

# Business Plan

for



September 2016

prepared by

Pieter Valk

(423) 914-6258

[Pieter@EQUIPyourcommunity.org](mailto:Pieter@EQUIPyourcommunity.org)

# Table of Contents

---

Summary .....	3
Purpose.....	4
Growth Opportunity.....	6
Management .....	10
Services.....	13
Client and Fund Development.....	15
Financial Projections .....	16
Appendices .....	17

# Summary

---

Hate crimes are committed against gay, lesbian, and bisexual people every day and the suicide rate in the gay community is staggering, yet they feel unwelcome in our churches. Out of a lack of understanding, the response of the Church has often been silence, but this silence has only communicated shame.

**The mission of EQUIP is to equip the Church with the understanding and skills to better love and support those who experience same-sex attraction.**

Our goal is to equip 50% of the churches in Nashville in 50 years. By providing a broad number of churches with deep training, we will catalyze a cultural shift in the way the Church in Nashville loves and supports those who experience same-sex attraction.

EQUIP serves churches in four ways to provide breadth and depth of impact:

1. **Train** pastors to confidently minister to those who experience same-sex attraction
2. **Teach** lay leaders to love and support those who experience same-sex attraction
3. **Educate** the congregation on being a friend to someone who experiences same-sex attraction
4. **Deliver** a model for an in-house support group for those who experience same-sex attraction

There are few Christian consulting firms or parachurch ministries with the expertise to serve around same-sex attraction, even fewer that focus exclusively on this area, and none with a strategy of concentrating on a single city. EQUIP has a unique opportunity to meet this need in Nashville in a transformative way.

# Purpose

---

## **Mission**

EQUIP exists to equip the Church with the understanding and skills to better love and support those who experience same-sex attraction.

## **Need and Challenge**

Hate crimes are committed against gay, lesbian, and bisexual people every day and the suicide rate in the gay community is staggering, yet they feel unwelcome in our churches. Out of a lack of understanding, the response of the Church has often been silence, but this silence has only communicated shame. *(See Appendix A: Social and Demographic Trends)*

We believe that God has called the Church to love and support those who experience same-sex attraction, and EQUIP is committed to equipping the Church to do just that. *(See Appendix B: Organizational Beliefs)*

## **Solution and Strategy**

We want to be a part of helping the Church become a place where sexual minorities can belong—where sexual minorities can feel welcome to worship, pray, and take communion with us, where sexual minorities can feel welcome to share meals and sadness and celebration with us, and where sexual minorities can feel welcome to work out their faith alongside us. We want the Church we leave our children to be one where boys and girls grow up hearing their parents, friends, and pastors talk in compassionate and meaningful ways about sexuality. And if those boys and girls find themselves attracted to other boys or girls of the same sex, we want them to be able to share with their parents, friends, or pastors without fear or shame.

We will do this in Nashville by equipping 50% of the churches in Nashville in 50 years. By providing a broad number of churches with deep training, we will catalyze a cultural shift in the way the Church in Nashville loves and supports those who experience same-sex attraction. We hope to share that successful model with faith leaders in other cities so that they can affect the same change in their churches.

## **Novel Approach**

EQUIP combines a narrowly and carefully chosen focus with an optimized strategy to maximize the impact we can have on the city of Nashville and beyond. We concentrate on the city of Nashville providing breadth and depth of training, reaching 50% of the churches in Nashville in 50 years and working individually with churches while providing multi-stage consultation. This saturation will catalyze a lasting and impactful cultural shift in the way the Church in Nashville loves and supports those who experience same-sex attraction.

# Growth Opportunity

---

There are few Christian consulting firms or parachurch ministries with the expertise to serve around same-sex attraction, even fewer that focus exclusively on this area, and none with a strategy of concentrating on a single city. Changing ideological views among Americans and in the Church provides a growing environment of acceptance where individuals who experience same-sex attraction can share their story without fears of rejection or discrimination. This growth provides an opportunity for ministries like EQUIP to prepare the Church to respond lovingly to these opportunities.

## **Nashville: the Buckle of the Bible Belt**

EQUIP's laboratory will be the Church in Nashville, Tennessee, and seeks to work with churches of a variety of denominations, sizes, political leanings, and LGBT presence.

Nashville has often been called the Protestant Vatican or the Buckle of the Bible Belt. Nashville has over 700 churches, the highest number of mega churches per capita, and is the headquarters for a number of major denominations and ministries. While this concentration of religious institution infrastructure provides significant opportunities, what has been called the spiritual-industrial complex of communities such as Nashville provides significant resistance to any change or risk.

**Publishing Headquarters**

Southern Baptist Convention (LifeWay Christian Resources)  
United Methodist Church (United Methodist Publishing House)  
National Baptist Convention (Sunday School Publishing Board)

**Denominational Headquarters**

National Baptist Convention  
National Association of Free Will Baptists  
United Methodist Church  
Church of God

**Ministry Headquarters**

Gideons International  
Gospel Music Association  
Thomas Nelson

**Christian Universities**

Lipscomb University  
Belmont University  
Trevecca Nazarene University

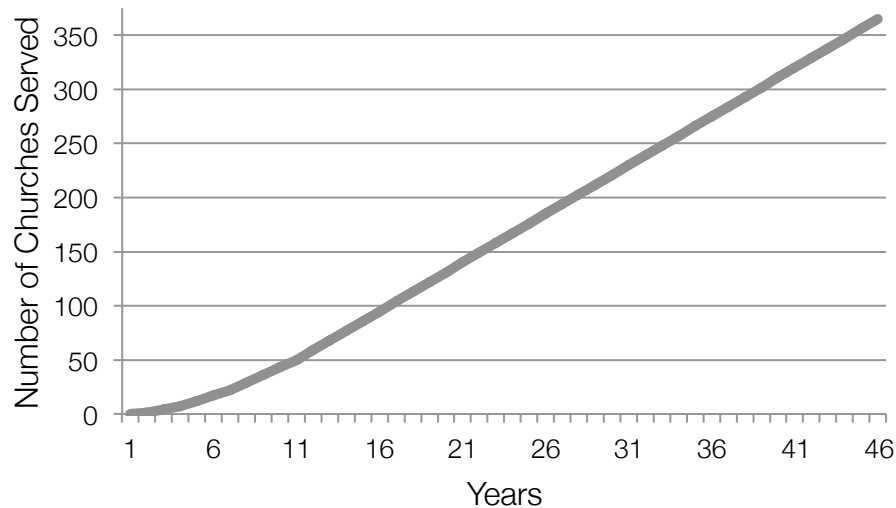
**Most Common Religious Affiliations**

Methodist  
Baptist  
Catholic  
Presbyterian  
Pentecostal  
Nondenominational

*See Appendix C: Survey of Large Churches in Nashville*

## Growth Projections

EQUIP aims to reach 50% of the churches in Nashville in 50 years by serving 3 clients in the second and third years, 5 clients in the fourth, fifth, and sixth years, 7 clients in the seventh, eighth, and ninth years, and then 9 clients for every year afterward, reaching 350 churches served within 45 years.



EQUIP will first employ an aggressive and concentrated client cultivation strategy from referrals by past clients, members of the Board of Directors, and volunteers. As EQUIP's reputation grows, consultants will shift their duties from client cultivation to bearing the increased load of clients.

## Sharing the Model

Once EQUIP has confirmed that its model of city-based work was successful in Nashville, EQUIP will share that model with faith leaders in other cities through publications and speaking engagements. These efforts will culminate in the establishment of a training school in Nashville where faith leaders who aspire to adopt EQUIP's model in their city can learn from the EQUIP Team in Nashville.



## **Fund Development**

EQUIP will develop its financial resources through personal fundraising of staff, fees-for-service from partner organizations, targeted solicitations from foundations, and the development of large gifts from the community. EQUIP acts as a missionary in partnership with churches and other communities of faith: it will serve these community free of charge with the hope that these communities will find the partnership valuable and choose to give to EQUIP so that other churches may continue to benefit. When partner organizations are comfortable with a consulting relationship and direct fees-for-service, consultation fees will be priced on a sliding scale based on 5% of the church's annual outreach budget (missions, evangelism, social action, etc.), 0.5% of the church's total annual budget, or another agreed upon amount.

## **Peer Organizations**

Organizations like Center Peace, Lead Them Home, and the Gay Christian Network provide similar services, but none of these organizations have a considerable presence in Nashville, focus on individual cities, or provide training at the depth of EQUIP.

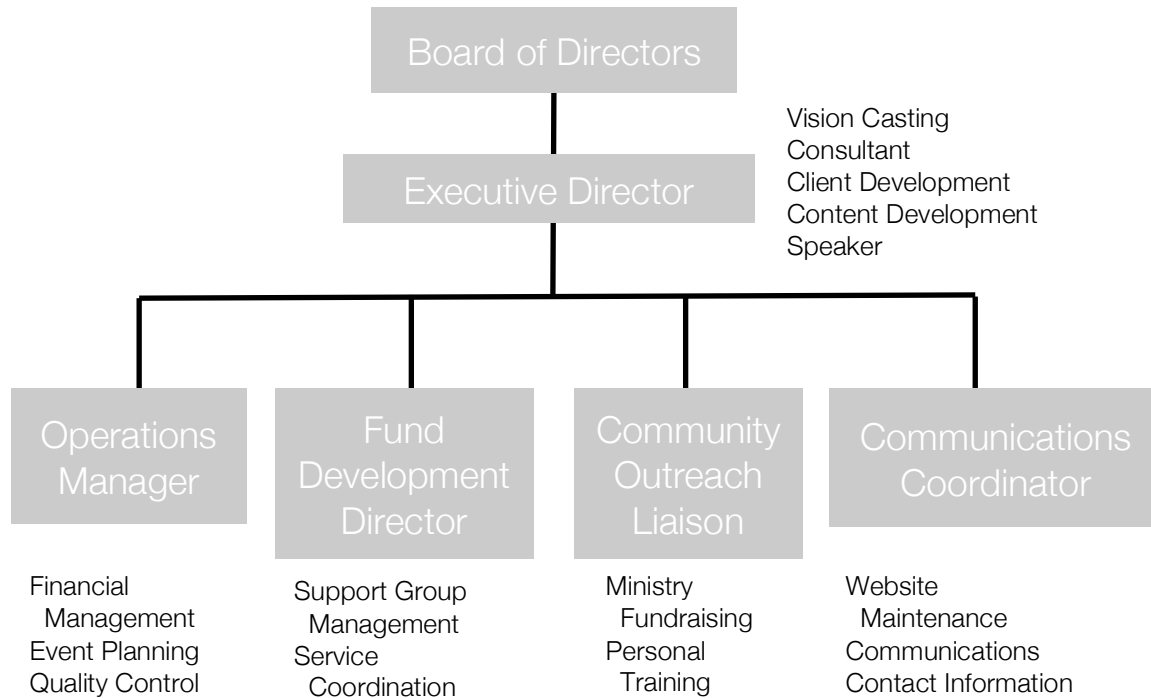
## **Strengths and Weaknesses**

EQUIP's primary strengths are its focus and strategy. Its weaknesses include natural barriers for start-ups and its request for high commitment from clients. Cultivating clients in the first 5 years of operation will be the most significant barrier to entering the market. Lack of quality personnel could also serve as a significant long-term hindrance. Future judicial decisions banning any sexual orientation change efforts and promotion of any such efforts could restrict EQUIP's effectiveness.

# Management

---

## Organizational Structure



The Board of Directors will be made up of six members. These members will include an individual with legal expertise, a content specialist on same-sex attraction, a spiritual director, and community leaders. The Executive Director will implement the decisions of the Board, serve as a temporary member of the Board, cast a vision for the ministry, speak on behalf of the ministry, consult with churches, develop content and clients, and supervise four other staff: an Operations Manager, Community Outreach Liaison, Fund Development Director, and Communications Coordinator. The Operations Manager will manage the finances of the ministry, oversee quality control and feedback systems, and plan ministry events. The Community Outreach Liaison will manage support groups in Nashville and coordinate service. The Fund Development Director will oversee ministry fundraising and train other staff for their personal fundraising. The Communications Coordinator will maintain the website, manage all communications with clients, donors, and the community, and maintain information databases.

Each member of the staff will raise funds for his or her own salary. Operational costs for EQUIP will be raised separately. A network of volunteers will support the staff.

## **Ownership Information**

EQUIP (legally, Equip Nashville) is a 501(c)3 nonprofit organization. (See *Appendix D: Equip Nashville Charter & Appendix H: Federal Tax-Exempt Letter*)

The Founder and Executive Director of EQUIP is Pieter Valk.

### *Primary Responsibilities and Authority*

Vision-Casting, Consulting, Client and Content Development

### *Education*

B.A., Vanderbilt University and seeking M.S., Lipscomb University

### *Experience*

Boston Fellow, Redeemed Lives Intern, Published 4 Times, Studied at Gordon-Conwell Theological Seminary

### *Skills*

Organizational Development and Project Management

*See Appendix E: Executive Director Biography*

## **Board of Directors**

The Board of Directors will meet quarterly to steward the following responsibilities:

1. Adopt a mission and purpose for the organization
2. Ensure the organization is fulfilling its purpose
3. Offer leadership gifts to the organization upon installment
4. Approve salaries for staff after submission of justification of salary (budget) and proof of fund development by the staff member
5. Participate in fund development by providing names for solicitation, connecting fund development officers with potential donors, directly soliciting donors, and allowing their picture/name/signature to be used on articles, communications, newsletters, and other fund development materials
6. Provide feedback to staff
7. Attend organization functions including but not limited to the launch event, donor banquets, and city-wide topical trainings
8. Participate in staff hiring
9. Help cultivate new clients
10. Approve website, branding, and marketing
11. Maintain the legal standing of the organization
12. Facilitate any staff conflicts

The Board will chose on a President and Treasurer of the Board to serve in those capacities.

# Services

---

## Description of Services

We believe that God has called the Church to love and serve those who experience same-sex attraction, and EQUIP is committed to teaching the Church in Nashville to do just that.

EQUIP serves churches in four ways to provide breadth and depth of impact:

5. **Train** pastors to confidently minister to those who experience same-sex attraction (*See Appendix F: Services Samples*)
6. **Teach** lay leaders to love and support those who experience same-sex attraction
7. **Educate** the congregation on being a friend to someone who experiences same-sex attraction
8. **Deliver** a model for an in-house support group for those who experience same-sex attraction

We believe that God loves gay, lesbian, and bisexual people and that He values the gifts, talents, and fellowship they can bring to the Body of Christ. We seek to provide churches with the understanding to love and serve all of those who experience same-sex attraction, regardless of what their journey looks like.

## Consulting Process

EQUIP will consult with clients according to the following model:

### *Stage 1: Pre-Entry*

EQUIP makes initial contact with the client to explain what will we offer and what the client can expect.

### *Stage 2: Entry, Problem Exploration and Contracting*

EQUIP explores the problem through meetings, interviews, and reports and learns about the beliefs, wants, expectations, and willingness of the church. EQUIP proposes a contract that includes fees, meeting times, materials needed, rules, restrictions, the end goal, and metrics of project completion to be agreed upon by both parties.

*Stage 3: Information Gathering, Problem Confirmation, and Goal Setting*  
EQUIP focuses on data collected about the client and sets achievable intermediate goals and objectives.

*Stage 4: Solution Searching and Intervention Selection*  
EQUIP determines the correct solution and strategy for the client and delivers the solution.

*Stage 5: Evaluation*  
Throughout the process, EQUIP solicits feedback from the client to determine what works, what does not work, and if goals are being met.

*Stage 6: Termination*  
The partnership concludes based on the completion of goals previously agreed upon by both parties. EQUIP reviews the goals and results to ensure that the client receives what was expected.

## **Services Development**

Content for the Pastoral Staff Intensive has been developed, focus group tested, and is currently being delivered with plans to collect and act upon feedback.

Development of Lay Leader Training, Congregational Education, and Support Group content is ongoing. EQUIP will use feedback from its first client experience to hone services. In the future, we will expand services to include trainings for parents, trainings for youth ministers, and topical core-issue trainings.

Long-term growth includes the publication of a book on the success of this model in Nashville, an internship program to train young leaders, and expansion to other cities in the United States.

# Client and Fund Development

---

## Client Development

A successful experience with our first client will provide the opportunity to develop and hone services, establish a reputation, build credibility, and solicit client referrals.

Clients will first be cultivated from person-to-person relationships that are developed from referrals. Website and community involvement will attract potential clients to our ministry. We will also partner with other organization in Nashville to connect us with potential clients. Successful client experiences with a few large churches will establish the reputation and credibility needed to gain access to denominations in Nashville.

## Fund Development

Fund Development initiatives include the following:

**Staff Sponsor Fund** to provide prayer and financial support to a member of the staff

**No Church Too Small Fund** to subsidize consultation fees so that any church—no matter what size attendance or budget—can benefit from what EQUIP has to offer

**Nashville's Got Talent Fund** to help us identify and recruit the talented staff needed to effectively reach the city of Nashville

**50 in 50 Legacy Fund** to ensure EQUIP can accomplish its ambitious goal of equipping 50% of the churches in Nashville in 50 years

# Financial Projections

---

EQUIP is projected to reach the following financial and organizational milestones over the next four years. These projections are based on expected staff salaries of \$40,000, approximate yearly operating expenses of \$10,000, and average consultation fees of \$10,000 for per client.

2016	Develop Transgender Content Cultivate Client Pool Establish Brand and Marketing Elements Secure Leadership Gifts Complete Projects with Ethos Church & Lipscomb University Recruit Director of Fund Development
2017	3 New Clients Recruit Operations Manager / Communications Coordinator Develop Parent and Youth Focused Content \$100,000 Fund Development
2018	3 New Clients Recruit Operations Manager / Communications Coordinator First Annual City-Wide Topical Training \$150,000 Fund Development
2018	5 New Clients (Total of 8 Complete) 1 New Staff Member (Total of 4 Staff) \$200,000 Fund Development



# Appendices

---

A: Social and Demographic Trends.....	18
B: Organizational Beliefs .....	22
C: Survey of Large Churches in Nashville .....	23
D: Equip Nashville Charter .....	24
E: Executive Director Biography .....	30
F: Services Samples.....	31
G: Supplemental Information.....	35
H: Federal Tax-Exempt Letter .....	36

# Appendix A:

## Social and Demographic Trends

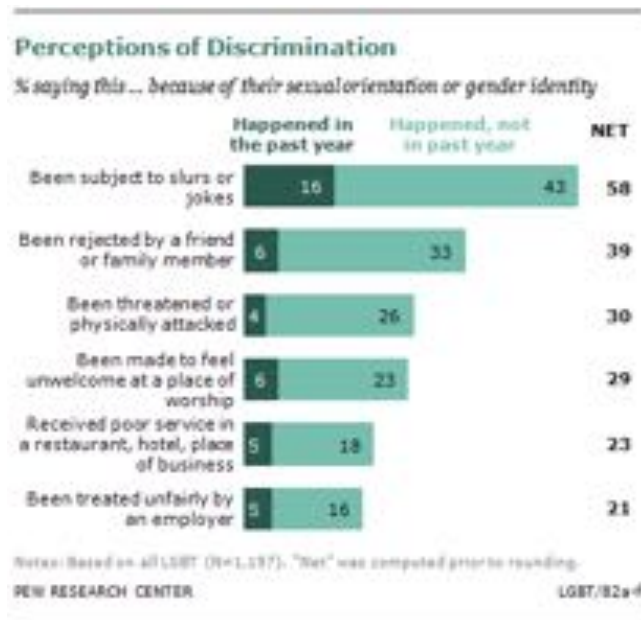
---

The following is a compilation of excerpts from demographic studies on homosexuality and religion in the United States.

### Pew Research Center – Social and Demographic Trends: A Survey of LGBT Americans (2013)

“29% of respondents say they have been made to feel unwelcome in a place of worship.”

The survey finds that 12 is the median age at which lesbian, gay and bisexual adults first felt they might be something other than heterosexual or straight. For those who say they now know for sure that they are lesbian, gay, bisexual or transgender, that realization came at a median age of 17.

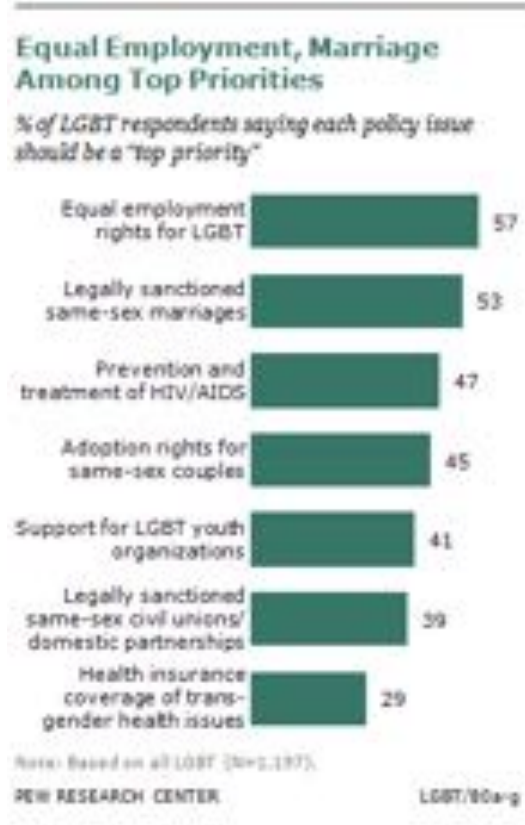
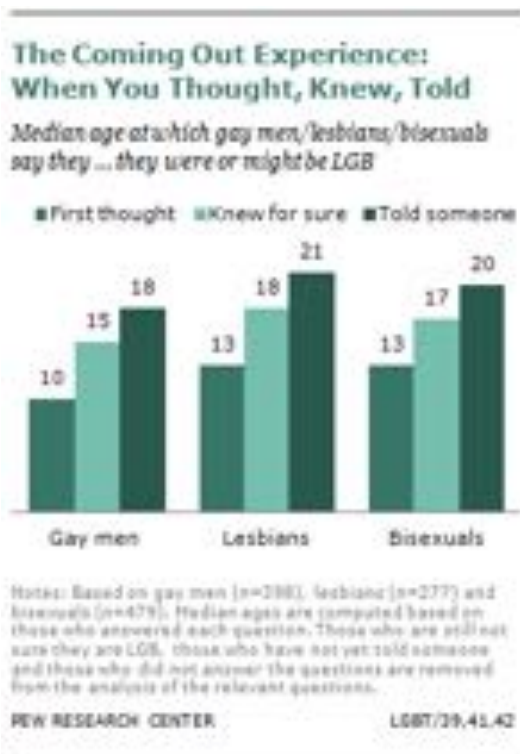


Among those who have shared this information with a family member or close friend, 20 is the median age at which they first did so.

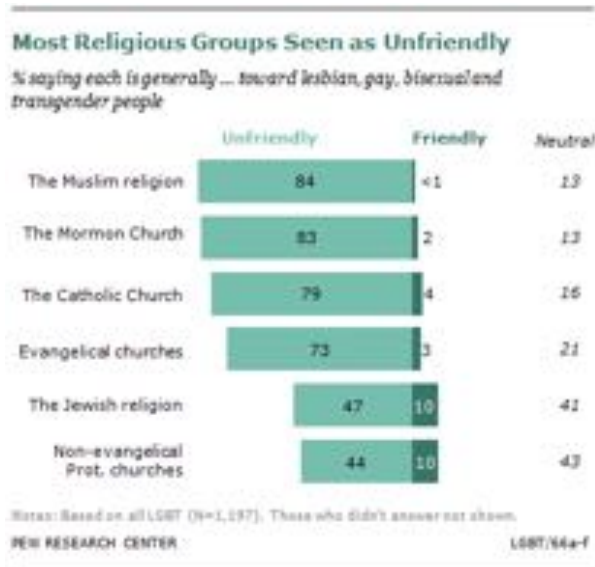
The survey finds that 16% of LGBT adults—mostly bisexuals with opposite-sex partners—are currently married, compared with about half the adults in the general public.

Most of those who have told their parents say this process wasn't easy. Some 59% of those who have told their mother about their sexual orientation or gender identity and 65% who have told their father say it was difficult to share this information. However, of those who have told their mothers, the vast majority say it either made the relationship stronger (39%) or didn't

change the relationship (46%). A similar-sized majority says telling their father about their sexual orientation or gender identity didn't hurt their relationship.

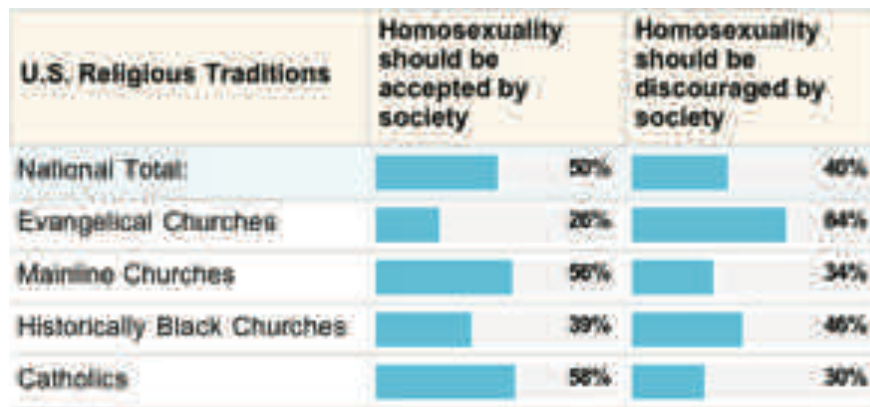


Lopsided majorities describe the Muslim religion (84%), the Mormon Church (83%), the Catholic Church (79%) and evangelical churches (73%) as unfriendly toward people who are LGBT.



The survey finds that LGBT adults are less religious than the general public. Roughly half (48%) say they have no religious affiliation, compared with 20% of the public at large. Of those LGBT adults who are religiously affiliated, one-third say there is a conflict between their religious beliefs and their sexual orientation or gender identity."

## Pew Research Center – The Pew Forum on Religion and Public Life: US Religious Landscape Survey (2008)



## Barna Group – Spiritual Profile of Homosexual Adults (2009)

“Although most adults affirm the importance of faith in their life, regardless of their sexual orientation, straight adults (72%) were more likely than gay adults (60%) to describe their faith as “very important” in their life. And even though most Americans consider themselves to be Christian, there is a noticeable gap between heterosexuals who self-identify that way (85%) compared to homosexuals (70%). Another gap was then noted among those who say they are Christian: about six out of ten heterosexuals say they are absolutely committed to the Christian faith, compared to about four out of ten among homosexuals.

And even though a majority of adults have made “a personal commitment to Jesus Christ that is still important in your life today,” such a relationship was more common among non-gays (75%) than among gay adults (58%). The research also revealed that straight adults were nearly twice as likely as gays to qualify as born again Christians (47% compared to 27%, respectively).

There were substantial differences in some core religious beliefs, too. Heterosexuals were twice as likely as homosexuals to strongly agree that the Bible is totally accurate in all of the principles it teaches; two-thirds of heterosexuals believe the single, most important purpose in life is to love God with all your heart, mind, strength and soul, significantly higher than the half of all homosexuals who embrace the idea; and about half of straight adults

and one-third of gay adults contend that their life has been greatly transformed by their faith.

One of the most basic beliefs has to do with one's understanding of God. This proved to be one of the biggest differences noted in the study. While seven out of every ten heterosexuals (71%) have an orthodox, biblical perception of God, just 43% of homosexuals do. In fact, an equal percentage possesses a pantheistic view about deity – i.e., that “God” refers to any of a variety of perspectives, such as personally achieving a state of higher consciousness or maximized personal potential, or that there are multiple gods that exist, or even that everyone is god.

Religious behavior differs significantly. In any given week the research discovered that heterosexuals are the more likely of the two groups to attend a church service, attend a Sunday school class, pray to God, or read the Bible. Gay adults are 50% more likely than straight adults to be unchurched (42% versus 28%). Overall, heterosexuals are twice as likely as homosexuals to attend a church service, read the Bible and pray to God during a typical week (31% vs. 15%).”

# Appendix B: Organizational Beliefs

---

We believe that God loves gay, lesbian, and bisexual people and that He values the gifts, talents, and fellowship they can bring to the Body of Christ.

We believe that no one chooses whom he or she is attracted to, and we want to equip the Church to love and serve those who experience same-sex attraction regardless of how they respond.

We believe that the Church has defaulted to silence that communicated shame for too long, and that God has called the Church to love and serve those who experience same-sex attraction.

We believe that God has promised transformation of the heart and mind and provision and joy and peace to anyone who seeks Him faithfully.

We believe that all people will find greatest fulfillment in enjoying intimacy with God and His family and working to redeem His Creation.

## **What EQUIP Isn't**

EQUIP does not “pray the gay away”. EQUIP does not promise change in a person’s same-sex attraction. EQUIP does not advocate for reparative therapy or sexual orientation change therapy. EQUIP does not involve itself in civil or religious politics.

EQUIP respects every person’s God-given free will to follow his or her own path. EQUIP seeks to equip churches to love and serve those who experience same-sex attraction regardless of what their journeys look like.

# Appendix C:

## Survey of Large Churches in Nashville

---

Name	City	State	Average Attendance	Denomination	Pastor
Belmont Church	Nashville	TN	2000	Nondenominational	Brian Wade
Bethel World Outreach Center	Brentwood	TN	3500	Nondenominational	Rice Brooks
Brentwood Baptist Church	Brentwood	TN	5637	Southern Baptist Church	Michael Glenn
Brentwood United Methodist Church	Brentwood	TN	2484	United Methodist Church	Martin Thielen
Christ Church	Nashville	TN	4500	Nondenominational	Daniel Scott
Christ Presbyterian Church	Nashville	TN	2000	Presbyterian (PCA)	Wilson Benton
Cornerstone Assembly of God	Madison	TN	4024	Assembly of God	Maury Davis
Cross Point Church	Nashville	TN	5027	Nondenominational	Pete Wilson
Ethos Church	Nashville	TN	2800	Nondenominational	Dave Clayton
Fellowship Bible Church	Brentwood	TN	2400	Nondenominational	Michael Easley
First Baptist Church	Hendersonville	TN	2653	Southern Baptist Church	Bruce Chesser
Forest Hills Baptist Church	Nashville	TN	2000	Southern Baptist Church	Sam Boyd
Grace Chapel	Franklin	TN	3500	Calvary Chapel	Steve Berger
Iglesia de Dios Hispana de Nashville	Nashville	TN	2000	Pentacostal	Jose Rodriguez
Lake Providence Missionary Baptist Church	Nashville	TN	2200	Missionary Baptist	H. Bruce Maxwell
LifePoint Church	Smyrna	TN	3100	Baptist	Patrick Hood
Long Hollow Baptist Church	Hendersonville	TN	7154	Southern Baptist Church	Lance Taylor
Madison Church of Christ	Madison	TN	2150	Church of Christ	Philip Barnes
Mount Zion Baptist Church	Nashville	TN	10000	Baptist	Joseph Walker
New Vision Baptist Church	Murfreesboro	TN	2150	Southern Baptist Church	Brady Cooper
North Boulevard Church of Christ	Murfreesboro	TN	1800	Church of Christ	David Young
The Fellowship at Two Rivers	Nashville	TN	2000	Baptist	Matt Surber
The People's Church	Franklin	TN	2901	Southern Baptist Church	Rick White
West End United Methodist Church	Nashville	TN	1500	United Methodist Church	Michael Williams
Woodmont Hills Church of Christ	Nashville	TN	1900	Church of Christ	John York
World Outreach Church	Murfreesboro	TN	7926	Nondenominational	Allen Jackson

# Appendix D: Equip Nashville Charter

---

## STATE OF TENNESSEE

## CHARTER

## OF

## EQUIP NASHVILLE

### ARTICLE I: NAME AND FILING

The name of the nonprofit corporation is EQUIP NASHVILLE (the “Corporation”). The Charter is being filed pursuant to the Tennessee Nonprofit Corporation Act, as amended from time to time (the “Act”).

### ARTICLE II: NOT-FOR-PROFIT PUBLIC BENEFIT CORPORATION

The Corporation is a nonprofit public benefit corporation. It is intended that the Corporation shall have the status of a corporation that is exempt from federal income taxation under Section 501(a) of the Internal Revenue Code of 1986, as amended, or any corresponding provisions of any future federal tax laws (hereinafter referred to as the “Code”), as an organization described in Section 501(c)(3) of the Code.

### ARTICLE III: OFFICE, REGISTERED AGENT AND INCORPORATOR

The initial principal office of the Corporation is located at 207 White Bridge Pike, Nashville, Davidson County, Tennessee 37209.

The initial registered office of the Corporation is located at Suite 700, 1600 Division Street, Nashville, Davidson County, Tennessee 37203 and the name of the registered agent at this address is Robert E. Wood.

The incorporator of the Corporation is Pieter Valk whose mailing address is 207 White Bridge Pike, Nashville, Davidson County, Tennessee 37209.



#### **ARTICLE IV: MEMBERS**

The Corporation shall not have members.

#### **ARTICLE V: PURPOSE**

The Corporation is organized exclusively for charitable, scientific, literary and educational purposes within the meaning of Section 501(c)(3) of the Code including the establishment of consulting and educational programs and materials to equip the church and other religious organizations in Nashville with the understanding and tools to better love and serve the people of Nashville.

The Corporation is organized to engage in any activity, and to exercise any and all powers, rights and privileges afforded a nonprofit corporation under the Act. Notwithstanding any other provision of this Charter, the Corporation shall not carry on any activities not permitted to be carried on by a corporation organized as a nonprofit corporation under the laws of the State of Tennessee pursuant to the Act which is exempt from federal income tax under Section 501(c)(3) of the Code, contributions to which are deductible under Sections 170(c)(2), 2055(a) or 2522(a) of the Code.

#### **ARTICLE VI: ACTION OF INCORPORATOR**

The incorporator shall adopt the initial Bylaws of the Corporation; shall elect the initial Board of Directors and officers pursuant to the terms of the Corporation's Bylaws; and shall take such other appropriate action incident to the organization of the Corporation.

#### **ARTICLE VII: BOARD OF DIRECTORS**

The affairs of the Corporation shall be managed by a Board of Directors, whose members, designated as directors, shall act as the directors of the Corporation, and by such officers, as shall be described in the Bylaws of the Corporation. The initial directors shall be appointed by the incorporator to serve until the first meeting of the Board of Directors. Thereafter, directors shall be appointed as provided in the Bylaws of the Corporation, but the number of directors shall not be less than three.

#### **ARTICLE VIII: LIMITED PERSONAL LIABILITY OF DIRECTORS**

No person who is or was a director of the Corporation, nor such person's heirs, executors, administrators, or legal representatives (collectively referred to as a

"director"), shall be personally liable to the Corporation for monetary damages for breach of fiduciary duty as a director. However, this provision shall not eliminate or limit the liability of a director (a) for any breach of a director's duty of loyalty to the Corporation, (b) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or (c) under Section 48-58-304 of the Act. No repeal or modification of the provisions of this Article, either directly or by the adoption of provisions inconsistent with the provisions of this Article, shall adversely affect any right or protection, as set forth herein, existing in favor of a particular individual at the time of such repeal or modification.

## **ARTICLE IX: INDEMNIFICATION AND ADVANCEMENT OF EXPENSES**

1. Mandatory Indemnification of Directors and Officers. To the maximum extent permitted by the provisions of Sections 48-58-501, *et seq.*, of the Act, as amended from time to time (provided, however, that if an amendment to the Act in any way limits or restricts the indemnification rights permitted by law as of the date hereof, such amendment shall apply only to the extent mandated by law and only to activities of persons subject to indemnification under this paragraph 1 which occur subsequent to the effective date of such amendment), the Corporation shall indemnify and advance expenses to any person who is or was a director or officer of the Corporation, or to such person's heirs, executors, administrators and legal representatives, for the defense of any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, and whether formal or informal (any such action, suit, or proceeding being hereinafter referred to as the "Proceeding"), to which such person was, is, or is threatened to be made, a named defendant or respondent, which indemnification and advancement of expenses shall include counsel fees actually incurred as a result of the Proceeding or any appeal thereof, reasonable expenses actually incurred with respect to the Proceeding, all fines, judgments, penalties and amounts paid in settlement thereof, subject to the following conditions:

(a) The Proceeding was instituted by reason of the fact that such person is or was a director or officer of the Corporation; and

(b) The director or officer conducted himself or herself in good faith, and he or she reasonably believed (i) in the case of conduct in his or her official capacity with the Corporation, that his or her conduct was in its best interest; (ii) in all other cases, that his or her conduct was at least not opposed to the best interest of the Corporation; and (iii) in the case of any criminal proceeding, that he or she had no reasonable cause to believe his or her conduct was unlawful. The termination of a proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent is not, of itself, determinative that the director or officer did not meet the standard of conduct herein described.

2. Permissive Indemnification of Employees and Agents. The Corporation may, to the maximum extent permitted by the provisions of Section 48-58-

501, *et seq.*, of the Act, as amended from time to time (provided, however, that if an amendment to the Act in any way limits or restricts the indemnification rights permitted by law as of the date hereof, such amendment shall apply only to the extent mandated by law and only to activities of persons subject to indemnification under this paragraph 2 which occur subsequent to the effective date of such amendment), indemnify and advance expenses in a Proceeding to any person who is or was an employee or agent of the Corporation, or to such person's heirs, executors, administrators and legal representatives, to the same extent as set forth in paragraph 1 above, provided that the Proceeding was instituted by reason of the fact that such person is or was an employee or agent of the Corporation and met the standards of conduct set forth in subparagraph 1(b) above. The Corporation may also indemnify and advance expenses in a Proceeding to any person who is or was an employee or agent of the Corporation to the extent, consistent with public policy, as may be provided by its Bylaws, by contract, or by general or specific action of the Board of Directors.

3. Non-Exclusive Application. The rights to indemnification and advancement of expenses set forth in paragraphs 1 and 2 above are contractual between the Corporation and the person being indemnified, and his or her heirs, executors, administrators and legal representatives, and are not exclusive of other similar rights of indemnification or advancement of expenses to which such person may be entitled, whether by law, by this Charter, by a resolution of the Board of Directors, by the Bylaws of the Corporation, by the purchase and maintenance by the Corporation of insurance on behalf of a director, officer, employee, or agent of the Corporation, or by an agreement with the Corporation providing for such indemnification, all of which means of indemnification and advancement of expenses are hereby specifically authorized.

4. Non-Limiting Application. The provisions of this Article IX shall not limit the power of the Corporation to pay or reimburse expenses incurred by a director, officer, employee, or agent of the Corporation in connection with such person's appearing as a witness in a Proceeding at a time when he or she has not been made a named defendant or respondent to the Proceeding.

5. Prohibited Indemnification. Notwithstanding any other provision of this Article IX, the Corporation shall not indemnify or advance expenses to or on behalf of any director, officer, employee, or agent of the Corporation, or any such person's heirs, executors, administrators, or legal representatives:

(a) If a judgment or other final adjudication adverse to such person establishes his or her liability for any breach of the duty of loyalty to the Corporation, for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or under Section 48-58-304 of the Act; or

(b) In connection with a Proceeding by or in the right of the Corporation in which such person was adjudged liable to the Corporation; or

(c) In connection with any other Proceeding charging improper personal benefit to such person, whether or not involving action in his or her official

capacity, in which he or she was adjudged liable on the basis that personal benefit was improperly received by him or her.

6. Repeal or Modification Not Retroactive. No repeal or modification of the provisions of this Article IX, either directly or by the adoption of a provision inconsistent with the provisions of this Article, shall adversely affect any right or protection, as set forth herein, existing in favor of a particular individual at the time of such repeal or modification.

## **ARTICLE X: NO PRIVATE INUREMENT**

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its directors, officers, or other private persons. However, the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered to it or on its behalf, pay reimbursements for expenses incurred on its behalf, and make payments and distributions in furtherance of the purposes set forth in Article V hereof.

## **ARTICLE XI: NO LEGISLATIVE OR POLITICAL ACTIVITY**

No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation; and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office.

## **ARTICLE XII: PRIVATE FOUNDATION LIMITATIONS**

In the event the Corporation is a private foundation within the meaning of Section 509 of the Code for a taxable year, the Corporation:

(a) shall make distributions at such time and in such manner as not to subject the Corporation to tax under Section 4942 of the Code;

(b) shall not engage in any act of self-dealing, as defined in Section 4941(d) of the Code;

(c) shall not retain any excess business holdings, as defined in Section 4943(c) of the Code;

(d) shall not make any investments in a manner that would subject it to tax under Section 4944 of the Code; and

(e) shall not make any taxable expenditures, as defined in Section 4945(d) of the Code.

### **ARTICLE XIII: DISTRIBUTIONS ON DISSOLUTION**

Upon the dissolution of the Corporation, after paying or making provision for the payment of all liabilities of the Corporation then outstanding and unpaid, the Board of Directors shall distribute the assets of the Corporation exclusively for the charitable, scientific, literary and educational purposes of the Corporation within the meaning of Section 501(c)(3) of the Code, in such manner as the Board of Directors shall determine. Any assets not so distributed shall be distributed to one or more governmental units then described under Section 170(c)(1) of the Code, or to one or more organizations then described under Section 501(c)(3) of the Code and Section 170(c)(2) of the Code, as the Board of Directors shall determine. Any assets not so disposed of by the Board of Directors shall be disposed of by a court having equity jurisdiction in the county in which the principal office of the Corporation is then located, with the distribution of assets to be made for such charitable purposes, or to such governmental units then described under Section 170(c)(1) of the Code, or to such organization or organizations then described in Section 501(c)(3) of the Code and Section 170(c)(2) of the Code, as such court shall determine.

This Charter shall be effective upon the filing with the Secretary of State of the State of Tennessee.

---

Pieter Valk, Incorporator

## Appendix E: Executive Director Biography

---

Pieter Valk is the Founder of EQUIP, a Christian consulting ministry committed to equipping the Church in Nashville with the understanding and skills to better love and serve those who experience same-sex attraction.

While an undergraduate student at Vanderbilt University, he began a grassroots movement that opened conversation about same-sex attraction and brought about a cultural shift in the way the Christian community on campus loved and supported those with same-sex attraction. He graduated from Vanderbilt University with Highest Honors in Chemistry in 2013.

After graduating, Pieter studied at Gordon-Conwell Theological Seminary for a year with a focus on Lay Leadership and Culture-making. At the same time, he was awarded a ministry development internship with Redeemed Lives International, an established ministry for those with same-sex attraction that reached peak national and international impact in the 1990s and early 2000s. At Redeemed Lives International, Pieter also completed a 26-week Pastoral Counseling course on relational and sexual brokenness.

Pieter is currently pursuing his Masters in Clinical Mental Health Counseling at Lipscomb University.

## Appendix F: Services Samples

---

Below is a slide from Session Three of the Pastoral Staff Intensive training pastors how to be a friend to individuals that experiences same-sex attraction:

### How to be a Friend

**Get to know the Person**

1. Ask them about **their story** and be wary of **recurring elements**
2. Know their **love languages**
3. Support them around all of the **other (more important) things**
4. Point out **shaming messages**

---

**EQUIP** Nashville



Below is a slide from Session Three of the Pastoral Staff Intensive establishing a core principle of ministering to individuals who experience same-sex attraction:

## Ministry: Core Principles

### 4. Encourage to share with others

- acceptance, love, and support
- normalization, see as same
- defeat shame



---

**EQUIP** Nashville



Below is a handout from Session One of the Pastoral Staff Intensive that clarifies the need, challenge, solution, and strategy proposed by Equip Nashville:

## **EQUIP** Nashville

---

### Need

We as a Church do not understand same-sex attraction and we do not know how to be a friend to or a pastor for those who experience same-sex attraction.

### Challenge

The topic of homosexuality can be overwhelming because it is conflated with politics, people we know personally, and important theological discussion.

### Solution

- To equip leaders at Ethos Church with the understanding and skills to better love and serve those who experiences same-sex attraction
- To affect a culture shift among the congregation at Ethos Church around their understanding of same-sex attraction
- To empower leaders at Ethos to take ownership of this ministry at Ethos

### Strategy

1. **Pastoral Staff Intensive Training** to foster ownership of this initiative and to equip leaders at Ethos Church to minister to those who experience same-sex attraction
2. **Lay Leader Training** to equip House Church Leaders with the knowledge and tools to better love and serve members of their house churches
3. **Congregational Education** in the form of a Grow Class to provide understanding to those who do not experience same-sex attraction and a point of contact for those who do
4. **Ministry Hand-Off** so that Ethos Church can sustainably continue to equip and serve its congregation
5. **Support Group** with content-rich, Biblical teaching and healing prayer for anyone struggling with sexual brokenness

Below is the first page of a handout from Session Three of the Pastoral Staff Intensive that lists the core principles of ministering to those who experience same-sex attraction:

## **EQUIP** Nashville

---

### How to Minister: Core Principles

*Incorporating these core principles can enhance a pastor's ability to minister to congregants who experience same-sex attraction (SSA).*

**Examine your own understanding of gender.** Perception of one's own gender and the gender of those around you is central to the experience of same-sex attraction, so if a pastor has an overly rigid, prescriptive, or abiblical understanding of gender, it could be a significant barrier to ministry.

*Notes:*

**Listen for and minister to core wounds.** SSA is a symptom of deeper, core wounds such as pornography, sex outside of marriage, lust, insecurity, no sense of self worth, lack of identity in Christ, body shame, hopelessness, anger, envy, unforgiveness, etc. Help the congregant identify core wounds and minister to those.

*Notes:*

**Set reasonable goals when ministering.** Establishing a goal of eliminating SSA in a person's life is not reasonable. Instead, help your congregant set goals of seeking understanding of their SSA, managing temptation, and ultimately seeking the purposes that God has given every man and woman: to enjoy intimacy with God and His family and to work to redeem His Creation.

*Notes:*

## Appendix G: Supplemental Information

---

Equip Nashville was formed in Nashville in the summer of 2014 by Pieter Valk, Executive Director.

EQUIP first client is Ethos Church, a growing community with a regular attendance of 3,000 and a young demographic.

# Appendix H:

## Federal Tax-Exempt Letter

---

INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201	DEPARTMENT OF THE TREASURY
--	----------------------------

Date: <b>NOV 13 2015</b>	Employer Identification Number: 47-4611479
EQUIP NASHVILLE 207 WHITE BRIDGE PIKE NASHVILLE, TN 37209-0000	DLN: 26053716004705
	Contact Person: CUSTOMER SERVICE ID# 31954
	Contact Telephone Number: (877) 829-5500
	Accounting Period Ending: December 31
	Public Charity Status: 170(b)(1)(A)(vi)
	Form 990/990-EZ/990-N Required: Yes
	Effective Date of Exemption: January 20, 2015
	Contribution Deductibility: Yes
	Addendum Applies: No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to [www.irs.gov/charities](http://www.irs.gov/charities). Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 5436