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Exclusive Foursquare Report

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**Missions Update: Central America**

In 2010 alone, more than half a million people—616,353—made first-time decisions for Christ in Central America. “We believe that the leaders in a church are the key to the development of the church and any ministry that might flow out of the church to the community and to the world,” says Paul Otremba, FMI’s area missionary to Central America and northern South America.

**Churches Expanding, Reaching Out**

The Gateway District is holding marriage conferences for local pastors, as well as equipping 18 couples to plant churches in the district. A Foursquare church in Oregon has provided clean water to 5,000 Hondurans. And a pastor in Arizona is reaching out to local Native Americans. What’s happening in your district?

**2011 Camp Season**

Foursquare leaders believe that district camps will flourish in 2011. Many of the camps will rally around exciting, single-word themes that incite youth to spiritual action: “Awakening,” “Arise,” “Encounter,” “Unstoppable,” “Freedom” and “Go!” This year’s camps are set to reach more than 15,000 kids of all ages.

** ALSO IN THIS ISSUE:**

- Tammy Dunahoo announces NCO changes ................. Update, pg. 18
- What does it cost to go on vacation instead of a missions trip? . . . Infographic, pg. 14
- Foursquare Foundation breaks ground on senior living facility . . . . News, pg. 6

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Looking Back to Look Ahead

From my office on Sunset Boulevard, I continually see a series of contrasts. Toward the east I see the expansive buildings that make up L.A.’s famous cityscape. Toward the north is the old Queen of Angels Hospital building, now the Dream Center, where thousands of hapless people have had their lives altered and their dreams restored.

Right around us are hopeful young adults who live in bungalows as they attempt to break into the entertainment industry, immigrants who constantly face the challenges of living in a foreign culture, homeless people who push shopping carts that contain all their possessions, and retired people who simply want to enjoy their golden years. All the dynamics of various people groups come into play when we think about the church’s commission to present the gospel to the world.

As I read through the Gospels, I’m challenged to respond more as Jesus did when He encountered those around Him. He was flexible, caring and optimistic. He was authentic. He both confronted and consoled.

When Jesus encountered the woman at the well (see John 4), in just a few short sentences He addressed her past, present and future. He was not cynical, judgmental or patronizing as He opened the book on her storied past. He unapologetically called her to account for her present situation, and then He graciously helped her envision a future that far exceeded anything for which she could have hoped.

I think that story presents a healthy view of how to lead and love those around us. If we honestly acknowledge the past and are candid about the present, then the possibilities concerning the future hold few limitations. As I consider The Foursquare Church, I’m constrained to examine the following:

1. Our Unvarnished History: We must be able to evaluate our past with clarity and honesty. We can celebrate the amazing things God has done even as we admit we have made mistakes. We need to be intentional about both. The future depends on our being neither enamored of our past nor bound by it.

2. Our Current Realities: We must be honest about both our successes and our failures. Accurate assessments can help us determine the changes we must make if we are to maximize the opportunities with which we are presented. Speaking the truth in love must be the dynamic that defines our lives together.

3. Our Preferred Future: We must be hopeful of that which God has spoken over us. While we cannot control the timing, we must position ourselves for the Lord’s will to be done in and through us. The Lord has a plan and a purpose for which we have been created and destined.

During this season, I intend to share a vision I believe has been planted by the Lord and will accelerate the mission He has given us. Our time in Columbus (May 31-June 2) will afford us an opportunity to celebrate this together and link arms toward a promising future. We are being called to “Accelerate—The Whole Gospel to the Whole World.”
District News

A glimpse at what is happening in local Foursquare churches across the nation

Central Pacific District
Youth Pastor Ryan DesJardin and Uturn Student Ministries of East Valley (Orangevale Foursquare Church) in Orangevale, Calif., held a “Think 300” youth event in November. A month-long teaching series led up to the event to build excitement, and organizers had hoped to double attendance on Wednesday nights to at least 300 attendees. They were floored when 478 people showed up and more than 70 responded by either making first-time decisions for Christ or rededicating their lives. More than 100 attendees said it was their first time in a church setting.

Gateway District
The first of three Re*Generate marriage retreats for senior pastors was held in January. Twelve couples joined District Supervisor Sam Rockwell and his wife, De, in Branson, Mo. Attendees heard from Chuck Shoemake, who leads Foursquare’s Center for Spiritual Renewal (East), on how to build up their marriages.

The district recently held its first Gateway Parent Church Planting Partnership meeting. Forty church leaders gathered with Rod Koop, national facilitator of church health and multiplication. The leaders prayerfully considered how to raise awareness and support for local planters, and identified 18 couples preparing to start new churches in the Gateway District.

Great Northern District
Scottie and Erica Kafka have been blessed to attend Cornerstone Worship Center (Nampa Foursquare Church) in Nampa, Idaho, pastored by Jim and Lynn Adams. The Kafkas were led to Cornerstone shortly after they were married; they could see passion and the power of the Holy Spirit among the believers there. The couple has four children, and Scottie plays drums in the band while his family enjoys the modern worship style. Erica, an artist, helped start an art gallery with others from the church. The Kafkas also have an extension of the church that meets in their home weekly.

Greater Los Angeles District
The River’s Edge Ranch, a “transformation facility” for men from all walks of life, is celebrating its third year. The 20-acre ranch currently houses 15 men and, when all three phases of development are complete, will accommodate 40. The ranch is designed to be self-sustaining; the men take care of livestock and a plant nursery, and solar and wind power are used. The key to River’s Edge is its environment: located in the California High Desert near Big Bear Mountain, it’s designed to facilitate a sincere “heart change” transformation through Jesus.

Hawaii District
Foursquare Hawaii’s NextGen conference was held in Hilo, Hawaii, January 20-22. Guest speakers included Larry Spousta, North Pacific district supervisor; Ryan Brown, student ministries pastor of New Life (Canby Foursquare Church) in Canby, Ore.; and Fernando Castillo Jr., senior pastor of New Hope Diamond Head (Diamond Head Foursquare Church) in Honolulu. More than 200 attended, representing 23 churches in Hawaii. The theme was “Building Leaders From Generation to Generation.”

Mid-Atlantic District
Foursquare Pastor Niki Tshibaka and his wife, Kelly, lead Mount Vernon Foursquare Fellowship just outside Washington, D.C. The church is specifically geared to reach the area’s unique population of federal employees, attorneys and military personnel; however, they also partner with area churches to minister to the homeless. The Tshibakas are both Harvard Law graduates, and Niki was formerly a senior trial attorney for the U.S. Department of Justice. “Pastors are, essentially, lawyers,” Niki says, “except that the Bible is our Constitution, our adversary is the enemy, our judge is the Lord, and our clients are the sheep God has placed under our care.” Kelly will be speaking at Connection 2011.
**MidSouth District**
Russ and Jamie Collins, members of Faith Chapel (Albuquerque Netherwood Park Foursquare Church) in Albuquerque, N.M., operate The Mission House in their home near the University of New Mexico, a campus of approximately 30,000 students. Since The Mission House opened in July 2009, the ministry has made personal contact with more than 600 students, 400 of whom have been to the house for events. The ministry grew out of a college Bible study started by Russ and Jamie, who are in the process of applying for Foursquare credentials.

**North Pacific District**
More than 5,000 Hondurans living in villages between Tocoa and Trujillo have clean water, thanks to a Foursquare partnership involving Jim Settle, pastor of Praise Center (Coquille Foursquare Church) in Coquille, Ore. At a Rotary Club meeting in 2008, Jim was tasked with providing clean water in a place where it was not available. He heard about the need in Honduras from Water Missions International, which has installed the Living Water Treatment System (LWTS) in more than 80 countries. Jim connected with Foursquare leaders in Honduras, and was given more than $12,000 of funding from local and international Rotary Clubs. The LWTS was installed in October, and local pastors have begun a coordinated evangelistic outreach and children's ministry in the area.

**Northeast District**
The New York City Dream Center, which meets in a theatre just east of Union Square Park, has been actively reaching out to local families in need. During the 2010 holiday season, the church orchestrated a turkey giveaway to 300 families, and saw 61 people come to Christ on November 21 alone. In December, church members handed out more than 500 toys to families in need at the “Adopt-A-Block” site in Chelsea. Food is provided to homeless families at the same site every Saturday. On Sundays, congregants meet to hand out bagels, muffins and coffee to people in Union Square and to invite them to church.

**Northwest District**
The Northwest District church planting team saw 10 churches planted in 2010. The team, comprised of church-planting practitioners, has put together a training program of three sequential retreats where potential leaders can network socially and be equipped spiritually. Currently, 12 potential church planters are preparing to launch. The first retreat was held in October, the second in March, and the third is to be held in June.

**Pacific Coast and Valleys District**
Paul and Sheila Johnson are members of New Hope Christian Fellowship (Simi Valley 2 Foursquare Church) in Simi Valley, Calif. In summer 2010, the Johnsons and other area believers conducted 30 days of prayer, praise, worship and declaring the gospel in what is known as “the Wash”—an arroyo in Ventura County frequented by the homeless. Resources came together; a stage was built, a sound system was provided, and a 30-day permit was granted. The group saw salvations and baptisms, and an Alpha course was started. The county has since forced the homeless to move from the area, but the Johnsons continue to pray for them and for God's leading in what to do next.

**Southeast District**
Gospel Light Tabernacle (Forest City Foursquare Church) in Forest City, N.C., launched a food pantry in December 2009 that became the Helping Hands Food Pantry. The ministry holds huge public food giveaways each month, distributes to six retirement communities, donates to local schools for backpack programs and helps meet emergency food needs. In 2010, Helping Hands was able to help more than 35,000 families, processing more than 700,000 pounds of food. The ministry was awarded an Agency Partner Award by the Second Harvest Food Bank in Charlotte, N.C.

**Southwest District**
Bill Gowey and his wife, Jan, first experienced a worship service featuring Native American instruments and traditions in 2001. A Foursquare credentialed minister and missionary based at Canyon Chapel (Flagstaff Foursquare Church) in Flagstaff, Ariz., Bill was inspired to start a ministry called Reztoration. The main focus of the ministry is reconciliation with Native Americans who have felt disenfranchised and, in some cases, were abused or hurt by church leaders or in boarding schools. The Goweyes attend powwows and other gatherings to help make Reztoration part of the local Native American community. They are careful to respectfully uphold traditions and have seen God restore families, set people free from drugs and alcohol, and give hope to the hopeless as a result.

**SHARE WHAT’S UP IN YOUR LOCAL CHURCH**
Visit 4sq.ca/district2011 to fill out the handy form, and you can tell us how your church is making a difference in your community.
**U.S. Updates**

**National Foursquare News**

**Connection 2011 Promises Growth Opportunities**

In keeping with this year’s Connection theme, “Accelerate—The Whole Gospel to the Whole World,” the Foursquare family will gather for fellowship and learning in Columbus, Ohio, May 30–June 2. All-new collaborative learning tracks promise to help build ministry skills in a peer-based environment. “Peer-based learning” will allow leaders to share their current stories with people of similar experience.

**Foursquare Sets Balanced Budget for 2011**

*BY RON THIGPENN, Chief Financial Officer*

The Foursquare board of directors approved the 2011 Annual Operating Plan (AOP) in January, reflecting a balanced budget for 2011 consistent with the board’s stated commitment to “live within the tithe.” The 2011 balanced budget is a major step forward in Foursquare’s financial recovery; another indicator of our financial recovery is the 2010 net income of $338,000 from core ministry operations (National Church Office, Missions and Administration), despite the fact that extension tithe income for the year was $1.9 million below the 2010 AOP.

This turnaround reflects a $2.5 million net loss from core ministry operations in 2009, reflecting the diligent efforts of the board and management to streamline central office operations during the past three years. It was the grace of God that enabled us to see a turnaround in the downward income trend and recognize some one-time revenue enhancements during the year.

Core ministry expenses decreased by $3.8 million (8.3 percent) from 2009 to 2010 and are projected to decrease by an additional $2.3 million (5.6 percent) in 2011 compared to 2010.

The complete 2010 financial report was presented to the cabinet in March and will be presented to the full convention body at Connection 2011 in Columbus, Ohio.

More information about Foursquare Connection 2011, including registration and learning tracks, is available at www.4sq.ca/connection2011.

**ABI Celebrates 25 Years and 1,000 Graduates**

For 25 years, pastors have been faithfully prepared for ministry by the faculty of Angelus Bible Institute (ABI) in Los Angeles. This June, the number of ABI graduates will top 1,000.

At the request of the late Dr. Rolf K. McPherson in 1986, ABI held its first classes in English and Spanish in the 500 Room at Angelus Temple, a site renowned for passionate prayer meetings during the ministry of Aimee Semple McPherson. Five of the 11 alumni who made up the first graduating class of ABI still pastor Foursquare churches today.

The 25th ABI graduation on June 26, 2011, will take place in the main auditorium of Angelus Temple. During the ceremony, institute leaders will recognize individuals with 15 and 25 years of service to ABI, and the first-ever Ezra Award will be presented to a benefactor who has been key to the success of the institute.

**Foursquare Foundation Breaks Ground on Senior Living**

The Foursquare Foundation broke ground in February on the new $10 million Parkview Living, a Foursquare senior living residential community. Located in Los Angeles across from Angelus Temple in Echo Park, the new eco-friendly, pedestrian and transit-oriented 1.24-acre project replaces older housing units with 75 senior apartment homes.

Residents will enjoy a wide variety of onsite amenities, which include a pool, barbecue area, fitness center, hobby and craft room, computer center, espresso café, rooftop terraces, comfortable lounging areas and a dog park. In addition, the new community will include a 3,000-square-foot multipurpose room that will also be used as a chapel.

The Foursquare Foundation-funded project is due to be completed in the summer of 2012. The construction site is located at 1902 Park Avenue, Los Angeles.

**Leadership Tools**

Here are just a few of the latest Leadership Tools reviewed recently at foursquare.org/tools.

**The Irresistible Church,** a new book releasing this month from Wayne Cordeiro, pastor of New Hope, a Foursquare church in Honolulu, lays out 12 practical steps to being a church people want to go to. Steps include helping people get involved in the church community, how to encourage the congregation to serve and how to turn visitors into attendees. Bethany House; $19.99.

Hillsong United’s second studio album, *Aftermath,* conveys the dynamics and richness of the live recordings for which they are better known. This release is musically excellent, but it is foremost about worship, not radio play—making it useful in private devotional times as well as corporate worship settings. Sparrow: $13.98.

Foursquare Chaplains International recently launched a *monthly prayer guide,* to help churches in praying for chaplains stationed in the U.S. and around the world. Perfect for church information tables or for use as a bulletin insert, the prayer guide can be downloaded each month from 4sq.ca/chaplainsprayer.

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Chile
The 2010 Chile earthquake caused damage in several Foursquare churches, with major destruction at the Siria Foursquare Church, where Pastor Alen Joo serves. Thanks to a $20,000 gift from Foursquare Missions International’s (FMI) Relief Fund and an additional $2,000 from East Bay Fellowship in Danville, Calif, as well as $14,000 from local funds and gifts-in-kind, the Siria church was remodeled to be safe for use. In a rededication ceremony, special recognition was given to Foursquare U.S. President Glenn Burris Jr. and former FMI Director Jonathan Hall for their investment in this project.

Colombia
After six months of intense rains and flooding in Colombia, the Canal del Dique, a major canal that connects Cartagena Bay with the Magdalena River, ruptured and flooded the lowlands with water from the Magdalena, the most important commercial waterway in Colombia. Approximately 2 million people have been affected, including at least 40 Foursquare churches, some of which are underwater; most are uninhabitable. Pastors and congregations have been displaced. Foursquare’s Relief and Compassion ministry is looking to raise $1.2 million to provide food, shelter, water purification units and more to the local people. Donate at give.foursquaremissions.org.

Dominican Republic
In the Dominican Republic, missionaries Rich and Kirsten Root have started efforts to reach out to the 170,000 students at the University of Santo Domingo with the gospel message. Already they are building relationships with the students and are working to rent a building near the school to use a Christian student community center.

France
Daniel Lucero, who serves as area missionary to Francophone nations and West Africa, and is the national leader of The Foursquare Church in France, is organizing the French national convention, which will take place in June in the south central region of France. Teams from the U.S. and Europe are invited to attend and then participate in a short-term missions trip in Africa. To register or for more information, contact Antoine Elise at eliseantoine7@yahoo.fr.

Haiti
John and Debbie Booker, Foursquare pastors on assignment in Haiti, share that a shipment of food that had been lost for eight months finally arrived. They separated the 270,000 meals, donated by Feed My Starving Children, to provide a hot meal for children at school as well as a midday meal for children at local orphanages. The arrival of the food officially marked the launch of Foursquare Haiti Point of Distribution (POD), which will be the anchor location for ongoing relief efforts providing basic necessities of food, clean water, and shelter to Foursquare families, their neighbors, towns and villages throughout the province.

Jamaica
Eugene Subaran, who serves as a deaconess at Newlands Foursquare Church in Jamaica, was assaulted by armed men who fired several shots at her. She jumped up and down while calling out to Jesus. After they ran away, she checked herself out for gunshot wounds. While her skirt was full of bullet holes, not one bullet touched her body. She is thankful that God protected her in a miraculous way.

Japan
On March 11, Japan was rocked by a 9.0 earthquake. The Foursquare Church has 42 churches and five missionaries serving in Japan; all ministers and missionaries reported they were safe at press time. To find out the latest Japan updates and relief efforts, please visit 4sq.ca/Japan2011.

Liberia
In January, Emmanuel Kerkula prayed for and handed over the national leadership of the Liberian Foursquare Church to Pastor Samuel Morris. Pastor Kerkula has been honored by the nation’s president by being appointed as a deputy governor of one of the 14 federal states of the nation. He had headed the Liberian Foursquare Church for almost 25 years, the majority of which was during a devastating 14-year-long civil war.

Poland
Missionary Denise Johnson shared that a group of leaders came together last year in Krakow to pray, plan and take steps toward establishing a center for training leaders and to offer support for churches by initiating John and Sonja Decker’s Ministry Training Institute. She asks for prayer for the translation of the institute’s material.

Your Foursquare Missionaries

New Missionary Candidate
Alex and Brook Blanton  Expectation Church Network, Las Vegas, Nev.

New Missionary Deployments
Lee and Robyn Brockinton  Life Church, Katy, Texas
Nolan and Judy Galido  Hope Chapel West Oahu, Waipahu, Hawaii
Matt and Grace Kladnik  Ellensburg Foursquare, Ellensburg, Wash.
Steve and Holly Taft  Westside Church, Bend, Ore.

*Missionary candidates and deployments between December 2010 – February 2011

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Preview Weekend
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Missions Update: Central America

People are coming to Christ in astounding numbers through The Foursquare Church in Central America. In 2010 alone, more than half a million people—616,353—made first-time decisions for Christ.

If Paul Otremba were to sum up the focus of his ministry, he would point to one verse: “And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also” (2 Tim. 2:2, NKJV). In other words, it’s all about leadership development.

“We believe that the leaders in a church are the key to the development of the church and any ministry that might flow out of the church to the community and to the world,” says Paul, Foursquare Missions International’s (FMI) area missionary to Central America and northern South America. “By developing good relationships with the leadership in the region, we find great open doors to invest into their lives and ministries, and see multiplication.”

Paul and his wife, Ulrike, reside in Bogota, Colombia. Paul has served as area missionary to the Central America/northern South America region since 2009, overseeing Foursquare ministry in 10 countries—Venezuela, Colombia, Ecuador, Panama, Costa Rica, Nicaragua, Honduras, El Salvador, Belize and Guatemala. Foursquare ministry in all of these nations is self-supporting.

According to 2010 statistics, there are 3,471 churches and meeting places scattered throughout the region. In 2010 alone, more than half a million people—616,353 to be exact—made first-time decisions for Christ. Those baptized in water totaled 43,765. An astounding 41,596 were baptized in the Holy Spirit.

Other ministries throughout various countries include 146 Bible institutes, 8 orphanages, 2 schools (in Belize), 3 rehabilitation centers (in Venezuela) and 10 medical clinics (in Honduras).

Honduras, Panama and Colombia are Stage 4 nations in Foursquare’s Four-Stage Development Model. Stage 4 is the Send (Extending) stage, meaning those nations have developed responsible, reproducing churches that send missionaries to other countries. Costa Rica and Venezuela are between Stage 3 and Stage 4. Stage 3 is the Expand (Multiplying) stage, during which responsible, reproducing congregations are being developed. Ecuador is a Stage 3 nation.

El Salvador, Guatemala and Nicaragua are between Stage 2 and Stage 3. Stage 2 is the Nurture (Strengthening) stage, the goal of which is to make responsible, reproducing leaders. Belize is between Stage 1 and Stage 2. Stage 1 is the Initiate (Evangelizing) stage, where they are developing responsible, reproducing disciples.

“This region can be a big blessing to many countries in the world by sending out more and well-prepared missionaries,” Paul tells Foursquare.org. “Those countries that are not yet in the fourth stage need special attention and encouragement. We want to see them grow and become strong churches with healthy leadership.”

Paul notes that short-term missions teams from the U.S. go to Central America regularly, for which he is very thankful. He sees these teams as vital elements in developing ministry works in the region; much work is still needed in many places, especially in the areas of Christian education, church planting and leadership development. The Foursquare Church in the U.S., he asserts, is a huge source of encouragement and inspiration for people here. But the blessing, he adds, isn’t just one way.

“I also see that the churches and the leaders in the region can be a great source of encouragement for leaders and pastors in the U.S.,” Paul states. “A healthy partnership, working as a team to accomplish the Great Commission in the region, will bear much fruit.” He extends an invitation to believers in the U.S.

“I would like to invite you to visit the region and to connect with leaders and pastors here,” he shares. “I am sure that all will learn, and all will profit, from those connecting times. Out of the relationships that will develop in those moments, ministry opportunities will grow—opportunities that will impact lives.”

For information on helping FMI works around the world—including how to support the Global Missions Fund, a missionary or project, or to donate toward disaster relief, log on to give.foursquaremissions.org. One hundred percent of every dollar given to the Global Mission Fund goes directly to the mission field. For details on short-term missions teams or other information related to FMI, visit 4sq.ca/missions2011.
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Unfortunately, the church world has fashion cycles, too. Pastors dress their congregations in the latest styles that dictate whether cell groups are in or out; worship sets are long or short; and preaching is topical or expository. Within a few years, the latest/greatest becomes passé, and church leaders look for the newest trend in church fashion.

Strategy ought to trump style. No matter how nice your Italian leather shoes may look, they aren't much good in the snowy slush. That's why I never bothered being style conscious with church. I wasn't as interested in what church should look like as in what it should do.

Putting it another way, shoes were made for walking, not gawking. It is possible to be both functional and fashionable, but if we confuse style with strategy, we will simply look good doing nothing.

I bring this up because you will soon be hearing a lot in Foursquare circles about a “new” model for church. Our leaders, and many of us practitioners, hope the Four-Stage Development Model will be in vogue for a long time to come. But the Four-Stage paradigm is not a fashion statement—it is a highly functional and strategic framework for helping churches (regardless of size or style) do what Jesus wants them to do.

The Four-Stage Development Model identifies the common landmarks that local churches pass on their way to maturity. It provides practical definitions for the various elements that enable a church to function well throughout its development.

As the name implies, the Four-Stage Development Model identifies four phases of progressive maturity. Those stages are not rigid or precise definitions. Rather, they are broad categories like “childhood” or “adolescence.” Generally speaking, we expect different things in the lives of our teenagers than in the lives of our grade-school kids.

A healthy 9 year old doesn’t look like a healthy 17 year old, so it is neither fair nor helpful to compare the two. But every parent wants to hear from a doctor that his or her 2 year old is healthy according to the developmental norms of other children the same age. Parents whose youngster is just about to become a teenager appreciate the advice of parents who have had teenagers already. I think pastors would really like to know what developments to expect in their churches as they are coming into their “teenage” years.

Spiritual progress—whether in a church or in a person—is an ongoing process, not really a series of static levels or grades. That is why the Four-Stage Development Model is usually presented using the graphic of a wheel. Just as a wheel turns again and again, so healthy development in a church is a continuous process.

The wheel reminds us that the Four-Stage Development Model isn’t a once-for-all, tic-off-the-list set of accomplishments to earn like Scout merit badges. It is not a set of requirements that must be satisfied. Rather, it is a description of a living process all pastors and their churches are going through.

Progressive Focus
Every pastor I know is frustrated with numbers as the measure of health. Counting the members of a church rarely tells anyone anything about how well that congregation is doing. The Four-Stage model isn’t size- or style-specific. A
small church can be a Stage 4 church just as handily as a mega church can be. That’s because each stage is defined by what is going on in church, not by the number of people, programs or resources it has.

The emphasis is on a church’s focus—and how it devotes its resources. Each stage in this model has a primary focus, and you will hear much more about those in the future. A fully developed (Stage 4) congregation gives equal attention to all four focus points; a Stage 1 church is concentrating on the first. By providing a simple-to-follow set of strategic objectives in each of the four phases, this blueprint that we call the Four-Stage Development Model enables leaders to build from one stage to another.

Unfortunately, many churches stop short. Pastors lead from week to week, but don’t always give attention to building from stage to stage. How does a church plant develop into a church-planting congregation? Will a daughter church ever become a mothering church? What can a church that is very good at discipling learn from a church that is very good at evangelizing—and vice versa? Could there be reasons one “lucky” church has so many mobilized leaders, while at another almost no one steps up?

The Four-Stage Development Model provides a framework for meaningful answers and helpful practices for church leaders. It is not a measuring device to grade churches or to determine the winners of a contest.

We’re not competing among ourselves, trying to beat some other church and reach Stage 3 before they do. We hold no graduation ceremony when churches are able to add the Stage 3 focus to those of Stages 1 and 2. The goal is not to complete the stages of development as fast as possible to win a prize; rather, our goal is to develop healthy, reproducing local churches that remain effectively focused in each phase.

Mission Clothes

Compared to strategy, style is very limiting. You have to wear the right things, because if you dress wrong, you’re out of fashion. It’s the same way in the church world: People think you have to adopt the right methods and use the right tools. As I said, though, strategy trumps style. If you have the right strategy, you can adapt any tool or method to accomplish your aim.

That reminds me of one of the oddest things I was ever told in ministry. Before I recount what was said to me, let me provide a bit of context. Though I have traveled to Europe four times a year for the past 25 years, I have never lived there. By God’s grace, I was responsible for starting Foursquare in Holland and in Switzerland. But I was told by a very highly placed denominational official, “You are not a real missionary because you don’t live in another country.” Hmmmm. Apparently, I wasn’t wearing the fashionable missionary outfit.

But using the Four-Stage Development Model as my strategy, I was very focused with each of the short-term mission trips, and each of the conversations I had with the emerging set of leaders in those nations. I made the most of my time. The same was true in how I led my church—and planted 37 congregations in the 22 years I pastored.

The Four-Stage ministry paradigm enabled me to “run in such a way, as not without aim” and “box in such a way, as not beating the air” (1 Cor. 9:26, NASB). It can do the same for you—no matter how you dress your church!
Welcome to summer…
a time kicked off by Foursquare Connection 2011 and quickly consumed with family vacations, sending
the kids off to camp, or perhaps raising last-minute funds for a short-term missions trip. How many
people participate, and what does all this cost? And how does Foursquare’s contribution to camping
and missions fit into the mix? Read on to find out.

**SUMMER VACATION TRAVEL**

- $1,250  Cost for the average couple’s five-day summer vacation (lodging and meals)
- Average cost of participating in an FMI Go Team missions trip  $1,300

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**FOURSQUARE CONNECTION TIME!**

- $165  Average cost for one person to attend convention
- $755  Average cost for a couple’s meals and lodging for four days at convention
- 32 million  People expected to take a trip over Memorial Day

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**LET’S GO CAMPING**

- Foursquare
  - Number of camps held  89
  - Number of children who attended camps  12,626
  - Average cost to attend camp  $148
  - Number of salvations at Foursquare camps  1,367
  - Number of campers called to ministry at Foursquare camps  1,352

- U.S.
  - Number of camps held  10,000
  - Number of children who attended camps  6 million
  - Average cost to attend camp  $625

---

**COST TO SERVE**

- Average giving to FMI in 2010 by Foursquare districts  $319,003
- Northwest District’s missions offering for 2010—the highest offering by nearly
double of the next most-generous district  $765,710
- Average amount given to FMI annually by U.S. Foursquare churches  $2,708
- People from Foursquare churches who went on a short-term missions trip  2,212

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FALL 2011
As district supervisors and NextGen representatives prepare for this year’s camping season, they share a growing expectancy about what God will do in the lives of campers. They say this year’s camps could hold bigger surprises than ever before.

“God is taking us out of the ordinary into the extraordinary,” declares Southeast District Supervisor Scott Reece. “He says even if a person has been going to camp for years, “this is a new season of God doing fresh things in you and through you … get ready!”

Foursquare leaders believe that district camps will flourish in 2011. Many of the camps will rally around exciting, single-word themes that incite youth to spiritual action: “Awakening,” “Arise,” “Encounter,” “Unstoppable,” “Freedom” and “Go!”

For the third year in a row, the Central Pacific District will host a camp for young adults called the “Speak to Me Retreat.” Two of the camps hosted by the Southeast District this year will be designed so that families may participate together, if they desire. Some districts will sponsor camps specifically designed just for kids from ministry families.

**Foursquare Plans Exciting Camps in 2011**

Foursquare camps provide a healthy spiritual environment for people to respond to God’s call. This year’s camps will reach more than 15,000 kids of all ages.

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**Reaching More Campers**

This year, individual districts will host as many as a dozen different camps each, ranging from one-day retreats to weeklong sessions that they hope will attract an increasing number of campers. Justice Coleman, NextGen rep for the Greater Los Angeles District, says 65 percent of their campers in 2010 had never been to camp before. He hopes this trend continues in 2011.

Pacific Coast and Valleys District’s NextGen rep, John Cox, is planning for 2,200 campers to attend their camps, exceeding last year’s attendance by 10 percent. But, John says, it’s not just about increased attendance; they are praying for a comparable increase in spiritual decisions during camp this year.

Jake Cordell, NextGen rep of the Southeast District, anticipates similar growth in camper responses. Leaders in his district believe children who come to camp will experience the “awe and wonder of God.” He says they plan to challenge the older kids to grapple with the question of who Jesus is to them, personally.

In the six camps the Mid-Atlantic District will host this year, NextGen Rep Lesli Klingenmeier prays “for kids to have authentic Holy Spirit encounters, and opportunities to see breakthrough and healing in their lives.”

**Hearing From God**

“Large numbers of pastors and missionaries have received their call at camp,” says Adam Davidson, director of operations for The Foursquare Church. This trend continues today. During Foursquare camps nationwide last year, 1,352 young people responded to the call to serve the Lord in full-time ministry. Adam notes that “the Foursquare camping ministry has God’s hand upon it.”

A primary goal for camps in the Northeast District, according to Ministry Coordinator Isaac Davis, is that campers will believe the promise of Jesus in John 14:12, and that they will step out in the “greater works” the Lord has for them to do. Other district leaders anticipate increased spiritual results, as well.

“We are believing God,” says Southwest District’s NextGen rep, Marcus Ellington, “that campers will take the next step this year—letting go of anything that inhibits them—and stepping out into the calling God has on their lives.”

Last year, 1,500 campers made first-time decisions for Christ, and 2,093 others rededicated their lives to Christ during Foursquare camps. In addition, around 2,000 campers received the baptism with the Holy Spirit, and 1,385 people said they were healed during camp.
“We are raising up the next generation of The Foursquare Church right here and now,” Gateway District’s NextGen rep, Shawn Michael Shoup, says of the 10 camps his district will sponsor this year.

Adam Davidson agrees. “There is no other ministry event that can capture the attention of our children and youth like our camping program,” he says.

Additionally, God uses Foursquare camps to build strong networks of local church NextGen reps. Relationships built during camp tend to last a lifetime. They also help reinforce ministry priorities, Justice Coleman notes. He says the camp experience helps leaders properly focus on “the importance of discipleship, teaching, theology and doctrine, and resourcing each other as a network.”

**Coming Together**

NextGen reps spend a great deal of time and prayer in the selection of camp speakers who will reinforce Foursquare values during camp. Josh Pinkston, NextGen rep of the Central Pacific District, will use speakers from within the Foursquare family for the nine camps in his district this year.

“The fellowship and unity experienced at camps and retreats with Foursquare speakers,” Josh contends, “has been vital to the momentum we are now enjoying within our district.”

Foursquare supervisors and NextGen reps agree that Foursquare camping continues to make a significant impact on each new generation of campers. Further, they believe this year’s camping season has all the makings to be like no other. As Scott Reece puts it: Those who participate will experience a “God surprise” at camp this year. That kind of expectation must mean God is up to something big.

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**Praying for Camp This Year**

*BY ADAM DAVIDSON, Director of Operations for The Foursquare Church*

The Foursquare Church has a strong legacy of leading healthy camp ministries in which young people get in touch with God and discover His plan for their lives. With eight Foursquare camping facilities across the nation, the men and women who serve the Foursquare family in leading our camp facilities have prepared for another great outpouring of God’s presence this year. With every year that goes by, it seems the camping ministry is more critical, as people find their calling and receive God’s healing and equipping to do what He wants them to do.

Southwest District Supervisor Kimberly Dirmann says: “Although there is a great call on young people, many are imprisoned by deep pain, fear and bondage. Through the power of God’s Word and the Holy Spirit, we will see hundreds of lives experience freedom and breakthrough at this year’s camps.”

Here are just a few ways we can collectively pray for Foursquare camps this year:

**Pray for People**

- **Campers**: Pray that they will experience God and commit to live for Christ.
- **Speakers**: Pray that they will speak the words of the Lord with sensitivity and passion.
- **Camp program staff**: Pray that they will minister to campers with compassion and creativity.
- **Camp facility staff**: Pray that they will have endurance and refreshing.
- **Cabin leaders**: Pray that they will lead campers into greater growth in Christ.
- **Parents**: Pray that they will have the peace of God while their kids are at camp.
- **NextGen representatives**: Pray that God will equip them to disciple campers, especially when they return home from camp.

**Pray for Results**

- **Safety**: Pray that everyone involved will have fun in an injury-free camp.
- **Spiritual blessing**: Pray that the Holy Spirit will fill every person and every part of camp.
- **Refreshing**: Pray that everyone will experience health and wholeness at camp.
- **Healing**: Pray that campers and staff will find God’s healing for illness and hurts.
- **Forgiveness**: Pray that the grace of God offered in His forgiveness will change lives.
- **Salvation**: Pray that those who don’t know Christ will find Him to be Savior and Lord.
- **Holy Spirit fullness**: Pray for people to receive the fullness of the Holy Spirit.
- **Calling of God**: Pray that campers will have sensitive hearts to hear God’s call to full-time service.
The Future Ministry of the National Church Office

What does the future ministry of the National Church Office (NCO) look like? The Four-Stage Development Model is about multiplying disciples, leaders, churches and missionary movements. NCO will focus on these four areas and how to resource and encourage local churches in each stage. There are exciting developments all across the country, where local churches are serving their communities, resulting in missional evangelism and disciple-making. This is the heart of Stage 1—Initiate...plant the gospel.

The current NCO ministry structure includes all 14 districts and the following:

**Leadership Care - facilitated by Chuck Shoemake and Robby Booth (Stage 2—Nurture)**
Chuck has a counseling office in Northridge, Calif., and an office at the Center for Spiritual Renewal East at the CrossPointe Conference Center in Christiansburg, Va. For more information, contact CSR@foursquare.org.

Robby is based out of Los Angeles and has a counseling office at House on the Hill in Echo Park, which serves as the Center for Spiritual Renewal West. Also a part of CSR West is the availability of Alpenwood Cabin in Lake Arrowhead, which is owned by The Rock (Anaheim Foursquare Church). For more information, contact rbooth@foursquare.org.

Both Chuck and Robby are available for coaching and counseling in the area of leadership health. In addition, House on the Hill and CrossPointe are available for sabbaticals and study breaks. Our chaplains ministry is also led by Robby in partnership with a field-based team.

**Education/Leadership Development - facilitated by Dan Hedges and Tim Mossholder (Stage 2—Nurture)**
Dan and Tim specifically serve with ministry institutes and the Emerging Leader Network, which are institutes that include immersion discipleship. Exciting developments are taking place in the area of pre-service and in-service training for leaders.

**Church Health/Multiplication - facilitated by Rod Koop (Stage 3—Expand)**
Rod serves the district missional leaders in coaching and resourcing in the area of church health and multiplication. Church planting is a key focus in 2011; we will assess our past and strategize for our future based on what we have learned and what is effective in today’s culture. Several districts are also field-testing various church health assessment tools.

**FMI/NCO Partnership (Stage 4—Send)**
One of the exciting changes taking place is a daily working partnership between Foursquare Missions International (FMI) and NCO. In fact, NCO has moved up to the seventh floor of the central office with FMI so that interaction can be more effective. Urban and Multicultural Ministries is coming under this partnership as FMI and NCO work together to receive and send missionaries, further developing U.S. and global missions.

Serving in the office of the president, Dennis Easter will consult with FMI and NCO to ensure that missional elements are integrated, engaged and accelerated in their areas of oversight. God is helping us build a unified effort to reach the harvest, disciple leaders, and plant and multiply churches while we take the gospel around the world!

**Administration**
Administration is necessary to effective ministry, and one of our priorities this year is to complete the assessment of our administrative practices, making them more streamlined and effective as they serve our mission. Tools are also being developed for the local church, such as Church Council Training and a Church Administration Toolkit.

Additional ministries such as ForeRunners and NextGen have been decentralized; local churches and district offices have assumed the responsibility for those strategic ministries as we streamline the role and funding of NCO.

We appreciate your prayers as we listen closely to what the Holy Spirit is speaking to The Foursquare Church and how we are to serve you as we partner together with God in His mission!
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