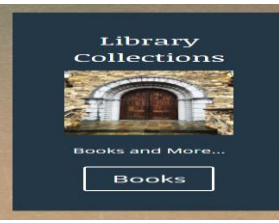
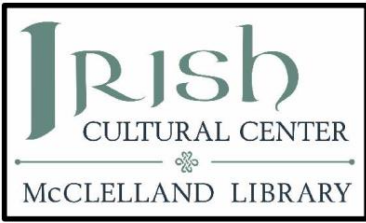


Annual Meeting – May 2023

ICLF President of the Board

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

✓ In Process/DONE

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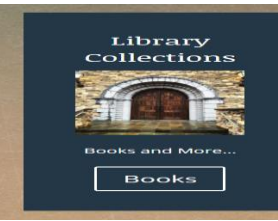
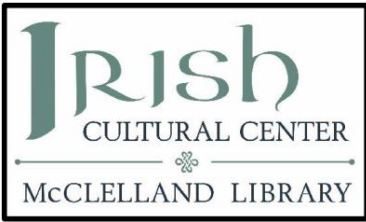
Strategic Direction 2 Emigration Support Program

- ✓ Welcome and Integration of Irish 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
- Join the CIIC and 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

 DFA/Global Ireland



Highlights

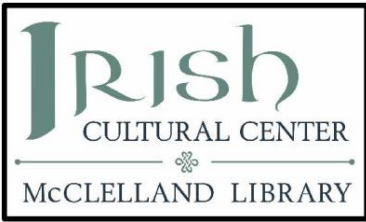
- Welcomed new board members and advisory committee
- Monthly B2B meetings
- Welcomed a new wedding coordinator and happy to have our admin back on light duty
- Making progress on IT and Security
- Participated in the EU-US Emerging Leaders Visitors Programme (Belfast-Brussels-Dublin) and the Global Irish Civic Forum (Dublin)
- Community space business models (2) with city input
- Partnering with LA Culture Officer
- Affiliates are back
- Library Programming is back to in person
- Emigrant Support Program and Welfare continues
- Academy plans in place for fall semester
- St. Brigid's Monument designs in review
- TLC Day and DFA Visit in June

Opportunities

- Finance compliance items - Bank a/c OPEN, Audit OPEN
- Library LLC add ICLF board and community members OPEN
- Donor input on funding (\$225k LIB DONE, \$50k ICLF OPEN)
- Work orders – south wall DONE, weather strip, Great Hall floor, keys
- Coalition of Irish Immigrant Centers
- Funding for strategic staffing model
- Reschedule International Artist
- Legal fees for compliance issues
- Windows on Central

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Updates since Strategic Planning



COVID - Leadership, courage and resiliency for a global moment in time!

Executive Summary 2020 - 2022

We survived and thrived! 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:

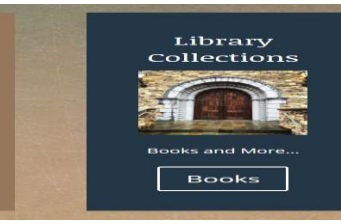
- We lost 4 founding members – ar dheis De go raibh a h-anam dilis
- We hosted the Consul General(s), Shamrock Foods Company, Irish Ambassador to the USA, first Tradfest artist, Mayor of Tullamore (Chandler Sister City), ACIS conference, an MEP and former Rose of Tralee, and a technology industry leader
- 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 and 10yr McClelland Library

By the numbers

- 30% increase in membership (380->542 active members)
- 35% increase on Social Media profile, increased Linked In engagement, and funded Media/PR support (Facebook 4687->7000, Twitter established 567->653, Instagram established 803->1400, Linked In leveraged 25->247)
- \$104k in PPP loans which accounted for ~12% of salary burden
- \$100k anonymous donation
- \$142k set aside to establish endowment (\$100k) and community space build (\$50k goal)
- \$141k in specific use and un-restricted grants
- \$41k in ICLF Board Dues
- 245 events with 19,678 participants and 2,245 hours of programming
- 704 volunteers with 8,149 volunteer hours
- 4 awards and 7 new partnerships established
- 215 tours
- 294 Ask a Librarian requests and 430 library cards
- 5000 (\$30k value) items received for the Navajo Nation and the official online fund increased by \$500k during the donation drive, 3 boxes of blankets and 2 boxes of food for community drives

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Back Up



Irish Cultural and Learning Foundation 2019-2024 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 DONE
- ✓ • 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)

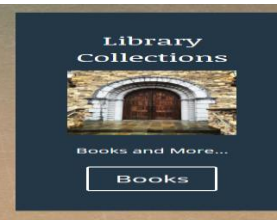
Strategic Direction 2 Finance



- ✓ • 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 IN PROCESS (none identified as critical, meeting city requirements)
 - Define plan to fund the upgrade including cameras and badge access IN PROCESS
- ✓ • Partner and support the City of Phoenix with their plans and protocol for the homeless population in the Hance Park area DONE
 - Evaluate IT infrastructure and secure a support contract IN PROCESS



Irish Cultural and Learning Foundation 2019-2024 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/DFA) 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 Join the CIIC and 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 HOLD (FIN)
- Define the scope, funding and resourcing HOLD (FIN)
- Define a security and services plan for threats and risks
- ✓ Submit PDSA nomination DONE (awarded Nov ‘21)
- Annual ESP Grant application HOLD (FIN)

Strategic Direction 5 Support bereavement and travel/visa emergency situations

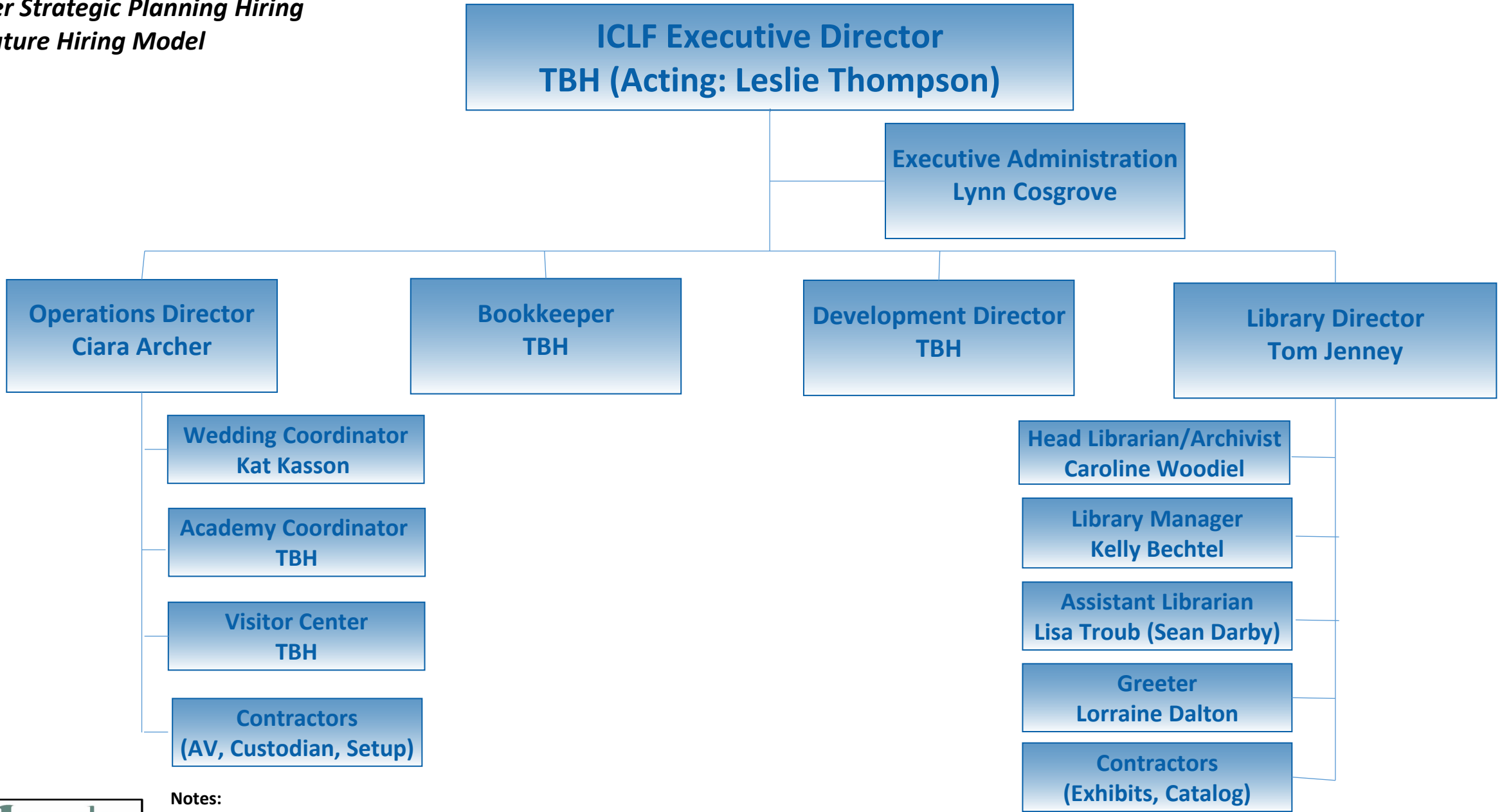
- ✓ ICLF Card and \$100 Gift Card tracked in database DONE
- ✓ DFA and Embassy travel links on ESP website DONE

✓ DONE

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 DFA/Global Ireland

**Per Strategic Planning Hiring
Future Hiring Model**



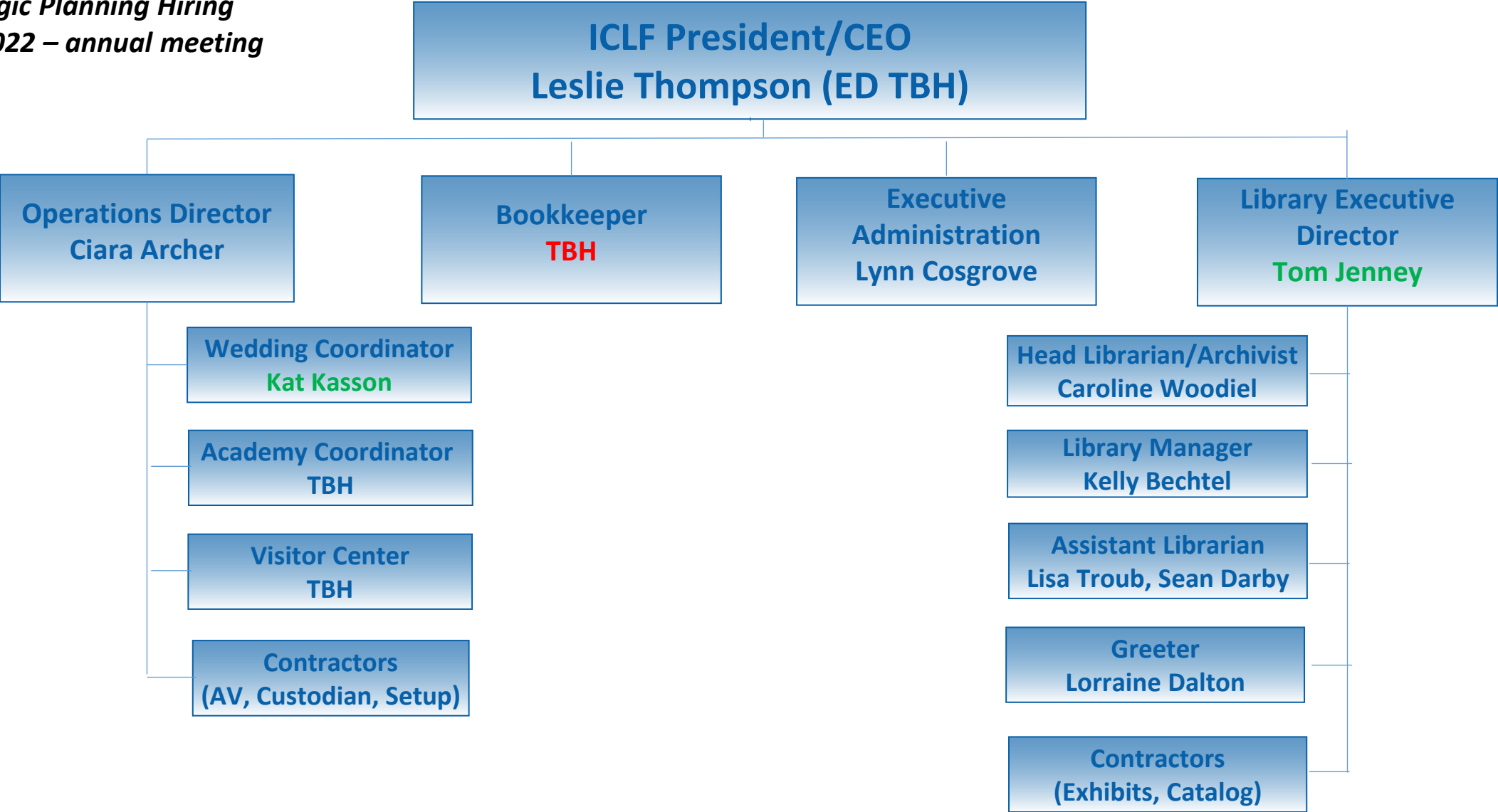
Notes:

Strategic Hiring priority (1) Book keeper DONE (2) Visitor Center (3) Academy Coordinator (4) Development Director (5) Executive Director
Priority is based on organization need and funding. Wedding Coordinator is backfilled. ED funding is split per legacy agreement.



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Per Strategic Planning Hiring
 R9 May 2022 – annual meeting



Notes:

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



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