

SPECIALIZED INTERIM MINISTER



OFFICE OF MINISTRY SERVICES
REFORMED CHURCH IN AMERICA
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P. Wayne Townsend

Basic Information

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<http://www.simunltd.com>

Born: March 12, 1958

Married with 2 adult children not living with him.

Ordained in the CRC in 09/1988, ordination received into the RCA 03/2000

Member of Classis Schenectady

Status: Available to serve without any Geographic restrictions

Specializations

Churches needing renewed vision or revitalization

Churches in neighborhoods undergoing cultural/racial change

Multi-cultural/Cross-cultural Churches

Churches in conflict or after schism

Churches with ministries for on drug/alcohol/grief/abuse/life recovery

Churches needing to start over (*Fresh Start Ministry*)

Churches Served

Rural/Small Town

Cedar Falls Christian Reformed Church, IA – Solo Pastor/

First Presbyterian Church, Othello, WA – Interim Minister/cross-cultural
(Hispanic/Anglo community)

First Presbyterian Church, Ephrata, WA – Interim Minister

Schoharie Reformed Church, Schoharie, NY – Interim Minister

Suburban

Cobblestone Church, Rotterdam, NY – Interim Minister

First Christian Reformed Church, Redlands, CA – Associate Pastor

Servants of Christ, Federal Way, WA – Solo Pastor/multi-cultural (80+ language groups within the city)

Teays Valley Presbyterian Church, Scott Depot, WV – Senior Interim Minister

Urban

First Christian Reformed Church, Grand Rapids, MI – Intern/cross-cultural (White church in an African-American Community)

Grandville Avenue Christian Reformed Church, Grand Rapids, MI – Senior Pastor/multi-cultural (Middle-class white church in a poor White/Hispanic/African-American community)

Los Angeles Community Church, Los Angeles, CA – Intern/African-American

Education and Training

Education

Master of Divinity, Calvin Theological Seminary, Grand Rapids, MI, 05/1988

Pre-seminary Studies, University of Minnesota, Minneapolis, MN, 01/1984-05/1985

Master of Arts, University of Hawaii-Manoa, Honolulu, HI, 05/1983

Bachelor of Arts cum laude, Kent State University, Kent, OH, 12/1979

Training

Ongoing use of Rosetta Stone Spanish Language software

Interim Ministry Network Conference, St. Louis, MO – June, 2010

Natural Church Development Coach/Facilitator advanced training – ChurchSmart, St.Charles, IL – April 2010

Natural Church Development Coach/Facilitator basic (re)training – ChurchSmart, St.Charles, IL – April 2010

MissionInsite/Society for Church Consultant video seminar – April 2010

CoachNet Certification Information video seminar – April 2010

Church Consultant Training, phases 1-4 – Society for Church Consultants, Little Rock, AR – March 2010

Motivational Interviewing Training – Squaretop Training and Consulting, Albuquerque, NM – March, 2010

Appreciative Inquiry Training – Clergy Leadership Institute, Austin, TX – February 2010

Birkman Components Webinar – ChurchSmart (online) – September 2009

RCA Specialized Interim Minister's Gathering – Holland, MI June 2009

ChurchLawToday.com and weekly reading of the lessons regarding laws applying to Pastors, Board Members, Treasurers/Bookkeepers, Youth/Children/s Ministries and Church Business Administration – May 2007-June 2009

ChurchSmart Gathering, St Petersburg, FL – November 2008 (Leading Turnaround Churches sessions)

After Pastor ministry study by contacting active After Pastors and by reading extensively the best books regarding After Pastor ministry:

- √ When a Congregation Is Betrayed: Responding to Clergy Misconduct, Edited by Beth Anne Gaede
- √ Healing the Heart of Your Church: How Church Leaders can break the pattern of historic corporate dysfunction by Dr. Kenneth Quick
- √ Toxic Churches: Restoration from Spiritual Abuse by Mark A Dupont
- √ When Bad Christians Happen to Good People by Dave Burchett

RCA One Thing Conference/RCA Specialized Interim Minister's Gathering– San Antonio, TX – January 2008

Natural Church Development Coach/Facilitator basic and advanced training – ChurchSmart, St. Charles, IL – September 2007

Multicultural Church institute (Establishing, Developing a Multicultural Church) – Stony Point Conference Center, Stony Point, NY – October 2006

Español Rápido phase 2 (Rapid Spanish Language acquisition) – Campbell Farm, Wapato, WA – August 2006

Interim Ministry Network Conference/ RCA Specialized Interim Ministers' Gathering, St. Louis, MO – June 2006

RCA Specialized Interim Ministers' Gathering, Chicago – May 2005

RCA Specialized Interim Ministers' Gathering, Holland, MI – May 2004

Advanced Interim Ministry Training, Issaquah, WA – August 2003

Healthy Congregations Workshop (System's Approach to Congregational Health) – RCA Synod of Albany/Lombard Mennonite Peace Center, St. Johnsville, NY – 2003

Changing Congregational Culture Workshop – RCA Synod of Albany, Colonie, NY – 2002

Basic Interim Ministry Training, Issaquah, WA – August 2002

Natural Church Development Introductory Seminar – CCN Satellite Simulcast, Federal Way, WA, – 2000

Small Group Training – Navigator's International, Iowa City, IA – 1998

Church ReFocusing Network (Vision-casting and planning), CRC, Classis Northcentral Iowa, Mason City, IA, – 1997-1999

Grief Recovery, Redlands, CA, – 1988-90

Addictions Intervention/Recovery Training – Family Outreach Team, Redlands CA, – 1989

Professional Organizations

Interim Ministry Network

Society of Church Consultants

Other Experience:

Developed and produced the presentation and materials for the Specialized Interim Ministry [SIM] table at the 2008 RCA General Synod, including creating 6 pamphlets regarding aspects of SIM ministry (the copy, artwork and professional printing), producing the display panel artwork, and creating the PowerPoint presentation. Coordinated with both the Office of Ministry Services and SIMs from the Region of the Great Lakes on the project, investing \$1000 of my own money to make it happen. I was the sole presenter at the SIM table for Synod 2008.

Led a vision-casting session for the RCA SIMs, August 2010

Trained the West Michigan SIMs in Motivational Interviewing, August 2010

Secretary of the Congregational Development Committee, Presbytery of West Virginia, PC(USA)

- ✦ Encouraged the re-establishment of a plan to plant churches for the first time in over 20 years.
- ✦ Co-wrote the mandates for a subcommittee to oversee new church plants
- ✦ Presented a vision for more diverse forms of Mission Studies suitable for the diverse churches of the Presbytery.

Secretary of the Home Mission Committee, Classis Grand Rapids, South, CRC

- ✦ Developed the financial grant policy for Classical Home Missions Committee, including eligibility requirements, report forms / schedules, review processes for both church revitalization and new church plants.
- ✦ Assisted in overseeing the first new church plant, "Discovery"

As Chair of the Education Committee of Classis Northcentral Iowa, CRC I led the committee to hold a seminar on "The Rural Church and Evangelism" and also a diverse educational event using Classis pastors to present a variety of 4 seminars on church leader development.

In both Classis Grand Rapids South and Classis Northcentral Iowa, CRC I taught seminars on Elder Visiting including Grief Visits, Visitor Follow-up, Spiritual "Check-ups", and Discipline calls. I have continued to teach these seminars in the churches I have led.

As Chair of the Classis Northcentral Iowa Interim [i.e. executive] Committee, CRC led the classis in addressing a schismatic pastor seeking to lead his church out of the denomination.

Fraternal Delegate from the CRC to the PCA from both Classis California South and Classis Northcentral Iowa.

As a college student established several campus ministries/coalitions.

Published in Interim Ministry Network ReFlections Judicatory Leader newsletter to regarding Motivational Interviewing

Why you need (or don't need) a Specialized Interim Minister [SIM].

- ✝ SIMs provide steady and sturdy pastoral leadership in times of change. SIMs understand the unique stresses that churches experience between called pastors and are trained to lead you through them. Contracting with a SIM will give you a temporary pastor who will love and guide you through this time with resolve and knowledge based on years of experience and training.
- ✝ SIMs help churches develop a plan for the future. Whether your church is growing, holding steady, or shrinking, you need a plan for the future. Your previous pastor contributed many gifts and strengths (or problems and weaknesses) that are now missing. And no pastor you get in the future will be quite the same. This gap will change the way your ministry develops into the future. Without a plan you may fly along on auto-pilot or, worse, call a pastor who does not fit God's purposes for your church. Listening to God and finding his renewed mission for your church will be vital. SIMs specialize in helping churches rediscover this.
- ✝ SIMs help churches develop pastoral profiles to find the right pastor to lead them in mission. If you have a mission plan, then you need a pastor who fits that plan. What would such a pastor look like? What gifts, experiences, training and temperament will he or she need? Your SIM can help you develop an effective profile for the pastor God calls you to seek.
- ✝ SIMs (like me) often have skills to help your church begin reaching out more effectively. I have many different skills beyond SIM training including:
 - Natural Church Development coaching – a way to continually strengthen the ability of your church to love your neighbor and each other. Includes understanding your strengths in 8 key areas:
 - Passionate Spirituality
 - Loving Relationships
 - Effective Structures (organization)
 - Need-Oriented Evangelism
 - Holistic Small-Groups
 - Passionate Spirituality
 - Inspiring Worship
 - Empowering Leadership
 - Motivational Interviewing – a process of help individuals, groups and whole churches to find their own motivation to move forward when doing the right thing costs us emotionally important practices and habits.
 - Appreciative Inquiry – a positive way of discerning God's will for your congregation.
 - Befriending and Inviting – a training process to help people re-engage with their acquaintances, neighbors, friends and family who do not follow Jesus or have quit attending church.
 - Cross-cultural/multi-cultural ministry – being able to attract and minister to people who have a different cultural, racial or social background.
 - Generations 4 Churches – training in how to understand the changes between generations and how to minister most effectively across those gaps.

- Personality-based Leadership Training – helping us to understand and appreciate the differences in how God has made each of us as leaders and how to use these differences to our best advantage.
- Worship Development – utilizing the diversity of worship styles and

✝ Know the kind of Specialized Interim Ministry you need. The situations that I am most useful assisting are:

Church in Decline

- A congregation which has experienced three or more years of decline measured by attendance, membership and/or finances
- A congregation that finds its membership “plateaued” for 5 or more years
- A congregation which has not experienced significant growth through outreach (less than 2% per year) for 5 or more years

Neighborhood Change

- A congregation located in a neighborhood, which has undergone/is undergoing significant ethnic, social, language or economic change (both positive or negative).
- A congregation where the membership looks significantly different than the average person in their surrounding community

Mission Renewal/Revision

- A congregation which needs to redefine its vision, mission or ministry due to a change of membership and the spiritual gifts of those members
- A congregation which wants to broaden its ministry to reach a group previously untouched by that church’s ministries
- A congregation considering a significant change or addition to its style of worship and/or ministry
- A congregation wishing to explore what possible new directions would fit their God-given gifts and passions, and the unconsidered opportunities for ministry in their community

Healing and Reconciliation

- When a pastor has left in the midst of controversy and/or the congregation has divisions, which need to be healed.
- When the congregation has experienced crisis or tragedy at the end of a pastor’s tenure (his death or severe illness, community tragedies), which need to be healed. However, I do not accept contracts where there has been pastoral abuse or misconduct.
- When a congregation experiences significant divisions or even schism among members based on:
 - Theological differences
 - Ministry styles
 - Past unreconciled hurts

Pastoral Search

- Those churches where SIM ministry would be appropriate:
 - After a successful, long-term pastor (8+ years) who now casts a long shadow by which any following pastor may be measured (and whose ghost can haunt future ministry, stifling creativity and inspiration).
 - When a congregation has a pattern of very short pastorates (3-4 years), since this may be evidence of a problem not clearly known or dealt with and which may lead the next pastor to stay only a short time.

There are particular forms of Specialized Interim Ministry that I can lead you through:

Natural Church Development-centered Interim Ministry.

- *This would use the Natural Church Development [NCD] survey and process to improve the church's health and to define the future direction of ministry. This would include a commitment to the full NCD process along with an NCD Survey both at the beginning of the process and at the end to measure progress. The result will be a healthier church with a specific understanding of what gifts, experiences and passions their next pastor would need. Expect this ministry to take 18 months.*

Mission Study Interim Ministry.

- *Dreaming and developing the "next chapter" in a church's history can be a vital step in preparing to call a pastor. If your church attendance is not stagnant or declining, this process may be good to use. Expect this ministry to take 12-18 months.*

Healing/Reconciling Interim Ministry.

- *This would be a multi-year process to bring peace and reconciliation to a congregation that is grieving and/or divided. Expect this ministry to take 3-5 years.*

Fresh Start Interim Ministry.

- *When a congregation comes to a place of severe decline, severe aging, or a drastically changed neighborhood, the best choice may be one of several forms of "restart" or "rebirth" or "graceful closure". This ministry can take anywhere from 6-24 months. This can include:*
 - Moving to a new location
 - Seeking an infusion of new people and new/different ministry from another church
 - A "Sabbath-Rest" closure to retool and reopen as a new congregation with a new ministry
 - Becoming a multi-ethnic/multi-cultural congregation
 - Adopting a congregation of another ethnicity to succeed yours
 - Nesting a congregation with a different ministry style in your building to succeed yours
 - Graciously closing the church and donating the resources to further ministry in other places or in other forms.

✝ What I will require of you.

Some specific requirements I have for SIM will are:

- ✓ **A Interim Ministry Team or Church Health Team:** a group of lay leaders who will lead the Interim Ministry while I coach them. This will provide greater ownership of the Ministry by the congregation and greater wisdom on how to best proceed. I will coach this team through the various activities, taking a lead role when they think it best. This team can be the Consistory or include Consistory members, though Team meetings will take place outside of the Consistory meetings.

AND either

- ✓ **An agreement to enter into a Natural Church Development-centered Interim Ministry**

Or

- ✓ **An agreement to submit to a firSTep® survey before an interim contract is signed** (See my website: <http://www.simunltd.com/firSTep.shtml/>)

✝ Don't seek a SIM if all you want is a nice pastoral presence until you get your "real pastor". SIMs come to help you grow spiritually as members and in God's mission as a church. If you don't want to grow, if you only want someone to preach good sermons, visit the sick, catechize the youth and leave you as you are, don't contact a SIM, and especially don't contact me. Without a desire to grow the SIM experience will only frustrate you and the SIM.

My Gifts

Seeing the Big Picture

I can often quickly see and understand the larger dynamics of a congregation (why they act the way they do) and the larger ministry context of the neighborhood/city/region in which the congregation seeks to minister.

Leadership

Even in a time of crisis, I confidently lead and train congregational leaders and can give them calm direction.

Creativity and Flexibility

When ministry changes because of problems or new opportunities I easily change plans without feeling much fear or discomfort and enjoy creatively addressing new challenges, even if they arise quickly.

Teaching

Others find I can very clearly and effectively communicate any ideas they need to learn and effectively show the biblical grounding for those ideas so that others can embrace them.

Preaching

I have strong gifts in preaching and am able to clearly and creatively connect the Word of God to the concrete situation of a congregation in a way that leaves them both challenged and encouraged. This gift also assures many worried about change that I stand strongly in the biblical, Reformed tradition, and can be trusted.

Personal Sense of Sin and Brokenness

I have a clear understanding of my own fallen nature and sinfulness. I see clearly Christ's claims on my life, where I fall short and my continual need for my Savior. This allows me to speak the truth in love – clearly proclaiming Christ's commands without compromise while remaining humble and gentle with those who, like me, fall short, pointing them to the grace found in Christ Jesus.

My Experience

Churches in Transition

All of the churches I have served as an ordained pastor have been in transition. Some in good transitions (to expanded ministry and ministry vision). Others have been experiencing stressful transitions (in decline or facing radical challenges and changes in ministry). God seems to draw me to transitional churches and I have become very familiar with their challenges and dynamics.

Multiple Ministry Contexts

Having served churches in urban, suburban, small city and rural contexts, east and west of the Mississippi, which ranged from poor to upscale, I have come to see how the ministry of Christ needs to adapt to the context and I have come understand more of those contexts in advance

Cross-cultural / Multi-cultural Ministries

From the Asian / Pacific cultures in Hawaii to my urban experiences in African-American and Latino neighborhoods to the cultural diversity of Federal Way, WA (where about 90 languages are spoken) I have learned how enjoy and reach across the cultural and racial divides and would enjoy being a part of any ministry which exists across or needs to reach across cultures.

Churches in Crisis and Conflict

Many of the churches I have served experienced strife from both internal and external sources and several have experience heavy conflict from within. I have learned increasingly how to assist congregations in conflict and crisis to love each other more effectively and come to a unity around the mission of God, tolerating the differences of opinion and faith-life, without compromising the truth of the Gospel.

Life-crisis, Addictions and Mental Illness Intervention and Recovery

My training and experience in life-crisis (grief/trauma) recovery, addictions intervention and recovery, and ministering to people with mental illness (bipolarism, OCD, schizophrenia) has equipped me to understand and assist people and leaders who confront very sad, broken situations personally, in the congregation, or in ministries. In many churches in decline many of the healthy, mature Christians have moved on, leaving a disproportionate amount of broken people and relationships which need to be addressed.

General Life Experience

Over my lifetime I have held a variety of jobs, which allow me to understand the lives of average people – city road repair, waiter, professional lawn care,

warehousing, package delivery service, college instructor and helping a friend on his farm. I have been both a renter and homeowner, both employed and unemployed. My wife and I raised two daughters (one tom-boy) up into their teens and over 25 years have suffered all the usual and many unusual stresses in family and marriage. Now I have experienced the sadness and regrets of divorce and the hopes and hard work of a second marriage.

My Skillbase

Interim Ministry Training

Having completed all three phases of Basic Training in Intentional Interim Ministry I have a clear picture of the goals and limits of interim ministry and can keep a congregation directed on those goals so that the interim time can be fruitful.

Natural Church Development Coach and Facilitator

The Natural Church Development (NCD) model provides a concrete, objective assessment tool for congregations to attain healthy growth and also provides a way to focus the work of a congregation for a year so that the health of the congregation improves. I have led four churches through this survey and have now been trained as an NCD Coach and as a licensed Facilitator which allows me to process the surveys personally and help you analyze the results.

Coach Training

As an aspect of NCD training I have also acquired skills necessary to coach individuals, ministries and congregations through needed changes in a non-directive manner. (That is, I don't tell you what to do, only help you seek from God and your life-experience what and how to make these changes.) This increases ownership of the results and also leads to more creative solutions than any one SIM/R could conceive.

Appreciative Inquiry

"We live into the questions that we ask" and "Focusing on problems brings problems; focusing on solutions brings solutions". These statements epitomize the Appreciative Inquiry approach. It enables churches to quickly establish a visionary perspective on what God is calling your church to do at this time.

Motivational Interviewing

Often people and churches both want to change and resist it. Until a church grapples with this ambiguity they will struggle to make needed changes. Motivational Interviewing encourages groups and individuals to understand and embrace their own motivations to make changes they see they need.

Church Consultant Training

Some churches cannot afford full-time interim ministry or need objective outside guidance while they still have a full-time on-site pastor. As a church consultant I can bring targeted or comprehensive interim ministry to those situations.

ReFocusing Network

This is a larger process (used in the past by the RCA and CRC) for established churches which tries to help called pastors to move the church through transition. It includes NCD and also components of history and vision-casting for both leaders in their personal and professional lives and congregations in their ministry. I have walked through ReFocusing in one congregation.

Intervention Training

I have been formally trained in intervention in the lives of addicts, co-dependents, and others with life-crippling behaviors. I have successfully applied the training, not only for those with obvious problems, but also in the context of spiritual development and Christian discipline lovingly applied to those who wander. Churches equipped from this perspective have more ways to deal with troubled people than just to ignore them or run them out.

After Pastor studies

The pains and emotions in the aftermath of abuse or tragedy in a church can cripple ministry for years. Such pain can follow a number of betrayals of trust by pastor, leaders or even unordained abusers:

- ⇒ Physical abuse (using force to brutalize and control others)
- ⇒ Verbal abuse (using words to brutalize and control others)
- ⇒ Emotional abuse (using threatening actions to intimidate and control others)
- ⇒ Spiritual abuse (using spiritual status to manipulate and control others)
- ⇒ Financial abuse (embezzlement, “borrowing” money, padding expense accounts, etc.)
- ⇒ Sexual abuse and misconduct (including sexual conduct with minors, counselees, other vulnerable people, along with adulterous and extramarital affairs and other immoral practices)

After Pastor ministry heals these pains in a long-term process. This entails:

- ✝ compassionately exposing the abuser(s) and victim(s), giving appropriate direction and support to those traumatized
- ✝ reconciling within the congregation the conflicting images and emotions regarding the abuser(s)
- ✝ restoring a feeling of safety by instituting reforms to prevent future abuse
- ✝ addressing the need for abusers to repent and make amends to the congregation, community and their victims, and for congregation members and especially victims to find peace through a process leading eventually to forgiving the abuser without either condoning what they did or allowing them to freedom to abuse again

Spirituality/Personality Profiles

Having explored my own personality with a number of tools I can use that knowledge to help leaders, disciples and ministry teams to explore and

understand what makes them tick and how to best employ and appreciate each other's God-given personalities as God's gifts to them and each other. Among the resources I have used and can assist you with are:

✝ NCD 3-Colors Analyses

- The 3 Colors of Ministry (Spiritual gift/passion profile and choosing ministry)
- The 3 Colors of Love (Fruit of the Spirit analysis)
- The 3 Colors of Spirituality (Style of Christian spirituality and growing into a more balanced spiritual life)

✝ DiSC

✝ The Enneagram (based on the "9 deadly sins" – yes, I mean "9")

✝ Grip-Birkman Leadership Report

✝ Meyers-Briggs Type Indicator

✝ The New Personality Self-Portrait (based on the DSM-IV)

✝ StrengthFinder 2.0 (What you are best at)

My Personal Physical Fitness

I am physically rather fit and active. Being only 52 years old, I run 3-5 miles 2 days a week and lift weights 3 days a week. I have no physical impediments or diseases, naturally low blood pressure and I take care to maintain my health.

My Personal Characteristics

Grace-focus

In my immediate family we have a saying, "We don't do guilt." We know that sin exists (especially in our own lives), but that we make a habit of focusing on God's gracious use of us, even when we are wrong, to His glory. I strive to live in that grace, knowing none of us will ever "get it all right," but that in God's grace He can use all of us to bring new life.

Creativity

I often see new ways of doing the old thing that will be both encouraging and refreshing. I have a great capacity to think "outside the box."

Enjoying Challenges

I enjoy facing new and changing environments and feel comfortable in them.

Boldness

No one would every mistake me for shy. I feel comfortable and called to walk into difficult situations with peace and a positive attitude about God's future.

Self-reliance (in God's grace)

I don't depend on the affirmation of others to tell me that I am loved or acceptable and whether I'm doing God's work. I can be satisfied seeing the

process unfold and watching the results, even if people are upset at me or overlook my contributions.

Self-motivation

I have the inner drive to do what I need without external prompting or supervision.

Personal Self-understanding

Striving to always understand myself better – my personality, gifts, limits, motivations – allows me to keep clear in my mind the difference between my needs and preferences, and the needs of the congregations I serve, so that I can direct the congregation to listen for God's voice and not my own.

Legal disclaimers:

I have never been charged with a felony, nor accuse of or disciplined for sexual misconduct in any form.