



FRIENDS IN ACTION International
Board Meeting

Date: August 14th – 15th, 2025

Time: 8:30 am – 5:30 pm (*Thursday, Aug 14*) / 8:30 am – 5:30 pm (*Friday, Aug 15*)

Location: Friends In Action Int'l HQ (Middletown, PA)

Attending (In Person): Andy Hunt (Chairman), Chris Smerdon, Irwin Pronk, Faye Brown, Paul Jarot, Steve Nehlsen, Matt Warren, Zeri Zigeta (Prospective Board Member), Matt Durkee (ED)

Invited Guest: Darren Roorda (Shepherd Consulting)

Agenda

Thursday, Aug 14th

- 1. Devotional [Andy Hunt with staff] & Prayer**
- 2. Welcome, Introductions, Instructions**
 - a. *Motion to accept & approve Meeting Agenda (August 14th & 15th, 2025)*
Motion made and approved to accept the Agenda. Passed.
 - b. Prayer
- 3. Consent Agenda & Minutes**
 - a. *Motion to accept and approve all items in the Consent Agenda*
Moved and seconded to accept and approve all items in the Consent Agenda. Passed.
 - i. *Approve & Accept Minutes from previous meetings*
 - ii. *Operational Reports (for information)*
 1. *FIA Canada*
 2. *FIA USA*
 3. *Member Care Update*
 - iii. *FIA Canada & FIA USA Financial Reports*
 - iv. *2025 & 2026 Org & Bd Calendar*
- 4. Old Business:**
 - a. Board/International Staff Pairings (review)
 - b. Updated Board Member Terms of Service
Motion to approve Faye Brown for another term of Bd service; moved and seconded. Passed.
- 5. Strategic Plan Reporting Documents (Discussion)**
 - PESTEL Reflections & Observations
Risks: Funding – receiving; Member Care / Support; Recruitment; Partner Building / Vetting; Relationship building / Communication; Spiritual provision across FIA Family
 - Governance Report – Introduction

6. Finance

i. FIA USA Audit Review

Motion to approve the audit and the 990. Moved and seconded. Passed.

Motion to liquidate gold coins asset donated in 2024, and to respect the designation of funds as per donor wishes. Moved and seconded. Passed.

Discussion:

Vanuatu Townhouse – an offer has been floated (intent to offer, no final offer made at this time); intention to keep the property but willing to entertain the offers submitted.

West Ridge B&B would like FIA to purchase property/business; after discussion, Board considering but not interested at this time.

ii. FIA Canada & FIA USA Dashboard (finances)

iii. Fundraising & Partnership Development (YTD & Plans)

- Discussion about the upcoming transition of Partnership Development, approaches to consider when it comes to recruiting new Director

7. Prayer (end of Day 1)

Friday, Aug 15th

8. Bd-Only Devotional & Prayer

Shepherd Consulting (leading) – Strategic Planning [Darren Roorda]

9. Strategic Planning Process (Timeline & What We've Done So Far)

PESTEL Report / Governance Survey / Organizational Health Survey

Orientation Week at PA HQ

Field Visit

Up next – Stakeholder Interviews (focusing on solutions)

- Q&A, clarification, feedback

10. Crystalizing the **PURPOSE**: Mission/Vision Exercises

Expected Outcome: Gaining Clarity on the fundamental components and clearing up confusion of the Mission.

- a. Purpose of Boards – Direction and Control “Steer the ship. To own the strategy (70%)
- b. Governance as Leadership (discussion)
- c. Clarity is necessary so that we are saying the same thing; Gaining clarity on the fundamental components and clearing up confusion ...of FIA’s mission.

[Break]

11. Defining **CHARACTER**: Org Values

“Values form the foundation for all organizational activities, choices and decisions, and actions.”

Recommendation to consider the follow to be adopted as FIA Org values at the next Bd meeting.

1. **Dependence through Prayer**
 2. **Adaptability**
 3. **Honor**
 4. **Unity**
 5. **Collaboration**
 6. **Communication**
 7. **Excellence**
- 12. Defining REALITY: SWOT Considerations (Strengths, Weaknesses, Opportunities, Threats) & Discussion, implications**
- a. General Discussion, awareness
- 13. Defining what we DO: Leaning Forward into the Future (Priority Cards Exercise)**
Identified priorities of the Board when it comes to what is wise/best/strategic for the organization to focus on as we look f Card Final Choices:
- Mission Field Selection and Development / International Partnerships
 - Increase N.A. Staffing Recruitment / Fundraising / Diversify Revenue Streams
 - Member Care Systems
 - Missionary Recruitment
 - Succession Planning for Key Leaders
- 14. Funding Model – discussion about fundraising, funding and compensation strategies; prayerful consideration and future discussions to be had in the meetings to come, but recognition that change is needed if growth is to occur.**
- 15. Wrap-up & Time in Prayer**
- 16. Adjournment (End of Day 2).**

Motion to adjourn.