

**Introducing**



**DAMASCUS ROAD**  
**COLLABORATIVE**

**To Our Supporting Partners**

**Presented by**  
**Paul Feiler, David Clark, and Eric Bryant**  
**May, 2023**

# DAMASCUS ROAD

## PREFACE

*“For I am not ashamed of the Gospel of Jesus Christ-- it is the power of God bringing salvation to all who believe. The Gospel reveals the right way to be in relationship with God—the way of faith.” Romans 1:16-17*

Our aim in writing this prospectus is to introduce you to Damascus Road Collaborative and enlist you as a supporting partner. We are a 501(c)(3) nonprofit organization established to help pastors and their churches thrive and, in the process, become dynamically capable of transforming lives for Jesus Christ and being a powerful influence for good.

If you are reading this, we know you as a person with a strong faith in a loving God, who joins us in our concerns about our fractured society and the significant decline in the church’s relevance in it.

Our purpose is to change this—to create perpetually relevant churches. We are asking you to join us as a supporting partner, to make this work a part of your purpose and legacy, as one who will pray for us, learn with us, provide guidance and referrals, volunteer with us, and help us expand this work with your generosity.

If you have any questions, have ideas about how we can improve this, know someone we should meet, or want more information, we are happy to meet personally with you. Just call or email us.

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CONTENTS

Preface..... 1

Executive Summary ..... 4

Why Damascus Road? ..... 5

    Our Purpose.....5

    Our Motivation .....5

    Our Culture .....6

What Spurred the Growth of the Early Church?..... 8

The Current State of the AMERICAN Church..... 9

    Asleep at the Wheel .....9

    The Magnitude of These Concerns (Statistics) .....9

Some Churches Are Thriving ..... 11

    Characteristics of Thriving Churches.....11

    Eagle Brook Church .....12

Damascus Road Collaborative..... 13

    Our Name .....13

*Why “Damascus Road”?* .....13

*Why “Collaborative”?* .....13

    Our Mission: “We Exist to Help Churches Thrive” .....14

    Our Vision: 7/1100/450,000/70/84.....14

    Our Beliefs .....15

*The Good News: What God Did for Us in Jesus Christ!* .....15

Service Offerings ..... 16

    Leading Change.....16

    Whom We Serve .....16

    What We Do .....16

        1. *For Churches (Pastors and Their Leadership Teams):* .....16

        2. *For Pastors: Leadership Readiness and Renewal* .....18

        3. *For All Believers* .....19

        4. *For Our Supporting Partners*.....19

Business Matters..... 20

    Go to Market Strategy.....20

# DAMASCUS ROAD

- Target Market* .....20**
- Opportunity*.....20**
- Market Channels and Client Acquisition* .....20**
- Traction*.....21**
- The Damascus Road Grant Program*.....21**
- Organizational Development: Scaling Up Operations.....22**
  - Organizational Growth Scenario* .....22**
  - Organizational Leadership, Staffing and Succession Planning*.....22**
- Governance.....22**
- Supporting Partners .....23**
- Damascus Road Founders.....25**
- Appendix 1: Damascus Road Growth Scenario and 5-Year Financial Forecast.....28**

## EXECUTIVE SUMMARY

Damascus Road Collaborative, Inc. is a 501(c)(3) nonprofit dedicated to helping churches thrive. Founded and led by Paul Feiler, David Clark, and Eric Bryant, we work with pastors and their church boards to develop strong, Christ-centered, Bible-based, and perpetually-relevant organizations, churches that are **invitational**, excelling at inviting people into a relationship with Jesus Christ, **transformational**, continually nurturing and developing the faith of believers, and **purposeful**, impacting the world through lives of service.

Our mission responds to two related concerns: (1) our society is fractured and divided, plagued by an abandonment of traditional and spiritual values, political polarization, cultural hostility, and technological change, which, for many, create a sense of hopelessness, resentment and an erosion of trust in traditional institutions; (2) the church is losing its moral voice, becoming increasingly irrelevant.

We have launched Damascus Road because we believe that a stronger, invitational church, led by transformational leaders with a powerful moral voice, the ability to transform lives, and the will to overcome evil with good, can heal our fractured society.

We understand the magnitude of the problem we are setting out to address. We understand the role we will play in solving that problem. Collectively, our knowledge and experience, joined with that of our partners, gives us confidence that our impact will be significant and exemplary.

Our program for healing the church is built upon the best practices of thriving churches and the resources of our partners, who have committed to work with us in this effort—national and regional denominational leaders, the leaders of thriving churches, Christian business leaders, para-church organizations, seminaries, community service organizations, counseling centers and our financial and supporting partners.

Our services include:

- For pastors and church leaders, workshops and coaching that develop leadership capabilities related to vision-creation, strategic change, and mission, as well as special-topic workshops and church retreats that “go deeper,” training church leaders in the operation and development of strong churches.
- For pastors, coaching to strengthen their readiness and ability to lead thriving churches.
- For all believers, we will communicate through various media formats the meaning and relevance of the Christian faith for today’s most pressing issues.

Over 150+ churches have already expressed interest in using our services. Our effort is supported by a strong business plan that aggressively scales up operations over a 7-year period. Our vision is that by 2030, we will have served 1100 churches, be conducting 150 workshops annually, and have realized over 450,000 commitments or re-commitments to Christ.

# DAMASCUS ROAD

## WHY DAMASCUS ROAD?

*“We Exist to Help Churches Thrive”*

### Our Purpose

Damascus Road Collaborative, Inc., is a 501(c)(3) nonprofit dedicated to helping churches thrive. Founded and led by Paul Feiler, David Clark and Eric Bryant,<sup>1</sup> we work with pastors and their church boards to develop strong, perpetually relevant, Christ-centered, Bible-based, mission-focused organizations. We believe that the most productive way for Christians to reengage and heal our fractured society is through churches that possess three dynamic capabilities:

- **Invitational.** The ability to invite people into a personal relationship with Jesus Christ.
- **Transformational:** The ability to transform the lives of Christians, inspiring maturation through Christ’s love and grace, and teaching within a faithful local Christian community.
- **Purposeful.** The ability to help Christians find their purpose—their calling—thus arming, empowering and sending Christians out into their communities both to reach others for Christ and to bring healing and hope to our fractured world.

### Our Motivation

We understand the magnitude of the problem we are setting out to address.

#### ***Our society is fractured and divided:***

- Many feel isolated, disconnected and mistrustful of others. A sense of hopelessness, resentment, and disillusionment contributes to an erosion of trust in traditional institutions, such as government, the media, and the church. Without significant change, people doubt that we will be able to address the issues we face.
- Political polarization leads people to retreat into their own echo chambers, locked into positions and unwilling to dialogue with those who hold opposing views.

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Eric Bryant, D.Min., serves as the Executive Pastor of Gateway Church in Austin where he leads the Inspire Team (Creative Arts, Production, Marketing, and Prayer) and serves as the Campus Pastor for Gateway South Austin and Gateway Online, known for their mottos: “no perfect people allowed” and “come as you are, but don’t stay that way.” Eric is the author of *Not Like Me: Loving, Serving, and Influencing Our Divided World*, *Fruitful: Becoming Who God Created You to Be*, an adjunct professor at Bethel Seminary, and creator and host of *The Post-Christian Podcast*.

## DAMASCUS ROAD

- Cultural differences are not respected, leading to outright hostility between groups. An alternative religion, wokism, has gained significant traction in our society.
- Technological changes (social media, artificial intelligence) enable and exacerbate the sense of fracture in personal identity, relationships, and confidence in the future of humanity itself.
- Internationally, we now hear world leaders talking about using nuclear weapons to advance their interests.

### ***Christ's Church is losing its moral voice, becoming increasingly irrelevant:***

- In recent years, poor leadership, division, scandals and controversies have rocked the church, eroded public trust, and made it harder for people to take its teachings seriously.
- The increasing secularization of society, universities and the media, has eroded traditional Christian values, to which the church's response has been weak or silent.
- Increased skepticism is prevalent among younger generations.
- Many see the church as promoting a political agenda, rather than addressing spiritual or moral issues that are foundational to societal change.
- As a result, the number of Christians practicing their faith and attending a church in America is rapidly declining.

We are launching Damascus Road because we believe that a stronger, invitational church, led by transformational leaders with a powerful moral voice, the ability to transform lives, and the will to overcome evil with good, can heal our fractured society.

We understand the magnitude of the problem we are setting out to address. We understand the role we will play in solving that problem. Collectively, our knowledge and experience, joined with that of our partners, gives us confidence that our impact will be significant and exemplary.

### **Our Culture**

Therefore, we are committed to creating an organization, Damascus Road Collaborative, whose work will be targeted, profound, demonstrable, and enduring, lasting far beyond the lives of its founders.

We are structured and animated to optimize our effectiveness through a culture of excellence, focused on the following elements:

1. **Prayer.** Everything we do is empowered by our commitment to “keep ourselves in the love of God” (Jude 1:21). In God, “we live and move and have our being” (Acts 17:37). Damascus Road is built and sustained on the foundation of prayer—our on-going dialogue with God.
2. **Joy.** Joy permeates our culture and all our interactions. There is nothing better than being part of a high performing organization, built on the good news of what God has done for

## DAMASCUS ROAD

us in Christ, that is transforming lives and changing the world for the better. As Nehemiah writes, “The joy of the Lord is your strength” (8:11)

3. **People.** We attract and retain top talent, who work on happy, supportive teams, whose capabilities create maximal impact.
4. **Relationships.** First, as a core facilitator of our mission, we build and strengthen an ecosystem of past clients, thriving pastors and churches, denominational leaders, Christian business leaders, counselling centers, and Christian community services, that partner with us in serving our mission. Second, we focus on cultivating relationships with current and prospective investors, as our supporting partners, adding meaning and purpose to their lives.
5. **Impact.** Just like the best businesses, we will grow by 30-40% or more per year, growing the number of churches served, the reach of our services, the financial support of our donors, and the impact on people’s lives, which is our return on investment (ROI).
6. **Business Planning and Reporting.** We have concise, comprehensive, and compelling business plans built to achieve our objectives. Our business plans detail aspirational goals, key performance indicators (KPIs), revenue strategies, and 5-year financial projections.
7. **Revenue.** We effectively leverage all nonprofit revenue domains including individuals, foundations, corporations, earned income, and impact capital.
8. **Board and Financial Controls.** We have the right types of experience in place on the Board and the Board policies that ensure proper governance and oversight, all while supporting the organization’s staff. We have competent lawyers, accountants, written financial policies, and effective management of the annual and month-by-month budgets.



### WHAT SPURRED THE GROWTH OF THE EARLY CHURCH?

#### *Foundational Dynamic Capabilities*

Throughout his ministry and following his crucifixion and resurrection, Jesus promised his disciples that God's Spirit would empower them to build the Christian Church. The early church burst on the world stage, built upon three foundational capabilities:

- **Invitational.** The first Christians were evangelistic, incredibly effective at going into the world, proclaiming the good news, and inviting people into a personal relationship with Jesus Christ. These first converts experienced a sense of identity, belonging, joy, and the abundance that God intends for us. Obedient to Jesus's great commission (Acts: 1:8), the tremendous evangelistic success of the early church is documented throughout Acts (2:41,47; 4:4; 5:14; 6:1,7; 9:31,35,42; 11:21,24; 14:1,21; 16:5; 17:12,34; 21:20).
- **Transformational.** The first Christians loved and supported one another, they taught, guided, and counseled believers, continuously maturing in their faith throughout their lives. They grew in their understanding and experience of God, kept themselves in the love of God through prayer, and developed spiritual habits that gave them the capacity to live out the purpose God had for them in the world (Romans 12:1-3).
- **Purposeful** – Propelled by their faith and gratitude to God, the first Christians, individually and as a Church, impacted the world through lives of service. Service was for them a life-long **purpose**, a divine calling that defined the meaning of their lives. In word and deed, through Christ-like action, generosity, and love, shown to those in physical, material and emotional need, every Christian acted as the hands and voice of God, a light in the darkness, overcoming evil with good (Romans 12:3-21; Matthew 28:18-20).

To deploy these capabilities, the early church structured and animated a **mission-focused organization**, guided by strong leaders (apostles, prophets, teachers), who powerfully and effectively preached the Gospel, instantly and dramatically increased the number of believers, effectively taught and trained them, and served the needs of the poor.

They did all this while resolving conflicts among diverse and divided audiences (Jews, Greeks, and Romans), and facing tremendous opposition, both from other religions, false teachers, and government authorities.

### THE CURRENT STATE OF THE AMERICAN CHURCH<sup>2</sup>

#### Asleep at the Wheel

Unlike the experience of the early Church, the size and influence of the church in America is rapidly declining. For complex historical and philosophical reasons, skepticism and indifference are growing toward institutional religion and the Christian faith. An accelerating decline in membership continues in mainline churches. Committed churchgoers are now about half as common as they were two decades ago. This trend has major repercussions for church leaders as they struggle to attract and retain the active segment of churchgoers, particularly among the younger generations. Church attendance and participation have been negatively impacted by COVID and many churches are having difficulty recovering.

Our world is marked by many serious challenges. The church is not immune from the larger national reality of deep political polarization and increasing social fragmentation, much of it vitriolic in nature. The church's voice in the public sphere is often weak or despised (e.g., Christians who engage with School Boards have been labeled "Christo-fascists").

Pastors and their boards often lack the ability and confidence to be a transformative force for their members and community. While some churches are effective at teaching and others serve their surrounding community, very few churches excel at evangelism. For many congregations, church provides an escape, a haven for members, out and away from the chaos in our world. Pastors spend their time and energy keeping the sheep in the fold, and they struggle to invite those outside the church to consider faith in Jesus. Many churches lack leadership, resources, energy, and knowledge to embrace challenges and respond robustly in faith.

#### The Magnitude of These Concerns (Statistics)

- About 250 pastors leave the ministry every month. Pastors report frustration with the weight of administrative tasks, which leave little time for the pastoral activities that were the reason they entered the ministry in the first place. 42% of pastors report that they are now or in the past have considered leaving the ministry (stress, isolation, political division, inadequate financial compensation). Today, across all denominations, the divorce rate of pastors ranges from 25-30%; the average length of time a pastor serves in the church is 4 years. For that to be the average, think about how many leave before 4 years.
- Christians (practicing and non-practicing) now outnumber religious "nones" (atheists or agnostics with no religious affiliation) by a two-to-one ratio. In comparison, 15 years ago, Christians outnumbered "nones" by almost five-to-one (78% vs. 16%).

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<sup>2</sup> Statistics in this section are drawn from research published by the Pew Research Center and the Barna Research Group.

## DAMASCUS ROAD

- Another survey provides a more segmented and concerning description of religious practices in the USA, focusing on percentages of practicing Christians, non-practicing Christians, and non-Christians:
  - **25% (1 in 4) Americans reported being practicing Christians.** Practicing Christians identify as Christian, agree strongly that faith is very important in their lives, and have attended church within the past month (includes Protestants and Catholics). The share of practicing Christians has dropped by 50% since 2000.
  - 43% identify as non-practicing Christians or SBNRs (Spiritual but Not Religious)
  - 32% identify as non-Christians; 21% of these identify as atheists.
- Of Americans ages 18-29, only 21% report going at least weekly to church, 27% say that they pray daily. Only 31% say they believe in God as described in the Bible. 66% of Americans ages 18-35 say that they doubt the existence of God. This number has doubled in one generation.
- Since the start of the pandemic, church attendance has dropped by 45% and many churches report that many congregants are not coming back. In the evangelical church, average church attendance has dropped from 220 to 150 per week. Some of those who are going back to a church choose to go to a different one.
- In 2019 (the last year for which this statistic is available), 4500 Protestant churches closed.
- Over the last 10 years, full-time enrollment in seminaries or theological schools nationwide dropped by 50%.
- Major factors are contributing to church decline and division:
  - Perceptions of the church as irrelevant or outdated for life in this world
  - Disputes about who gets to be a part of or lead in the church (women or men, LGBTQ)
  - Past and current church scandals
  - Perceptions about the Church's role in politics.

### SOME CHURCHES ARE THRIVING

*Alive, Celebrating, and Perpetually Relevant*

#### Characteristics of Thriving Churches

Today, some churches are thriving, leading the way by being perpetually relevant in the lives of the faithful and in the world. Like the early church, they are **invitational, transformational, purposeful, and mission-focused**. In these churches attendance is growing both with people who are new Christians and those who previously believed in God but avoided the church. They are seeing people commit themselves to Christ, grow in their faith, and find ways to serve others.

- Like the early Christian church, these churches are **invitational**—the whole church is **focused on evangelism**, building relationships with non-believers, effectively inviting people into a relationship with Jesus Christ, and creating a sense of community and belonging among those who come. New believers experience a secure sense of identity, the love of friends, and the power to face life’s challenges. In worship, the spirit is joyful and engaging. The music is inspirational, the preaching is relevant, and the “vibe” is real and authentic. Younger generations are filling the seats. Their members meet in small groups, or take advantage of online resources to worship together.
- These churches are **transforming** lives by creating disciples, encouraging prayerfulness, faithfulness, relational health, commitment to sound doctrine, and lives of generosity. They effectively engage and teach believers at every stage of life: for example, partnering with parents, these churches provide resources, training, and support as they seek to raise children who are spiritually and morally mature.
- These churches are **purposeful**, active in serving the community, not just caring for those who are in the church, but serving those outside the church, in Jesus’ name, in the community and in the world.
- These churches are **strategic, organized, led, and laser-focused to execute their mission**.
  - They have a clear mission and vision and communicate both effectively.
  - They develop transformational leaders who are great preachers, teachers, and communicators, rock-solid spiritually and morally, able to build strong teams and empower their members to serve.
  - They build and execute effective strategies and initiatives, and utilize change management practices to support personal transformation.
  - They are willing to take risks and try new things to reach more people with the Gospel; they shift quickly when new opportunities arise or when programs are not working.
  - They inspire thriving generosity programs, because their people are grateful for the positive impact the church has on their lives.

## DAMASCUS ROAD

### Eagle Brook Church

One great example of a thriving church is Eagle Brook Church in Minneapolis/St. Paul, MN. The church is a unique example of what it means to be **invitational**. Their mission clearly states: “We are empowered by God to reach others for Christ, because when people meet Christ, lives are changed, families are transformed, and communities thrive.” This emphasis is for them a “Keystone Habit”<sup>3</sup>—all other activities of the church flow out of it.

30 years ago, Eagle Brook was a solid Swedish Baptist Church in White Bear, MN, a suburb north of St. Paul. For several years, their average Sunday morning worship service stabilized at around 300. In 1991, the church called a new pastor with a deep commitment to evangelism. He developed and executed a strategy that focused on inviting people into a personal relationship with Jesus. His vision and mission field initially extended to the whole Twin Cities area. They changed their name to Eagle Brook Church, to separate from any denominational “baggage” and focus congregants solely on their relationship with Christ. They then launched a strategy to make everything the church did align with this mission.

Last year at Eagle Brook, 5,272 people were led into faith in God through a personal relationship with Christ. The church now exists in 10 locations, with two more opening in September. No one in the Twin Cities area must drive more than 20 minutes to attend an Eagle Brook worship service. Average in-person attendance is 17,075, with an average of 22,601 watching online each Sunday. 13,207 are in neighborhood groups, with 8,337 reporting that they spend time with God each day. 7,969 people are actively serving in the community.

Now Eagle Brook’s vision is expanding the reach of their mission for Christ into the broader Midwest and across the nation. The Eagle Brook Association (EBA) provides leadership development, coaching and counseling to other churches at no cost. To date, EBA has trained over 300 churches to lift the value of reaching others for Christ. Through those churches, last year alone, 23,335 people responded to the invitation to follow Christ.

When visiting Eagle Brook, someone who is seeking God will experience Christian love, starting in the parking lot. From the moment you get out of your car, at multiple places along the way, a large team of trained volunteers will greet you, welcome you, engage you in genuine friendly conversation, and offer you coffee before the service begins. Most of those attending are younger people with children, the music and preaching are focused on being practically relevant for them. Older people are also attending, excited, they say, about being a part of something so “joyful” “hopeful,” and “vibrant.”

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<sup>3</sup> Rodd Wagner, “Have we learned the Alcoa 'keystone habit' lesson?” *Fortune Magazine* (January 22, 2019) <https://www.forbes.com/sites/roddwagner/2019/01/22/have-we-learned-the-alcoa-keystone-habit-lesson/?sh=36c087ea58ba>

# DAMASCUS ROAD

## DAMASCUS ROAD COLLABORATIVE

*“We Exist to Help Churches Thrive”*

### **Our Name**

#### ***Why “Damascus Road”?***

Before becoming a Christian, the Pharisee Saul (who became the Apostle Paul) zealously opposed the early church. He believed that God wanted him to destroy Christianity, that the Messiah could not come until every Christian was eliminated. Determined to terrorize Christians, Saul was on the Damascus Road when, in a flash of light, he encountered Jesus Christ. Christ changed everything for him. From then on, he served God without reservation and became Christianity’s greatest proponent, propelling the Good News about Jesus throughout the Roman world—he still proclaims the Gospel today to us through his New Testament letters.

We believe that all people, like the Apostle Paul, need to experience the abundant life found in Jesus Christ. Many churches have lost sight of the mission to help people find Christ. They have turned inward and focused primarily on their own members. Sadly, most of these churches are in steep decline. Nevertheless, other churches have refocused their ministry on reaching out to help their neighbors encounter Christ. Their members are maturing in their faith, and loving and serving in their communities. Not surprisingly, these churches are thriving—growing, sometimes rapidly, even in our turbulent, fractured times.

We are “Damascus Road” because we exist to help churches thrive by developing strong Christian leaders and dynamic capabilities that bring people to a Damascus Road experience of faith in Christ and then transform their lives through God’s love and grace.

#### **Why “Collaborative”?**

We are a “Collaborative” because our work involves and benefits from an ecosystem of partners—thriving churches, national and regional denominational leaders, seminaries, Christian business leaders, Christian service organizations, counseling centers, and financial supporters. Our network of Damascus Road partners helps us in three ways:

1. When we work with church leaders, we introduce them to the experience, best practices, and wisdom of “thriving” churches, the knowledge of great transformational pastors, teachers and Christian leaders, and the resources provided by our verified Christian counselling centers and community service organizations.
2. With permission, we use and build upon their insights and practices, adding to and customizing them, as we work with a specific church in a specific community to grow their ability to be more invitational, transformational, and vocational.
3. Our mission is empowered by supporting partners, who provide prayer support, connections that expand our ministry, and on-going financial support.

## DAMASCUS ROAD

### **Our Mission: “We Exist to Help Churches Thrive”**

The mission of Damascus Road Collaborative is to help churches thrive, to build churches that excel at the center of their calling, that is, communicating and effecting a life-altering experience of transformation through Jesus Christ. When a church organizes itself around this divine calling to invite others to Jesus, then its programs—for example, its educational and social programs—are suddenly filled with a new vitality and an ultimate purpose. Everything that church does becomes relevant. When churches are focused on this mission, first, individual people—then marriages and families, friendships and relationships, neighborhoods and whole communities—experience transformation. People meet Christ and are inspired, taught, and habituated to love, honor, and serve Christ in all things. We are Damascus Road because we are working to help individual churches and their leaders live out the most productive way for churches to reach people for Christ and for Christians to reengage and heal our fractured society.

Our work focuses on helping churches develop the three dynamic capabilities described previously in this presentation:

- **Invitational.** The ability to invite people into a personal relationship with Jesus Christ
- **Transformational.** The ability to transform the lives of Christians, inspiring maturation through Christ’s love and grace, and teaching within a faithful local Christian community
- **Purposeful.** The ability to arm, empower and send Christians out into their communities both to reach others for Christ and to bring healing and hope to our fractured world.

### **Our Vision: 7/1100/450,000/70/84**

- 7 years
- 1100 - Churches served, interdenominational and national, whose pastors report that our work has had a transformative impact on their church
- 450,000 - Lives committed or re-committed to Jesus Christ as a direct result of our work
- 70% - Members of the churches served who participate in one or more of three missional centers (Invitational, Transformational, and Purposeful) and in Church Generosity Programs
- 84% - Members of the churches served who self-report that the church is having a transformative impact on their lives.

*Our metrics (KPIs) track our performance in these areas.*

## DAMASCUS ROAD

### Our Beliefs

- We have faith in God, nurturing a spiritual expectation of God's power in us and among us. God is not an idea, a myth, or abstract concept. God is a personal and communal driving force, the transforming source that inspires abundant life.
- We honor Jesus Christ as Lord and Saviour. We come to know of God by listening to Jesus, the Son of God, and observing how he treated others. We develop a profound understanding of human potential and the purpose of our lives by following Jesus, learning how he, as the human being most intimately connected to God, lived in this world.
- We are empowered by God's Spirit in us, which provides confidence in God's constant presence with us, that God knows and understands us, and gives us the ability to be God's loving voice, face, and hands in every human encounter.
- We are Bible-based. In the Bible, God reveals to us who He is and how He wants us to live. The Bible is transformatively relevant for us: informative, formative, comforting and challenging, revealing God's intentions and guidance for our lives as we engage the world.
- We believe that the love of God extends to all people, that we are all part of the same family. Therefore, we aim to impact our world for Christ and are committed to bringing God's love to those outside the church campus. It is a Christian's joy-filled, exuberant imperative, empowered by God's Spirit, to invite people to faith in Christ and to help them be transformed by His love and grace.
- We pursue personal growth and the imperative of lifelong learning. We mentor others, sharing our skills, knowledge, and expertise to equip all to flourish.
- We encourage entrepreneurial community engagement. We structure and animate creative ways to embody the Gospel in our neighborhoods and workplaces. We care about each other. Affection is at the heart of every Christian encounter. We are a welcoming community. We embody hospitality, foster loving relationships, and encourage constructive dialogue around our differences.

### ***The Good News: What God Did for Us in Jesus Christ!***

There's good news for all of us. God's love for us is unshakeable. It does not depend on our achievements, status, or success. It flows out of God's own character. No matter what, our lives can be transformed through a relationship with God's Son, Jesus Christ, when we open our hearts, trust him, receive his love, experience his forgiveness, follow his example, and love him in return. With other believers, we discover a sense of identity and belonging and embark on a life-transforming journey. We learn to live in the powerful confidence that God is with us and for us, and that we are never alone. This relationship of love helps us build strength to resolve our daily troubles, and gives our lives direction and meaning. Through the Spirit's power, we begin to live beyond ourselves. In what we do and what we say, we engage the world with love and a powerful voice for good. In the end, our lives feel abundant and purposeful—filled with love, joy, faith, hope, and peace.



## SERVICE OFFERINGS

### *Thrive*

#### **Leading Change**

Underperforming churches are perfectly led, focused, structured and animated to get the results they currently get. Churches that want to thrive will have to change. Doing the same things over and over and expecting different results never works. Change is difficult. Most of those tasked with leading churches through change would benefit greatly from learning experiences that enhance their abilities to lead change and create thriving, perpetually relevant churches.

Strategy is the practice that great leaders use to empower their organizations and their followers to change. Strategy isn't mysterious. It's simply a common set of best practices and disciplines used by great leaders to set direction, create organizations that thrive, and achieve their mission in the world.

Damascus Road works with pastors and their leaders to develop the leadership mindsets and skills they need to structure and animate strategies that create thriving churches. When pastors and leaders need personal renewal or development, we offer resources to help and support.

Our goal is to assist churches to reverse decline and move toward perpetual relevance for their members and for their mission in the world. We work with church leaders to create the powerful, integrated dynamic capabilities that empower a church to flourish in all Christian practices. As described above, the churches we serve become more invitational, transformational and purposeful.

#### **Whom We Serve**

Our services are relevant for four constituencies:

1. Church leadership teams (pastors with key church leaders)
2. Pastors as persons
3. All Christian believers
4. Our supporting partners

*A description of the services we offer for each of these groups follows.*

#### **What We Do**

##### ***1. For Churches (Pastors and Their Leadership Teams):***

- **Church Cohort Workshops and Coaching for Pastors and Church Leaders.**

The core Damascus Road offering is a series of four, three-day, in-person facilitated workshops, spread over two years. The pastor and leadership teams (cohorts) of seven to eight churches

## DAMASCUS ROAD

attend. We envision workshops with about 40-50 total attendees, each church at its own table (7-8 tables). These workshops will be held in the facilities of a “thriving” church partner, in a location convenient to the attendees. The contributions of our supporting partners allow us to offer these workshops at no cost. Room and board will be provided at a reduced cost, through agreements with local providers.

The workshops’ purpose is to develop leadership capabilities related to vision-creation, strategy, change, and invitational mission. Because churches will come to the cohort workshops wanting to reverse congregational decline, we first address this problem directly by designing and developing the church’s invitational capabilities. Over the four workshops, the cohorts then develop strategies for improving the church’s ability to become more transformational and purposeful. This process will ultimately introduce to each church “best practices,” add new activities, change some practices, sunset certain legacy programs that have outlived their usefulness, and achieve competence in all aspects of ministry. In the end, each church will have defined a clear path forward, a strategy for growth, that sets out explicit initiatives that will ensure their increasing relevance in their communities and action plans to implement these changes. Special speakers, experts in particular areas of church growth will also be important contributors to the workshops and on-going resources for participants.

In addition, through the workshops, church leaders will form friendships and supportive relationships that spur collaborations and partnerships on evangelism, learning, and service initiatives.

Between workshops, Damascus Road coaches will provide weekly coaching (required) for each church’s pastor, as they further develop and execute their plans. The coaching process is critical to the change process, as churches walk through the challenges of building a vision culture, developing a strategy to become a more missional organization, and managing change among church members. It’s common knowledge that leaders in many fields attend conferences for learning and inspiration. Sadly, when they return to work, they revert to old habits. The secret sauce of organizational change, therefore, is the reinforcement of actions that create change—the deliberate planning and executing of vision-driven strategies over time. In our model, the persistence to build new patterns of behavior requires loving accountability by a coach, who helps a leader stay focused on learning new organizational habits.

*This cohort and coaching program are supported by the contributions of Damascus Road supporting partners.*

- **Special Topic Workshops and Church Retreats**

For churches and their leaders, Damascus Road trainers offer individual church workshops that provide opportunities for churches to “go deeper” in areas related to the operation and development of strong churches. This training is normally delivered in person, at a specific church. Topics can be combined for Church Retreats. Topics include:

- Structuring and animating an invitational weekend experience (music, preaching, technology, welcome, communication, atmosphere, tone, etc.)

## DAMASCUS ROAD

- Leading people into a personal relationship with Jesus Christ
- Ways to reach and develop young people for Jesus Christ
- Parenting and the moral development of children
- Marriage enrichment
- Developing Neighborhood Groups
- Transformational teaching (discipleship): small groups, and one-on-one mentoring
- Christian Vocation, becoming the voice, the hands, and the face of God in the community and the world
- Developing a Leadership Culture
- Measuring progress and asking for feedback.
- The technology of broadcasting worship, teaching, and support
- Resolving conflict in the Church and working with difficult people
- Managing communication in the Church
- Managing change in the Church
- Dealing with stress and sleeplessness
- Special topics, Bible study: customized for your congregation

*These special topic workshops and church retreats are fee-based.*

### **2. For Pastors: Leadership Readiness and Renewal**

We can't expect pastors to lead transformational change in their churches if they're stressed out, exhausted, discouraged, and considering leaving the ministry. As needed, as a part of the weekly coaching process described above for churches in our program, we work individually with Pastors to strengthen their readiness and ability to lead thriving churches. Our discussions focus on physical, emotional, mental, and spiritual health, financial management, strong marital and parental relationships, conflict in the church, and the ability to lead change.

Our coaches have experience as pastors, coaching credentials, leadership experience, as well as graduate degrees and certifications in mental health and counseling. We also have a network of health professionals to introduce into the coaching relationship when necessary.

- **Individual Coaching for Pastors and Church Leaders.** Normally 12-24 sessions, but may continue indefinitely or as needed.
- **Pastor Cohorts.** Facilitated groups of 7 pastors meet weekly or biweekly to build strong relationships, find support, share resources, and discuss topics of mutual interest (Facilitated by a coach, either in-person or on Zoom).
- **Consulting Services**
  - Leadership Assessments (360s, Hogan, MBTI, Berkman, Communication, Stress and Health)
  - Performance Reviews
  - Congregational Surveys
  - Meeting Preparation
  - Team-Building Sessions

## DAMASCUS ROAD

- Strategy Reviews
- Conflict Resolution
- Interventions

*Pastor's Leadership Readiness and Renewal services are supported by the contributions of our supporting partners. Outside counseling services provided by our vetted affiliate Counseling Partners are charged based on the counselor's fee structure.*

### **3. For All Believers**

- Thought Leadership. The founders and other partners of Damascus Road will go deeper by publishing analyses of today's most pressing issues, including insights related to the meaning of and relevance of Christian Faith for these issues.
- Damascus Road App provides inspiration and information about upcoming events and programs.
- Various media formats will feature the founders as well as other Christian leaders talking about topics that Christians must navigate today, plus innovative approaches to ministry for churches and pastors.
- Our website will catalog a comprehensive library of programs and resources.

*These resources offered to all believers are free, supported by our supporting partners.*

### **4. For Our Supporting Partners**

- Regular updates on program development, services provided, and key measures of success
- Prayer groups
- Mutual love and support
- Special spiritual retreats
- Opportunities to support special programs
- Creating a family legacy

*These services are provided as a big "Thank You" for our treasured partners.*

## BUSINESS MATTERS

*“Not Good to Great. Just Great”*

### Go to Market Strategy

#### Target Market

Of the 300,000 churches in America, about 65% (195,000) have fewer than 100 members. Estimates today post-COVID, are that 7000-7500 churches are closing each year. The segment of the market on which we will focus (in terms of church size) can roughly be described as the lower first to upper second quartile of churches, with churches that align with our mission and beliefs.

Damascus Road will focus on churches that have the greatest opportunity to grow. These are churches, within or outside a denomination that are stable, where pastors and leaders have an interest in mission, a willingness to do the hard work of change, and an ability to learn how to grow. We will deliver our services nationally and interdenominationally.

We estimate that our target market is national, denominational and non-denominational, cross-cultural, and includes about 40,000 churches.

#### Opportunity

For practicing Christians, there is strong motivation, even urgency, and the opportunity is enormous. Barna research studies, cited above, divide the US population into three groups, practicing Christians (25%), non-practicing Christians (43%), and non-Christians (32%). The mission field, combining non-practicing Christians and non-Christians, includes about 250MM souls, just in America! There is a need for Damascus Road and 500 other organizations like us! God is calling us and many others to this important work.

#### Market Channels and Client Acquisition

Initially, David and Paul will lead client qualification and acquisition activities. As the program grows, business development personnel will be added to the team. Specific market channels are currently facilitating access to qualified leads:

- Referrals from our “thriving church” partners and affiliate organizations
- Referrals from and collaborations with regional denominational leaders
- Referrals from and collaborations with national denominational leaders
- Personal contact lists, particularly David’s contacts with former students and a national network of pastors through his role as Dean of Bethel Seminary
- The results of marketing campaigns and communication efforts through advertising in Christian publications, social media, blogs and webinars
- Referrals from our supporting partners.

# DAMASCUS ROAD

## Traction

Significant opportunities for Damascus Road service offerings, involving 200+ churches, have already developed from our conversations with referral sources:

1. **Converge USA.** One immediate opportunity, where denominational leaders have shown enthusiastic interest in our services, is with Converge USA, a denomination with a strong presence (about 1300 churches) across the United States. Converge is known for its commitment to evangelism, church planting, global missions, and leadership development, and is focused on helping churches and leaders to reach their full potential and make a difference in their local communities and around the world. Our conversations with their regional and national leaders revealed great interest in our program, and a willingness to introduce us to high potential churches, particularly since so much of their time is spent dealing with churches in conflict or severe decline.
2. **Eagle Brook Church, in Minneapolis/St. Paul** (described above), has agreed to be an affiliated organization, a part of our ecosystem of thriving churches. Eagle Brook has 300 churches in its network. Our opportunities there include developing and facilitating workshops for churches, coaching pastors, leading off-campus workshops, and developing “thought leadership programs” for transformational Christian education for their members.
3. **Gateway Church in Austin, TX**, is a thriving church. They describe their mission with these words: “We have imperfect messy lives, but we are pursuing and experiencing a transforming relationship with Jesus and with each other. Everybody is welcome here, whatever your story, your questions, doubts, or struggles. We’re all about doing life together in community, being intentional about our growth as people, and serving one another and our broader community along the way.” Gateway Church meets in six locations spread throughout the Austin area. Eric Bryant, the executive pastor, is a Damascus Road founding partner. Gateway supports the work of Damascus Road, and will utilize us as they seek to expand their ministry and serve more people.

Our conversations with these leaders have indicated great interest in the Damascus Road mission and service offerings, which will provide a good start on achieving our 2023-2024 objectives.

## The Damascus Road Grant Program

One particularly exciting approach to attracting and qualifying churches is our grant program. As a way of attracting and selecting client churches that have high potential for achieving the objectives of our program, we will offer a grant (cash and services) to churches that apply as they would to a Foundation. If accepted, the church will receive a \$10,000 grant/scholarship (\$5000 to be paid at the beginning of year 1; \$5000 at the beginning of year 2), to support their growth initiatives.

# DAMASCUS ROAD

When a church fills out its application, this provides significant important information about the church’s challenges, leadership and motivation to change.

Our expectation is that, in return for the grant, as the churches we serve grow and their generosity programs increase, they will make annual contributions back to the ministry of Damascus Road. The extent to which we can offer a grant to those participating in the cohort workshops depends on the generosity of our supporting partners.

## Organizational Development: Scaling Up Operations

### Organizational Growth Scenario

We currently have much more opportunity to serve than capacity to deliver service. Confident in the generosity of our supporting partners, our objective is to rapidly increase the size and reach of Damascus Road. Our 40% annual growth scenario is described in Appendix 1. Where we will be in 2030 (in 7 years) is summarized in the table below:

Goal (by 2030)	High Scenario
Total Number of Churches Served (Active and Legacy)	1080
Number of Workshops Per Year	150
Number of Workshop Leaders/Coaches Required	50
Cumulative Commitments, Recommitments to Christ	450,000

### Organizational Leadership, Staffing and Succession Planning

- David and Paul will serve as Executive Directors, Workshop Leaders, and Coaches, and handle delivery of all other aspects of the program, delegating responsibilities as necessary through the end of 2030, at which time leadership of Damascus Road will be transferred according to the succession plan. Two additional workshop leaders/coaches will join us in Year 1, including Eric Bryant.
- As an operating principle, Damascus Road will outsource administrative roles (Accounting, HR, Legal, Marketing, Fundraising) and initially train and utilize part-time workshop leaders/coaches.
- As the organization matures, we will hire a full-time project coordinator and business developer and other roles that are more efficiently handled by full-time personnel.
- From the pool of part-time workshop leaders and coaches, we will hire the top talent for permanent roles with a view toward succession planning.

### Governance

Damascus Road Collaborative Inc. is an active 501(c)(3) nonprofit corporation, organized for a religious purpose. Articles of Incorporation have been filed with the Texas and Minnesota Secretaries of State. Bylaws containing basic guidelines for governing and operating our organization and our Financial Policy have been written, complying with federal and state

## DAMASCUS ROAD

requirements, and are available upon request. Our Registered Agent is United States Corporation Agents Inc. Operating and endowment accounts are kept with Bank of America.

Damascus Road has a Board of Directors and an Advisory Board.

- The **Board of Directors** provides governance over our operations and financial management and is responsible for making decisions on behalf of our organization. Responsibilities include:
  - Providing accountability and advice for Executive Directors
  - Providing oversight for strategic plans and goals, and strategy execution
  - Providing management of financial matters
  - Monitoring compliance with ethical standards
- The **Advisory Board** provides advice and feedback on strategic direction and issues facing the organization. Responsibilities include:
  - Advice on program
  - Assistance with problem-solving
  - Network referrals
  - Enhancing the reputation of Damascus Road in the community

### Supporting Partners

**Supporting Partners.** If the vision of Damascus Road Collaborative is fulfilled, hundreds of churches will experience renewal as leaders develop their skills and competencies, thousands of individuals will experience life-transforming encounters with Jesus Christ, thousands of marriages and families will find healing, and hundreds of communities will witness the change that God can make. **Will you share this vision with us?**

All of this can happen if the right resources are directed in the right ways. The principals of Damascus Road Collaborative bring a lifetime of experience. We also invite you to be a supporting partner(s), for whom our mission and vision is yours.

**Prayer.** Our first and most important resource is prayer. When Jesus launched his work on earth, he warned his disciples that the powerful forces lined up against him would cause him and them to fail unless his mission was supported by their prayers (Mark 9:29). Damascus Road seeks 100 supporters (to start) who will pray regularly for our mission. We believe that if we stay faithful to our mission, God will empower it. As the psalmist David wrote: “If the LORD doesn’t build the house, the work of the builders is useless” (Psalm 127:1). **Will you pray for us?**

**Funding.** The revenue generated by our work will not be nearly enough to sustain our mission. We do not want to turn away qualified pastors and churches, due to an inability to pay. The sustainability of our mission depends critically on funding—contributions from our supporters. We are cultivating financial support from the full range of nonprofit funding sources: individual donations and major gifts, Foundation grants, corporate contributions, bequests, interest from



## DAMASCUS ROAD

investments, and earned income. Your generosity will support both (1) our programmatic and operating expenses, and (2) the Damascus Road Endowment. **Will you set as a priority of your generosity, investing in the mission and work of Damascus Road?**

- *Annual Contributions and Pledges for Mission.* In addition to the contributions of our Founding Partners, particularly over the next two years, to empower a strong start as we launch and grow our mission, we will need annual contributions and pledges from our supporting partners. We have already launched some of our services. We will be fully operational, launching all our services by September, 2023.

**We are seeking to raise a minimum of \$3MM to support our program over the next two years.** See our growth and financial forecasts in Appendix 1, at the end of this presentation. With higher levels of donor support, we are confident that we could do more, accelerating our rate of growth to serve more churches.

- *Legacy Contributions to Endowment.* Damascus Road seeks financial partners who are led by God to leave a legacy that will change the future for generations. Our objective is to develop leaders and build an organization whose mission continues indefinitely, long after the end of our lives. Therefore, we seek individuals and families who understand that they can make a difference for God and country when they invest in God’s plan for the renewal of our world—godly, prayerful, transformational churches. Our Endowment is our vehicle for such a legacy contribution. We envision a future in which the endowment will be a tithe, supporting 10% of our missional expenses.

In honoring the commitments of financial partners, Damascus Road Collaborative abides by the very highest standards of financial responsibility and accountability.

**Connections.** A final critical resource is relationships. We seek supporters who can connect this ministry with others.

- Connections with other people who will pray
- Connections with individuals and families seeking opportunities for giving and legacy gifts
- Connections with churches of all denominations who are positioned to make a difference for Christ
- Connections with ministry service organizations that can be part of the Damascus Road Collaborative ecosystem
- Connections with other persons who could also be connectors.

**Will you connect our ministry to others you know to help us build a super-cluster network of supporting partners?**

## DAMASCUS ROAD FOUNDERS

### Paul Feiler, Ph.D.

I am a Christian, created in the image of God, in a relationship with God through faith, given access to God through Jesus Christ. With my weaknesses, through my failures, life experiences and terrific mentors, I am continuously learning and empowered by the presence of God's Spirit in my life. I am a part of a global family, whom God loves. The love of God extends equally to all, as the Apostle Paul says, "to male and female, Jew and Gentile, slave and free person." Therefore as a Christian, I aim to keep myself in the love of God and live with respect and affection in all my human encounters. As God's servant, my purpose is to work as the human face and hands of God, speaking and acting in love, motivated and inspired to create order where forces of evil create disorder and chaos. I am called to animate abundant life, by bearing witness to my faith, in word and deed, so that all who come across my path may thrive, as they become children of God and followers of Jesus Christ. Since I was a young boy, I have believed that it was important for me to be a Christian. It has never been more critically important for me to be a Christian than it is today.

#### Education

- Wheaton College (BA, Biblical Studies, Social Sciences)
- Bethel Theological Seminary (MDiv, Biblical Studies, Counseling)
- University of Houston (MS, Psychology)
- Harvard Business School (Graduate Executive Education Program: Leadership, Change, Strategy)
- Princeton Theological Seminary (Ph.D., Biblical Studies)
- Post-Graduate Studies (Rice University, University of Pennsylvania, UH--Bauer College of Business)

#### Service to Church

- Pastor: Cambridge, MA; St. Paul, MN; Houston, Channelview, TX. Ordination: Baptist, Presbyterian
- Teacher: Boot Ranch House Church, Fredericksburg, TX; Adjunct Faculty, Bethel College, St. Paul, Teaching Fellow: Princeton Theological Seminary
- Strategy Advisor: St. John's Downtown Church, Houston, TX; and Bethel Seminary, St. Paul

#### Business Career (Servant Leader)

- COO, President, National Strategy Leader, UHY Advisors (now BDO)
- CEO, Breakthrough Leadership Strategies
- Leader, Global Strategy Practice, Regional Executive, Managing Director, BRG
- Professor, EMBA Program, College of Business, University of Houston (Leadership, Strategy, Negotiation); Adjunct Faculty, University of Houston Law School; Rice University; Sam Houston State
- Developed and led Leadership Development Program for Rice University, and Global Executive Development Programs for Tyson Foods, and the Nissan-Renault Alliance
- Developed and led Global Strategy for Shell Exploration and Production & Hess Corporation, led major strategy projects for organizations such as the President's Council of Advisors on Science and Technology, The Office of the Governor of the State of Texas, launched innovations, such as the first Mobile Stroke Unit, consulted with many start-ups, family businesses, and hospitals.
- Certified Assessment and Executive Coach: coached C-Suite Executives in over 50 corporations, hospitals and other organizations.
- Served as VP of the Texas Association of Mediators, and as a director on several other nonprofit and corporate boards.

**Family:** Beloved wife Andrea, five sons and daughters-in-law, and three grandsons. Blessed to have wonderful friends. Likes fishing, golf, blueberry pie, and serving.

# DAMASCUS ROAD

## David Clark, Ph.D.

The Bible passages that speak most deeply to me state a mind-boggling fact: God loves me and has a purpose for my life. God's purposes are good, and He is actively working to turn his plans into reality. These passages invite me to ask rhetorical questions: "If God is for me, who can be against me?" "Who is the one who condemns me?" And "What shall separate me from the love of Christ?" In each case, the answer is a resounding "No One!" And so, I am—astonishingly—invited to live out this most basic fact: I am beloved by God, and he invites me into a purposeful life. Every person I meet is equally loved by God. So each one deserves my best. If they are unaware of God's love and purpose for them, my love, life, and words will point them back to God. They may find that through Christ, God offers to restore everything that's broken, and by the Spirit, he gives all that is needed to live a well-ordered life. Jesus calls this "abundant living." It plays out into everything—marriage, family, and friendship; work, play, and rest; thought, action, and service. Sadly, too many people are unaware of God's undying love and his desire that we will all find restoration and meaning. The church's job is to proclaim this truth. My desire, then, is to reinvigorate the church so it may declare in word and deed to all who will hear: God is for you.

### Education:

- Houghton College (BA, Religion, Philosophy)
- Trinity Evangelical Divinity School (MA, Philosophy of Religion)
- Northwestern University, Garrett Evangelical Seminary (Ph.D., Religious and Theological Studies)

### Service to Church

- Lead Pastor, Faith Covenant Church, Burnsville, MN
- National Board of Directors, InterVarsity Christian Fellowship
- Vice President, Evangelical Philosophical Society
- Author of 10 books, 24 published articles, led five short-term mission trips, led change management leadership development classes for Eagle Brook Church, many speaking engagements.

### Teaching (Christian Ethics):

- Instructor in Philosophy, College of Lake County, Grayslake, IL
- Associate Professor of Theology and Philosophy, Toccoa Falls College, GA
- Professor of Theology, Bethel Theological Seminary, St. Paul, MN
- Professor of Theology Emeritus, Bethel Theological Seminary, St. Paul, MN

### Leadership, Organizational Change and Pastoral Development

- Vice President and Dean, Bethel Theological Seminary, St. Paul, MN
- Leader, Strategy Development, Planning and Execution, Bethel Theological Seminary, MN
- Executive Vice President and Provost, Bethel University, St. Paul, MN
- Dean, Center for Biblical and Theological Foundations, Bethel Theological Seminary, St. Paul, MN
- Chair, Committee on Educational Programs, Toccoa Falls College, Toccoa, GA

### Family

Beloved wife Sandy, two sons and daughters-in-law, and six grandchildren. Likes fishing, golf, basketball, holding grandbabies, and serving

## DAMASCUS ROAD

### Eric Bryant, D.Min.

As a child, I grew up wanting to be a combination of Dr. Martin Luther King, Jr. and comedian Andy Kaufman. I was born the day after Dr. King and the day before Andy Kaufman. Now, I wasn't exactly sure how to do that, I just knew I wanted to help Dr. King's dream come true, and I wanted to bring people together with laughter. At age 17, I discovered a personal relationship with God through Jesus that changed everything for me. I discovered the unconditional love, the forgiveness, and the purpose we all long to experience.

I married a woman named Deborah who had a similar calling, and we left the Dallas area to help start a church for unchurched people in Seattle. Four years later, we moved to Los Angeles to serve at a church where people could belong before they believed. Then in 2010, we moved to Austin (where only 13% of people attend church on Sundays) to be a part of Gateway, a church where you can "come as you are."

I am nothing quite like Dr. King or Andy Kaufman, but I have found my own voice.

- I am called by God to advocate for the rights of those who don't yet believe!
- I want to create space for people to share their struggles and doubts about God.
- I want to help people to discover the God who created them, loves them and has a purpose for their life.
- I want to help people, no matter where they are in their spiritual journey, discover a life-changing relationship with Jesus.
- I want to catalyze community so that people from diverse backgrounds can experience the love of God and find their calling.
- I want to mobilize followers of Jesus to bring more of heaven to earth, more love, more equality, more justice, and more of what God wants for us.

Eric serves with Gateway Church in Austin with Senior Pastor John Burke as part of the Executive Team where he leads the Inspire Team (Creative Arts, Production, Marketing, and Prayer) and serves as the Campus Pastor for Gateway South Austin and Gateway Online, known for their mottos: "no perfect people allowed" and "come as you are, but don't stay that way."

South Austin has been called "a church planter's graveyard," yet with God's help and using the 5 Keys to Church Growth, Gateway in South Austin grew from 200 to 1000 over the course of 7 years while also sending out core groups to start campuses in Central Austin, Buda, Dripping Springs, along with a few families and campus pastor to start a campus in Pflugerville. Since the pandemic, the South Austin campus has regained its momentum.

From 1998-2010, Eric served as part of the leadership team with Erwin McManus at Mosaic in Los Angeles, a church known for its creativity and diversity. The four years prior to that he helped plant a church in Seattle, WA.

Eric is the author of [Not Like Me: Loving, Serving, and Influencing Our Divided World](#), [Fruitful: Becoming Who God Created You to Be](#), an adjunct professor at Bethel Seminary, and creator and host of The Post-Christian Podcast.

Eric lives with his wife, Deborah, in South Austin, TX.

# DAMASCUS ROAD

## APPENDIX 1: GROWTH SCENARIO AND FINANCIAL FORECAST

Seven-Year Growth Scenario (40% per Year)										
Year Ending	1st Year Churches 40% growth	2nd Year Churches 10% Attrition	Total Active Churches	New Legacy Churches	Total Legacy Churches	Total Churches	Number Workshops	Number Coaches	Decisions for Christ by Year	Decisions for Christ Total
2024	48	0	48			48	12	4	7,200	7,200
2025	68	43	111			111	28	9	16,680	23,880
2026	95	61	156	43	43	199	40	13	29,910	53,790
2027	133	86	219	61	104	323	55	18	48,435	102,225
2028	187	120	307	86	190	497	77	26	74,490	176,715
2029	261	168	429	120	310	739	107	36	110,835	287,550
<b>2030</b>	<b>370</b>	<b>235</b>	<b>605</b>	<b>168</b>	<b>478</b>	<b>1083</b>	<b>151</b>	<b>50</b>	<b>162,420</b>	<b>449,970</b>

Assumptions
1. Program is two-years, including four workshops for each church
2. New churches added to program each year grows by 40%
3. Year 2 attrition of Year 1 churches is 10%
4. Eight churches per workshop
5. Each coach is responsible for 12 churches per year
6. Number of conversions averages 150 per church per year
7. Fiscal Year begins September 1 and ends August 31

### 2030 Target\*

- **Total Churches Served**           **1083**
- **Workshops per Year**           **151**
- **Damascus Road Coaches**   **50**
- **Decisions for Christ**           **450,000**

*\*The 40% growth projections displayed above assume donor support at the levels set out in the financial projections on the next page. Given current indicators of demand for our services, with higher levels of donor support, we are confident that we could accelerate our rate of growth to serve more churches.*

# DAMASCUS ROAD

Five-Year Financial Forecast						
	Fiscal Year (Ends August 31)	2024	2025	2026	2027	2028
<b>Program</b>	<b>Total Active Churches Served</b>	<b>48</b>	<b>111</b>	<b>156</b>	<b>219</b>	<b>307</b>
	<b>Cohort Workshops</b>	<b>12</b>	<b>28</b>	<b>40</b>	<b>55</b>	<b>77</b>
	<b>Workshop Leaders and Coaches</b>	<b>4</b>	<b>9</b>	<b>13</b>	<b>18</b>	<b>26</b>
<b>INCOME</b>						
Revenue ID	SOURCE	2024	2025	2026	2027	2028
<b>Contributions</b>	Supporting Partners Contributions	\$ 750,000	\$ 1,750,000	\$ 2,500,000	\$ 3,250,000	\$ 4,600,000
	Churches, Denominational Bodies	\$ 100,000	\$ 250,000	\$ 350,000	\$ 500,000	\$ 750,000
	DRC Foundation (5% per year)	\$ -	\$ -	\$ 25,000	\$ 50,000	\$ 75,000
<b>Earned Income</b>	Church Consulting, Workshops and Events	\$ 25,000	\$ 35,000	\$ 50,000	\$ 75,000	\$ 100,000
	<b>REVENUE TOTALS</b>	<b>\$ 875,000</b>	<b>\$ 2,035,000</b>	<b>\$ 2,925,000</b>	<b>\$ 3,875,000</b>	<b>\$ 5,525,000</b>
<b>EXPENSES</b>						
EXPENSE ID	DESCRIPTION	2023-24	2025	2026	2027	2028
<b>Personnel -- Delivery</b>	Program Directors, Coaches (David and Paul)	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
	Benefits	\$ 12,000	\$ 13,200	\$ 14,500	\$ 16,000	\$ 17,600
	Workshop Leaders and Coaches (1099-M)	\$ 120,000	\$ 420,000	\$ 600,000	\$ 960,000	\$ 1,440,000
	Travel and Meal Reimbursement	\$ 60,000	\$ 135,000	\$ 195,000	\$ 270,000	\$ 390,000
	<b>TOTAL Personnel -- Program Delivery</b>	<b>\$ 432,000</b>	<b>\$ 808,200</b>	<b>\$ 1,049,500</b>	<b>\$ 1,486,000</b>	<b>\$ 2,087,600</b>
<b>Personnel -- Support</b>	Project Coordinator(s)	\$ -	\$ 50,000	\$ 100,000	\$ 150,000	\$ 200,000
	Business Development Coordinator	\$ -	\$ 60,000	\$ 120,000	\$ 180,000	\$ 240,000
	Contract -- HR	\$ 3,000	\$ 5,000	\$ 7,000	\$ 9,000	\$ 12,000
	Contract -- Accounting	\$ 2,000	\$ 3,000	\$ 4,000	\$ 5,000	\$ 6,000
	Contract -- Legal (LegalZoom Registered Agent)	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
<b>TOTAL Personnel -- Program Support</b>	<b>\$ 6,000</b>	<b>\$ 119,000</b>	<b>\$ 232,000</b>	<b>\$ 345,000</b>	<b>\$ 459,000</b>	
<b>Program Costs</b>	Workshop Expenses (e.g., meals, venue)	\$ 48,000	\$ 112,000	\$ 160,000	\$ 220,000	\$ 308,000
	Telecommunications	\$ 4,800	\$ 10,800	\$ 15,600	\$ 21,600	\$ 31,200
	Equipment	\$ 3,000	\$ 5,000	\$ 7,500	\$ 10,000	\$ 15,000
	Participant Grants (# churches X \$5000)	\$ 240,000	\$ 555,000	\$ 780,000	\$ 1,095,000	\$ 1,535,000
	<b>TOTAL Program Costs</b>	<b>\$ 295,800</b>	<b>\$ 682,800</b>	<b>\$ 963,100</b>	<b>\$ 1,346,600</b>	<b>\$ 1,889,200</b>
<b>Administration</b>	Consultant and Staff Development	\$ 1,000	\$ 2,000	\$ 4,000	\$ 8,000	\$ 15,000
	Fundraising (Communication and Events)	\$ 5,000	\$ 10,000	\$ 15,000	\$ 20,000	\$ 25,000
	Marketing, Advertizing, Branding, Website	\$ 2,000	\$ 3,000	\$ 4,000	\$ 5,000	\$ 6,000
	Telecommunications (Media)	\$ 2,000	\$ 3,000	\$ 4,000	\$ 5,000	\$ 6,000
	Software and Licenses	\$ 3,000	\$ 3,000	\$ 4,000	\$ 4,000	\$ 5,000
	Office Supplies	\$ 500	\$ 500	\$ 750	\$ 750	\$ 1,000
	Printing and Copying	\$ 2,500	\$ 5,000	\$ 6,000	\$ 7,000	\$ 8,000
	Postage and Shipping	\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,500	\$ 3,000
	Bank Fees	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
	E&O Insurance	\$ 4,000	\$ 9,000	\$ 13,000	\$ 18,000	\$ 26,000
	Miscellaneous	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>TOTAL Admin Expenses</b>	<b>\$ 23,200</b>	<b>\$ 39,200</b>	<b>\$ 54,950</b>	<b>\$ 72,450</b>	<b>\$ 97,200</b>	
	<b>TOTAL EXPENSES</b>	<b>\$ 757,000</b>	<b>\$ 1,649,200</b>	<b>\$ 2,299,550</b>	<b>\$ 3,250,050</b>	<b>\$ 4,533,000</b>
	Average cost per church (annually)	\$ 15,771	\$ 14,858	\$ 14,741	\$ 14,840	\$ 14,765
	<b>TOTAL SURPLUS (LOSS)</b>	<b>\$ 118,000</b>	<b>\$ 385,800</b>	<b>\$ 625,450</b>	<b>\$ 624,950</b>	<b>\$ 992,000</b>
	<b>Surplus to DSR Foundation</b>	<b>\$ 118,000</b>	<b>\$ 385,800</b>	<b>\$ 625,450</b>	<b>\$ 624,950</b>	<b>\$ 992,000</b>

