are wanting more land in Midland and have been praying, talking, and hunting to no avail. I think the Lord is saying to us, "Hey, relax and trust me, you have everything you need." We are having to trust in the Lord for provision and He has always given us everything that we need at the right time.

HOLLY: This past year the Lord was speaking to me about freedom and how many lies we believe about different things that keep us from that freedom. He has been inviting me into deeper levels of freedom in Him. Lately, He has been speaking to me about purity: "Blessed are those who are pure at heart, for they shall see God." (Matthew 5:8) He's been talking to me about the importance of keeping ourselves

pure in what we see and what we hear. It has been inspiring me to stay pure because I want to see Him more and more. And I want my intimacy with him to grow deeper. I feel like the word 'purity' is my focus for 2020.

CAL: I think what is on my heart is that the Lord is doing something here - despite us on many days. I think He has some opinions of how this should work. It's funny He puts a door-kicker in charge, and then asks me to rest and not kick that door, haha. I'd say a lot of it boils down to trust versus clarity. The singer Jason Gray recently said, "I've come to understand the opposite of faith, is certainty." Faith can only exist in uncertainty. And God has been relentless in teaching me this. God's presence is His provision. If we are with the Lord, we can want for nothing. I get anxious as a recovering control freak. And I think He's saying, "Would you trust me with that, son?" It makes me feel vulnerable many days. He wants to do something here, but also in me.

RON: God has been speaking to me a lot lately about having closer relationships with our people. I started having coffee one-on-one with employees this past year. I always felt like I had an open-door policy, but I have discovered that it means something different when you seek out others just to spend time with them. It has been such a mutual blessing.

"THE LORD IS DOING SOMETHING HERE - DESPITE US ON MANY DAYS."

CAL ZANT

"ALMOST
ALWAYS,
TO LOVE IS
TO TAKE
ACTION.
YOUR
ACTIONS
ARE MUCH
MORE
POWERFUL
THAN YOUR
WORDS."

KERRY RITCHIE

I love finding out about where they grew up or learning what is on their minds. I love praying over them. It's been such a joy to experience our people in a new way. The Lord is faithful to inspire this venture of closer relationships.

KERRY: The Lord has been talking to me about love. Several years ago, I was at a Kingdom At Work workshop and the Lord put on my heart to talk about love. I have been on a journey to figure love out. I find it hard to pray for those who annoy me, or pray for those who purposefully want to harm me. But, what the Lord has been teaching me is that you can't do that alone. It takes asking Him for help. It's not a suggestion y'all - it's a command to love others. You must love those who persecute you, even though there is no gain for you. It's not enough to say, "I love you." Those words are not enough. Almost always, to love is to take action. Your actions are much more powerful than your words, and He really has to work on me. One of my favorite quotes is from A.W. Tozar, "I am determined that I am going to love everyone. Even if it kills me. I have set my heart on it and I am going to do it."

WALTER: For at least the last year, the Lord has put two words on my mind. The first is "shalom." It most often gets

translated to the word "peace" which makes us think about "a lack of conflict." But the Lord has really redefined this word for me - its actual meaning is "the total flourishing." I don't pretend to understand this yet, but I believe God desires this for all of "His creation". This thought has revolutionized my marriage, our family, and then it brought a second word, "simplicity". When I think of this word, I picture my 4-year-old niece - she doesn't have a care in the world. She doesn't worry about where she is going to get her food. I have seen her look into my brother's eyes - the look of the daughter into the father's eyes is so special. It just resonates deeply. It's all about the relationships, beginning first with me to God. If I focus on the relationship with Him, everything else works.



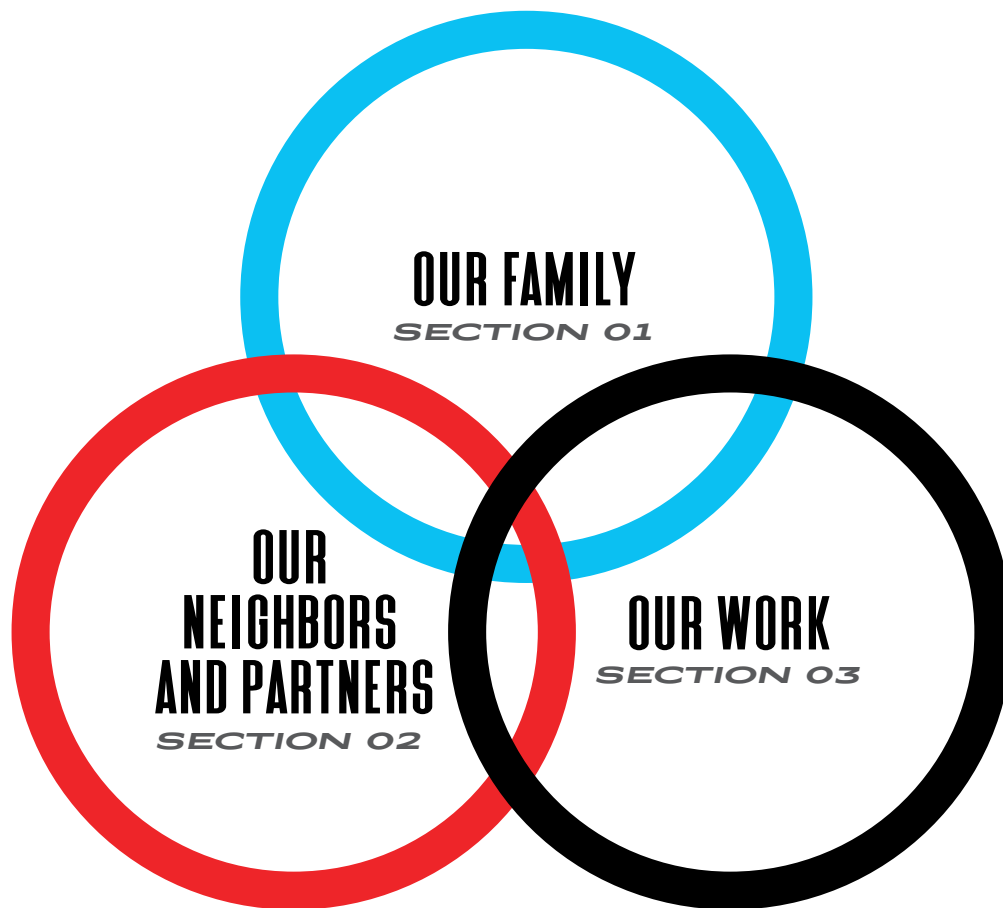
IMPACT REPORT READING GUIDE

As an elected Public Benefit Corporation (PBC), Betenbough Companies is committed to pursuing a purpose beyond profit. Our purpose statement is "to reveal God and His Kingdom through our work in the marketplace."

Our second annual Impact Report is a testament to the impact God has blessed us with in 2019.

We are committed to fostering a culture that seeks to enable each individual to flourish *spiritually, personally, and professionally*.

The stories of the impact we saw in 2019 are organized into three sections that are vital to our culture: *our family, our neighbors and partners, and our work*.

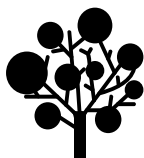


OUR CULTURE IS BUILT AND GUIDED BY FOUR CORE VALUES



UNITY

Submit to one another in humility
+
Not uniformity: be willing to disagree, but honor one another
+
Talk to one another, not talk about one another
+
Seek to understand someone else's perspective, not prove yours is right
+
Trust by default



GROWTH

Embrace feedback
+
Adapt to change
+
Be willing to try something new
+
We have not arrived
+
Not about promotion



EXCELLENCE

Not perfection, but your best
+
Make it better, even if it's already pretty good
+
Refuse mediocrity
+
Don't fear failure, always tinker



GENEROUS STEWARDSHIP

Open-handed and willing to share
+
Grateful, not entitled
+
Abundance mindset, not scarcity
+
Manage resources in a way that brings a return
+
Take responsibility

01

SECTION ONE + OUR FAMILY

This section is full of articles about the true heart of the company: our employees. We only scratched the surface as we captured stories of our employees caring for each other and their community.

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+ *Employee Impact Stories*

17 Family Generosity

+ *The Johnson's Adoption Fund Story*

19 Giving Tuesday

+ *Summary of 2019 Giving*

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+ *Make a Joyful Noise*

+ *Photo & Video Mash-Up*

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+ *Q + A with Connection Coordinators*

27 Building Together

+ *A Family Impact Story*

31 Impact Awards

+ *2019 Compilation*

43 Families Transformed

+ *A Vision Trip Impact Story*

click to watch!



Throughout this report you will find links to videos highlighting various memories and impact stories.

Simply click the play button to watch!

02

SECTION TWO • OUR NEIGHBORS AND PARTNERS

We are fortunate to be a part of four different communities in West Texas. This section highlights just a few of the stories of impact from our customers and partners from the communities in which we do business.

03

SECTION THREE • OUR WORK

This section is about our work in the marketplace. With a desire to provide an excellent product, we strive to continuously innovate and adapt some of our processes. This section showcases the experiments and tinkering that happened in 2019.

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+ *Q + A with Corey & Dock*

53 Influencing Leadership

+ *A Trade Partner Impact Story*

55 A Family Reunion

+ *A Trade Partner Impact Story*

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OUR

SECTION ONE • OUR FAMILY

This section is full of articles about the true heart of the company: *our employees*. We only scratched the surface as we captured stories of our employees caring for each other and their community.

FAMILY



FEELS LIKE FAMILY



DAVID JETT AND AMARILLO COWORKER MICHAEL JOHNSON

"Welcome to the family!" is a phrase you often hear on an employee's first day at Betenbough Companies. When asked what made employees feel like family, it turns out it's not only the big moments when someone needs support, but also in the smallest day-to-day occurrences.

"A moment that I've felt like family was witnessing all the moments of prayer in our company," said media design coordinator, Gabriela Wilbanks. "In moments of crisis, in moments of joy, I have always noticed that teams come together and pray."

While prayer seems separate from the day-to-day in most workplaces, at Betenbough Companies it has become a common occurrence. George Martinez, a construction

manager in Odessa, recalled a time he shared with his leader, area director, Charlie Cooke. "Our daughter, Edith, was very sick. Charlie noticed me and asked what was going on. After I told him he offered to pray over me."

Charlie prayed for George and his wife, but then took it a step further. He told George, "Let's go to your house," and immediately stopped what they were doing and left to go physically pray over George's daughter, Edith. Soon after, a builder in Odessa, Tyler Cullum, also heard about Edith. He gathered the entire team of builders that George oversees, went to his home, and knocked. "We're here to pray for Edith," they said.

"I've never had that anywhere else," George stated. "I felt like family."

"The feeling of family brings teams closer together – everyone working to accomplish their job, while trying to care for each other like brothers and sisters," said Kristin Powell, media design specialist in our Lubbock home office.

Often, these tight-knit relationships prompt teams to reach out and take care of those outside the walls of our company.

"Friday before Christmas we got a call late in the day from a homeowner on our warranty line," said David Jett, a warranty technician in Amarillo. He explained that the homeowner was upset because he had discovered that his home was flooded, and the last thing he wanted was to be holed up in a hotel with his wife and kids for such a special holiday.

"I witnessed how we, not only as a team, but as a family, came together to take care of that family," David said. "The whole Amarillo region joined in – warranty, construction, sales, management, everyone with the same goal: they wanted that family back in their home to celebrate Christmas."

Within a few hours, the team found the family a hotel, removed the furniture from the home, and started the drying out process. Next, the sales team brought in a trailer to haul the furniture and even spouses of employees showed up to remove the damaged carpet.

Every team member worked diligently and after three days, they were able to get the family out of their cramped hotel room to celebrate Christmas Eve and Christmas Day in their own home.

Another employee, Bryan Blau, experienced a whole new definition of family when he left his position at Betenbough to move to Austin, Texas for a coaching position.

"I took a sabbatical – at least that's what I'm calling it now – and I spent a season in Austin," said Bryan, now a new home sales associate for our Lubbock South region.

At the time of his move, Bryan was the connections coordinator for our Odessa region.

"The season in Austin ended up being a really lonely time, my family and I felt isolated and alone," Bryan shared. "I didn't have many people in my life checking in on me."

It ended up being his old coworkers at Betenbough who reached out. "You kind of just expect people to quit contacting you after you leave your position from

"I WITNESSED HOW WE, NOT ONLY AS A TEAM, BUT AS A FAMILY, CAME TOGETHER TO TAKE CARE OF THAT FAMILY."

DAVID JETT

a company. What I saw was just an influx of people who were sending me a message just to encourage me, to love on me, and to pray for me," he said.

He even remembered a time when his previous manager and friend, Ryan Harris, now Lubbock West detail manager, drove down to San Marcos just to have lunch with him. "It was people from Betenbough that were reaching out to me and loving me as if I were a family member," Bryan said.

BRYAN BLAU



GEORGE MARTINEZ





FAMILY GENEROSITY

"The moment Kyle and I decided to adopt, we immediately knew that our Betenbough family would love and support and help us in any way possible," said Meghan Johnson, the connections coordinator for our Midland region.

When Meghan and Kyle Johnson started their adoption journey, they knew they would have to fundraise to be able to afford the adoption.

"We decided to hold an adoption garage sale and were just hoping for a few items to sell and maybe make a little money to get our fundraising started," said Meghan. Little did they expect, once they shared with coworkers that they were accepting donations for this garage sale, they were flooded with donations. Betenbough families from Odessa to Lubbock had items they wanted to donate. So much so, that the Johnsons decided to rent a U-Haul truck and

planned a weekend to drive around and pick up donations.

"We were amazed," said Meghan. "Three of my fellow team members gave their entire Saturday to drive around with us to help us load furniture, bags of clothes, toys, bikes, electronics, anything and everything."

Not only did they receive donations from Betenbough employees, but employees had

reached out to their families and friends who also gave donations as well. They had so many items by the end of the afternoon, that they had to start turning donations away because the truck was too full.

To continue their fundraising efforts, Meghan and Kyle decided to use a nonprofit organization, Abba Fund, to help organize and collect donations for their adoption. "As a nonprofit organization, all donations made to our account through Abba Fund would be tax deductible which we were really excited about," said Meghan.

A few weeks later, while at a quarterly all-company meeting, Meghan learned of a new company initiative that celebrated a national day of giving, called Giving Tuesday.

Giving Tuesday is the Tuesday after Thanksgiving, and was created as an international day of charitable giving before the Christmas season.

"I had never heard of it before," said Meghan. "One of our core values as a company is Generous Stewardship. And through this initiative the company was encouraging employees to give generously. They told us that any donation made to a nonprofit on this day would be double matched by the company. So any financial gift given by an employee to a nonprofit, they were going to match that gift... twice."

About a week later, Meghan's manager told her that the double match could also apply to their adoption, through their chosen nonprofit, Abba Fund.

"We were speechless," said Meghan. "We never would have dreamed that Betenbough would honor this with us. But they did."

The Johnson's goal was to have half of their adoption budget raised by the end of 2019. Their total goal was \$40,000. By the first week of December, they had \$5,000 raised, and they were believing for a miracle in order to raise the remaining \$15,000 they needed to meet their 50% goal by the end of the year.

The day before Giving Tuesday, warranty manager, Nick Sandoval, came into Meghan's office and shared some impactful news.

"He said the Holy Spirit gave him strict instructions about what God was asking him to give to us financially. Nick knew about our faith goal, and knew we were praying for the remaining \$15,000 by the end of December. He made an investment and the Holy Spirit told him whatever he made on that investment; he was to give towards our fund," said Meghan.

Nick told Meghan that he made \$5,000 and that on the following day, Giving Tuesday, he planned to give them that \$5,000, which would then be tripled into \$15,000. With that, plus the \$5,000 already in their account, they would meet their goal of having \$20,000 raised by the end of 2019.

"I was **UNDONE!**" said Meghan. "God saw what we were praying for and stepped in to provide in the most unique way."

The next day, by 6am on Giving Tuesday, Meghan and Kyle started receiving financial gifts from Betenbough employees.

"By lunchtime, Kyle and I realized that if people kept giving, it was going to be possible for us to be fully funded by the end of the day," Meghan said.

By the end of the work day, due to Betenbough employees' donations, plus the double matching, the Johnsons had not only met their full goal, but were over by \$1,000.

"We couldn't believe it. That was something that was so impossible,...so unique,...we didn't even know to ask God to do that. It was a miracle," Meghan shared.

Meghan continued, "We believe with every fiber of our being, that part of why God brought us to Midland was for us to be in an environment that would support and encourage us in our adoption. And Betenbough has been God's answer of doing that for us."



GIVING TUESDAY

Giving Tuesday is a movement to create an international day of charitable giving at the beginning of the holiday season. In 2019, Betenbough Companies excitedly joined the cause. At any time during the year, the company will match, dollar for dollar, gifts made by employees to 501(c)3 organizations. But for this one day, Giving Tuesday, the company doubled the matching contributions for donations made by employees, giving each gift three times the impact.

CHILD AT CMIA ORPHANAGE

Carla Smock
closing specialist, Lubbock South

*"In my time here with Betenbough, I have never been more impressed by the generosity and love shown by my colleagues. In a **single** day, everyone came open-hearted and open-handed to try and be more of a blessing to others, knowing they could make a larger impact than ever before."*

Holly Betenbough
board member, Betenbough Companies

"Together, we can make a greater impact. I was completely overwhelmed by the generosity of the employees on Giving Tuesday. It was such a fun day as we watched the numbers climb and the Kingdom impact ripple throughout the world!"

67

EMPLOYEES DONATED ON GIVING TUESDAY

Employees donated to organizations in the U.S. and around the world including Texas, Tennessee, Missouri, Florida, Washington, Kenya, Haiti, Israel, Costa Rica, Honduras, Romania, and the Philippines.

74

ORGANIZATIONS IMPACTED

Through Giving Tuesday, impact expands to our global partners who aid missionaries, provide counseling, rescue women and children, build homes, provide education, and care for orphans.

"Not only has Betenbough blessed CMIA with the opportunity to apply for one-time grants over the years, but we have also gained countless individual friends! Many Betenbough employees have become involved in the lives of our children, sponsoring them for monthly basic needs, and their primary and college education. They give the children at Grace Children's Centers the sense that they are not alone, but loved by individuals all around the world." – David and Jennifer Hatley, founders of Christian Ministries in Africa

Fun Facts:

In 2019, 102 community grants were awarded totaling \$682,060.

63 grants were awarded in Lubbock, totaling \$382,060

23 grants were awarded in Midland, totaling \$172,500

16 grants were awarded in Odessa, totaling \$127,500

\$660,000

GIVEN BY EMPLOYEES AND COMPANY MATCHING | \$220,000 BY EMPLOYEES

On our first Giving Tuesday, the largest amount ever donated in one day was given by our employees, \$220,000, and then double-matched by the company.



A CULTURE OF JOY:

MAKING A JOYFUL NOISE

"The joy of the Lord is your strength." Nehemiah 8:10. And, that's not something we kid about around here.

"Fun played a fundamental role in our success as a team this past year. With so many deadlines and demands from customers, trade partners, and team members alike, we found that amid those pressures, humor and playfulness abound, bringing joy to our days and overflowing into our interactions with those we serve," said Jeanna Roach, our vice president of sales and marketing for Betenbough Homes. "Team members across the organization surprised us with their originality and creativity and had tears of laughter streaming down our faces in 2019.

FINDING FUN AROUND EVERY CORNER LIP-SYNC BATTLES

Looking for entertaining ways to introduce and connect team members across all regions in 2019, the new, epic Lip-Sync Battles made their way onto the scene and screens of hundreds as part of Snapshot, our all-company e-newsletter. From construction team members performing Meghan Trainor's "Me Too" to sales team members in full character singing "Old Town Road", each team made certain to infuse their individual personality and creativity into their clip, which left many watching with tears of joy.

SAM & VICTOR

With the simple charge to correct and clarify our internal terminology through video, the marketing team birthed the hilarious

reporting duo of Sam and Victor. Played by marketing coordinators Sarah Monroe and Victoria Vaughn. Respectively, Sam and Victor surprised audiences by unashamedly slapping gold stars on the heads of team members that correctly answered their interview questions, including Cal Zant, president of Betenbough Homes, and shooting Nerf water guns when their responses were wrong. Either way, the comic relief was a welcomed bright spot during a busy time and brought teams together through laughter and play.

FIRST-EVER VARIETY SHOW

The 2019 family fun was capped off in an explosive way when Meghan Johnson and Bryan Blau co-hosted the company's first Variety Show at the annual company-wide Winter Retreat, which celebrates the accomplishments of the previous year and sets the stage for the year ahead. Accompanied by Sam and Victor and team members across the organization, Meghan and Bryan brought out all the stops with numerous game show-style games like guessing the price of a collection of gas station items, company couples reciting

wedding vows in a variety of accents, our CEO and presidents showing frighteningly good poker faces in a game of true confessions, and father-daughter duos competing to avoid a pie in the face. Amid the games and wardrobe changes, tables erupted with laughter all night long as we learned more than we ever imagined about some team members, learning to love even more about one another. What a night!

But it's not just the oversized, momentous occasions that were bursting with joy. It was the impromptu meetups in kitchens, get-to-know-you jump starts, regional date nights, team pranks, and so on that filled our hallways with the joyful noise of laughter.

"Simply put, we shouldn't take ourselves too seriously. Play is important in the workplace, which is why I will forever ask the question to teammates: are we having fun here?"

Because the truth is, the Lord wants us to be joyful in our work, so we must create a space for fun to find its way into our daily work. I believe we did that in a big way in 2019," said Jeanna.

LIP-SYNC BATTLE



SAM & VICTOR

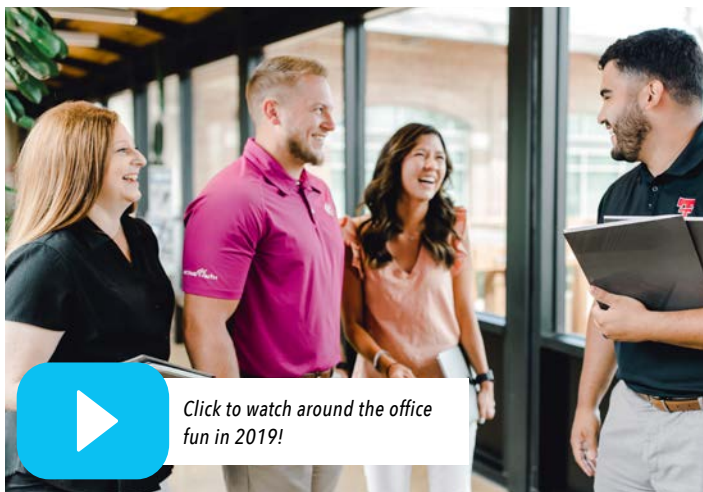


FIRST-EVER VARIETY SHOW



When work is a place where you want to be, it starts to feel a lot less like “work” and a lot more like family. There are several areas in which we strive to cultivate joy for our employees – morning Jumpstarts, celebrations, and all-company events, just to name a few. Take a look at some of the joy we shared together in 2019.

JOY-FILLED EVENTS



Click to watch around the office fun in 2019!



CELEBRATIONS

We are family that loves to celebrate! Throughout the year teams and employees come together to celebrate weddings, babies, graduations, and more.

6 WEDDING SHOWERS IN 2019

15 BABY SHOWERS IN 2019



Click to check out some fun we had with the “backseat boys”!



JUMPSTARTS

Jumpstarts are 30-minute morning meetings which take place in unique ways across all of our regions. These meetings are customized to accommodate team needs and are diverse in subject matter, but all of have the same goal – **connection**.



\$1.06M

SPENT ON EMPLOYEE OUTREACH
IN 2019

\$813K

INVESTED IN EMPLOYEE GROWTH
IN 2019



FAMILY & REGIONAL EVENTS

Family meetings, regional connection events, Friday family lunches, and an annual Winter Retreat keep our teams and families refreshed, engaged, and connected throughout the year.

9 REGIONAL
CONNECTION
EVENTS

242 SERVED WEEKLY
AT FRIDAY
LUNCHES IN
2019





Connections team (from left to right) TOP ROW: David Morgan, area connections manager | Bryan Blau, (previously) Lubbock West connections coordinator | Tannon Nauert, connections manager | BOTTOM ROW BriAnne Stevens, Home Office connections coordinator | Meghan Johnson, Midland connections coordinator | Allison Smith, Home Office connections manager

A “JUMPSTART” IN THE MORNING

The connections team strives to provide opportunities for team members to connect with each other, their community, and God. One way the team seeks to do this is through weekly Jumpstarts. These 30-minute meetings happen at various times to accommodate team schedules and are diverse in subject matter including thought-provoking videos, prayer, team building activities, Bible studies, and get-to-know-you fun.

“Jumpstarts can be geared toward an entire office or specifically tailored to topics for men and women, or include shared insights from our biblical teacher, Marcus Murphy,” said Tannon Nauert, the regional connections manager.

Tannon recently visited with connections coordinators about the impact Jumpstarts have on our regions.

DAVID MORGAN: “They are a place where work stops and people can open up and share what they are struggling with or celebrate what they have walked through. They are powerful times of discipleship.”

BRYAN BLAU: “It is a safe place to help everyone work through what is on their minds and in their hearts. Everyone has the freedom to share, wrestle, proclaim, and

question. Teams grow closer together when struggles and life situations are shared."

MEGHAN JOHNSON: "We did a Jumpstart where we broke everyone up into their teams and they had to give every single person on their team a word of encouragement. I did not expect what happened next. The atmosphere in the room IMMEDIATELY shifted. Some of our team members were brought to tears listening to the things their teammates had to share. One of them told me they had never experienced anything like that before in their life. Everyone left feeling uplifted and unified with one another. It was amazing."

While the goal of Jumpstarts is to be a time for employees to be on the receiving end of encouragement, community grant meetings are designed for our employees to be outward focused. Community grant

meetings are held regionally as the company receives applications from local nonprofit organizations.

"All employees have the opportunity to attend the meetings and vote on how we decide to give away some of our profit," said Tannon.

ALLISON SMITH: "Community grant meetings are so impactful in what we learn about our community. There are many organizations I am aware of now that I didn't even know existed before. Being able to connect people to services they need is very rewarding. It's also important for us as employees to give input on how to generously steward our resources. Everyone's opinion and counsel matters."

Community grant meetings often remind employees of the bigger picture of what is going on in our cities and how they can personally make an impact. Sometimes it's

more than just giving resources, and the meetings also spark a desire to volunteer.

DAVID MORGAN: "After a community grant was given to the Make-A-Wish foundation, the team wanted to do more, so we completed a 15-hour service project that included painting, digging, and working on a playhouse for a young man."

612 TOTAL JUMPSTARTS
ACROSS ALL
REGIONS IN 2019



BUILDING TOGETHER

Betenbough Homes has coordinated numerous of service projects since its start in 1992, but not all service projects are created alike.

From landscaping yards, building dance floors, to the 1,000 customer homes built last year, our people have done a bit of everything. And in February 2019, employees rallied together to do something we do best – build a home for a deserving family.

Rick and Holly Betenbough have built a friendship with Steven and Tiffany Hart of Muleshoe, Texas over the past few years. The Harts pastor River of Life Church and originally met the Betenbough family while attending a Kingdom At Work workshop in 2017.

"After that first workshop, the Harts invited Rick and I to come speak at their church and

that began a friendship that has continued through the past few years," said Holly.

"We saw a distinct Kingdom priority in their hearts. They aren't building a church as much as they are focused on building the Kingdom. They are such precious and humble people," said Rick.

One day while Rick and Holly were in Muleshoe, they identified a need they got excited about meeting.

"In the fall of 2018, we were spending some time with Steven and Tiffany and they mentioned they were planning on building a new home on the land by the church," said Rick. "Steven was not asking us to do this, he just mentioned it in passing."

The house the Hart Family had been living in, while on the church's property, was incredibly small, and not conducive

to having people over – something they desired to do for their congregation.

"I immediately felt impressed by the Lord that since we're in the home building business, this was a way we could serve their family," said Rick.

While Rick and Holly did not offer to build the entire home, they did offer Steven and Tiffany access to the Betenbough floor plans and personally committed to covering the costs of the framing, not with company money, but their own.

One problem remained though. While Rick and Holly could cover the cost of framing, they were not sure how they would actually get the frame up.

Realizing they had a work family who might be interested in helping, Rick sent out an invite for anyone, from any region, to spend



a few days framing with him in Muleshoe.

"Rick and I really went out on a limb on this, because we couldn't physically provide the help needed on our own. So, to see our people rally around something that was on our hearts – they didn't leave us hanging," said Holly.

Dozens of employees were excited about the opportunity and signed up to help.

Over the course of four weekends, hours of work, and dozens of people lending a hand, the Hart Family home was framed in February of 2019.

"We got to see people shine. There are so many talented people in our company and this project showcased their hearts and skills," said Holly.

One such person was Obadiah Barnes, a

builder from Lubbock South. With an extensive background in framing, Obadiah took lead on organizing the project.

"I think this experience really unified everyone," said Obadiah. "This company is so large now that it could be easy to get out-of-touch with what is going on in other teams and regions. This brought everyone together in a unique way."

Even though Muleshoe is close to Lubbock, there were employees from multiple regions across West Texas that came to help.

"We had quite a few employees sign up for one day who ended up coming multiple weekends to help finish the task. Our people

stepped up, and I was so impressed with them," said Rick.

"I believe it was an opportunity for people in our company who lead tasks to actually do those tasks. We have lots of architects, builders, accountants, and other teams who are around the home building enterprise, but have never built a home,"



said Rick. "I think it's exciting for people to experience the process they are a part of every day, but from a totally different point-of-view."

Kathryn Miller, the general manager of our Amarillo region, shared what she took away.

"I've always liked architecture and even studied it in college, but it was not until this volunteer opportunity that I realized I really like being more hands-on in the field. The whole experience opened my eyes to career ideas I might not have considered otherwise," said JC.

the hardest out of any of us was really cool to see," said Randy.

"Working with leadership was a pleasant surprise," said JC. "Seeing Rick and Cal out there, doing everything that everyone else was doing was really cool. I worked alongside Cal building some walls and he was so hands-on. I just don't think that is something you would see in most companies."

"FOR EVERYONE TO BE SO GENEROUS WITH THEIR TIME, ONE OF THE MOST PRECIOUS COMMODITIES, AND USE IT TO HELP US - WE'RE JUST SO GRATEFUL."

**HOLLY
BETENBOUGH**

"This experience made an impact on the way I lead. I make a point to share with all my trade partners how much I appreciate their skills and craftsmanship. I always used to thank them, but now I can talk about specific skills or point out specific things I see them doing well," said Kathryn.

JC Lucas, a former detail technician from Lubbock South, gained an interesting point-of-view not only from a home building perspective, but personally.

One thing everyone agreed on unanimously though, was what a pleasant surprise it was to see the leadership of the company leading by example.

"Rick can sure swing a hammer," said Randy Wilson, a construction coach.

"In fact, all of the guys on our leadership team can work. It was impressive to see. A lot of times you see them in their offices, so to see them get out into the field and work

Beyond the unity and growth that the experience provided everyone, the generosity displayed by Betenbough employees was what moved Rick, Holly, Steven, and Tiffany the most.

"We had one employee's husband whose presence meant so much to us," said Holly. "Their son has been battling cancer and our company had been able to surround them during that journey. Then when this project came up, he poured right back into us – even with everything their family had going on."

Rick and Holly fought back tears as they recounted the generosity shown by their work family.



"For everyone to be generous with their time, one of the most precious commodities, and use it to help us – we're just so grateful," said Holly.

The Hart Family also weighed-in on the generosity they saw displayed.

"Everyone at Betenbough that we've come across through this experience has been so helpful," said Tiffany.

Steven specifically called out Obadiah and the endless hours he had given to helping them.

"I know Obadiah only signed up to help for one day. Then he ended up being out there the whole time, really leading the framing. It could have stopped there, but he's also made himself available to answer any questions I've had as we've continued with the other stages of building," said Steven.

"We are so excited to have a place to call home that will also be really functional," added Tiffany.

"As pastors, we'll be using this home to host marriage classes, youth pizza night, worship nights, and hopefully many other things. We want everyone who enters this house to see how great God is," said Tiffany.

The crew from Betenbough wants nothing less.

"This project reminded me how powerful it is to make a short-term sacrifice for a long-term reward," said Obadiah.



"To us, we were in and out in a few days, but to think there will be a church meeting in that home for years to come; it makes you want to give your best. Being a part of this reminded me that's exactly the mentality we want to have, and I believe, the mentality we do have at Betenbough," said Obadiah.

Fun Fact:

*In 2019, our employees weren't only generous with their time. Employee matching was the highest in company history with employee and company matching combining to total **over \$1.2 million.***

IMPACT AWARDS

AWARDED FOR EMPLOYEES DISPLAYING COMPANY CORE VALUES
2019 IMPACT AWARD WINNERS



UNITY AWARD



ZACH WALLACE

BUILDER | LUBBOCK WEST
BETENBOUGH HOMES

04.17 AWARDED AT
FAMILY MEETING

"He's just a great influence all around. It's definitely built in his DNA to genuinely find out who you are as a person," said Zeke Gutierrez, a detail technician for Betenbough Homes.

With a relational style that embraces each individual as they are, Zach had a significant impact on one of the new members of the team.

"I had a little bit of car trouble and I didn't know anyone in the city that could help me, I have no family here," said Tito Apodaca, Lubbock West detail technician for Betenbough Homes.

Zach made time to help Tito get his car fixed. "He went out of his way to help and made me feel welcome since day one," added Tito.

Zeke shared another time Zach led the detail team through personal example. "We got a little behind one day, and the next day we came in and Zach was in full-blown detail clothes," he said.

"He grabbed some paint and, as a leader, he was painting and helping us," said another team member and detail technician, David Cruz. "He brings unity every day. The way he treats us, and the way he helps us treat each other."

CONGRATS ZACH! WE ARE SO PROUD OF YOU!

GENEROUS STEWARDSHIP AWARD



REGINA SANDERS

CLOSING SPECIALIST
MIDLAND
BETENBOUGH HOMES

04.17 AWARDED AT
FAMILY MEETING

*Take a closer look at all the
2019 Impact Award stories
by clicking the play button!*

"I really understood the real definition of generosity by seeing Regina putting it into practice," said Midland sales manager for Betenbough Homes, Marisol Seegers. "It hasn't been based on how much she has given in numbers or financially, it has really been more about quality time and the love that she pours on to others."

Regina's generous stewardship became evident when one of her team members recognized swelling in the head of her newborn son, Logan. After rushing to the doctor, Rachel and her husband Chris, a Midland builder for Betenbough Homes, found out Logan had hydrocephalus and needed emergency surgery. With no family in the area to rely on for support, Rachel and Chris took emergency transport to nearby Lubbock late one Friday night.

The next day, Regina and her husband Roy traveled to Lubbock and spent most of their Saturday in the hospital with Rachel, Chris, and Logan.

"They dropped everything and stayed with us the entire time. Throughout all our time in Lubbock and after we came home," said Chris. "Anything we needed they were constantly calling and asking how they could help."

"What is so special about Regina is that she is generous with what is most valuable to us, which is her love and her time," said Nick Sandoval, warranty manager in Midland. "We can donate money, we can donate food, we can give everything we can. But our time is very precious to us. And the way Regina gives it so freely – it's really inspirational."

CONGRATS REGINA! WE ARE SO PROUD OF YOU!

CONGRATS KRISTIN! WE ARE SO PROUD OF YOU!

"Kristin is so full of love and thoughtfulness, but one thing that maybe not everyone knows about her is how generous she is," said Alyssa Timmons, event services manager for The Willows Event Center.

Alyssa shared her personal experience of Kristin's generous stewardship when Kristin jumped in to help Alyssa with a project for a nonprofit Alyssa was involved with.

"I got roped in to competing in one of our fundraisers," said Alyssa. "I remember coming to work one day so stressed. After I told her what was going on, she looked at me and she said, 'Why don't you come over tonight and I am going to do this with you?' She didn't ask, 'do you need help?' she said, 'I am going to do this with you.' In a time when time is money, her being willing to spend time outside of work, after a very stressful day, just meant the world to me."

Kristin's coworkers say she is always on the watch for opportunities to be generous.

"Kristin provides a beautiful example of what generosity can be," said cultural engagement manager at Betenbough Business Services, Rynn Day. "Numerous times I have seen her help out with other teams' projects outside of work."

The nonprofit Alyssa serves with is South West Parkinson's in Lubbock. It holds a special place in her heart, as her grandmother was recently diagnosed with a form of Parkinson's.

"The fact that she helped me with this sculpture for this competition for a nonprofit that she had no idea about - it meant the world to me," said Alyssa. "She saw that I was having a stressful day, and she saw something was wrong. But then she took the next step - she took the action to help. And that's what made all the difference."

GENEROUS STEWARDSHIP AWARD



KRISTIN POWELL

MEDIA DESIGN SPECIALIST | HOME OFFICE
BETENBOUGH BUSINESS SERVICES

04.17 AWARDED AT
FAMILY MEETING



UNITY AWARD

REMY RIOS

WARRANTY MANAGER
LUBBOCK WEST
BETENBOUGH HOMES

08.14 AWARDED AT
FAMILY MEETING

"Knowing Remy as a person has made me a better person, how he grows us workwise and in family life. It's just amazing," said Mark Singleton, Lubbock West warranty coordinator for Betenbough Homes.

Remy's team is very familiar with his positive leadership; however, when a conflict came up with a local trade partner on the construction site, Remy went above and beyond to help.

"We had two trade partners that were not seeing eye-to-eye on a situation," said Kathryn Miller, general manager for Betenbough Homes in Amarillo. "They were actually almost ready to go fight."

Kathryn continued, "I found out later that Remy actually went to one of the trade partners and talked him down. He dug into the situation."

By leaning into the conflict, Remy was able to find out that the trade partner was having a rough time at home and had some extreme family situations taking place which were putting pressure on him at work.

"Remy digging into that allowed for the opportunity for him to pray with this trade partner and really speak life over him," said Kathryn. "That is what the Kingdom is about. Really looking at people for who they are and knowing when they are doing something that is out of their character, and really speaking life into them."

Kathryn continued, "For someone to stop and notice - I mean, all of us want to be noticed! He stopped and noticed him and prayed for him, and that is just phenomenal in my book."

CONGRATS REMY! WE ARE SO PROUD OF YOU!

GENEROUS STEWARDSHIP AWARD



AMY KNOWLTON

PROJECT COORDINATOR
HOME OFFICE
KINGDOM AT WORK

08.14 AWARDED AT
FAMILY MEETING

"At the farmers market sometimes it's really nice and sunny and you really want to be out there, and sometimes it is below freezing, and you might not want to be out there," said Shawn Peacher, farmer at Alcove Farms. "But Amy comes out any way. And so rain, shine, snow, Amy is coming out anytime she gets the chance. And that just really shows her generosity."

Amy had been described by her coworkers as having a generous heart and giving of herself in many ways, not just because she wants to fill her calendar, but because she wants to serve people.

"I have gotten the privilege of working together with Amy," said media design specialist, Kristin Powell. "I get to see her heart. I see the way she serves everyone in the company. I just think about all the instances where I show up to something and she is already there or has already been serving."

Kristin shared how Amy is the first one to step in and help, not waiting for someone else to volunteer.

"She just sees the need," Kristin said. "I think she just wants to take care of other people. And it's just a really special thing to get to see that."

CONGRATS AMY! WE ARE SO PROUD OF YOU!

CONGRATS NICK! WE ARE SO PROUD OF YOU!

"I think Nick goes beyond being financially generous. Nick gives of himself; I think that is really special," shared Meghan Johnson, connections coordinator for Betenbough Homes in Midland.

Meghan shared how she witnessed Nick taking care of one of his warranty coordinators, Allie Medrano and her daughter Karen. Karen wanted to go to camp with the church youth group she attends. Meghan's husband Kyle Johnson leads the youth ministry there.

"I don't even think I had told Allie how much [camp] would cost yet," said Meghan. "But I think Nick and Ben overheard me talking to my husband Kyle about it on the phone. Almost immediately, Nick came to my office with an envelope of money and put it on my desk."

Meghan continued, "I remember asking him, 'did you just have this laying around?' kind of teasing him. And he got serious, which Nick doesn't always do, and said, 'I wait for opportunities like this. When I heard you talking about Karen wanting to come to camp, I knew this was something God wanted me to do.'"

Allie shared her gratefulness for Nick, "It just amazes me how much he loves people. And you feel it is genuine."

"The way Nick cares for us inspires us to do more," said Ben Barton, a coworker and detail manager. "He listens, he gives, and he inspires action in us to do the same for the people we encounter every day."

GENEROUS STEWARDSHIP AWARD



NICK SANDOVAL

WARRANTY MANAGER | MIDLAND
BETENBOUGH HOMES

08.14 AWARDED AT
FAMILY MEETING

CONGRATS JOSH! WE ARE SO PROUD OF YOU!

"Josh is like the big brother," said Amy Baker, purchasing coordinator for Betenbough Homes. "He is there for us and always supports us."

Josh was explained by his peers to be a co-worker who balances a strong work ethic while also being generous with his time, resources, and knowledge.

"There are things Josh does that not a lot of people know about. He always offers to help when our cars break down and he will research car parts to help," said Jakie Diggs, benefit specialist for Betenbough Business Services. "You can count on Josh jumping in and being so helpful."

Another coworker shared how Josh impacted her personally.

"I was new at the company and was going through some personal struggles," explained Lindsay Carney, human resources generalist for Betenbough Business Services. "He went to his teammates and encouraged them to pray for me every day. The fact that he didn't even know me but cares that much really reinforced what I heard about our culture."



GENEROUS STEWARDSHIP AWARD



JOSHUA WELDY

TITLE MANAGER | HOME OFFICE
IMPACT TITLE



11.13 AWARDED AT
FAMILY MEETING

EXCELLENCE AWARD



DARREN BROWDER

BUILDER
MIDLAND
BETENBOUGH HOMES

11.13 AWARDED AT
FAMILY MEETING

"Darren is an inspiration in every area of his life. He is a great dad, he is a great builder, but I think the thing that makes him a great builder is his heart," said Lora Robertson, experience specialist for Betenbough Homes in Midland.

Darren is noticed by his peers for having a huge heart for our trade partners, while also flying below the radar because he doesn't want the attention for it.

"The trade partners are always top priority in his mind. He will do very intentional things," explained Lora. "He will set up lunch tables in a garage for the trades and also makes sure there is a translator with him so that he is able to connect and communicate."

Darren is also known for attending his trade partners kids' birthday parties and family member funerals, so he was disappointed when he couldn't attend our company Trade Partner Appreciation Day.

"Darren was so upset he couldn't be there, but he sent his teenage son, who was familiar with the trades because Darren brought him along on so many of these outings," said Meghan Johnson, Midland connections coordinator for Betenbough Homes. "His son was so comfortable to be there without Darren which shows the example Darren sets for his son."

CONGRATS DARREN! WE ARE SO PROUD OF YOU!



LORA ROBERTSON

EXPERIENCE
SPECIALIST | MIDLAND
BETENBOUGH HOMES

11.13 AWARDED AT
FAMILY MEETING

CONGRATS LORA! WE ARE SO PROUD OF YOU!

"Lora gives of her time, her emotions - she just loves to help people," said Jody McGee, Midland construction manager for Betenbough Homes. "She will make room for you and does that every single day."

According to her peers, Lora displays generous stewardship in so many intentional ways. She is described as a good listener and intentional with the "nudges" she feels to help others.

"One day I was eating lunch with Lora and we went by her house where I noticed a car and asked her about it," explained Meghan Johnson, Midland connections coordinator for Betenbough Homes. "Lora explained that they were praying through giving that car away to someone in need."

Later that evening, Meghan's husband described someone at his work that was in need of a car. It seemed to be a Godsend, and Meghan connected Lora with Angie, the woman in need.

"Lora didn't even know me, but she made sure that the car had a new battery, she replaced the windshield, and got it detailed from the inside out," Angie said. "All this just for me to pick up the car. What wonderful people and was such a blessing for me. It makes me want to do the same thing."

GENEROUS STEWARDSHIP AWARD



"I think that with Edie, her willingness to help. Anything you ask of her she is willing to do, what she does every day, it just shines," said Alyssa Timmons, event services manager for The Willows Event Center.

Edie's peers would describe her in one word, joy! She has been known to take the time to make sure people are seen, heard, and loved.

"About a year ago, Edie met a girl named Neiba. Neiba had recently lost her mom," explained Ariel Gargula, event sales specialist for The Willows Event Center. "When Edie found out that Neiba didn't have somewhere to live, she opened up her home - that to me is love in action."

Another stand-out opportunity came with a customer of The Willows Event Center.

"There was a sweet couple that came in and we found out that their wedding venue was double-booked, and they needed a venue in three days," said Alyssa. "Edie was so attentive to their needs and helped provide a solution and the couple was able to have a beautiful wedding ceremony in a pinch."

These examples are just a few of the many ways Edie demonstrates her willingness to help those around her.

CONGRATS EDIE! WE ARE SO PROUD OF YOU!

EDIE GUESS

GUEST SERVICES | HOME OFFICE
THE WILLOWS EVENT CENTER

01.19 AWARDED AT
WINTER RETREAT

CONGRATS KRIS! WE ARE SO PROUD OF YOU!

"I can call Kris and I know that he is always going to be on it. I can count on whatever he does will be amazing and excellent," said Alyssa Timmons, event services manager for The Willows Event Center.

Kris has been spotted as the "go-to" guy for projects around the office. From arbors and display windows to a custom whiteboard that turn into a vanity, Kris's peers have noticed both his eye for excellence and his talent.

"He is such a giving and talented man," said Misty Pollard, senior graphic designer for Betenbough Homes. "He has great ideas and knows how to make things top notch."

"He raises the bar with everything he touches and has helped me bring excellence to several marketing projects including our gallery walls, display windows and anything else we might need," said Misty.

Kris is famous for paying attention to the little things, even ducklings.

"Each year we have ducklings in our home office garden pond and Kris noticed that they were having a little bit of a hard time getting into the pond. So, he made them a duckling ramp," explained Alyssa.

"When I think of that little duckling ramp," said Alyssa, "it reminds me of the kind of person Kris is."



EXCELLENCE AWARD



KRIS SMITH

FACILITIES MAINTENANCE
COORDINATOR | HOME OFFICE
THE WILLOWS EVENT CENTER

01.19 AWARDED AT
WINTER RETREAT



MISTY POLLARD

SR. GRAPHIC DESIGNER
HOME OFFICE
BETENBOUGH HOMES

01.19 AWARDED AT
WINTER RETREAT

"When I think of Misty, I think of someone who loves and cares deeply for others. I think of her as a quiet servant," said Lauren Hays, director of sales support for Betenbough Homes.

Misty was described by her peers as one that never desires attention but always anticipates the needs of others. Her generous stewardship really shines when connecting with coworkers' children in a special way.

One of the ways she has demonstrated this core value was with some very special furry friends. Lauren had asked Misty to help repair two very "well-loved" stuffed animals, Duck and Bunny, that belonged to Lauren's twins. Instead of just sewing the holes up, she added stuffing, reinforced them and made them good as new.

"That she went a step beyond to help my family - that means the world to me," said Lauren.

Misty has befriended BriAnne's daughter as well, who serves as one of our connection coordinators for Betenbough Business Services.

"She went on a work trip and brought a present back for my daughter," BriAnne explained. "They have become such sweet little friends. That is who Misty is, she cares and shows love in all different types of ways."

Misty has given of her time in numerous ways, including a school project.

"My daughter had a school project to dress up like Frida Kahlo. Misty had previously dressed up as Frida at a company meeting and so I asked if I could borrow that outfit," said Jeanna Roach, vice president of sales and marketing for Betenbough Homes.

Misty no longer had that costume so instead Misty chose to go on her lunch break and buy the supplies to make a new outfit.

"Instead of just the headband, she brought the entire costume," said Jeanna. "She is so generous with her time!"

CONGRATS MISTY! WE ARE SO PROUD OF YOU!



FAMILIES TRANSFORMED

ROY AND REGINA SANDERS' STORY

In 2019, Roy and Regina Sanders shared some significant impact they experienced on their 2018 vision trip to the Thailand. The story was so powerful we asked them to share at our November 2019 all-company family meeting to highlight the impact vision trips can have on employees.

Vision trips offer the unique opportunity for employees and their families to travel around the world and experience the global impact of our ministry partners. These adventures provide a shift in perspective

and carry a unique purpose for each traveler.

"When participants keep an open mind and a willing heart, sometimes the most unexpected moments will leave

a lasting impact," said global engagement coordinator, Courtney Frost. "I know this was the case for Sanders."

In 1982, Roy Sanders, area development manager for Betenbough Homes, joined the Midland Police Department. He patrolled the streets of Midland for 25 years, averaging four to five arrests per week – many of those men and women still serving time to this day. When Roy joined the Betenbough family in 2017, he had no idea how his previous job as a police officer and his current job would collide when he and his wife Regina, also employed at Betenbough as a closing specialist, traveled to Thailand on a vision trip with our ministry partner, MANNA Worldwide.

Roy and Regina, thinking maybe Israel or Brazil would be the trip for them, did not expect to go to Thailand. “Then, right before the vision trip sign-up deadline,” Roy explained, “we really felt led to select Thailand as our first choice. It was just a feeling, and we believe that our gut feeling is a leading of the Holy Spirit. I really felt we needed to go to Thailand, and I had no idea why.”

While in Thailand, the team had an opportunity to visit a refugee detention center. MANNA Worldwide works with missionaries in Thailand to supply needs to Pakistani refugees fleeing religious persecution. These refugees travel to Bangkok because there is a United Nations office where they can apply for refugee status. Upon entry, they are given a 30-day



What is a vision trip?

Vision trips are week-long international trips that allow our employees to ‘catch the vision’ of what God is doing through our ministry partners around the world.

"THIS TRIP TO THAILAND CHANGED MY LIFE, CHANGED MY HEART, AND REMOVED WALLS."

ROY SANDERS



ROY + REGINA SANDERS, 1982

visa; however, the process to gain refugee status can take four years or more. Many of them are caught after their visa expires and sent to a refugee detention center, where living conditions are grim.

Regina remembered, "The most heart-wrenching moment for me was when we went to the detention center. I was visiting with a mother and her teenage daughter. They had been in the detention center for three years, separated from their family but willing to stay there instead of going back

to their home country out of fear for the punishment they would receive."

"Men and women are separated and only allowed to see each other one day a month, separating families and stripping them of the way of life they once knew," said MANNA director for southeast Asia, Ryan Jones. "These detention centers feel more like prison than anything else."

Roy reflected on the day they visited the detention center. "I'd been having a blast on the trip and then suddenly I felt so much anxiety. I had a brother who was in prison for many years - I even assisted in getting him to voluntarily turn himself in. I always refused to go with my family to visit him. I had always thought, 'You do the crime, you do the time'," Roy said.

Roy's past experiences as a police officer came flooding back as he stood in front of the detention center in Bangkok. He went on to explain, "I have placed many, many people in jail and I did not want to go and visit them. My heart was hardened about everyone that was being detained, and I never wanted to step inside a detention center. I felt that I had no business being there and I had nothing I could do for them.

My biggest fear was being judged as a police officer - everyone inside a detention center hates police officers."

Roy did not know if he could bring himself to walk inside, but he remembered the promise he made: 'I will try everything on this trip even if it forces me outside of my comfort zone.' At that moment, Roy realized this was an opportunity he did not need to pass up.

As Roy entered and passed the guards, an overwhelming feeling of peace took over him. After years of putting people in jail and viewing them as criminals deserving of their punishment, he began to view these men and women in a completely different way. Roy explained, "I began to see men behind bars as children of God, not as criminals. All my life, my sins were no worse than theirs. I realized this moment is why God led us to this trip."

Roy expressed, "Regina and I left a piece of our heart in Thailand. This vision trip changed my life, changed my heart, and removed walls. I have a different perspective of people being detained. I now see them as fathers, sons, and grandsons. My God loves them just as much as He loves me."



THE UTSEY FAMILY

14
VISION TRIPS

206
TRAVELERS

08
MINISTRY PARTNERS

\$857K
INVESTED IN 2019 VISION TRIPS

Greg Utsey, construction manager in Amarillo, and his wife, Deanna, felt a tug on their heart to visit Christian Ministries in Africa (CMIA) in Kenya for their family's very first vision trip. With two teenage kids, Caleb and Braxton, they had been told the trip was an awesome family experience.

They never imagined how great of an impact Kenya would leave on their entire family. "We left a huge piece of our heart in Kenya. I saw a side of my kids that I had never seen before, and the biggest impact for us was watching our boys," Greg said. Caleb and Braxton instantly stepped

outside of their comfort zones and created bonds with the kids at CMIA that would alter their own lives forever. Both Caleb and Braxton decided they wanted to be baptized while in Kenya. So, in front of the team one night, Cal Zant, president of Betenbough Homes, baptized both boys in the hotel pool.

Greg and Deanna are forever grateful for the eternal impact the trip left on their family. Greg stated, "We went there thinking we would impact kids' lives, and they ended up leaving a huge impact on us."

OUR

**SECTION TWO • OUR NEIGHBORS
AND PARTNERS**

We are fortunate to be a part of four different communities in West Texas. This section highlights just a few of the stories of impact from our customers and partners from the communities in which we do business.

NEIGHBORS

AND PARTNERS



OPPORTUNITIES

A DECADE OF IMPACT

Q + A WITH COREY LUSK AND DOCK CARRIKER



COREY LUSK

2019 brought many new initiatives for our trade partner relationships. Throughout the year we held our first Trade Partner "Christmas at Thanksgiving" event, provided 38 zero-interest loans, handed out Christmas bonuses, and celebrated the 10th year for the annual Trade Partners Leadership Conference (TPLC). To celebrate this significant impact, we chatted with Betenbough Homes employees, Corey Lusk, vice president of operations, and Dock Carriker, construction coach, to catch a glimpse of the impact they have witnessed through the conference and our other trade partner initiatives.

COREY, YOU PROVIDED THE FOUNDATIONAL INSPIRATION FOR THE FIRST TPLC. CAN YOU EXPAND ON WHAT SPARKED YOUR INITIAL VISION?

COREY: The vision for TPLC started in 2009, a year after we had started building homes in the Permian Basin. In fact, the very first conference was in the Permian Basin, and we didn't have a conference in Lubbock until years later. Building a trade base in the Permian was tough, and I could see many trade owners struggling to build a team and raise up leaders, even though they were very skilled in their trade work.

My thought was if we could put together an event where the owners and crew leaders could get some leadership training to help them think bigger, become better leaders - they would be more successful as a person and ultimately be a more successful business. Now, a decade later, between the two conferences in 2019 we had 190 trade owners and leaders attend. This year was the biggest attendance we've had!

DOCK, THIS IS YOUR 5TH YEAR TO BE INVOLVED IN THE CONFERENCE. WHAT IMPACT HAVE YOU SEEN?

DOCK: Wow, what a blessing this event is! I have been passionate about this conference ever since my first one in 2014. This conference is an amazing tool to pour into our trade partners. It is the only leadership and spiritual inspiration many of our trade partners receive - we are sowing seeds. This year we highlighted a trade partner who really gets it and that is so exciting! Bernie Santillana, with Voltec Solutions LLC, has attended TPLC and even a Kingdom At Work workshop. He is actively developing leaders on his team, and we were able to create a video to share his story at the conference.

MANY OF THE TRADES ARE SPANISH SPEAKING, SO WHAT TOOLS HAVE YOU IMPLEMENTED TO MAKE SURE THEY CAN ENGAGE WELL?

DOCK: At the conference, we provide table headsets for all trades who desire interpretation during the conference. During our most recent conference, one of our Permian Basin partners who only speaks Spanish shared a moving testimony.

COREY: Yes! Ramon is one of the owners of General's Plumbing and after a group discussion about the importance of feedback in our work culture, he raised his hand to share something with the whole audience so one of our builders translated for him. Ramon said:

"I have become a better leader by listening to the feedback that the builders and managers have always brought us in our plumbing business. We want to be better so we can all get better. When I receive feedback from a Betenbough team member I have always received that in a way that made me feel like I am a part of the team and we are team

members helping each other. I hope that feedback continues because we have been blessed to be a part of it."

COREY: You could tell that Ramon shared this from the most passionate place in his heart and when he was done, there wasn't a dry eye in the room, including me. It was very moving, and it affirmed that a very reserved Ramon truly felt like he was in a safe environment where he could share his heart with others around him. This was a big deal, a big growth moment.



DOCK CARRIKER

2019 TRADE PARTNER EVENTS

2 TRADE
PARTNER
LEADERSHIP
CONFERENCES

5 TRADE
PARTNER
APPRECIATION
EVENTS

5 TRADE
PARTNER
THANKSGIVING
LUNCHES



38

ZERO-INTEREST TRADE
PARTNER LOANS

\$39K

INVESTED IN TRADE PARTNER
APPRECIATION DAY



Fun Fact:

2019 was the first year for a select group of trade partners to manage work for their respective trade in all five of our regions. Bernie with Voltec handles all electrical, Neil Loewen handles all vinyl siding, and David Jones handles all storm water drainage.

TELL US A BIT MORE ABOUT ZERO-INTEREST TRADE PARTNER LOANS.

COREY: Well, trade partner loans were around when I got here 13 years ago, inspired by Rick Betenbough and Bob Smithson. We have now put guidelines in place to guide these loan amounts with each request, which is largely based on the history of our working relationship with each trade. There are times a trade needs help to keep their business healthy and growing. In turn, we know that our business won't be healthy and growing if our trade's business isn't the same. For example, Olga Morenno and Izzy, her husband, started their own concrete business after receiving a trade partner loan. At the most recent trade partner event, they shared how the ability to have that loan gave them the confidence to take that step of faith, and today we still work alongside them, and they have a successful, budding business.

\$52K

INVESTED IN TRADE PARTNER
CONFERENCE

\$18K

INVESTED IN TRADE PARTNER
THANKSGIVING LUNCH

\$180K

INVESTED IN TRADE PARTNER
BONUSES

INFLUENCING LEADERSHIP

All the brands that are part of the Betenbough Companies family are honored to partner with talented vendors and trades that make our work possible. There is no better example of this than our Betenbough Homes commitment to build a partnership with our trades by helping them grow their businesses while they build our homes. This means providing consistent and reliable work, a focus on relationship building, and providing opportunities for leadership training.

One of those valued trade partners is Voltec Solutions, LLC. Voltec specializes in wiring work for new residential construction projects. Bernie Santillana started the El Paso based business about five years ago and is currently the owner and operator of the business.

"Bernie and I have been working in framing together for a little over a year," said David

Zickefoose, builder in our Lubbock South region. "I can't imagine a better trade partner to do business with."

"I started with three guys, and we are at a total of 30 guys now," said Bernie. "We started in Odessa and then expanded to where we have all five regions now - just for Betenbough Homes."

Voltec made the most of the partnership and started attending Betenbough Homes Trade Partner Leadership Conferences. Bernie's childhood friend, Fernie Avalos, who helps manage Voltec operations, had a front row seat for the growth of Bernie's business and personal leadership.

"I've known Bernie for a long time. I grew up with him back in a small town outside of Odessa called Fabens, Texas," said Fernie.

"There was a particular instance where I remember seeing Bernie as a leader trying

to impart his goals and standards to someone else."

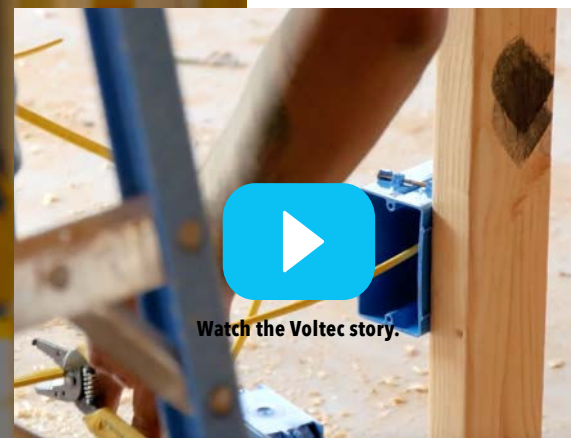
One such example is Jerry Jimenez. Jerry is an employee at Voltec and got his job by chance when he met Bernie, who was roofing on a job site.

"I thought he was doing some sort of construction," said Jerry. "So I asked him if I could have a job. That's when he told me he was the electrician. I thought, well might as well try it."

This moment stuck out to Fernie. "It caught my attention that Bernie didn't say no to Jerry just because he didn't have the experience or know anything about being an electrician," said Fernie. "Bernie just saw a possibility. That if he could put time and effort into this guy, he could be a future leader."



BERNIE SANTILLANA



FERNIE AVALOS

Bernie thought back on the first time he met Jerry on that job site. "I saw the humbleness that [Jerry] had," said Bernie. "I saw that he was a kid that I could teach."

Bernie knew the value of believing in someone – it was something he wished he had more of when he started out.

"I asked God several times - why is this so hard? And God made me understand that there are people out there that need help," said Bernie. "I wish I could have had that," Bernie continued as he reflected on his own growth as a leader. "I had to believe in it. At first it was just work, until I started attending Betenbough's trainings. That is what opened my mind to how I wanted to show other guys electrical and teach them the right

way to do it. To pass my experience to someone else."

It's been 2 years since Jerry met Bernie, and he now has a whole new profession ahead of him. In his two years with Voltec he has learned how to do electrical work for "rough-ins" and trims and now leads his own team.

Fernie reflected, "I mean today, [Jerry] is actually leading one of our crews for electricity - and he is awesome. It is all because of the effort and time Bernie put into him. Bernie didn't see someone with no experience, he saw potential. And that if he would take the time to build a leader, sure enough, it would pay off."

"[Bernie] has really taught me personally,

that your job is basically your signature," said Jerry. "It has helped me to look at everything I do, to do my best.

Bernie smiled as he shared, "I mean he is a young kid, he started with me at 18. I started electrical when I was 24, and I am 35 now." He laughed and continued, "I mean if he can do way better because he is younger than me, I mean, I see him running his own business and being a successful man. That's what I see in him."

JERRY JIMENEZ





JOSE + ESTER GARCIA

A FAMILY REUNION

Betenbough Homes makes the dream of owning a home a reality for families. For most families, they are looking for a place to call home. For Jose Garcia, a place to call home was a prerequisite for being with his family.

"THEY HAVE GIVEN ME MANY OPPORTUNITIES AND IMPACTED MY FAMILY'S LIFE FOREVER."

JOSE GARCIA

Jose has worked with Betenbough Homes as a trade partner for almost 20 years. He specializes in texturing and priming walls before painters come in to finish a home. A hard worker, Jose stood out from the beginning.

One day on the job, James Jordan, a former Betenbough employee, asked Jose about his family.

"I always made a point to ask our trade partners from Mexico about their families. It was common for them to be here without their wife and children, making money to send home," said James.

"I had a soft spot in my heart for Jose. He was such a hard worker and a man of very high character. I remember asking him if he had considered getting legal help to bring his family to the United States, but the process was very intimidating and expensive," said James.

At that time, James and another home builder decided to financially contribute to the cost of a lawyer so that Jose could receive legal counsel. Jose's situation was a remarkably complicated one.

When his wife Ester was pregnant with their daughter 23 years ago, she came to the United States for a visit. While in Texas, she suddenly went into labor. Jose and Ester welcomed their daughter into the world, but chaos soon followed.

Because Ester was only in the United States temporarily, she had to return to Mexico. However, with a newborn baby, she and Jose did not feel it was in their daughter's best interest to travel so quickly. Ultimately, they made the decision for Ester and their daughter to stay longer until they were ready to travel home – a decision that cost them greatly.

The U.S. government deported Ester after the birth of their daughter. Not only was this traumatic for their family, but once an individual has been deported, it is almost impossible for them to later gain citizenship.

Ester remained in Mexico for almost 20 years, raising their children on her own.

"It was so painful not getting to watch my kids grow up," said Jose.

Every year for the next two decades, Jose did

whatever he could to try to reunite his family.

"I remember writing Jose a letter of character reference every year," said James. "Every year the application was rejected, and every year he would try again."

The government told Jose one of the reasons they were not approving the application was that he did not own a home. The government wants to know that immigrants will be joining a stable, established home.

Jose was willing to build his own home but knew that attaining a loan would be very difficult due to his circumstances.

When the leaders at Betenbough discovered this could be one of the only things standing in the way of Jose being reunited with his family, they took it upon themselves to do what they could to help.

"It is unusual for us to give a loan towards something purely personal like that," said Cal Zant, president of Betenbough Homes.

"However, with a trade partner like Jose who has worked here for so long, even longer

"I NOW GET TO LIVE WITH MY WIFE AND THREE CHILDREN, IT IS THE FIRST TIME THAT WE ARE ALL TOGETHER."

JOSE GARCIA

than me, knowing his situation and really caring about him – it was a no-brainer. It was the right thing to do and we were excited about it," said Cal.

With a loan that he quickly paid back, Jose was able to build a home for his family.

"I have quite the colorful life story myself," said Cal. "I would not be where I am today if someone had not stepped in and helped me years ago. Honestly, I may not even be alive."

Many people in our company's leadership have been given a helping hand at times, so it is something they want to offer others when they can.

"It was easy to help out Jose," James said. "He is a contributor to our community. We need more people like Jose in America and if I could do something to help bring his family here, I was going to."

Another contributor to the application process was Lubbock West's general manager at the time, and now Amarillo's general manager, Kathryn Miller.

"When I think of Jose, I think of loyalty and dedication. You cannot find many people today who have worked for one company for almost 20 years. He is also dedicated to providing a wonderful living for his family. It was my honor to write a character reference for him," said Kathryn.

Due to Jose's determination and hard work, Ester Garcia was granted entry to the United States – a victory that at times, seemed impossible.

"I now get to live with my wife and three children," Jose said. "It is the first time that we are all together."

A blessing many take for granted; the Garcia family could not be any more excited to finally be living under the same roof in 2019.

"I have a lot of respect for Betenbough Homes," said Jose. "They have given me many opportunities and impacted my family's life forever. When I take work for other companies, we only talk about work. But when I work with Betenbough Homes, I feel respected and cared for as a person."



IGNITING GENEROSITY

Communication and technology, essential for any business or organization, become even more crucial when you only have the ability to interact face-to-face with your team a few times a year. This was the case for one of our global ministry partners, Vapor Ministries. Betenbough has partnered with Vapor for eight years. As a ministry that aims to establish sustainable centers for alleviating

poverty and multiplying disciples in third-world environments, their mission clearly aligned with our purpose.

With their ministry headquarters in Sylacauga, Alabama, their profitable thrift-store business about an hour away, and teams in three different countries, Vapor experienced struggles with their

communication systems. Reliable video conferencing was essential for daily operations in order to keep their staff in the U.S., Africa, and Haiti connected.

Inconsistent platforms, along with inconsistent technology in their meeting rooms, made it challenging to connect with their remote teams in this way.

“YOU ALL SERVED US WITH EXCELLENCE AND GENEROSITY THAT FELT LIKE JESUS’ HANDS AND FEET.”

MICAH MCELVEEN

continued / **PAGE 58**

Our Betenbough Business Services IT team decided to donate time to help Vapor upgrade their systems.

"Once again the fine folks at Betenbough found a way to generously give their skill and expertise away for the benefit of others," said president and CEO of Vapor, Micah McElveen.

Betenbough's technology director, Michael White, reflected on the team's decision to donate their time. "Given our team's combined expertise in multiple video conference platforms, as well as seasoned technology integrators, it was a great opportunity for us to step in and help," he said.

In the early part of 2019, the IT team went to work planning the keys to technology success for Vapor. This included:

1. *Simple for users to plug their laptop into the rooms at HQ and start a Zoom meeting.*
2. *Maintain consistency in using Zoom, whether in a conference room or as a stand-alone meeting, utilizing their computer's mic, camera, and speakers.*
3. *Maintain on their own with minimal support.*
4. *Simple for Nairobi and Haiti to set up.*
5. *Train primary staff and support staff to operate and maintain the system.*

Each team member took on a special role for the project. Former employee and special projects coordinator, Michael Allen, took the project lead, navigating the resource and development phase, including scheduling and hardware acquisitions.

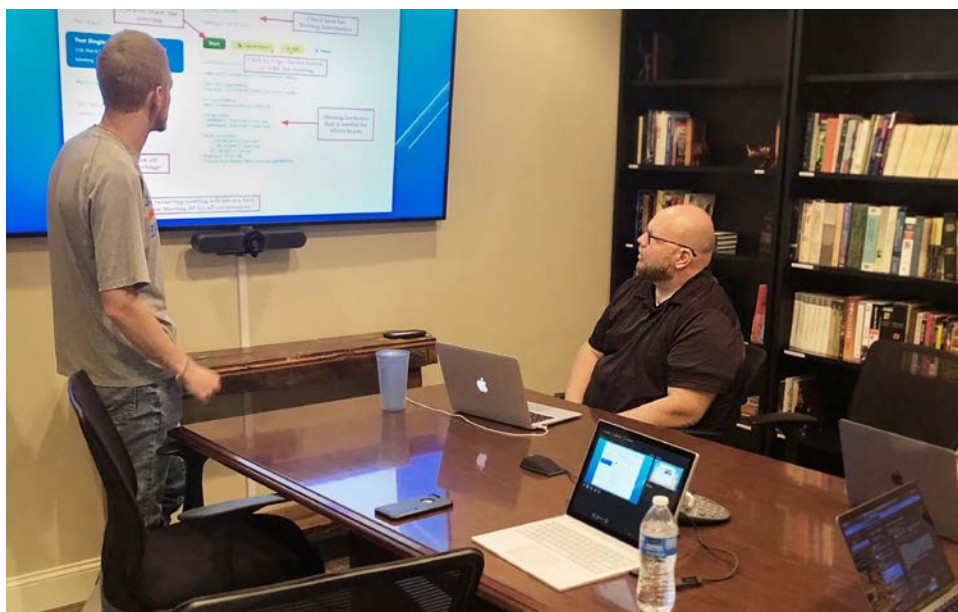
"This phase proved to be challenging, but Michael continued to pursue the best solution and keep the team on task," said Michael White.

Caleb Carrol, an IT support technician, took on the role of Zoom trainer. Zoom is the software Betenbough uses to communicate throughout our West Texas regions. Caleb provided detailed knowledge on how Zoom is intended to work with different hardware



The IT Team (from left to right): Michael White, Mark Funderburg, Chad Byrd, Bailey Oaks, Shane Skeens, Chris Lane, Caleb Carroll

**"IT WAS
A GREAT
OPPORTUNITY
FOR US TO
STEP IN
AND HELP."
MICHAEL WHITE**



configurations. He developed a custom tailored training curriculum along with detailed documentation provided to the Vapor staff.

"Caleb's passion for teaching turned into a gold mine," said Michael White. "When it came time to train everyone, the team could tell he was in his lane."

Systems engineer, Mark Funderburg, performed maintenance on the original IT system and assisted with an installation that quickly encountered a few challenges that required his unique expertise.

Over a six-month period, the team developed and implemented a top-notch system that met all the keys to success. Like never before, Vapor was finally able to meet digitally face-to-face with their teams around the world.

Micah shared his excitement. "The selection, acquisition, and installation of much needed IT hardware and software is revolutionizing our ability to more intimately communicate with our dispersed global teams. Not only can we effectively video conference, train, and provide eye-to-eye feedback, but our IT folks were poured into with knowledge and advice that has enabled us to maximize the initial investment. You all served us with excellence and generosity that felt like Jesus' hands and feet. Can't tell you how much we love you all!"

Fun Fact:

In 2019, the IT team reduced the number of help requests throughout Betenbough Companies from 7,412 in 2018 to 5,254 requests – a 29.1% decrease!

IN A NEW DECADE OF BUILDING

**BETENBOUGH HOMES CELEBRATES
10,000 CLOSINGS**



After 27 years in the making, we have closed on over 10,000 homes as of 2020. Father and son, Ron and Rick Betenbough started their home building dream together in 1992 and since then, countless lives, including those at Betenbough Homes have been impacted.

Ron Betenbough summed this celebration up quite perfectly, "Building 10,000 homes for 10,000 families is nothing short of a miracle. That's all there is to it."

"When dad and I started, I remember distinctly saying 'hey, I bet we can build

50 homes a year' and we laughed about that and were excited about that, and many times since then we've seen that the Lord's vision is a lot bigger than our vision", said Rick Betenbough, CEO of Betenbough Companies.

From a hopeful 50 closings, to a record breaking 10,000, Betenbough Homes has continued to grow internally from two, to now over 200 employees, but most importantly, the company's efforts to impact the communities it serves has multiplied because of the support of its home buyers.

IMPACT OF THIS MIRACULOUS MILESTONE THROUGHOUT 27 YEARS:

\$30 MILLION

More than \$30,000,000 in grants to local and global organizations given

1,200

TRADE PARTNERS

In 2019 alone, more than 1,200 local trades have partnered with us to build homes in Amarillo, Lubbock, Midland, and Odessa

3,000

FAMILIES

Approximately 3,000 families walk into regional New Home Centers through free community events each year

45

COMMUNITIES

45 communities across West Texas have come to fruition

275

NEW "LADIES"

275 new "ladies", or new homes, have been designed and handcrafted since 2008

JUST ONE OF 10,000 MIRACLES

It's easy to get swept up in day-to-day tasks and challenges and forget that what we're doing matters. Our home buyers' stories remind us why "more home, less money" is important.

Whitney Young, a current homeowner in Odessa, shared her home building story with us after reflecting on life in her new home over the past few months. Owning a home for her and her son, Christian, had always been a desire for as long as she could remember.

"We've always lived in an apartment, so my biggest goal was to have something to call my own. Somewhere that we wouldn't have to worry about rent going up," said Whitney.

"Deciding to buy a home was truly one of the biggest steps I've taken in my life. I wanted to set an example for my son that he can do anything he sets his mind to."

Whitney decided she was going to keep this home a secret from Christian, so on the day of their closing Whitney would be able to give her son the best surprise ever! Whitney was initially on the Priority Registration List in Midland when one day, our very own sales team member, Christie Tillis, called about a few available homes in Odessa. After looking at the 1,200 square foot floor plan, Whitney fell in love and began preparing for their life-changing day.

On the day of closing, and big unveiling of

their dream home, Whitney got Christian out of school early and blindfolded him all the way home. Not knowing how he would react or if he had caught on, she was excited to see how the next few moments would play out! When they drove up to their new home, Christian took off his blindfold as Whitney asked, "What does that sign say?" Christian, a bit confused, said, "Welcome home? It's a home." "And do you know who's home it is?" Whitney softly asked. "Is it theirs?" Christian pointed at our employees watching. "No, guess again!"

Whitney told her son, who was in disbelief, as he began to weep. Christian couldn't believe it was his. "Ours?" asked Christian as he embraced his mom. Overcome with



Click to watch
Christian's reaction.



WHITNEY + CHRISTIAN YOUNG

joy and emotion, Whitney said, "That's your home buddy. This is your brand-new home. Look at it! That's all yours... it's all ours!"

Our experience specialist, Lora Robertson, walked alongside Whitney during her home buying process. From the frame tour to the welcome home celebration, she could tell this home was such a dream come true for Whitney.

"It was a welcome home celebration where you're almost more excited for the homeowner than they are. It makes what we're doing so meaningful," said Lora. "It just makes you want to keep doing what we're doing - create more home for even less money for the people who don't think

they can afford their own home until they find Betenbough Homes."

When we asked what Whitney would tell anyone who was scared to buy a home, she said, "I'd tell them that nothing changes, if nothing changes. You've got to have courage to take that next step. This was by far one of the best decisions I've made in my life and I thank God every night for this beautiful home - a place for us to peacefully lay our heads down at night."

Whitney cried, Christian cried - we all cried. This 1,200 square foot home was a miracle for a mother and her son, and it's safe to say, it was a miracle for us too.

1,086

HOME CLOSINGS ACROSS ALL
REGIONS IN 2019

26,185

CUSTOMER APPOINTMENTS

722

ONLINE SALES APPOINTMENTS
SET IN 2019



The software development team (from left to right): Trisha Nag, Michael Horton, Justin Aguilar, Quan Nguyen, James Woodley

CULTURE OF INNOVATION

Q + A WITH MICHAEL HORTON

In 2019, our software team was excited to innovate and experiment with fellow home builder, Arise Homes. We sat down with the team to reflect on the year.

2019 WAS A BIG YEAR FOR YOUR TEAM - CAN YOU GIVE US A BRIEF OVERVIEW ON SOME OF YOUR BIG PROJECTS?

MICHAEL: Getting our main software product ready for another home builder was one of our biggest projects of 2019. We are calling it the multi-tenant homes project - because our software is called "Homes". Arise Homes, based in the Kansas City area, is one of our newer partners through Kingdom At Work. They showed an interest in our custom home building software which prompted discussions on what

it would look like to provide our software in the marketplace. We decided to start small, and experiment specifically with our partner, Arise Homes. Our team broke up the software into modules, so we could enable Arise Homes to start scheduling homes for construction just like we do. That was released to them in July 2019, and then we immediately started working on other modules afterward. Just a few months ago we turned on a purchasing model for them with more to come soon.

Creating regional dashboards was another big project. We completed an endeavor to build key performance indicators for each of our region's general managers, allowing them to keep their finger on the pulse of their regions. The team also created an options margin analysis tool which provides a way to know very closely what our cost and margins are on each option we offer in our homes.

WHICH PROJECT WAS MOST EXCITING FOR YOUR TEAM?

MICHAEL: By far, the multi-tenant homes project has been the most challenging, fun, and exciting for us, because it's taken all of us to find ways to make our current software work for other builders who might do things a little (or a lot) different than us. It's still on-going, and we have a lot of hurdles yet to jump before being ready, but it's stretching

us and making our software better for Betenbough as a whole.


WHAT ARE SOME OF YOUR PLANS FOR GROWTH IN 2020?

MICHAEL: As we are committed to getting our software ready for other builders, we know that our team will need to grow, so we'll definitely see added team members to accomplish this goal. Additionally, we are growing in new technologies that will allow us to be more scalable (do more with less), and be more productive with the team members we have. At the same time, I know that Betenbough Homes employees are thinking up great ways to improve our systems, so I'm positive there will be growth in the way of functionality for our teams within all our systems.



Fun Fact:

2019 was the first year to beta test our software platform with another home builder

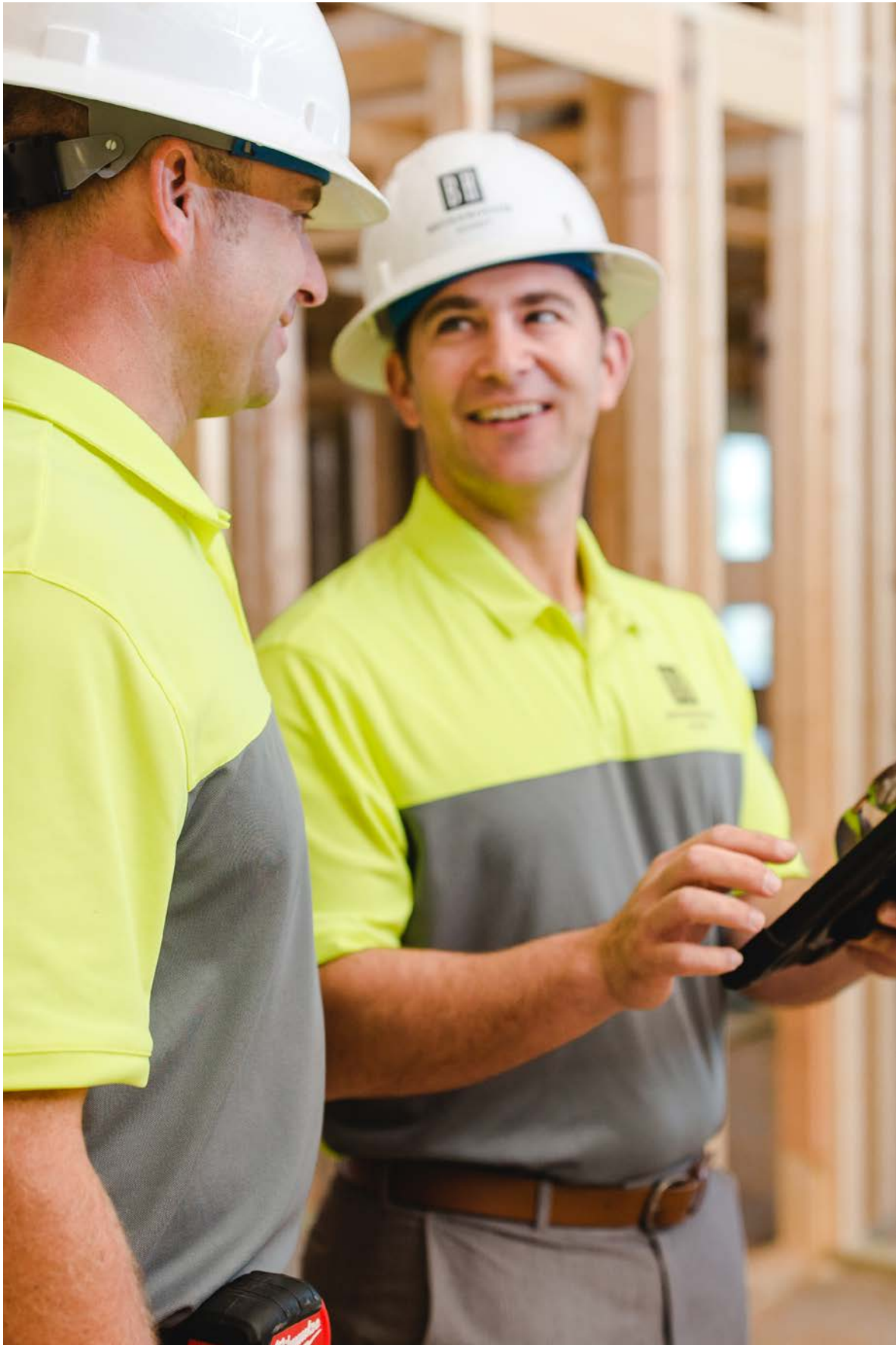


OUR

SECTION THREE + OUR WORK

This section is about our work in the marketplace. With a desire to provide an excellent product, we strive to continuously innovate and adapt some of our processes. This section showcases the experiments and tinkering in 2019.

WORK



MORE HOME

BUILD. SERVE. IMPACT.

Betenbough Home's mission has always been to offer more home for less money, and more than ever, homeownership for first-time home buyers is possible!



A FEW STATS FROM 2019

1,400



*homesites released
(40% more than 2018)*

5,123



new home advisor calls

1,233



*homes sold across
all regions*

5,480



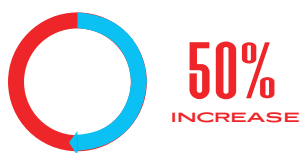
new prospects generated

2019 WELCOMED:

NEW COTTAGE COLLECTION

- Charming homes priced \$15,000 - \$20,000 less than our most affordable plans
- Greater homeownership opportunities for a new segment of first-time homebuyers
- 1,100 - 1,200-square-foot, three-bedroom, two-bathroom, one-car garage homes

PERCENTAGE OF GROWTH IN DESIGN AND CONSTRUCTION



*More homes
("new ladies")
designed and
released*



*Reduced
number of plan
corrections by
half*

NEW AND IMPROVED FLOOR PLANS

- 11 new floor plans added to our portfolio
- Product diversity with decorative slurry on exterior elevations
- Upgraded interior options such as Craftsman-style trim around doors and windows and tiled showers
- Goodbye Betenbough Beige, hello Gracious Greige! Paint that is.

APRIL



BRIANNA



MACI



AMY



AMELIA



NEW TRIM



NEW TILED SHOWER



CONTINUING OUR COMMITMENT TO AFFORDABLE HOMES IN MIDLAND & ODESSA

Over the past decade the Permian Basin has seen an influx of new families and industry brought in by the oil industry – creating a sustained housing shortage and a high cost of living. In 2019 alone, our priority registration list on average held approximately 400 people in both Midland and Odessa, equating to a more than a year-and-a-half wait for a new home.

As a cost-plus builder, we strive to offer the most affordable new homes in the Permian Basin with starting prices as low as \$142,950 in 2019. According to the Permian Basin Board of Realtors, the median home price is \$313,800, hindering homeownership for many residents.

"We were continually reading national and local articles highlighting the desperate need for affordable housing in the Permian Basin, and meeting wonderful people who were in desperate need for a home," shared vice president of sales and marketing, Jeanna Roach. "As a home builder, we are in the perfect position to help."

Throughout 2019, we focused on creating opportunities to help home buyers in the Permian Basin find more home for less money. With this vision in mind, Betenbough Homes gave back a total of \$1,375,000 collectively, to home buyers that were in the process of building their homes in Midland, due to increased efficiencies and a decrease in our underlying costs. As a cost-plus builder, we believe that just because you can charge more in a market doesn't mean you should.

In Odessa, we purchased more land which would allow 500 homes to be built at an affordable price for Odessa families. This investment allows our team to help more families on the priority registration list get into their dream home as quickly as possible in the Permian Basin market.

Our home buyers are at the heart of each of these decisions – the growing families

who need more than an apartment to call home, the first-time buyer who trusts us to build their first home, and the working individuals who don't make six-figure salaries, but love Midland and Odessa and call those communities home. Whatever their story is, it is a priority to us.

Because of them, the Essential Role Priority List (ERPL) was born. We want to use our business and expertise to continue building a stable, strong community and to better serve homeowners and home buyers in the Permian Basin. Through the ERPL, we are giving individuals working essential roles (nurses, teachers, first responders, active military, and city staff) the ability to "skip the wait" for a new home. The truth is, it can often be tough for people who work in these essential roles to afford to live in Midland and Odessa, where apartment rent can be over \$2 per square foot (more than double Lubbock and Amarillo). School districts are hundreds of teachers short of what they need to adequately staff schools.

"We've heard stories of the district finally recruiting a teacher and even having a signed contract for them to come there to work, but once the teacher started looking for a place to live they had to withdraw that commitment

**"WHEN WE
TAKE CARE
OF OUR
RESIDENTS
WHO PLAN TO
STAY LONG
AFTER THE OIL
BOOM, WE
ARE BUILDING
STRONG
COMMUNITIES
AND A STABLE
HOME FOR OUR
FAMILIES."**

CHARLIE COOKE



JIMMY RODRIGUEZ



MIDLAND CONSTRUCTION TEAM



ERIC MAHAFFEY

because there was no way they could make it work financially," said Marisol Seegers, Midland sales manager.

However, the monthly payment on one of our homes can potentially be half of what apartment rent has been there in the past! While a lower monthly payment is a benefit to everyone, we want to prioritize those roles that are essential to the city and can't afford other options or would have to commute an hour or more to make it work.

"We are grateful for the economic impact the oil industry has brought, and we want the boom to have a lasting benefit," shared Charlie Cooke, Betenbough Homes area director. "To thrive, our communities need stability. We need roles such as nurses, teachers, first responders, and city staff to be

filled! And to keep them here, they need access to affordable homes."

While every community member is important, we have launched this initiative to serve employees who play a vital role to community safety and health, to children, and to city maintenance and growth.

"Our city governments are working diligently to support the growth of Midland and Odessa, and this initiative allows us to support them in that effort," said Cooke. "When we take care of our residents who plan to stay long after the oil boom, we are building strong communities and a stable home for our families." Through this initiative, we believe that every community member will benefit, and sustainable, strong communities will flourish for years to come.

500

FUTURE HOMES ABLE TO BE BUILT IN
ODESSA FROM NEW LAND PURCHASE

35

COMMUNITY EVENTS HOSTED BY THE
MARKETING TEAM ACROSS WEST TEXAS



2019 HIGHLIGHTS

Purchased enough land for 500 more homes in Odessa, Texas.

Increased sales of available homes by more than 50% compared to our previous highest year (2013).

Reduced warranty costs by almost 30% in a year where we went from a "one-year limited warranty" to a "two-year comprehensive warranty."

Experienced a significant price decrease in Lone Star Trails (Midland, Texas), which allowed us to give back \$1.4M to customers.

Released more new home plans than any other year.

Started master planning our communities with an intentional focus to create distinct pockets of like-sized homes.

Celebrated grand openings of three new communities: Ratliff Ridge (Odessa, Texas), Upland Crossing (Lubbock, Texas), and Lone Star Trails II (Midland, Texas). Plus, we also added building in Stanton, Texas, and Bushland, Texas.

Completed a massive public/private partnership with the City of Midland to build two miles of roads and lay two miles of a 20" waterline.

A CULTURE OF FEEDBACK

There is a saying that “God made us with two ears and one mouth for a reason.”

“As a growing company, it can be challenging to truly understand all aspects of company culture and seek out ways to hear the voice of our employees,” said director of cultural engagement, Tiffany Berry. “We continue to ask ourselves, ‘Do the core values on the wall match up with our employees everyday experience?’”



WAGGL SURVEY FEEDBACK

Four years ago, we began a journey as a company to seek out more feedback from our employees in a more anonymous way. In 2016, we initiated a partnership with a third-party survey company, Waggl. Waggl allows our team members a unique opportunity to give anonymous feedback on various facets of our company culture including: manager/employee relationships, employee engagement, team health, and more.

“Traditional surveys are primarily about grading the past. They’re secretive and not in real-time and the data is often outdated when it is released,” said Brandi Laughlin, account manager for Waggl. “Waggl is about

shaping the future. With transparent, real-time results, organizations are able to see and digest the information faster and get to the action faster than traditional surveys.”

It is said that the level of response you receive from your employees indicates their trust in you.

“The worst thing that can happen is hearing crickets at the request for feedback”, said Cal Zant, president of Betenbough Homes. “This means that your employees don’t trust you enough to tell you the truth.”

In 2019, across Betenbough Companies, we received about 73% participation in our spring Waggl survey and then saw an increase with 83% participation for the fall survey.

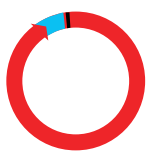
"Waggl is a great way to understand where our next point of health focus is," says Cal Zant. "An employee's experience and perspective is their reality. You can't argue with it, but you can try and change it by closing the gap. When we receive a high participation rate, we high-five! Hearing is the first step to understanding."

The next step was understanding how to address and process what was learned through the survey.

"We can't ask for feedback and do nothing with it," said Cal. "If we have new knowledge, we can't walk forward in old ways. So, how do we constantly process and address what we hear?"

SPRING 2019 BETENBOUGH COMPANIES CULTURE PULSE

175 PEOPLE | 172 RESPONDENTS | 86% POSITIVE



90%
POSITIVE

I hope people I care about find an organization where they'll experience what I have here.



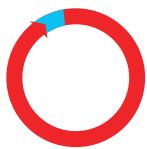
90%
POSITIVE

My manager is genuinely interested in my opinions and ideas.



74%
POSITIVE

My job does not cause unreasonable amounts of stress in my personal life.



91%
POSITIVE

I can trust my team to cover for me while I'm out of the office.



**"IF YOUR JOB
IS TO HELP
OTHERS BE
BETTER AS A
LEADER, DON'T
YOU WANT TO
KNOW HOW
YOU CAN BE
BETTER?"**

CAL ZANT

FALL 2019 BETENBOUGH COMPANIES CULTURE PULSE

154 PEOPLE | 148 RESPONDENTS



Cal addressed this as he reflected on what we had learned from the surveys. "We view them as open transparency and actionable opportunities to see and hear the heart of our people. We address these on a team basis. We look for one or two action items to focus on in the next few months," he said. "Waggl is wonderful at keeping anonymity but also helping us understand a team dynamic. Life is a progressive thing and leadership is hard. If your job is to help others be better as a leader, don't you want to know how YOU can be better?"

EXIT INTERVIEW FEEDBACK

In 2019, we made the decision to conduct exit interviews with the goal of sitting down with our former employees to seek

to understand their experience and collect their feedback related to their time at Betenbough Companies.

"It's sometimes challenging to understand an employee's experience while they are here. We find such value in post-employment conversations for multiple reasons," said Michelle Cook, manager of human resources with Betenbough Business Services.

Michelle continued, "We received such good, constructive feedback. I think the takeaway I have seen the most from leaders is to ask more questions in order to gain better understanding of a specific situation – to really seek to understand," said Michelle. "It's such a great opportunity to hear and understand someone's heart - to finish well."

As a company, our hope is that an exit interview is just as impactful to our past employee as it is to us. The exit interview process allows time for former employees to openly process and provide any information they might have not shared during their employment.

"Feedback provided in the exit interview is reviewed by both the team leaders as well as the board of Betenbough Companies in a retrospective meeting," said Tiffany. "This is where we process what we did well and what we can improve."

Michelle shared her hopeful goal related to these interviews. "It's about creating lasting impressions and showing employees how much they are valued. Feedback, both encouraging and constructive, allows us to see what we are doing well and what we need to improve on. We are not perfect, nor will we ever be, but we can and should be continuously working to improve."

TRADE PARTNER SURVEY FEEDBACK

In 2018, construction leaders implemented our first trade partner survey. We were excited to observe the growth of these efforts in 2019:

"With the survey, we wanted to get a pulse on what our trade partners' experience working for Betenbough Homes was," said Ty Stolp, director of construction support for Betenbough Homes.

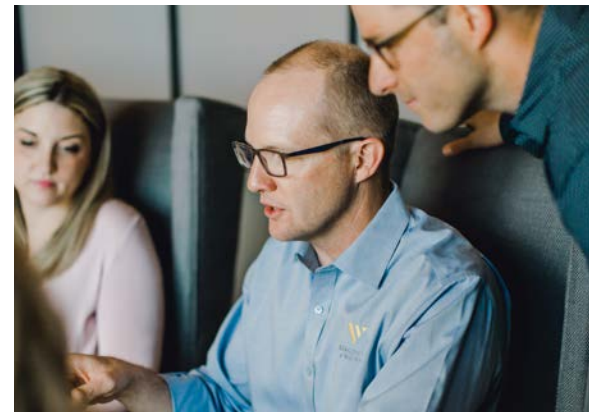
"We view our trade partners as more than just subcontractors. We strive to build relationships and create true win-win partnerships. So, it was a natural question to ask ourselves - do our trade partners feel that way?"

We asked four questions of every trade partner in every region:

- Does my builder help me be successful?
- Does my builder clearly communicate the quality expectations for my work?
- Does my builder give me a schedule I can count on?
- Does my builder consistently make sure that the job site is ready and clean for me?

We learned that company-wide, we do a great job at clearly communicating expectations and helping our trade partners be successful. However, we also learned we need to continue to improve giving trades a consistent and reliable schedule and a clean job site. Encouragingly, when compared to the 2018 survey result, the 2019 results were improved company-wide in every category! This means our trades felt even more cared for in 2019 than they did in 2018.

"All in all, I believe we are well above industry standard for all of these," Ty said. "With 94% of our trades believing their builder is actively helping them be successful is pretty impressive. I hope it shows that we have the courage to say we really care about the trade partner's experience."



	LUBBOCK WEST	MIDLAND	ODESSA	AMARILLO	LUBBOCK SOUTH	DEVELOPMENT	COMPANY WIDE
2019 REGIONAL SCORING % "My builder is helping me be successful."	89%	98%	95%	100%	94%	96%	94%
2019 REGIONAL SCORING % "My builder has clearly communicated the quality expectations for my work."	90%	95%	95%	67%	95%	100%	94%
2019 REGIONAL SCORING % "My builder gives me a schedule I can count on."	83%	83%	91%	100%	77%	96%	85%
2019 REGIONAL SCORING % "My builder consistently makes sure that the job site is ready and clean for me."	85%	78%	89%	33%	82%	100%	84%

INDUSTRY AWARDS

2019 was a year of growth in so many ways. We were also fortunate enough to receive a few awards along the way! Check out the awards given in 2019 to Betenbough Business Services, Betenbough Homes, The Willows Event Center.



STAR AWARDS

Three awards were given at the Texas Association of Builders Star Awards for outstanding design: *"Plaid Tidings to You, a Cozy Christmas Celebration"* won best special event, *"Advanced Framing"* won for best promotional video, and *"Summer Block Party"* won best direct mail piece.

READERS' CHOICE

Betenbough Homes won the 2019 Readers' Choice Gold Award, awarded by the Midland Reporter Telegram.

BUILDER ACHIEVEMENT AWARD

Betenbough Homes won the Platinum Builder in Builder Achievement Award for the 2-10 Home Buyers Warranty. This award acknowledges outstanding performance in the home building industry.

ADDY AWARDS

The Addy Awards are given for excellent work in the advertising industry. In 2019, Betenbough Companies took home five awards: a Gold Addy for *"Build. Serve. Impact."* environmental display, a Gold Addy for *"2018 Impact Report"*, a Silver Addy for *"Winter Retreat Promotion Kit"*, a Silver Addy for *"Betenbough Homes Truck Wrap,"* and a Bronze Addy for *"Alcove Farms Egg Carton"*. Participating teams included Betenbough Homes marketing and Betenbough Business Services cultural engagement team.



BEST IN THE BASIN

Betenbough Homes won Best Home Builder from the Odessa American in 2019.

BUILDER 100

BEST OF LUBBOCK

In 2019, Betenbough Homes won 'Best Home Builder' from the Lubbock Avalanche journal.

The Willows Event Center was also awarded a 'Best of Lubbock Award' as one of the top three wedding venues in Lubbock.



BUILDER 100

The Builder 100 list is a barometer that charts the health and stability of the U.S. housing market. Each year, the rankings mark the ups and downs of the industry's biggest players.

2019 award results are still pending, but check back in through our QR code which will have updates on our ranking.

GUILD QUALITY

The GuildQuality Guildmaster Awards celebrate service excellence among home builders, remodelers, developers, property managers, home services contractors, and real estate professionals. 2019 award results are still pending, but check back in through the link below which will have updates on our ranking.

Track our 2019 Betenbough Homes awards [here](#).



KINGDOM AT WORK

Kingdom At Work is a movement that seeks to inspire, equip, and ignite leaders to advance God's Kingdom through their influence in the marketplace.

269
WORKSHOP ATTENDEES

94
COMPANIES IMPACTED

24
EXTERNAL SPEAKING & TRAINING EVENTS

"2019 WAS OUR FIRST YEAR WITH THREE KINGDOM LEADERSHIP WORKSHOPS IN LUBBOCK."

"2019 was our first year with three Kingdom Leadership Workshops in Lubbock, impacting 269 attendees and representing a total of 94 different companies. Rick, Holly, and I also traveled across the U.S. – plus Poland and The Netherlands - for at least 24 speaking and training events, impacting approximately 1,500 attendees! But probably the most significant growth came right at the end of 2019 with our launch of Kingdom At Work Media, which will serve as the host for our creative storytelling efforts. This media brand will host all 13 of our previous films, as well as the 12 new films we have planned for 2020!"

– Casey Brewer, Kingdom At Work Director

The Kingdom At Work team (from left to right): Lucy Greenberg, Casey Brewer, Rick Betenbough, Holly Betenbough, and Amy Knowlton



LOOKING FORWARD TO 2020

"2020 will of course bring three more workshops, which have become our staples, but we also have multiple events planned in the U.S. and Europe. With all of this growth, our small rockstar team is also expanding. We are excited to add a digital marketing coordinator to our team to help us strategically increase our brand awareness and audience engagement.

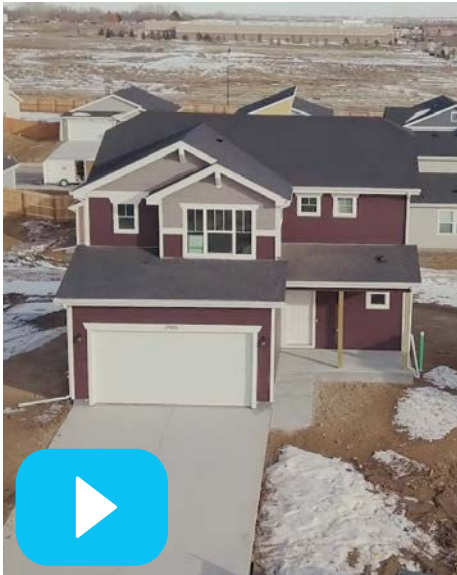
At the end of the day – or year – it's safe to say that our team feels the most satisfied to know that God has used Kingdom At Work to help leaders stand up and take their place as spiritual leaders who hear from God about their personal lives AND their business. That is Kingdom impact." – Casey Brewer

Fun Fact:

In 2019, the Kingdom At Work team traveled a total of 96,383 miles for external speaking events and training, with a total of 1,500 attendees around the world.

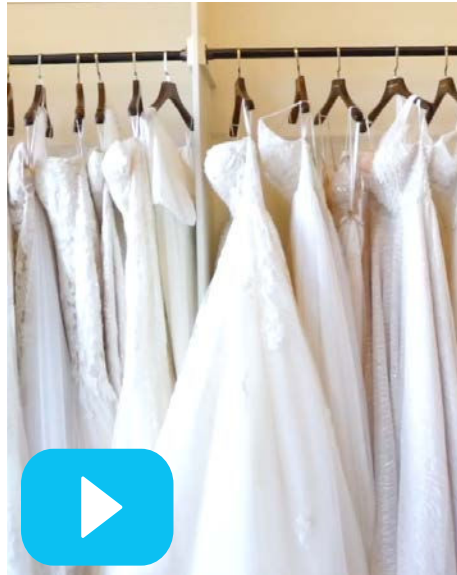


KINGDOM IMPACT FILMS



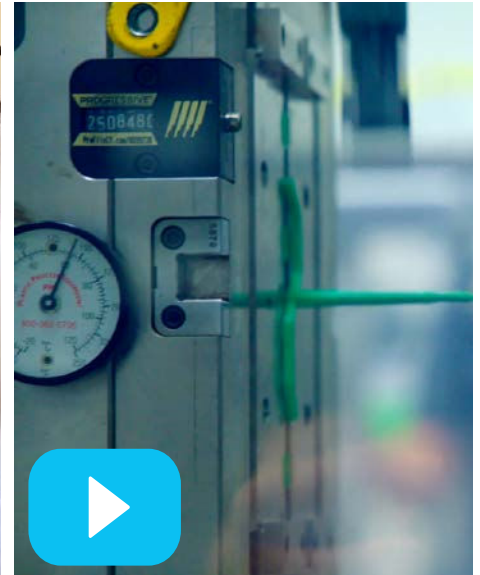
"We have an amazing opportunity to care for people. It is so exciting to come into work every day and do that."

Jaime Baessler
baessler homes



"Being in this shop makes me realize the Kingdom isn't just a church. *You* are the Kingdom."

Elizabeth Lee
elizabeth lee bridal



"I feel there is no higher calling than for me, as a CEO, to lay down my life and shepherd the people who work here."

David Underwood
sigma pro



"I have never felt so much love and connection from a room full of strangers – amazing."

"The power of the Holy Spirit moving and providing audible words for me for the first time ever was so amazing."

We ask all our Kingdom Leadership Workshop attendees to fill out a survey about their experience. Here are a few of the responses received from the last three-day workshop held at our home office in Lubbock, Texas.

HEAR IT

"Real relationships require vulnerability, they need to see I don't have it all together, but I am real messy, my weakness is my witness to others. Kingdom culture transforms hearts."





"I have been going to Global Leadership Summit for 17 years, C12 for 10 years, and I know God has anointed you at this time to do what you are doing."

"My wife and I have been struggling for many years just trying to keep it together. For the first time in a long time I feel different about her. This event might have saved my marriage."

FROM OUR ATTENDEES



"I haven't felt God or the Holy Spirit tug at me like that in many years. I have been having some personal struggles here lately and I really needed to feel like God is still on my side. Through this workshop I felt that, and I can't say thank you enough."

THE WILLOWS EVENT CENTER

CONNECT.
SERVE.
INSPIRE.

"WOW, I'M JUST SO PROUD OF WHAT OUR TEAM ACCOMPLISHED IN 2019."

"Wow, I'm just so proud of what our team accomplished in 2019. First and foremost, we celebrated our first full year of business! As you can imagine, the first full year has been filled with experimentation and growth. We were excited to invest in new team members that included brand new faces as well as many internal growth opportunities and promotions. This expansion allowed us to host a total of 230 events, which included hosting many external guests - weddings, fundraisers, memorials - and internal events that saved our company \$82,150 in meeting space rental fees. But more than anything, we were excited to connect, serve, and inspire our customers as we celebrated milestone life moments with them." – *Marcie Truby, Hospitality Director*



LOOKING FORWARD TO 2020

"As we look towards the future, many things come to mind - a chapel in the trees, movie nights in the courtyard, pony rides through the garden. We're excited to continue to 'tinker' with our spaces and make them even more beautiful. One of our biggest projects will be launching our very own catering operation to serve the event center. We are excited to find a culinary staff that is as passionate about service - and, of course, food - as we are!" – *Marcie Truby*



The Willows Event Center team (from left to right):
Ariel Gargula, Alyssa Timmons, Camryn Mayer, Marcie Truby, and Lillea Talbott



MR. & MRS. LITTLES

"The Willows Event Center was an answered prayer for us. We planned to marry at the courthouse in the gazebo to keep things simple - but they canceled our wedding due to an auction! And we only found out a week before because we stopped by to confirm."

"God knew my heart, our hearts. We were trying our best to be thankful while I took off work to search for a new place. And then...out of the blue, we happened upon The Willows - what we fondly now refer to as our Garden of Eden! There were several reasons for your staff to have said, 'Yes, but not now.' That weekend, we had my husband's mother flying in for the day, the wedding needed to be at a specific time and day. If it weren't for you living out Jesus that day, our wedding would have been in the judge's chambers. Nothing wrong with that, just not where our heart was. Thank you is all that we can say, but it's so much more than that!" – *Tonya and Bryan Littles*

**"THE WILLOWS EVENT CENTER WAS
AN ANSWERED PRAYER FOR US."**

TONYA LITTLES

230
TOTAL EVENTS

27
WEDDINGS

120
INTERNAL EVENTS

\$82K
SAVED FROM BOOKING
INTERNALLY

ALCOVE FARMS

SOW. GROW. RESTORE.

13,888

DOZEN EGGS SOLD

"2019 WAS FULL OF SO MANY IMPACTFUL MOMENTS AND SO MUCH GROWTH!"

"2019 was full of so many impactful moments and so much growth! It started by building two brand-new chicken coops ourselves, and then adding another 3,000 hens to fill them. It was such a blessing watching all of our co-workers from Betenbough come out and help us on the farm, building the coops and unloading our new hens. With the new addition to our flock, we were able to significantly increase our egg production and supply more product to United Supermarkets, Market Street, and the three restaurants that sell our eggs. For some stores, we went from bringing 15 dozen eggs a week to 90 dozen eggs a week! Not only did our egg production improve in 2019, we planted a sod farm on-site. To see the seeds that we planted start to grow and come to life was such a beautiful sight.

One thing I am truly grateful for is the expansion of our team. In 2019, we hired three new interns and welcomed them into the Alcove Farms family. We are ready to tackle what lies ahead for the next year." – *Shawn Peacher, Farmer*

4,506

DOZEN EGGS DONATED

414

BROILER CHICKENS PROCESSED

Fun Fact:

Alcove Farms is the only egg distributor consistently donating to the South Plains Food Bank of Lubbock.



SOUTH PLAINS FOOD BANK

"When we get the eggs from Alcove Farms our families are so appreciative! The senior boxes were able to get some this past week and our seniors felt so blessed to see cartons of fresh eggs. In 2019, we received almost 8,000 pounds of eggs from Alcove Farms. Each donation we receive provides one less worry for a family. It also shows how our community gives back and believes in our mission to end hunger across the South Plains. Thank you, Alcove Farms!" – *Jenifer Smith, Chief Operating Officer*



SHAWN PEACHER, KERRY RITCHIE, + KYLE FOSTER

LOOKING FORWARD TO 2020

"I also can't wait to see how our team grows - my heart truly is that I do this work so I can build relationships and provide opportunities to more and more people." – *Kerry Ritchie, Alcove Farms Director*

2019

AT A

Take a look at this short snippet
of what we were able to
accomplish together in 2019.

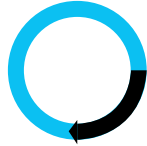
GLANCE

↑ DESIGN, CONSTRUCTION + DEVELOPEMENT



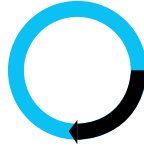
50%
INCREASE

8 new home designs, or “new ladies”, were released in 2019, twice as many as in 2018



41%
INCREASE

1,387 home sites were released in 2019, 41% more than in 2018



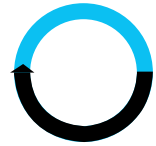
24.3%
INCREASE

99,483 builder checklist items were completed in 2019



24.2%
INCREASE

801,634 tons of dirt moved in 2019 compared to 645,393 tons in 2018



55%
DECREASE

Plan corrections were reduced by 55%, from 384 corrections in 2018 to 173 corrections in 2019

alcove farms

13K

DOZEN EGGS SOLD

4.5K

DOZEN EGGS DONATED

414

BROILER CHICKENS PROCESSED

TRADE PARTNER GIVING

\$39,085

Amount invested in Trade Partner Appreciation Days (5)

\$52,875

Amount invested in Trade Partner Leadership Conferences (2)

\$17,527

Amount invested in Trade Partner Thanksgiving Lunches (5)

\$180,000

Amount given for Trade Partner Christmas bonuses

38

Number of 0% interest trade partner loans given

the willows event center

120

INTERNAL EVENTS

230

EVENTS HELD

21

WEDDINGS BOOKED

\$813 THOUSAND
INVESTED IN EMPLOYEE GROWTH

5,254
IT HELP REQUESTS

1,086
HOMES CLOSED

\$827.69
CURRENT SHARE VALUE

\$24 MILLION
IN COMPANY STOCK BOUGHT BACK

32,045
PAGES OF CONSTRUCTION
DRAWINGS

400,000 WEBSITE VIEWS

192,000 NEW USERS

41,464 HOURS DETAILING HOMES



211

TOTAL
EMPLOYEES

14 NEW POSITIONS

3,067 APPLICANTS

44 NEW EMPLOYEES HIRED



178,432
MILES
TRAVELED

\$857,905
TOTAL
INVESTED

54%
OF ELIGIBLE
EMPLOYEES
ATTENDED
A VISION TRIP

COMPANY + EMPLOYEE GIVING

\$740,861

Given in employee matching (total matched by the company)

\$1.06 MILLION

Invested in employee outreach – Friday lunches, celebrations, events, family meetings, sympathies, Winter Retreat, and more

21

Employee homes closed in 2019

\$682,060

102 community grants were given in 2019 – 63 grants in Lubbock totaling \$382,060, 23 grants in Midland totaling \$172,500, and 16 grants in Odessa totaling \$127,500

\$124,181

Given in marketing sponsorships

\$154M

PAID TO TRADE PARTNERS & SUPPLIERS

35

MARKETING EVENTS

102

TRUCKS IN OUR FLEET

7,219

WORK ORDERS COMPLETED

costs decreased by 29% from 2018

kingdom at work

269 ATTENDEES

at our local, 3-day leadership workshops in Lubbock, Tx

94 COMPANIES

were impacted from our 3-day workshops and outside speaking engagements

96,383 MILES

traveled in 2019 for speaking engagements and outside events

24 EVENTS

24 outside speaking engagements and training events occurred in 2019

1,500 ATTENDEES

for outside speaking events

26 BLOG POSTS

26 blog posts and 550+ subscribers

\$486,983

total invested in Kingdom At Work 2019

722

online sales appointments set

1,233

homes sold across all regions

5,123

new home advisor calls

26,185

APPOINTMENTS

84,746

PURCHASE ORDERS

21,862

FOLLOW UPS

\$82K

SAVED FROM BOOKING INTERNALLY WITH THE WILLOWS EVENT CENTER

5,480

NEW PROSPECTS



OUR PRAYER FOR YOU

ABBA,

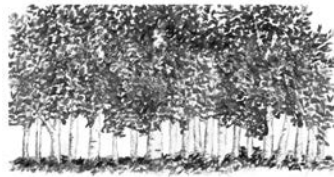
We thank you and praise you for all you have taught us. Our hearts are full of gratitude for the growth, challenges, opportunities, and blessings you have poured out on us this year. We thank you that when we don't know what to do, you know exactly what to do. We thank you for caring about each detail of our lives. We thank you for your peace, that is available to us at all times.

You have been gracious to give us a glimpse of "Your Kingdom come, Your will be done, on earth as it is in heaven." This glimpse has caused our hearts to long for more of you, and more of your Kingdom. You have shown us that we can fully know, honor, respect, and love one another as we work together in the marketplace. You have shown us that you desire to be revealed through our work in the marketplace. We praise you for helping us see this and experience it together. We have also learned that we must contend for this culture. Please help us learn how to be effective warriors in the battles we face to take new territory for your Kingdom. May we begin with seeking you and your Kingdom first.

Our prayer for the coming year is that you would help us grow in our personal relationship with you. We want to position ourselves right next to you, so close we can feel your breath on us. Would you help us know you, and have an intimate relationship with you? Would you help us hear your voice? Would you align our priorities, agendas, and motives with yours? Would you help us love you with all of our hearts, souls, and minds and love our neighbors as ourselves? Help us to see your Kingdom, understand our identity, and walk in authority in this coming year.

We pray these things in Jesus name,

Amen



BETENBOUGH
C O M P A N I E S