

FRIENDS IN ACTION International
Board Meeting

Date: February 4th – 5th, 2025

Time: 8:30 am – 5:30 pm (*approximately*)

Location: New Hope Church, Cape Coral / TEAMS

Attending (In Person): Paul Jarot, Chris Smerdon, Matt Warren, Andy Hunt, Matt Durkee

Attending (Virtual): Faye Brown, Irwin Pronk

Agenda

1. **8:30 – 8:45 Welcome, Introductions, Instructions** [15 mins]
 - a. *Motion to accept & approve Meeting Agenda (Feb 4th & 5th, 2024)*
(25-1) A motion was made to accept and approve Meeting Agenda. It was seconded. Passed.
 - b. Review Board Positions & Roles (International)
 - i. Chair, Vice Chair, Secretary, Treasurer (FIA USA)
 - ii. Chair, Vice Chair, Secretary, Treasurer (FIA Canada)
 - iii. FIA Board Eldership Committee (2 to serve as Elders, if needed)
 - c. Distribute annual COI, Whistleblower, Confidentiality signing package – to return signed end of Day 2 to the Executive Director
2. **8:45 – 9:00 Devotional** [15 mins]
3. **9:00 – 10:00 Prayer** [60 mins]
15 minutes of silent prayer
Pray “forward” - future

[BREAK]

4. **10:15 – 12:00 Strategic Planning & Future Focusing** [15 mins] [60 mins]
 - a. Organization Strategic (Visioning Qs)
(to be answered prior to meeting, come prepared)
 - i. What are we doing well as an organization?
 - ii. What should we absolutely make sure we should **keep doing**?
 - iii. What should we **stop doing**? (*Outside of the mission mandate, unwise or not counselled*)
 - iv. What are we not doing that we should we **start**?
 - b. Strategic Planning
 - i. Darren Roorda meeting (debrief)
 - ii. Do we begin to engage in Strategic Planning (yes/no)? If yes, how (ourselves, outside consultant)?

A motion was made to engage the services of Darren Roorda (Shepherd Consulting) for up to \$17,000 USD plus expenses, in order to provide a thorough analysis of FIA to:

- Clarify our vision,
 - Care for our members, and
 - Engage in strategic planning
- for the furtherance of the work of the Gospel and the glory of God.
Seconded. Passed.**

- iii. Leadership Strategic (Visioning Qs)
 - i. What is the vision for FIA as an organization?
 - Review *ENDS Policies (BPM)*
 - What is the current structure and vision for ministry? (how do we accomplish the work we are called to do?)
 - What determines where FIA serves (partners/location/type of ministry) and how we do what we do?
 - ii. How is the Bd leading/"aiming" the organization? What needs to remain? What needs to change? Is there anything mission-critical that needs to be prioritized (12-month horizon)?
 - iii. Is there a vision for what we should look like, as a healthy organization?
 - If no, do we need help to get there?
 - iv. What is the vision the Lord has given you for FIA as a bd member (both for present and/or in the future?)

[Lunch]

[45 mins]

- 5. **12:45 – 1:45** State of the Mission Report **[60 mins]**
 - i. *Review of 2024 activity/events, highlights by department, field and ministry (Canada, USA, International)*
 - ii. *Major areas for Praise & Prayer*
- 6. **1:45 – 2:30** Focused Prayer **[45 mins]**

[BREAK]

[15 mins]

- 7. **2:45 – 4:00** **Strategic Planning & Future Focusing** **[60 mins]**
 - a. Board Review
 - i. Board Evaluation (review and debrief) *notes to be shared in advance (1 hr)
 - ii. Review:
 - i. What do we do well as a board, and what do we guard to make sure we **KEEP doing**?
 - ii. What do we need to **stop** doing (outside of Bd mandate)
 - iii. What are we not doing that we should **start**?
 - iii. Are we doing all that we should be doing as a Board? (yes/no, & why?) (20-30 mins)

8. 4:00 – 4:45 Consent Agenda [45 mins]

- a. *Question Period on Consent Reports*
- b. *Motion to accept & approve Consent Agenda*
 - i. *Approve & Accept Minutes from previous meeting (Oct 26th & 27th, 2023.*

(25-3) A motion was made to accept the Consent Agenda. Seconded. Passed

- ii. *Operational Reports (for information)*
 - *FIA Canada Operations*
 - *FIA USA Operations*
 - *HQ Admin Report*
 - *Finance Department*
 - *Teams Department*
 - *Shipping & Warehouse Ministry Report*
- ii. *FIA Canada & FIA USA Financial Reports*
- iii. *Communications Report*
- iv. *Mechanical Ministry Report*

9. 4:45 – 5:30 Bd Memberships (positions) [45 mins]

Review Bylaws of terms of service for board positions

- i. *FIA USA*
- ii. *FIA Canada*
- iii. *FIA PNG*

- iv. *FIA Vanuatu*

(25-4) Motion to add Matt Warren to the FIA PNG Board and Chris Smerdon to FIA Vanuatu Board. Seconded. Passed.

[End of Day 1]

10. 8:30 – 9:15 Devotional & Prayer

11. 9:15 – 10:30 Financial Report [75 mins]

Financial Review Partnership Development Report

- i. *Key Fundraiser Events Matching Funds*
- ii. *FIA USA & FIA Canada YE Income Report (2024)*

Note: Time was spent with ED to give a thorough review of the financial reports of FIA operations. All reports provide a healthy financial state for both.

- iii. *Budget Changes (2025 Ops Budget)*

iv. Audit Appointments

(25-5) Motion to approve the 2025 Budgets. Seconded. Passed.

(25-6) Motion to re-appoint Walz Group to complete a 2024 financial audit for FIA USA. Seconded. Passed.

(25-7) Motion to approve the use of Famme and Co. Professional Corporation as auditors for the corporation of FIA Canada. Seconded. Passed.

v. Proposed WNM Allocation (for 2024 WNM balance)

(25-8) Motion to approve WNM allocation to the following projects as per 2024 matching funds allocation. Seconded. Passed.

vi. Mortgage Decision (May 2025)

(25-9) Motion to authorize staff to refinance the mortgage for the FIA USA HQ mortgage through the existing bank (Fulton) relationships and to continue paying \$9800 per month against mortgage principal and interest. Seconded. Passed.

vii. Projected WNM allocation (2025)

[Break]

[15 mins]

12. 10:45 – 12:00 Member Care

[75 mins]

i. *Risk Management*

i. *Review High level Strategic plan (2-3 yr plan)*

6 Trainings being planned for 3 different groups.

- *Team Leaders*

- *Intl. Workers*

- *Domestic Operations Team*

- *Global Response Team*

- *Domestic Operations (US/Canada)*

- *Field Operations*

ii. Framework for Board oversight (governance policy)

3-year implementation of plan with goal to establish GRT and leadership to shift from Al Williams at the end of year 3. Risk Assessment to be done of all fields, with Risk Management plans put in place.

Policy Governance (PG) – What’s the “lane” that the board runs in and what “lane” does the Operations Team to run in? This will be clarified so that the Board knows what role it plays in oversight.

- ii. Age-minimum medical clearances
 - Board recommends a doctor’s waiver to clear a person to go, recognizing pre-existing or current medical conditions
 - Team leaders still have the ability to discourage participation
 - The field leaders may also pull rank and prevent a person from going.
- iii. Field-specific comprehensive insurance requirement
- iv. Board Member Care – Emeritus clarification

Discussion clarifying terms of service, who qualifies, and expectations of what will be provided.

General Discussion: what is member care?

[Lunch]

[45 mins]

13. 12:45 – 4:00 Operations & Fields (Plans & Projections)

- a. FIA Canada
 - i. *Staffing plans & Initiatives (2 new awareness, Representation)*
- b. FIA USA
 - i. *Staffing plans & Initiatives (Internship discussion)*
- c. Bolivia
 - i. *SAM Airstrip*
 - ii. *MBTC infrastructure projects*
 - iii. *Radio*
 - iv. *Missions trips*
- d. Nicaragua
 - i. *Long-term plans (review current situation)*
 - ii. *Goals*
 - i. *Training future leaders*
 - ii. *Most work on the community center to be done by May*
 - iii. *Constructing 4 homes, kitchen and dining area, water filtration*
- e. PNG (*Maintenance mode – need a replacement*)
 - i. *Personnel & situational challenges (changing context in the Sepik region)*
 - ii. *Goals*
 - i. *3 water tanks*
 - ii. *Housing repairs*
 - iii. *Pre-fabricated steel workshops*
 - iv. *Vehicle replacement*

(25-10) Motion made to approve the raising of funds for the replacement vehicle needed for the task in PNG. Seconded. Passed.

- f. West Africa
 - i. *Internship & development (field sustainability)*
 - ii. **Goals**
 - i. *Drill 8-10 wells*
 - ii. *Upgrade drilling equipment and increase capacity*
 - iii. *Construct additional housing and team lodging*
 - iv. *Ag projects*
 - v. *Develop relationships w/ church planting groups.*

- g. Vanuatu (field & water project)
 - i. *Staffing plans & WP objectives*
 - ii. **Goals**
 - i. *Finishing base development – complete workshop*
 - ii. *Repairs of Lodge and team cabin*
 - iii. *Conduct full water characterization assessment in 26 villages*
 - iv. *Final 2 containers*
 - v. *Stockyard development*
 - vi. *Solar system installation*
 - vii. *Recruit a farm supervisor*

14. 4:00 – 4:45 Executive Director Evaluation & Feedback [40 mins]
Reviewed the evaluation of ED – personal and board related. PGDP looked at in detail.

15. 4:45 – 5:30 Other Business: [30-45 mins]

- a. Review Board Membership Process
- b. Collect Whistleblower & Conflict of Interest Documents (Bd Member Signatures)
- c. Review 2025 Calendar
 - i. March 28th – Business Breakfast (FIA Canada)
 - ii. May 3rd – Community Day (FIA USA)
 - iii. **May 20th – Virtual Bd Meeting (Jan – May progress report, fields and ops)**
 - iv. May 4 – Georgia Awareness event (FIA USA)
 - v. **August 14th & 15th – Bd Meeting (PA)**
 - vi. October 18th – Friendsgiving (FIA Can)
 - vii. October 23rd & 24th – PA Banquets (FIA USA)
 - viii. Nov 21st – Illinois Banquet (FIA USA)
 - ix. **October Bd Meetings (PA)**
 - i. 23rd & 24th (8:30am – 3:30pm)

16. Other Business:

- a. Closing Prayer -
- b. Adjournment
 - i. **Motion to adjourn**