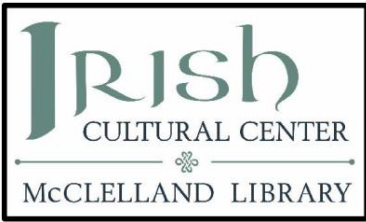




# Annual Meeting – May 2024

ICLF President of the Board

*Be respectful of the past, realistic about the present and optimistic for the future*



## Together Again! It was an honour!

### Executive Summary 2020 - 2023

Operating income was down due to COVID, leveraged PPP Loans, Events, Grants and Fundraising to avoid staff furlough and cover all operational costs, transitioned to virtual and hybrid programs and events under City of Phoenix and Federal COVID guidance, launched the Women's Conference and St. Brigid's Day annual event, chartered the ESP Committee and continued partnerships with Irish centers across the US, established the ICLF Endowment Fund with Merrill Lynch, hosted VIPs and anniversary celebrations, received multiple awards, submitted letter of intent for 600sq ft community space and set aside a capital fund, signed the One Community Pledge and documented a Land Acknowledgement Statement, identified and incurred significant legal costs to address internal compliance issues. Strategic plans are IT/Security infrastructure (started), Community Space (continue), ESP (continue).

#### Items of note:

- We lost 4 founding members – ar dheis De go raibh a h-anam dilis
- We hosted the Consul General(s), Shamrock Foods Company, Irish Ambassador to the USA, first Tradfest artist, Mayor of Tullamore (Chandler Sister City), ACIS conference, MEP and former Rose of Tralee, Technology industry leader, Irish Minister and International Artists
- The Attorney General of the Navajo Nation received the Presidential Distinguished Service Award at Aras an Uachtarain and represented the work we did at the White House
- We celebrated community anniversaries including 100yr Irish State, 100yr Ulysses, 100yr Shamrock Foods Company, 50yr Ennis-Phoenix Sister City, 40yr Parade & Faire, 25yr Good Friday and 10yr McClelland Library
- We attended the GICF, AICF, NiCCoNA, Tradfest and the Young Ambassador Program

### By the numbers

- 32% increase in membership (557 active members)
- 39% increase in Social Media profile (Facebook 7225, Twitter established 673, Instagram established 1699, Linked In leveraged 279)
- \$104k in COVID PPP loans which accounted for ~12% of salary burden
- \$100k anonymous donation
- Establish endowment (\$100k) and community space build (\$50k)
- \$243k in specific use and un-restricted grants
- \$77k in ICLF Board Dues
- 550 events and 2,987 hours of programming
- 804 volunteers with 17,449 volunteer hours
- 7 awards and 35 affiliates/partners
- 355 tours
- Increased library cards (501) and 396 Ask a Librarian/Genealogy requests
- 5000 (\$30k value) items received for the Navajo Nation and the official online fund increased by \$500k during the ICLF donation drive, 3 boxes of blankets and 2 boxes of food for community drives

***Be respectful of the past, realistic about the present and optimistic for the future***



## Highlights

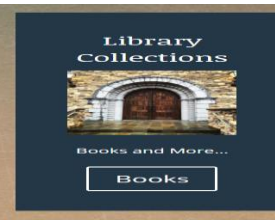
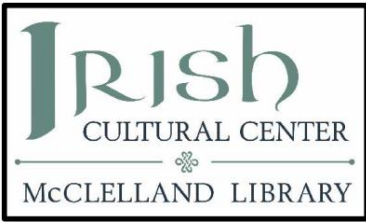
- Welcome new board and advisory committee members
- Continued engagement with the Library LLC with pro bono legal support and mediation
- Welcomed a new wedding coordinator and happy to have our admin back full time after light duty
- Great progress on IT and Security
- Participated in the AICF (Galway)
- Community space quotes in process
- St. Brigid's Monument design approved and site prep complete
- DFA Visit and International Artists

## Opportunities

- Finance compliance items - Bank a/c OPEN, Audit OPEN, new accountant partner DONE
- Library LLC to add ICLF board and community members OPEN
- Donor input on funding (\$50k ICLF OPEN)
- Work orders – weather strip OPEN, GH floor OPEN, keys DONE
- Coalition of Irish Immigrant Centers
- Funding for strategic staffing model
- Reschedule International Artist
- Academy plans

***Be respectful of the past, realistic about the present and optimistic for the future***

Back Up



# Irish Cultural and Learning Foundation 2019-2023 Strategic Plan

## Strategic Direction 1 ICLF Endowment

- ✓ Establish the ICLF Endowment Fund with initial investment of \$100K DONE
- Grow the fund to \$250k
- Manage the fund to sustain ICLF Operations

## Strategic Direction 3 Community Space

- ✓ Complete pathfinding to determine scope of use, operating models, business plans and secure contractor bids
- ✓ Partner with the City of Phoenix and Hance Park to meet all code requirements
- Launch a Capital Campaign with restricted use and sponsorship opportunities
- Ribbon Cutting Ceremony

## Strategic Direction 2 Emigration Support Program

- ✓ Welcome and Integration of Irish (born) to Arizona
- ✓ Connect families and community members to resources
- ✓ Provide Cultural Programming that increases awareness of the diversity of the Arizona Community
- ✓ Support bereavement and travel/visa emergency situations
- Become a satellite/extension office of the Consul General

## Strategic Direction 4 International Venue

- ✓ Establish partnerships with LA Consul General, Culture Ireland, Tradfest, Comhaltas and other SW centers
- ✓ Host 1->2 events annually that showcases visiting Irish Art, Music, Sport, Theater or VIP
- Form an Artist in Residency Program that enhances collaboration between Irish and Arizona artists

✓ In Process/DONE

*Be respectful of the past, realistic about the present and optimistic for the future*

 DFA/Global Ireland



# Irish Cultural and Learning Foundation 2019-2023 Strategic Plan

## Strategic Direction 1 Organizational Model

- ✓ Reduce multiple PT and contract employees DONE
- ✓ Define a short and long term ICLF Organization Model DONE
- ✓ Hire to short term model within 1-2 years DONE
- ✓ Engage a NP attorney for advising DONE
- ✓ Complete ICLF Staff team building and organizational development DONE
- ✓ Define ICLF team and individual KPIs and review 3x year DONE
- ✓ Support ICLF Staff career goals in alignment with the ICLF Mission IN PROCESS
- ✓ Refresh the ICLF Volunteer Program DONE
- ✓ Evaluate and resource the Academy Model IN PROCESS
- ✓ Evaluate the Summer Camp and implement changes aligned to the ICLF survey data and Strategic Plan DONE
- ✓ Update job descriptions and pay letters annually DONE
- ✓ Update forms, handbooks and policies annually DONE
- ✓ Evaluate filing and business process to reduce hard copies and leverage online security/protocol IN PROCESS
- ✓ Secure funding to hire to long term model within 5 years (Executive, Development, Book-keeper DONE, Visitor)

## Strategic Direction 2 Finance

- ✓ Charter an ICLF Finance Committee DONE
- ✓ Evaluate the bank accounts and financial process and revise them for non-profit, security and reports best practice as needed IN PROCESS
- ✓ Assign an ICLF Board Member to establish an endowment DONE
- ✓ Charter an ICLF Fundraising Committee DONE – hold (chair withdrew, COVID)
  - Review the Library LLC agreement, membership and employee contracts IN PROCESS

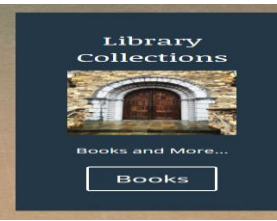
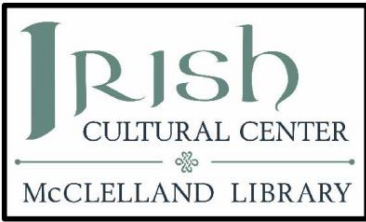
## Strategic Direction 3 Safety, Security and IT

- All ICLF FT Staff complete First Aid training IN PROCESS
- ✓ Install an AED onsite DROP (not a city requirement)
- ✓ Complete a Security evaluation and obtain a quote DONE
- ✓ Implement any critical recommendations ONGOING
  - Define plan to fund the upgrade including cameras and badge access
- ✓ Partner and support the City of Phoenix with their plans and protocol for the homeless population in the Hance Park area
- ✓ Evaluate IT infrastructure and secure a support contract

✓ DONE/In Process

*Be respectful of the past, realistic about the present and optimistic for the future*

 DFA/Global Ireland



# Irish Cultural and Learning Foundation 2019-2023 Strategic Plan

## Strategic Direction 1 Welcome and Integration of Irish (born) to Arizona

- ✓ Women’s Conference in February DONE
- ✓ Family Day, STEM and Sports in Summer Camp DONE
- ✓ Third Friday in cottage DONE

## Strategic Direction 2 Connect families and community members to resources

- ✓ Opt-in Database (NEON) DONE
- ✓ Online directory of services (incl list of lawyers) DONE
- ✓ Printed directory of services DONE (flyer only, guidance is online)

## Strategic Direction 3 Provide Cultural Programming that increases awareness of the diversity of the Arizona Community

- Welcome to AZ Academy Class per Semester
- Annual International Event featuring FB ceremony and SW artists

## Strategic Direction 4 Become a satellite/extension office of the Consul General

- ✓ ESP page and email on azirish.org DONE
- ✓ Review the DFA/Consul requirements DONE
- Register for the Coalition of Irish Immigration Centers IN PROCESS
- Define the scope, funding and resourcing
- Define a security and services plan for threats and risks
- ✓ Submit PDSA nomination DONE (awarded Nov ‘21)
- ✓ Annual ESP Grant application DONE

## Strategic Direction 5 Support bereavement and travel/visa emergency situations

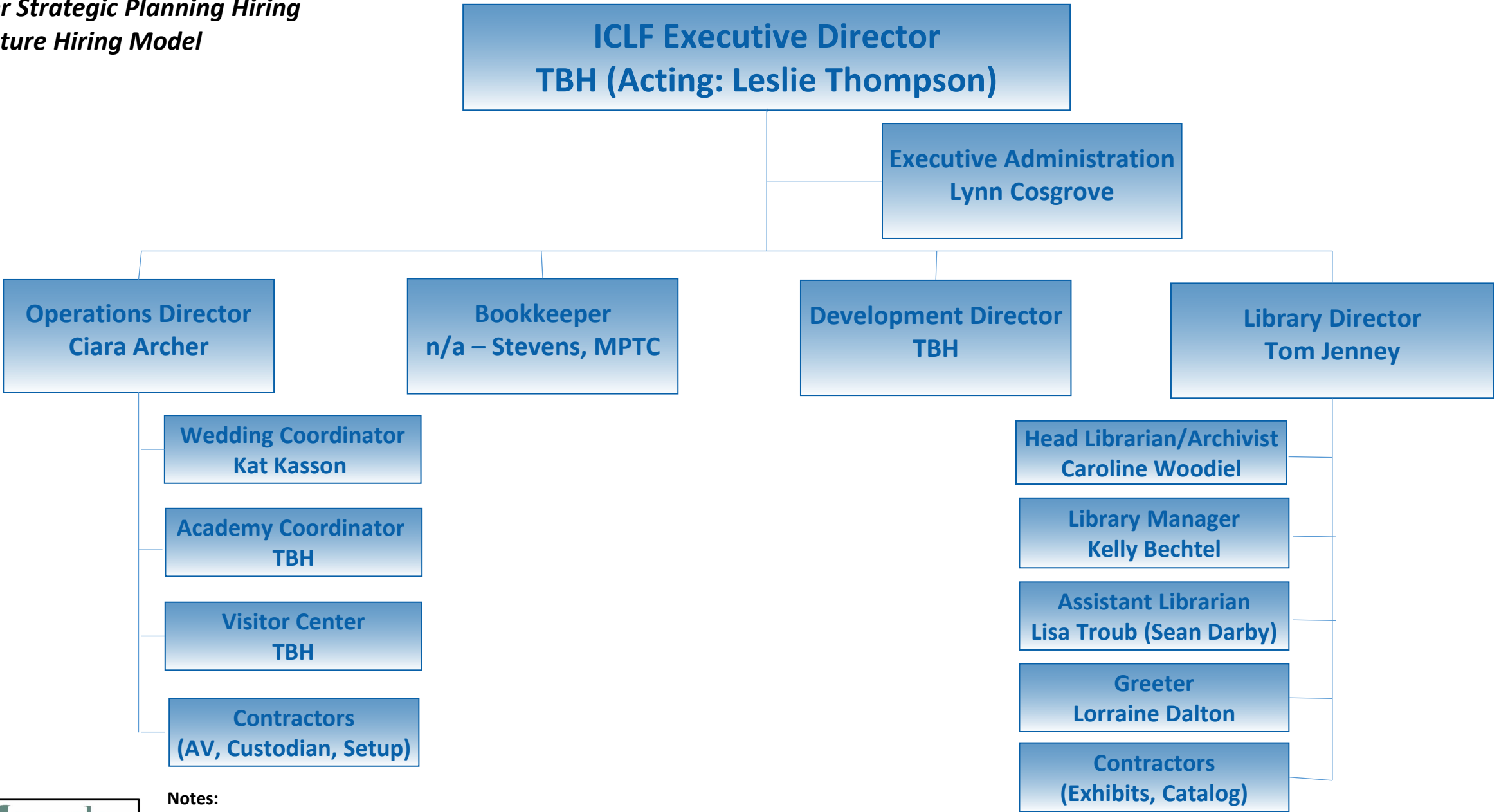
- ✓ ICLF Card and \$100 Gift Card tracked in database DONE
- ✓ DFA and Embassy travel links on ESP website DONE

✓ DONE/In Process

*Be respectful of the past, realistic about the present and optimistic for the future*

 DFA/Global Ireland

**Per Strategic Planning Hiring  
Future Hiring Model**



**Notes:**

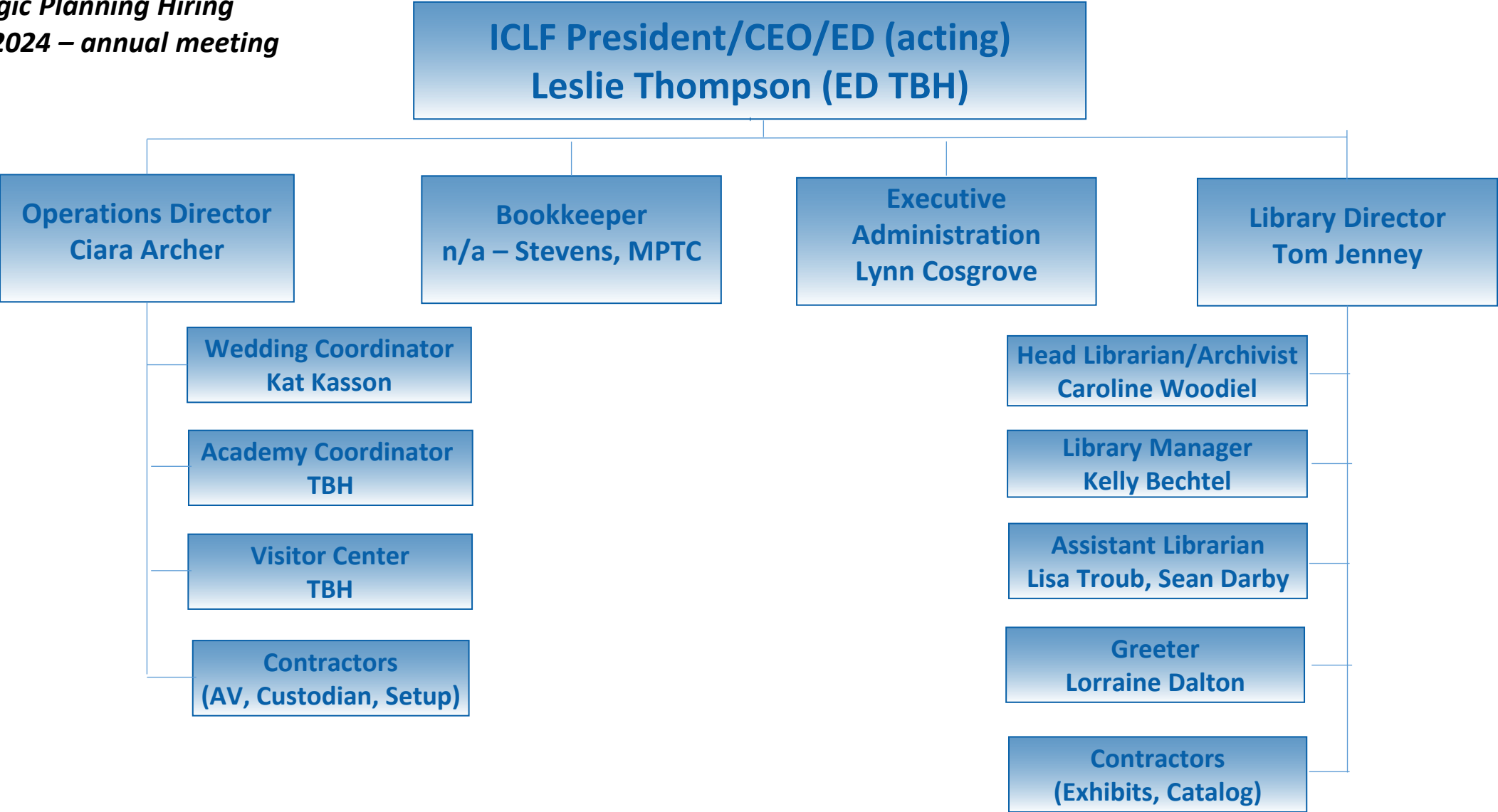
Strategic Hiring priority (1) Visitor Center (2) Academy Coordinator (3) Development Director (4) Executive Director  
Priority is based on organization need and funding. Wedding Coordinator is backfilled. ED and Admin funding is split per legacy agreement. New accountant hired.



***Be respectful of the past, realistic about the present and optimistic for the future***



Per Strategic Planning Hiring  
 R10 May 2024 – annual meeting



**Notes:**

PT Wedding/Private Event Coordinator backfill started. next focus is PT Visitor Center and Academy Coordinator  
 Focus on work and skills, fiscally responsible, leverage volunteer program, dispositioned Academy support, custodian role moved to contract, ESP scope dispositioned,  
 need to disposition Culture scope (ceili-currach)

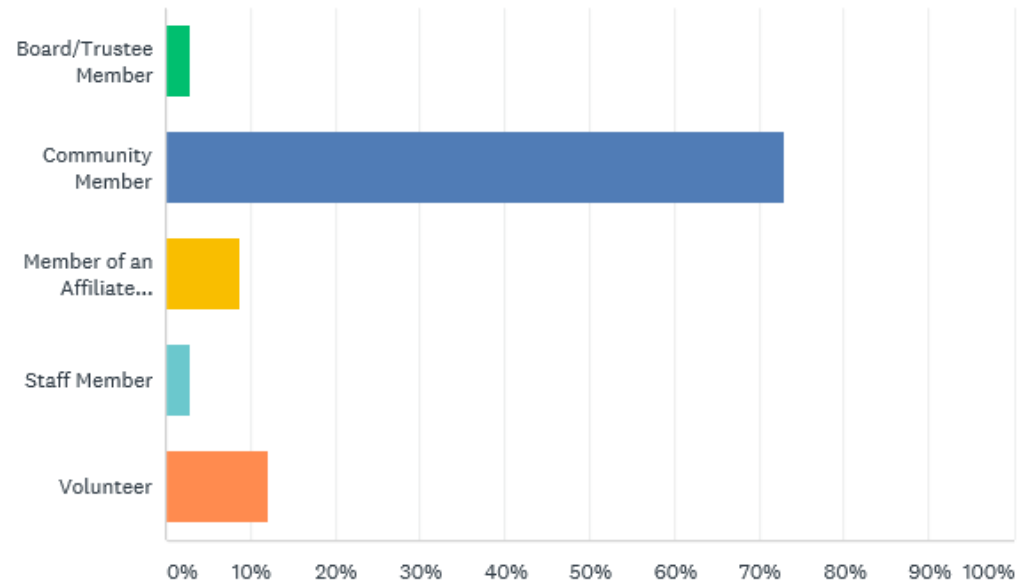


*Be respectful of the past, realistic about the present and optimistic for the future*

# Survey Respondent Demographics

Please select your primary association with the ICLF from the following, I am a

Answered: 271 Skipped: 0

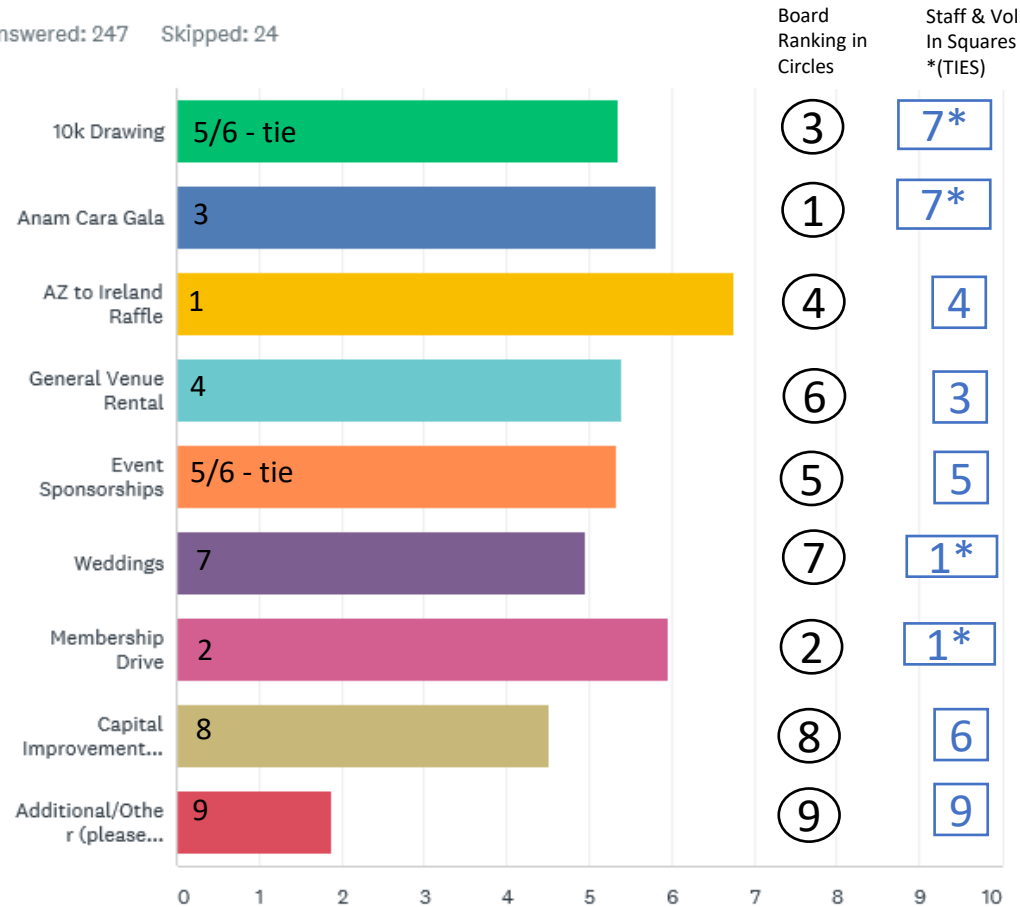


ANSWER CHOICES	RESPONSES	
Board/Trustee Member	2.95%	8
Community Member	73.06%	198
Member of an Affiliate Organization	8.86%	24
Staff Member	2.95%	8
Volunteer	12.18%	33
<b>TOTAL</b>		<b>271</b>

# Fundraising

ICLF drives fundraisers to support the center and activities. Please provide your perspective on what the Organization's priorities should be by ranking them (highest priority to lowest):

Answered: 247 Skipped: 24



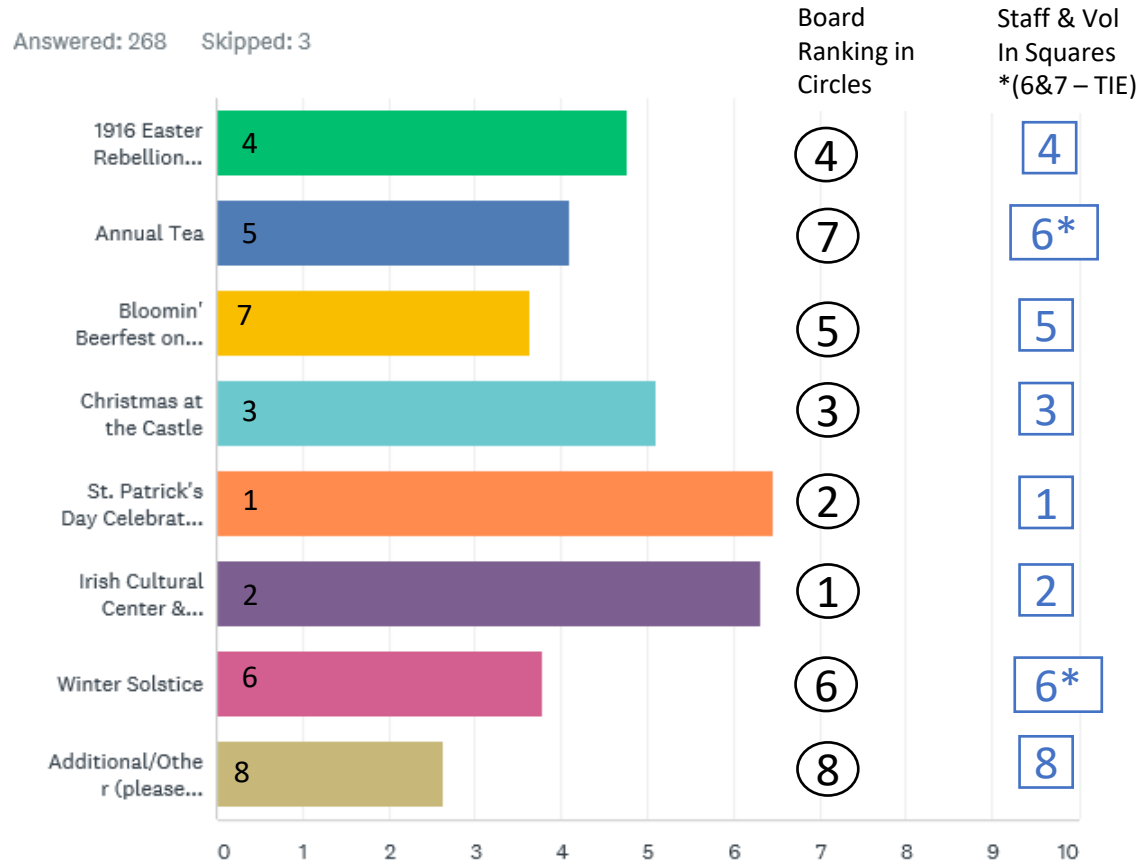
## Comment Summary:

Corporate, endowments & legacy giving – 4  
 Weddings - 4  
 Bar / pub / tastings – 3  
 Membership drive – 3  
 Retail / e-commerce - 3  
 Gala improvements – 2  
 Genealogy services for a fee – 2

- Multiple comments regarding ROI – need data
- Better marketing & social media
- Suggestion to create a fundraising committee & comprehensive plan
- Suggestion to hire a professional fundraiser & grant writer
- Suggestion to allow donations to support specific efforts
- Note: separate question on fundraising suggestions w/ 3 pages of suggestions

# Event Prioritization

ICLF hosts a number of events annually. Please provide your perspective on what the Organization's priorities should be by ranking them (highest priority to lowest):



## Comment Summary:

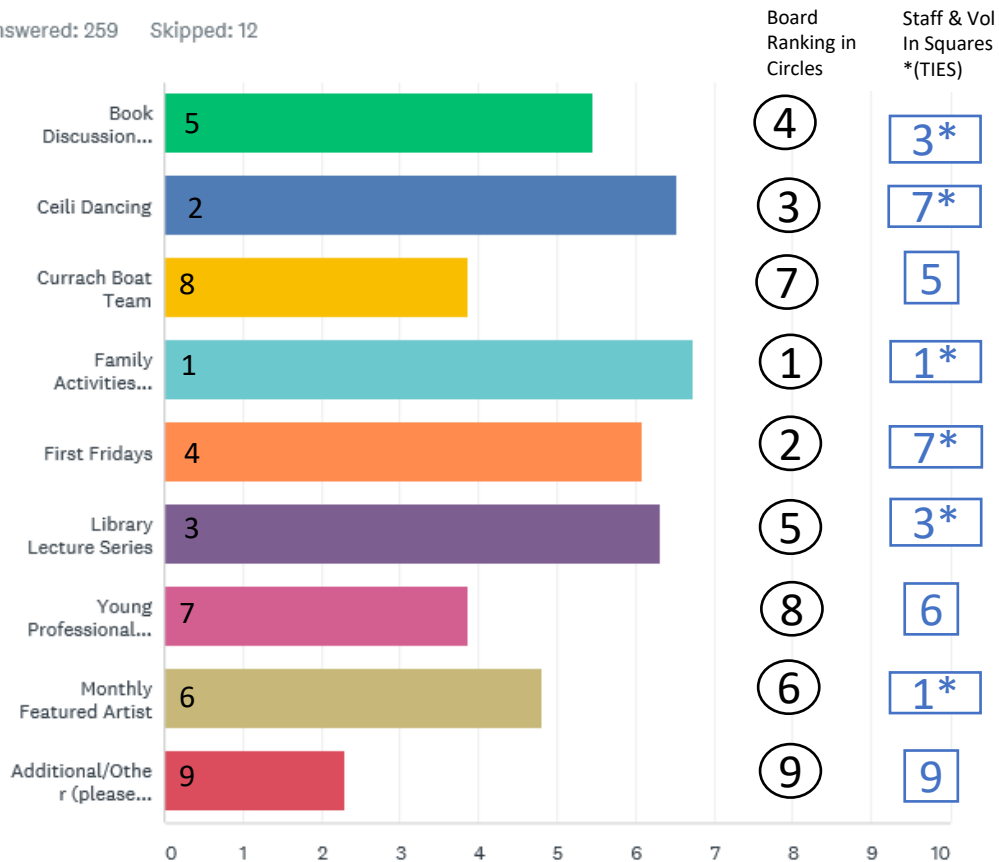
History / culture – 26  
 Genealogy – 17  
 Family Friendly - 8  
 Music – 8  
 Academy / classes / lectures – 8  
 Sports - 3  
 Dance - 3  
 Books / writers - 2

- Need better marketing / social media – some respondents not familiar with all events
- Suggestion to have library open during events
- A few “outlier” comments requesting “adult” and “singles” events.

# Cultural Activity Prioritization

ICLF hosts a number of cultural activities. Please provide your perspective on what the Organization's priorities should be by ranking them (highest priority to lowest):

Answered: 259 Skipped: 12



## Comment Summary:

Music / dance - 18  
 Culture / history – 10  
 Genealogy – 10  
 Family friendly – 7  
 Lectures / classes - 6  
 Language lessons – 4  
 Cooking / crafts - 3  
 Art/photography – 2  
 Sports - 2

- Suggestion to video tape lectures and use video conferences for book club
- Suggest having a cultural events committee
- Lack of parking is a consistent theme
- Weekend hours/events & longer hours requested frequently

# Class Prioritization

ICLF hosts a number of classes. Please provide your perspective on what the Organization's priorities should be by ranking them (highest priority to lowest):

Answered: 264 Skipped: 7



## Comment Summary:

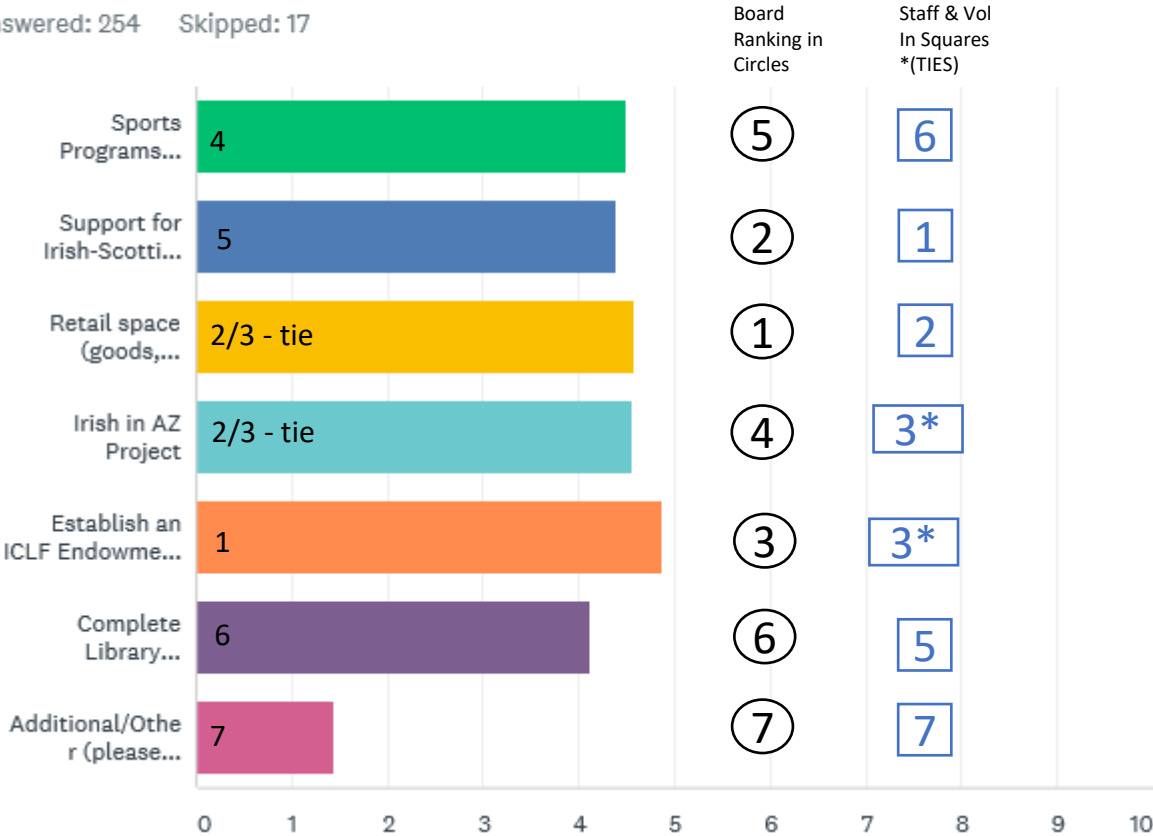
History - 14  
 Music / dance - 7  
 Genealogy - 6  
 Language - 4  
 Cooking - 3

- Suggestion to partner with a university for college credits
- Suggestion: develop & market annual schedule
- Need attendance / utilization data to properly prioritize

# New Strategic Initiative Options

ICLF is exploring other strategic initiatives. Please provide your perspective on what the Organization’s priorities should be by ranking them (highest priority to lowest):

Answered: 254 Skipped: 17



### Comment Summary:

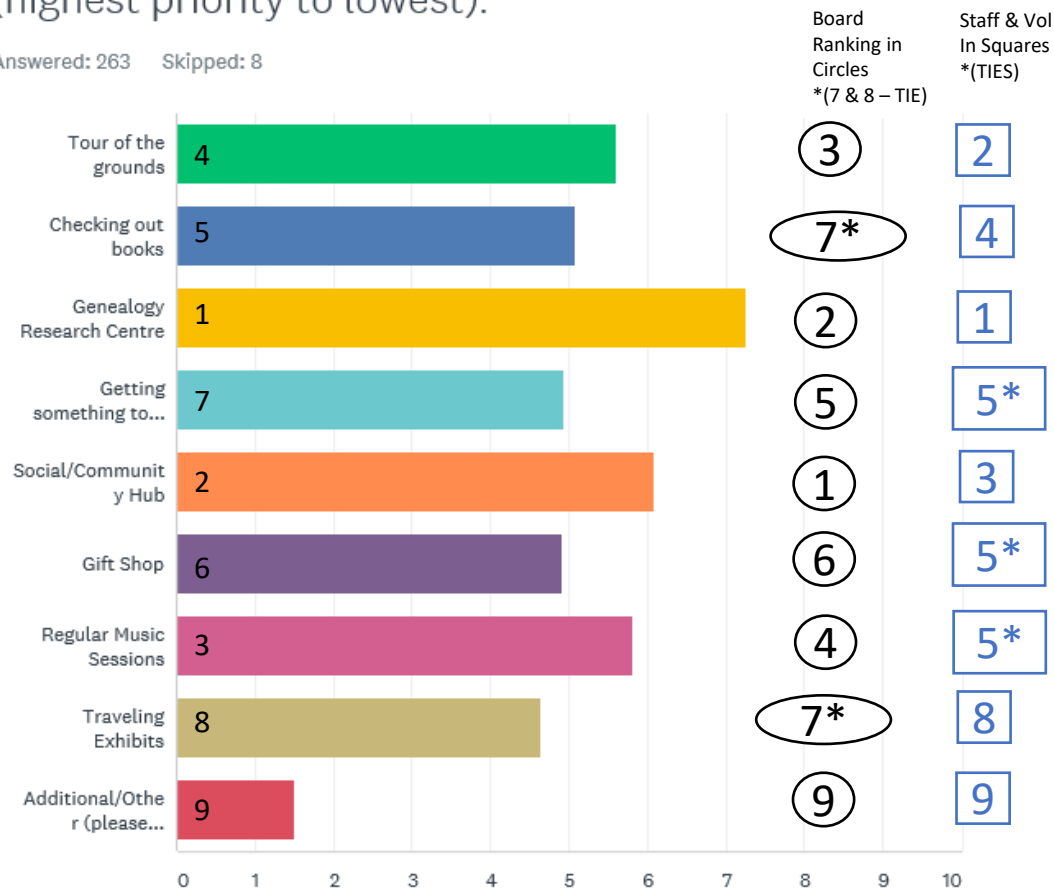
Endowment - 3  
 Space usage (retail, pub, coffee shop) – 5  
 Sports – 3  
 Scholarships – 3  
 Social services – 3

- Multiple comments on the importance of securing long term sustainability
- Some support for offering “social services” support to Irish / Scottish / Welsh, but a couple comments of “no interest in offering these services”; Irish Consulate feedback – this is a “must do” to receive grants

# Potential Services

ICLF provides and is considering providing the following services. Please provide your perspective on what the Organization's priorities should be by ranking them (highest priority to lowest):

Answered: 263 Skipped: 8



## Comment Summary:

Refreshments (snacks, pub) – 9  
 Community / Social hub – 5  
 Culture / history / heritage - 5  
 Music - 3

- Suggestion to create & publish an annual calendar of events, classes, etc.
- Multiple comments about staying open later / longer hours
- Concerns about lending out books (logistics and loss)



## Average Estimated Net Income (8/10/19); Process to ensure data accuracy being implemented

<b>Fundraisers</b>	
10K Drawing	~ \$9,000 - 12,000
Anam Cara Gala	~\$13,000 - 20,000
AZ to Ireland Raffle	\$10,000
Venue Rental & bar incl weddings	\$55,000 rentals, \$25,750 bar/yr now
event sponsorships	incl in contributions
Weddings see above	see above
Membership Drive	\$20,400/yr
Capital Improvement Campaign	none to date

<b>ANNUAL EVENTS</b>	<u>Average Net income</u>	
1916 Easter Rising Commemoration	\$140	
Annual Tea	\$1,240	
Bloomsday Bloomin' Beerfest	\$2,140	
Christmas in the Castle	\$1,300	
St. Patrick's Day Celebration at the ICC (March 17)	\$2,965	
Activities during St. Patrick's Day Parade Faire	\$2500-3000	Donation Parade faire committee
Winter Solstice	\$1,740	
Celtic Women Concert (suspended in 2019)	\$870	

<b>activities</b>	
Tour of the Grounds	\$4000/yr now 10 mo
Checking out Books	membership required
Genealogy Research Centre	\$5000/yr fees (? \$0)
Something to Eat of Drink	none now
Social Community Hub	none now
Regular music sessions	none now
Traveling exhibits	grant and sponsor funded

<b>Cultural activities.</b>	
Book Discussion Groups	free
Ceili Dancing	\$3570 - 12 sessions
Currach Boat Team	\$158
Family Activities (Story Hour, Film Series, Tea)	free or grant funded
First Fridays	\$661/year
	\$250 average donations
Library Lecture Series \$122, \$500, ???	
Young Professional Networking Events	grant funded
Featured Monthly Artist	incl. in first Friday
Additional/Other	
Tartanic Annual Concert	\$3,200
Various One Off Concerts \$381, \$1030, 590,301, -230	\$400 ave.
Film showings (library) \$972, 181, Hume ?	\$575 ea

<b>Other strategic initiatives.</b>	
Sports Programs (SW GAA, Highland Games etc.)	none
Support for Irish-Scottish-Welsh	none
	over \$5000/yr now
Retail goods, tea/coffee, tshirts, etc	incl book sale
Irish in AZ Project	grant funded
Establish an ICLF Endowment Fund long term sustaining fund	\$30,000 now
	\$175,000 / year for library & Operating costs
Complete Library endowment -\$5M goal; current is \$3.5 M)	