



# Irish Cultural and Learning Foundation 2019-2024 Strategic Plan

## June Annual Meeting Update

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



# Irish Cultural and Learning Foundation 2019-2024 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

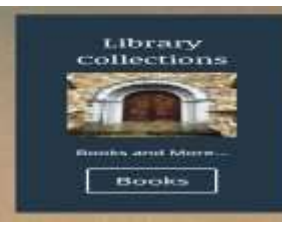
- ✓ Welcome and Integration of Irish (born) to Arizona
- ✓ Connect families and community members to resources
- Provide Cultural Programming that increases awareness of the diversity of the Arizona Community
- ✓ Support bereavement and travel/visa emergency situations
- Become a satellite/extension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

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## Highlights

- Strong active board, staff, committees, volunteers
- Welcomed a new PT Bookkeeper, providing health and dental insurance
- Hosted the Consul General, Vice Consul, Ambassador
- Establish the ICLF Endowment Fund with initial investment of \$100K
- 3 awards including the Presidential Distinguished Service Award
- Continued increase in membership and donations
- Signed Letter of Intent with the City to begin work on the community retail space
- Installed library exhibits and shelving
- Signed the One Community Pledge
- Fully booked\* for 2022

## Opportunities

- Finance compliance items
  - ESP grant, Payroll, Bank a/c
- Library LLC
- Donor input on funding (\$225k LIB, \$50k ICC)
- IT and Security Infrastructure
- Cost of materials and supply chain
- Funding for strategic staffing model
- Irish Outreach Centre, Irish Coalition of Immigrant Services, DFA LA Consul partnership

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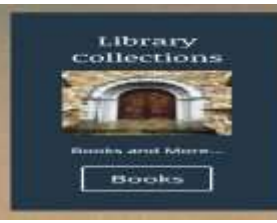
Here is how  
YOU can help



- Be Patient! COVID, funding, response times, IT issues, growing community
- Help us find donor
- Bring in 1 new member
- Pledge to spend or donate\* \$20 per month with us
- IT resources for phones and internet
- Volunteer until we can hire
- St Brigid's Monument (*unveil February 2023*)
- Support our academy, affiliates, activities

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**Sign Up  
Today**



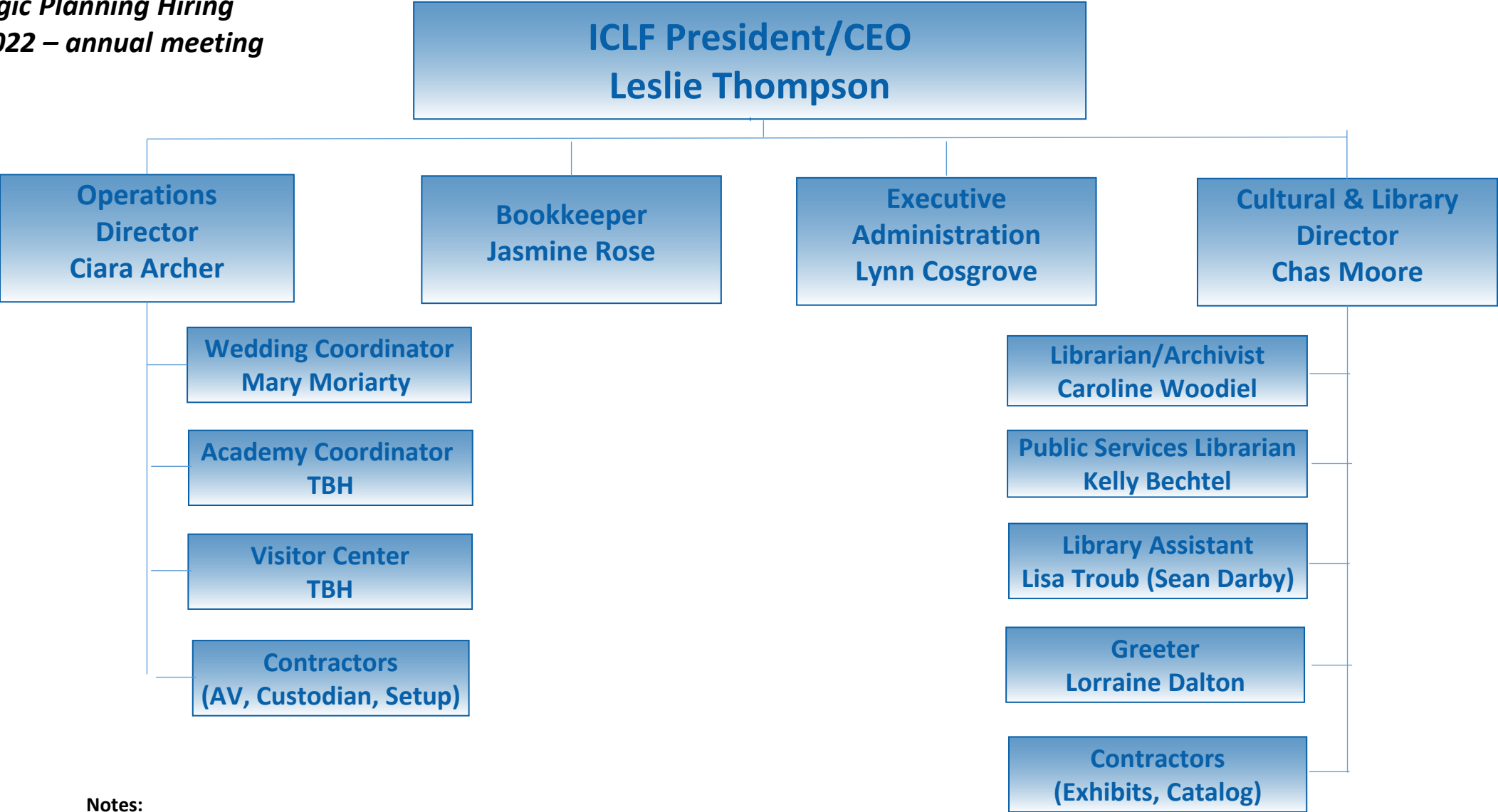
1. Donors
2. New members
3. \$20 per month
4. Endowment
5. St Brigid's Monument

Contact us at [info@azirish.org](mailto:info@azirish.org)

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Back Up

**Per Strategic Planning Hiring**  
**R7 June 2022 – annual meeting**



**Notes:**

Reduced from 17+ FT/PT in 2018 to the model from Paul/Jim with board input, hiring in 2019/2020/2021/2022  
 Executive Director scope of work is split between President/CEO, Cultural & Library Director and Operations Director  
 Development Director scope of work is in the Operations Director  
 PT bookkeeper hired, next focus is PT Visitor Center  
 Focus on work and skills, fiscally responsible, leverage volunteer program, dispositioned Academy support, custodian role moved to contract



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## 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
- ✓ 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

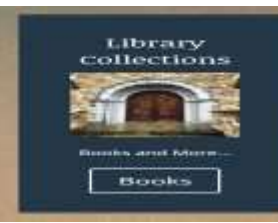
## Strategic Direction 3 Safety, Security and IT

- All ICLF Staff complete First Aid training
- ✓ Install an AED onsite DROP (not a city requirement)
- ✓ Complete a Security evaluation and obtain a quote DONE
  - Implement any critical recommendations
  - 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

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## 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/ASU) IN PROCESS
- ✓ 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 ON HOLD

## 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 about the future*  DFA/Global Ireland