

FRIENDS IN ACTION International
Canadian Board Meeting Minutes

Date: February 3rd & 4th, 2026

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

Location: New Hope Church, Cape Coral / TEAMS

Attending: Andy Hunt (Chair), Steve Nehlson (Secretary), Matt Warren, Faye Brown, Matt Durkee (ED)
Absent (Paul Jarot)

Agenda

1. **8:30-8:45** **Welcome, Introductions, Instructions** **[15 mins]**
 - a. *Motion to accept & approve Meeting Agenda (Feb 3rd & 4th, 2026). Passed*
2. **8:45-9:30** **Devotional & Prayer.** **[45 Mins]**

From Hebrews 11, and 1 Thessalonians 1: V 2-3. OT examples of faithful men and women; are we operating FIA as Faith in Action.
3. **9:30-9:40** **Bd Positions & Signing Package** **[10 mins]**
 - a. Review Board Positions & Roles (International)
Discussion: -
 - i. **US Chair and treasurer Andy Hunt/ Vice Chair Matt Warren /Secretary Steve Nehlsen (FIA USA) Motion to Approve. Passed.**
 - ii. **FIA Board Eldership Committee (2 to serve as Elders, if needed along with ED)**
 - b. Distribute signing package – to return signed end of Day 2 to the Executive Director
Completed
4. **9:40-10:00** **Consent Agenda & Bd Positions** **[20 mins]**

New SWOT reports working well for Board members

 - a. *Question Period on Consent Reports*
 1. *Approve & Accept Minutes from previous meeting (Oct 26th & 27th, 2025)*
Motion to accept & approve Consent Agenda. Passed.
 - *Consent Report (for information)*
 - *Ops Reports*
 - *Communications Report*
 - *Mechanical Ministry Report*
 - *Field Operations*
5. **10:00-11:00** **Financials** **[60 mins]**

Financial Review

 - i. *FIA USA (2025)*
Include analysis on giving trends/KPI
USA Financials reviewed (trial balance, YE reports); no issues raised.
USA 2026 Ops Budget – reviewed; no issues raised.
Motion to accept Org Financials. Passed.

- ii. *Budget Changes (2025 Ops Budget) Nothing to report*
- iii. *Audit Appointments (acknowledge in minutes)*
 - i. **USA – Walz -Motion to Appoint. Passed**
- iv. *FIA HQ – Loan Balance- Discuss again at May Board meeting.*

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- 6. **11:00-12:00 State of the Mission (2025 Review) [60 mins]**
 - i. *Review of 2024 activity/events, highlights by department, field and ministry (Canada, USA, International)*
 - ii. *Major areas for Praise & Prayer*

- 7. **12:00-12:30 Group Prayer Time [30 mins]**

[Lunch]

- 8. **1:15-5:30 Strategic Planning & Bd Governance [45 mins]**

- a. Strategic Planning
 - i. Review of Mid-Term Report (Darren Roorda) – 1 hr
 - ii. Review of Pillars (affirm as Board)
 - iii. Review/discuss Strategic Plan to accomplish Pillars (5-10 yrs forecast of strategic objectives)
 - iv. *The Strategic Planning sections, this section will run into the morning session on the 4th.*

Affirm Report.

The Board affirms the report. We discussed the prioritization of the Key Pillars being more as a horizontal continuum than a vertical structure. We also discussed we need to focus more on developing a strong member care plan to start with, succession planning and fundraising to be able to expand our fields and getting more attention focused on recruitment. As a Board we thought it appropriate to pause the Beachhead idea until we can think more as to how this will look.

Responses to the report

- 1.6.1 needs to be removed
- 2.1 needs rewording
- 2.4 does not reflect our view of how it works
- Timeline- questions on latter parts
- Re-thinking of Pillar 1, Wording of priorities needs work.
- Notes and Concerns of Beachhead principle.
 - a. Not comfortable with the wording and vision for this.
 - b. Mission driven Vision or Vision Driven Mission?
 - c. Looks good on paper but really not where we believe we are heading.

Affirm 5 Pillar Working Groups

Articulated Board members assigned to working groups to develop operational plans.

Objectives were reviewed by the Board and approved.

Discussion had on the proposed strategic plan from Shepherd Consulting, with feedback that will influence the creation of subsequent documents.

- b. **Committees – need to set objectives for this discussion, where do we want to end up? Would suggest defining as a board the purpose of the committee, and committing ourselves to empowering that committee to do the work on behalf of the board**
- i. **Executive Committee- Add Matt Warren (for 1yr Term as vice chair for training)**
 - ii. **Fundraising Committee-Tim J. Matt D. Matt W. Zeri add Paul J. will talk to Darren and process for hiring Director of Donor development.**
 - iii. **Board Development Committee- Irwin, Faye+ other not necessarily all from Board and Ad hoc Matt D. Steve Derby (to be contacted by Faye) or Darren Roo**
 - iv. **Audit and Finance Committee- Matt D. and Kyle Hunt and Andy H.**

Motion to approve above committees to a 1 yr term. Passed

Motion to approve the following committee members as chairman for the following Board Committees. Passed

Executive Committee- Andy Hunt

Fundraising Committee- Matt Warren

Board Development Committee-Irwin Pronk

Audit and Finance Committee-Andy Hunt

Motion to adjourn.

9. **8:30–9:15 Devotional & Prayer [45 mins]**
Exodus 35 : 4-10 / 31-35 using our gifts and skills God has given us to complete the work willingly God as set before us. To trust God for the outcome, God has already equipped us with the skill to complete what He needs us to do. (example of the building of the tabernacle)

10. **9:15–12:00 Operations & Planning**

- a. **FIA Canada (SWOT) see report. highlighted Opportunities for FIA Canada. Donor engagement and opportunities; min 3 in Ops team to avoid any disruption in operations (need a Canadian OP's Manager to take some of the duties from ED);**
 - i. **Looking for a 50/50 funding plan (50% funded by FIA 50% paid by fundraising)**
- b. **FIA USA (SWOT)- See report – lot being done on digital side – internship program expansion. Risk of Donor population aging. Move HQ off grid?**
- c. **Member Care**
 - i. **Risk Management (progress report)**
 - ii. **Member Care Support (progress report, resources, objectives)**
Board affirms phased, risk aware Member Care Development approach with explicit permission to:
 - **Pilot before Scaling.**

- To say “not yet” if limited capacity.
 - Prioritize credibility over comprehensiveness
- d. Fundraising Plan (FIA Canada/FIA USA Partnership Development)
- e. Bolivia (SWOT)
- i. New project leader near-term opportunities for engagement
 - Leadership for project for 5-7 yr mandate
 - refining /clarifying milestones
 - To end US salary dependency by 2032
 - Training center as Hub
 - Donor Fatigue
- f. Nicaragua (SWOT)
- i. *Field Development, Objectives*
 - *Benham’s stepping off field due to health issues,*
 - *no board directive on sending people to work on teams in Nicaragua.*
 - *Maybe consider exit strategy.*
 - *Incountry administrator deferred leaving mission for 1 yr.*
- g. PNG (SWOT)
- i. *Personnel & situational challenges (changing context in the Sepik region)*
 - *Personnel, site and infrastructure update provided*
 - *Ministry focus (vision) being revisited by PNG board*
- h. West Africa
- i. *Field Development/Beachhead discussion*
 - *Strong Vision opportunities*
 - *Strong Possibility of Internship program*
 - *Political/Bureaucracy risks*
 - *Concern for potential leadership burnout if not resourced*
 - *Security /Health risk*
- i. Vanuatu (field & water project)
- i. *Field Development/Beachhead discussion*
 - *Asset management a priority*
 - *Means of agricultural income available.*
 - *Former Vanuatu Water Project manager no longer with the project, but still willing to serve FIA.*
 - *New Possible project leader (for water project) and new full-time workers travelling to Vanuatu in April on a vision trip.*
11. *Affirmation of member care program to be initiated this year.*
12. **1:15–2:15** **Executive Director Evaluation (closed session review)** **[60 mins]**

Opportunity for executive coaching to align with rollout of FIA strategic planning; ED shared benefits, outcomes, and objectives for the coaching with the Board.
Motion to approve full funding for Executive Coaching with Catapult for ED.
Passed

- 13. 2:15 – 4:15** **Operations & Planning (continued)** **[120 mins]**
Executive
- 14. 4:15-5:00** **Bd Membership & Service** **[45 mins]**
Review Bylaws of terms of service for board positions; commitment to development new board members for FIA. Defined qualities and criteria for selection.

Next Steps:

- Keep looking for good candidates
 - Volunteer Names
 - Completed Applications
 - Review for consideration
 - Visit by ED/Visit to Board Meeting
- i. FIA USA
 - ii. FIA Canada
 - iii. FIA PNG
 - iv. FIA Vanuatu **Affirmed Randy Schnieders no longer on FIA Vanuatu board**

- 15. 4:45 – 5:30** **Other Business:** **[30-45 mins]**
- a. Collect Whistleblower & Conflict of Interest Documents (Bd Member Signatures)
 - b. Review 2026 Calendar (Board Meetings & Events)
 - June 4th Board Meeting (Virtual Meeting, 7-9pm)
 - Aug 13-14 Board Meeting (Guelph, ON)
 - Oct 17th Friendsgiving [FIA Canada Fundraiser] (Guelph, ON)
 - Oct 22nd FIA USA Fundraiser Banquet (Elizabethtown, PA)
 - Oct 22-23 Board Meeting (HQ Middletown, PA)
 - Feb 2-3* Board Meeting (Cape Coral, FL) – 2026 Board Meeting
 - c. Bd reflection questionnaire
- 16. Closing Prayer**
- 17. Adjournment**
Motion to adjourn.