

# For-Profit Business as Mission Pro-Active With Non-Profit-Missionary Common Goals Achievement

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## Preamble

BAM is a for profit business with Kingdom goals objectives.

The financial bottom line is committed to show a profit for the investor community and to allow complete freedom for each investor to share their individual profits with the ministry calling on their life and or of their choice.

The pro-active relationship between this example of BAM and other examples that are available, (See the Lausanne Report in Business as Mission section of [www.reformationinaction.com](http://www.reformationinaction.com) for more details.) is unique and exclusive to this contractual Joint Venture relationship.

The financial commitment to the shareholders of this venture, for a return on their investment, is not predicated on the success or failure of the non-profit missionary/ministry endeavors to the spiritual community.

The ultimate bottom line is for the greater glory of God.

Thus, the Kingdom goals of the for-profit BAM are focused and executed with all diligence to the end that all missionary and ministry goals are met.

This is not to say, however, that BAM executives and managers can guarantee such success.

What the BAM executives and managers in this contractual Joint Venture relationship can guarantee to the non-profit missionary and ministry leaders is a relationship of total commitment to integrity and personal loyalty.

The separation of the different spheres of goals and responsibilities of these two distinct types of entities is crucial.

The business relationship of this contractual Joint Venture relationship is specifically designed to achieve the goals of both entities without infringing on the web of interconnected responsibilities of either.

(See BAM Terms and Definitions in the Business as Mission section of [www.reformationinaction.com](http://www.reformationinaction.com))

The resources of each respective entity are not limited to the success or failure of one or the other.

The greater success of both entities is ultimately in the hands of God's providence.

However, in so far as human conduct and commitment to excellence in Godly relationships can be of enormous benefit to both entities, such will be the case.

Zester Hatfield, President of Reformation Ministries International Corp

Executive Summary. Joint Venture Analysis Hatfield & Company, Inc.-H&C (BAM) Phase 1, Timberon Mountain Construction Company-TMCC (BAM) Phase 1, Timberon Mountain Aviation FBO (Fixed Based Operator)-TMA (BAM) Phase 2, and Reformation Ministries International Corp-RMIC, (Ministry) Phase 1, form the five entities of the Joint Venture.

Three of these entities are embraced within a single limited partnership: "Aviation & Land Development Limited Partnership" or A&L Ltd.

H&C, Hatfield & Company is the General Partner of the Limited Partnership while TMCC and TMA are functional divisions within the operational powers of the General Partner and are two wholly owned assets of the Limited Partnership.

Their joint venture operational relationship is as follows:

Financially the two divisions are completely separate as RMIC is a non-profit 501C3 and the A&L Ltd., is a for-profit Business as Mission entity with several sources of revenues.

The relationship between the two entities is a common world-view of spiritual and material perspectives with a common motivation towards the mission of discipling the nations.

Although RMIC will seek and acquire funding through outreach efforts to enlist the support of individuals and congregations it will also receive at least 10% of all of the net profits of the general partners of A&L Ltd.

The investor community may choose to donate some of their profits for this venture to RMIC but they are not compelled to do so.

More importantly, the joint venture benefit to RMIC is the advantage gained through common goals set out from the beginning by the founding group of Christian men and women; Team RMIC.

These men and women make up the leadership and outreach force of the whole effort and they believe that they are called of God to take up this challenge and have agreed that by connecting the positive forces of capital markets, profit endeavors-under Godly principles-and ministry outreach together, as in this contractual Joint Venture relationship, they will better accomplish what so often is not, NAMELY, the exercise of the whole gospel to the whole man, to the whole world. II. Quality Control & Operations

Quality control is of the highest priority.

The integrity of the financial separation is very important from a regulatory point of view as well as from a moral and functional point of view.

H&C is a professional accounting company with over fifteen years experience in business accounting and also has many years of experience assisting companies who have had problems with the IRS in successful remediation.

As H&C qualifies for Enrolled Agent Status with the IRS they can professionally represent these companies before the IRS and assist them in extricating themselves from the problems they have incurred.

H&C will provide all of the in-house accounting services for each element with annual audits by third party CPA firms.

Thus, these combined experiences are key elements in providing the complete leadership/management team with the fiscal over-site needed to ensure the highest levels of integrity and compliance with all parties, Government, God and individuals.

The operational enter action on the part of the for-profit components is service and profit motivated.

This will be evident in the details of the operations of H&C, TMA and TMCC (Hatfield & Company, Timberon Mountain Aviation FBO [Fixed Based Operator] and Timberon Mountain Construction Company as their work is complimentary within the shared geographic area and mutually supportive of each other as they are the profit centers for A&L Ltd. (Aviation & Land Development Limited Partnership).

The relationship from A&L Ltd to RMIC is one of service, income and leadership council with over-site.

The income stream for RMIC created by this Joint Venture relationship is detailed in the Employee Leasing Service section of H&C.

### III. Historic Precedent

One of the great missionary examples of our time that incorporates a unique mission and business relationship which has developed into an exceptional mission delivery and support system, is the Joint Venture relationship between Wycliffe Bible Translators and Jungle Aviation Air Service.

Wycliffe Bible Translators began using small, single engine aircraft early in their missionary experience to deliver and support jungle outposts of small missionary families dedicated to living with native tribes people and assisting them with medical and agricultural assistance while they worked on mastering the language for translation.

After a serious accident while using chartered aircraft, in which several staff and missionary members were injured including the founder, it was decided that newer and better airplanes were needed and that they must own them.

Money was an obstacle as these would not be inexpensive.

Jungle Aviation Air Service, JAARS was formed and many creative services were developed to create the cash flow and capital base that was necessary for successful operations of such a technically challenging undertaking.

Many foreign governments, national and international companies use the services of JAARS to assist them in their transportation needs in jungle and remote areas.

Also, the missionaries served by JAARS must also raise 25% of their total support income as a revenue source for JAARS in order for them to receive transportation in and out of their jungle or remote working area.

JAARS is now using the latest in turbine powered heavy single and light twin engine aircraft for most of their work.

They are trading out the smaller gasoline powered planes where possible and replacing them with turbine powered craft.

This is also very important because in many of the more remote areas of the world, jet fuel is more plentiful and aviation gasoline is very expensive and hard to find.

IV. Product and Service Examples RMIC provides:

A. National and International Outreach and Communications through the Internet utilizing a four point approach:

1. The development and management of the central web site for RMIC-ReformationInAction.Com for the publication of relevant articles and publications that focus on building strong Christian family leadership and outreach leadership for national and international mission endeavors.

2. The development and management of the on-line book store and publications marketing center for RMIC-ChristianSchoolOnline.com.

3. The weekly publication of three FREE email news-letters: "Great Romance, Sex Love and Marriage," Families and Business," and "BAM Ministries & Missions"

B. National and International Discipling and Kingdom Development Services:

1. The ministry services of training native ministry teaching teams.

2. The ministry services of contacting and sponsoring the young vocational trainees.

3. The ministry services of sponsoring the American service groups into the native communities.

4. The ministry services of providing leadership and direction to native spiritual and economic leaders. Timberon Mountain Aviation-FBO provides:

Whereas the RMIC mission plan includes the following services, they are committed to accomplish their intention by design through a contract with TMA-FBO (Timberon Mountain Aviation-Fixed Base Operator) to accomplish these ends.

Thus, RMIC becomes one of the principle clients for the training services of TMA-FBO detailed in the further descriptions published below in the Business Plan.

1. The service of training native licensed pilots of Christian faith and commitment in the perfection of mountain flying with emphasis on standardization of safety measures and professional piloting practices.

2. The service of training American licensed pilots in the highest professional skills for mountain flying. (This service is open to the General Aviation community at large.) Mountain bush piloting and mountain high density flying skills are very much in demand today from a broad base of General Aviation pilots across the country.

It is common for such individuals to cover the costs of their travel, lodging and training for a weekend or a whole week to gain and maintain proficiency in these demanding skills.

3. The service of training American and native pilots in various flying disciplines and ratings: Private Pilot, Commercial Pilot, Instrument ratings, Twin Engine ratings and Air Transport ratings.

This is the work of a standard flight training operation.

4. The service of providing intermountain travel, pick-up and delivery service in the Sacramento Mountains, under a special section of Part 135 allowing such service.

4a. Amplification of the delivery service needs: The general topography of the Sacramento Mountains area is such that it is impossible to get to any other location via a straight line.

The mountains start from a high point of about 10,000 feet just south of the Lincoln National Forest and flow southward

towards the desert.

There are many beautiful valleys located between the many steep mountain faces as the whole system stretches to the south and east.

There are numerous small airfields in the area but not near enough, especially in the most remote areas.

Fortunately, where the Business as Mission Training Center is planned there is a well maintained gravel and dirt airstrip 5,000 feet long.

However, despite the lack of airfields, there are many valleys where an accomplished bush pilot can land a small plane that is equipped with STOL (Slow Take Off and Landing) capabilities.

Our senior pilots along with our aviation students will be able to meet many intermountain needs, especially for delivering parts and equipment to ranchers and service businesses.

Those companies who are located in this mountain region often have the need to repair equipment, moderate to heavy.

Their biggest challenge after locating the part, usually in Dallas or Houston with sometimes as close as El Paso, is to get the part to the work site as quickly as possible.

The economic loss due to repairs being delayed by parts in route through the normal channels, 3 days to a week or more, is in the multi millions annually.

The regular over-night services can bring a part from Houston, Texas or any place else in the USA to El Paso, Texas within 24 hours after receiving the package.

The problem is then exacerbated by the lack of over-night service into the intermountain areas themselves.

Enter Timberon Mountain Aviation; a phone call and a quick 30 minute flight from the high mountain airstrip to El Paso International Airport, a 30min - 1-hour maximum delay on the ground and the plane is back in the air heading returning to the same mountain airstrip or in some cases directly to a valley close by the point of need for the part.

With such a service, life in the Sacramento Mountains will take on a whole new dimension of productivity and reliability.

5. The service of managing the aviation needs of RMIC in providing the native regional flight operations areas, pilots, maintenance and flight logistics for all of the light aircraft flying needs.

There are several private planes based in the greater mountain area.

6. The service of providing work and on-the-job training for those native individuals with qualifications. Timberon Mountain Construction Company provides:

Whereas the RMIC mission plan includes the services of training nationals and internationals in areas of many diverse vocational abilities they are committed to contracting with TMCC (Timberon Mountain Construction Company) to accomplish these ends.

1. The construction expertise and revenue generating opportunity that is unique to most of the occupied areas of the Sacramento Mountains of New Mexico.
2. The construction expertise and revenue generating operations particular to the development of Timberon, NM.
3. The service of providing the native young people with on the job training and income possibilities to cover their expenses while training with RMIC and the establishment of capital accounts to use when they return to their areas of origin.
4. The service of established real estate sales and marketing for the general Sacramento Mountain area and other typical areas where TMCC might prevail in similar construction and real estate development.

H&C provides:

1. Hatfield & Company provides the personal revenue generating needs for Zester and Marilyn Hatfield, two of the principal founders of RMIC. At the present time this entity has an income stream of approximately \$100,000 gross annually, with very little overhead.

This is accomplished via a long standing accountant/client relationship with several small to medium sized businesses, mostly from the west Texas and south central New Mexico area.

This accounting activity is expected to continue and alleviate any personal financial drain on RMIC for the foreseeable future.

2. The accounting expertise and the requisite experience to carry the accounting responsibilities of all of the entities involved in the joint venture concept, independent audits notwithstanding.

3. The provision of specialized training for some of the national and international young people in the discipline of record keeping and general accounting. A&L Ltd provides:

1. Aviation & Land Development Limited Partnership or A&L Ltd. Provides opportunity to access the broad and currently under tapped capital markets within the community, to provide adequate capital for the various operational needs of all of the for-profit entities described herein.

2. The provision of an above average liability safe-haven for the capital assets of the total operation due to the high percentage of the capital base invested in real estate.

3. The real estate acquisition and development for the long term profitability of the BAM enterprise and its investor community.

4. Market penetration into the service area of greatest need, in a 10,000 square mile area, Residential and Commercial Construction services from Remodeling to New Construction.

The area is remote and the cost of living is above average if you require a complete spectrum of modern conveniences.

Thus, although there are some construction service companies present, they tend to be small, 5-10 workers at most, and many with only marginal abilities.

The local labor pool of able bodied men for such heavy and dangerous work is almost non-existent and the cost of importing such skilled labor from the valley west of the mountain range, or the high plateau areas east of the area is prohibitive.

These outlying skilled labor pools are too distant for daily commutes and the housing and additional overhead expense to keep them in the area for long periods of time is also prohibitive.

The KEY CATALYST for the success of this Joint Venture operation through A&L Limited and RMIC is the fact that through working together these two blocking forces to the successful development of the greater Sacramento Mountain area are resolved!

What is today a lackluster industry, because of the two opposing dichotomies mentioned, under this Joint Venture relationship can become one of the most dynamic in the southwest.

The dynamics spoken of here are not representative of any preconceived idea of being the largest construction operation, but rather one of the most profitable!

#### General description of the area

The Sacramento Mountain area of New Mexico is a very specialized eco-system and human habitat.

The beauty and the serenity of the area is attractive to individuals and families from a broad cultural background and circumstance.

There are those who live in meager conditions from the proceeds of small retirement funds, i.e. social security and private funds.

There are those with young families who work at the few specialized vocational opportunities available, i.e. Postal Services, Special Delivery Ground Services, Electric Company, Phone Company, Water Company, State and Forestry Services, County Road Maintenance, Golf Course, Swimming pool services, Restaurants, house cleaning, Plumbing Services, Electrical Services, and some very small Construction Service Companies.

There are also those who look on the area as a great place to build a second or third home, a beautiful mountain home with panoramic vistas and cool mountain breezes.

These individuals are usually absentee owners with a few exceptions.

The size home they usually build is from 3,000 - 10,000 square feet from a wide variety of materials and architectural designs.

The lack of local skilled labor in the area, for construction projects, creates a demand for the high-income earner to contract with out-of-state construction companies.

In the last few years several homes ranging in price from \$500,000-1,000,000+ dollars have been contracted with construction companies as far away as California.

This need to import skilled labor from such distant locations drives the per square foot cost of construction to levels that only the upper 5% of the population can consider.

The family who builds a home in this vast mountain terrain soon finds out that building the home was only the first obstacle.

The second obstacle is very much like unto the first, because it deals with the maintenance of the abode.

Need I mention the fact that the same skilled labor that is required to build such a home is also needed to make major repairs or additions?

The same forces that caused the owners to contract with out-of-state contractors who can bring their own skilled labor with them, now work against the new owners once the construction company goes back to their state of origin.

The local home or business owner is now saddled with the difficult scenario of having needs that cannot be timely met from local sources.

A&L Ltd. Advantages:

The General Partners of A&L Ltd., Zester and Marilyn Hatfield, own property in the area of the Sacramento Mountains where the Business as Mission Training Center is being planned for construction.

Zester Hatfield holds a New Mexico Commercial Contractors license and has designed and built several projects in these mountains.

Zester has had a vision of bible and vocational training for young men and women from Mexico and all points south of the Rio Grande for many years.

It has taken much experience and considerable work to bring this great opportunity, such as is presented here, the Joint Venture relationship between A&L Ltd., a Business as Mission and RMIC an outreach missionary and ministry entity.

A&L Ltd. and RMIC working together will accomplish in this vast mountain area what no other entity or group of entities have been able to do.

Through RMIC the young men and women who will form the basis for the skilled labor pool, from the vocational training acquired at the center and the construction leadership of A&L Ltd., the previous problems of the greater Sacramento Mountain area will find new solutions.

The young trainees will be able to work 20 - 30 hours per week under their student visas and will be compensated at 1.5 to 2.0 times minimum wages.

From these revenues they will pay for their instruction, living and housing costs and will bank no less than 25% of their gross earnings into a capital account for their eventual return to their home communities where they will continue to receive spiritual, economic, business and personal mentoring.

In addition to having an opportunity to work with A&L Ltd. all of the young men and women will have the opportunity to find employment in areas where they can gain personal experience for later use in their home communities.

With the possibility to supply skilled and semi-skilled labor form individuals of high moral and Christian integrity, there are few if any commercial outlets that would refuse them work.

For example, there are many opportunities unfulfilled in areas such as lumbering, forest preservation through private companies, plus home maintenance and service jobs untold.

## V. Marketing Plan for Raising Capital

1. Networking with present contacts to establish the right core mix of men and women who feel led to be a part of this Christian model for integrating the business and spiritual gifts across a broad spectrum of talents to establish and realize our common purpose of life and ministry.

Our conference ministries will open many doors to new and qualified individuals.

2. A large core group will provide the basis for growing our board of directors and for establishing our network of potential investors. VI. Management

Hatfield & Company, Inc. and its Board of Directors is the General Partner for the A&L Ltd.

This Board Of Directors will be expanded from its present number to include as many as are deemed necessary and these will be drawn from a large and expanding pool of qualified men and women of faith and business acumen. VII. Capital Requirements

It is estimated that it will take between 20-25 million USD to carryout the entire plan of land acquisition and development for the concepts presented.

This capital will be acquired through the normal process of a limited partnership: see Aviation and Land Development, Ltd.