



**2022**  
**2023**  
**ANNUAL**  
**REPORT**



**CAPTURING SUCCESS**

# A COLLABORATIVE MESSAGE FROM THE CEO AND BOARD CHAIR

**There are over 493,000 youth living in Arizona communities without access to out-of-school care.** For some families, the growing cost of childcare puts available programs outside their reach. For others, programs simply don't exist in their neighborhoods. **ICAN believes that, despite these challenges, every child should have access to high-quality out-of-school time care.**

It was this vision that inspired us toward some **BIG** growth initiatives in 2022 & 2023.

**For the first time in over 30 years, ICAN expanded its program reach beyond the City of Chandler, launching two new satellite programs in partnership with Mesa Public Schools at Adams & Longfellow Elementary.**

Both communities lacked access to out-of-school resources, but are now enrolling more youth every day to ensure families are fully supported and kids are learning and growing.





While we're immensely proud of this impact, we know there is much work to be done. Looking forward, **ICAN will continue to grow our impact, contributing to healthy, vibrant communities where everyone has the resources to pursue what is most meaningful to them.** In the pages of this annual report, we'll share some of the specific ways we're planning to increase our impact over the next year. Thank you for being part of our journey - we couldn't do it without you.

\*Source: <https://afterschoolalliance.org/AA3PM/data/geo/Arizona/stem>

**ICAN now has 5 program sites, with approximately 700 youth developing life skills, increasing their academic performance, and gaining invaluable career exposures in high-demand fields.** Furthermore, the parents of these children now have access to **no-cost care**, enabling economic opportunity and limiting work interruptions.



*Megan Mayhall*  
**Megan Mayhall**  
 Board Chair, 2022-23



*Shelby Pedersen*  
**Shelby Pedersen**  
 ICAN CEO



# PROGRAM IMPACT

Our award-winning, year-round youth development programs enrich the lives of children and their families, setting them up for future success. Throughout the school year and all through summer, ICAN sets school-aged children up for success by supporting three key areas:

- **Life Skill Development** - Building the necessary skills youth need to be personally successful
- **Academic Performance** - Providing literacy, STEAM education, and homework support to encourage on-track graduation and broad academic success
- **Workforce Readiness** - Exposing students to a broad range of career-centric activities at the earliest possible age, when students are most open to personal growth and discovery.

We know that when we support children's growth in these key areas, we leave a lifelong impact on their well-being and set the foundation for a healthy, prosperous future.

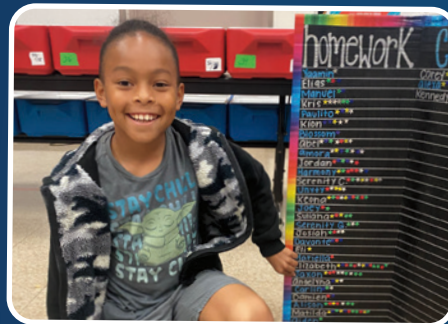
**And because we've removed the cost of this care, their families experience increased economic stability and security.**

When children and families prosper, so do our communities. By leading the way for every family to access life-changing childcare, we're building stronger communities across Arizona.

*"I am immensely grateful that ICAN exists. Their team has been a support for my family assisting, empowering, and helping us. ICAN has helped me keep my job and has been a part of my children's education while keeping them in a safe place."*

- ICAN Parent

**85%**  
of families agree that they have seen a positive impact in their child's social and emotional development.



**82%**  
of parents agree that having access to ICAN's program has had a positive impact on their family's finances.



**87%**  
of parents agree that ICAN provides a safe and supportive environment for their children.



# ICAN YOUTH AND STAFF

In 2021-2022, ICAN was serving around 500 youth annually across three sites. In 2022, we grew to serve approximately 700 youth across five sites! To maintain our 1:22 staff-to-youth ratio, we have expanded the staff team significantly. ICAN's team continues to reflect the communities we serve with 17% of the ICAN staff being program alumni as well!

ICAN has a robust group of tenured staff who have seen the transformation of many youth over the years. Five of our team members have now served the mission of ICAN for over a decade!

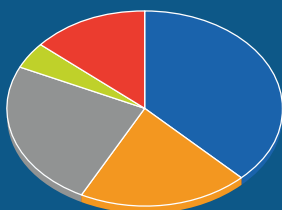
- Aaron Harris, Chief Finance Officer, 22 years
- Shelby Pedersen, Chief Executive Officer, 16 years
- Cassie-Patris Browne, Chief Philanthropy Officer, 10 years
- Jacqueline Roberston, Program Partnership Manager, 10 years
- Ted Huntington, Program Learning and Development Manager, 10 years

ICAN Site Leadership 2022-2023:

- LaTroy Burras - Main
- Lavaughan Ballesteros - Galveston
- Leonel Martinez - Hartford
- Cernel Towns - Longfellow
- Kenya Harris- Adams

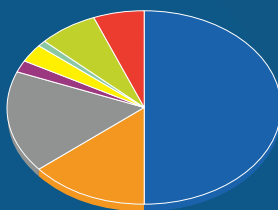
**40% Increase of Youth Served from 21/22 to 22/23**

- Youth Enrollment 22/23 = ~700
- Youth Enrollment 21/22 = ~500



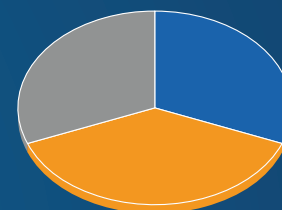
**ICAN Staff**

- Hispanic 38.6%
- African American 20.5%
- Caucasian 25%
- Pacific Islander 0%
- Native American 0%
- Asian American 0%
- Multi-Racial 4.5%
- Other 11.4%



**ICAN Youth**

- Hispanic 50%
- African American 14%
- Caucasian 17%
- Pacific Islander 2%
- Native American 3%
- Asian American 1%
- Multi-Racial 7%
- Other 6%



**ICAN Management & Leadership**

- Hispanic 31%
- African American 38%
- Caucasian 31%
- Pacific Islander 0%
- Native American 0%
- Asian American 0%
- Multi-Racial 0%
- Other 0%



*"I have been fortunate to see growth in our youth in many ways during my time with ICAN. Young members of ICAN who would sit in the corner of a room with hoodies covering their faces to not stand out are now award nominees and winners. Youth who would constantly argue and fight are now peer leaders in the classroom and mentors to our younger kids. ICAN brings out the best in our kids by providing them with the staff they trust and a safe environment to thrive in. Kids can be kids at ICAN and grow into amazing young people."*

- JR Robertson, ICAN Program Partnership Manager

# ICAN'S VISION AND FUTURE

After expanding to serve youth across five sites in two cities to support the ever-growing demand for accessible out-of-school time care, systems were restructured to ensure stability and maintain quality.

- **Human Resources** - As the ICAN team grows, the Human Resources department has grown as well. This includes assessing policies and procedures, advancing staff recruitment, and supporting the ongoing development of ICAN's talent.
- **Security Systems** - The Chandler Compadres generously supported the build-out of additional security and safety measures to ensure each family continues to feel their child is in a safe and secure environment.

We are grateful for partners who are committed to the well-being of ICAN youth!

- **Staffing Structure** - As staffing grew with the expansion to new sites, the organization structure required evolution. ICAN developed the Program Area Manager role to directly oversee each of the site leadership creating additional support for the continuity and connection between sites.

- **Program Structure** - In 2023, a Program Framework was developed and implemented across all five sites to ensure consistency across all program sites. This framework aims to maintain quality as more youth and families are served.



## Summer Camps in Two Cities

*Out-of-school time care during school intercessions is often even more difficult for families to access and afford due to the extended hours of care. In 2023, ICAN grew to provide TWO summer camps to accommodate youth and families in both cities. Thanks to Fiesta Bowl Charities, ICAN hosted our first-ever summer camp in Mesa at Longfellow Elementary, welcoming all Mesa ICAN families to participate. The summer program runs from 9 am-5 pm for seven weeks in Chandler and Mesa, all at no cost to families.*

Access to childcare changes everything. For youth, it means more support to help them succeed, and more experiences that broaden their thinking and their opportunities. For parents and caregivers, it means freeing up time and resources to focus on bettering the lives of the whole family. **Given the 493,000 children in Arizona lacking access to quality and essential after-school care, ICAN is dedicated to bridging this crucial gap in support and opportunity.**

Here's how:

**1. Growing** the reach of our programs at each school-based site to serve a greater number of youth on an annual basis.

**2. Stabilizing** our existing programs throughout expansion, prioritizing quality in systems, staffing, and programming.

**3. Expanding** our efforts even further to reach more youth and families. Our Board of Directors are analyzing how to meet the needs of more communities in the future.

**4. Advocating** along with other organizations and leaders, committed to serving youth and families in Arizona, to create greater access to childcare across the entire state.



### **Working Smarter, Not Harder**

*Our sustainable and effective growth model, focused on expanding directly into school sites, allows us to serve more kids while decreasing the cost it takes to serve one child without sacrificing quality.*



# AMBASSADORS & ADVOCATES

ICAN cannot do the work of serving and expanding to meet the great need for afterschool care alone. Through 2022-2023, several key ambassadors and advocates have supported the program in a variety of ways:

- **Ribbon Cuttings:** In January and April, ICAN supporters gathered around Longfellow and Adams Elementary to celebrate the milestone of opening these sites! School staff, parents, ICAN staff, and several community members showed up to support this exciting new journey.



## **Executive Partnership:**

*Through Bank of America's Loaned Executive Program, ICAN partnered with Miranda Birden for 15 months. Miranda provided key research and analysis and in partnership with the Growth Task Force and Board of Directors, a strategic growth plan was identified that includes key performance indicators which inform the readiness for ICAN's next growth steps.*



*In May 2023, Mesa Public School Superintendent Andi Fourlis joined the Board of Directors. Andi shared: "ICAN provides economic advancement opportunities for families by allowing parents to work, and work longer hours; something that many families don't have access to due to high program costs. Families are also provided comfort, knowing that their children are cared for and fed in a safe, friendly, and academic environment."*

- **Impact Forum:** In June, ICAN hosted an Impact Forum to update stakeholders on key findings that impact the work and community that ICAN serves. Board members Scott Vanderpool, President, Bank of America Phoenix, and Heather Anguiano, Executive Director of Elementary Education, Chandler Unified School District, joined ICAN CEO, Shelby Pedersen, to share findings from the 2023 Metro Latino GDP Report and the Afterschool Alliance America After 3 pm Reports that impact the future vision of ICAN.

- **Mesa Ambassadors:** A task force of Mesa residents and advocates came together for 7 months to identify relationships and opportunities within Mesa to support ICAN's expansion. The task force included:

- Ariane Jariwala
- Denise McCreery
- Spencer Wright
- Ella Wallace
- Brent Hoskinsons
- Marlo Loria
- Nicholas Kolesar
- Kara Kirschner

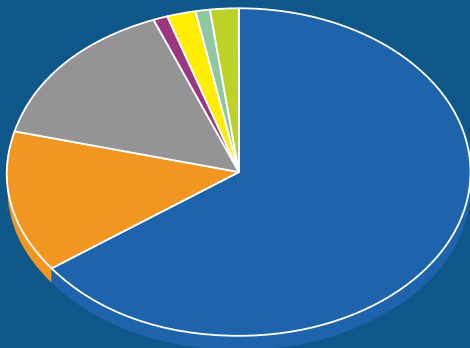
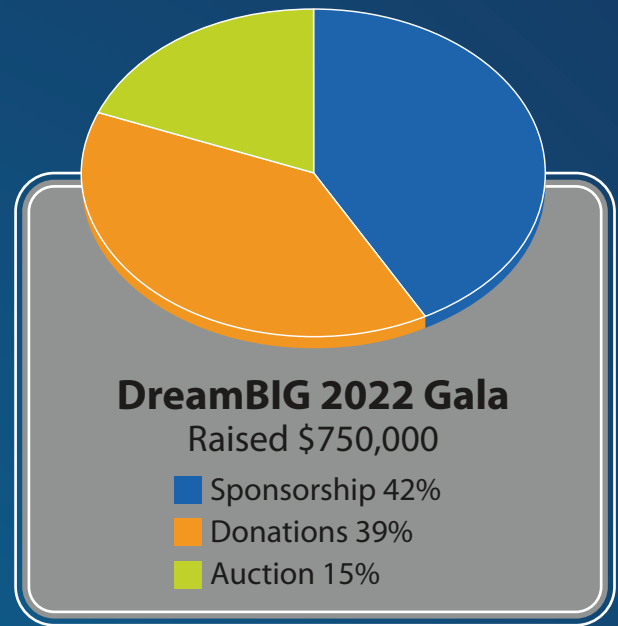


# FINANCIAL OVERVIEW

## Future of ICAN Fund: \$1,506,261

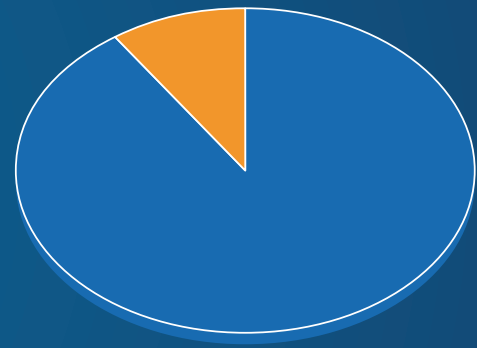
ICAN's **Future of ICAN Fund** supports the organization's growth and capacity needs, ensuring financial sustainability and scalability long into the future.

Additionally, ICAN strives to maintain liquid financial assets sufficient to cover 180 days of general expenditures. Over the past few years, ICAN has been reinvesting operating surpluses to meet the 180-day threshold. ICAN will invest future surpluses into the **Future of ICAN Fund** to support new program growth.



### Revenue

- Contributions 65%
- Special Events 14%
- Government Grants 15%
- In-Kind Donations 1%
- Facility Use Income 2%
- Other Incomes 1%
- Investment Income 2%



### Expenses

- Program & Operating Expenses - 90.4%
- Fundraising Expenses - 9.6%

# SUPPORT ICAN'S MISSION

## Visit a site

If you haven't visited ICAN, the best way to get involved is to stop by for a tour and meet our amazing team and the kids your involvement will support! Scan the QR code to schedule your tour today!



## Join the Henrys Ambassador Committees

The Henrys are a volunteer ambassador group dedicated to supporting ICAN through volunteerism and philanthropy. In 2023, the Henrys branched off to form two groups—one in Chandler and one in Mesa. Named after our founder, Henry Salinas, each group meets once per month in a fun, social setting! **To learn more or join The Henrys, contact Nicole Szymkowski at 480-874-7578 or nicole@icanaz.org.**

## The Henrys 2022

Letty Kaufman	Kristha Lima
Jason Heinkel	Amanda Ventura
Jami Bourdo	Zink
Russ Kimberlin	Shawn Hancock
Travis Feyen	Colleen Hammond
Vaughn Emery	Denise McCreery
Jennifer Murray	Jason Richards
Jennifer Nielson	Jennifer Earwood
Shannon Clark	Veronica Lopez
Andrea Marconi	Yazmin Montoya
Kari Clay	

## Join the dreamTEAM

This group of creative leaders comes together to support the planning of ICAN's largest fundraising event, dreamBIG. The event is hosted in November and meetings are typically held 4-6 times during the year. **To learn more or join the dreamTEAM, contact Nicole Szymkowski at 480-874-7578 or nicole@icanaz.org.**

## DreamTeam Committee 2022

Mindy Jones (Co-Chair)  
Preston Pilcher (Co-Chair)  
Russ Kimberlin  
Caroline Strok  
Joyce Selk  
Carol Polcyn  
Jennifer Nielson  
Donald Czajkowski  
Gary Dixon  
Dan White  
Julie Reid  
Katie Easley  
Lindsay Stead  
Emily Stead  
Amy Hoeve



## General Volunteering

Join the ICAN team as a volunteer and help in a classroom, read to our youngest kids, help maintain our beautiful urban garden, support our administrative needs and so much more! To learn more about our current volunteer opportunities or sign up, scan the QR code!



### The Henry Salinas Society

The Henry Salinas Society is a group of donors who support ICAN with an annual gift of over \$1,000. These generous donors are the backbone of ICAN's program, ensuring they remain free to families. To join the Society, scan the QR code below and select a donation size of at least \$1,000 or a monthly gift of \$84. Member benefits include: annual recognition as a Society member, member mixers, and more!

To learn more or join the Henry Salinas Society, contact Nicole Szymkowski at 480-874-7578 or [nicole@icanaz.org](mailto:nicole@icanaz.org).



### Legacy Giving - Henry's Hope Legacy Circle

The Henry's Hope Legacy Circle is a group of supporters who choose to invest in ICAN's future through gifts made in their estate plan. Joining the Circle is easy - just determine how best to include ICAN in your plan and share with us that you've done so. For ideas or more information, contact **Cassie Patris-Browne** at 480-874-7577 or [cassie@icanaz.org](mailto:cassie@icanaz.org).

### Donate

Make a one-time or recurring monthly donation of any amount to ICAN and help us keep programs free for families! Donations to ICAN are tax deductible and may qualify for a tax credit under the Arizona Qualified Charitable Organization Tax Credit (up to \$421 for individuals and \$841 for couples). To make a donation, scan the QR code!



## BOARD OF DIRECTORS



### Megan Mayhall

Chair | ICAN Board of Directors  
Assistant Vice President, Producer,  
Alliant Insurance Services



### Matt Julian

Vice Chair | ICAN Board of Directors  
Investment Advisory Representative,  
Cetera Investors



### Jacque Dobson

Treasurer | ICAN Board of Directors  
Office Manager, Off-Five



### Michael Angulo

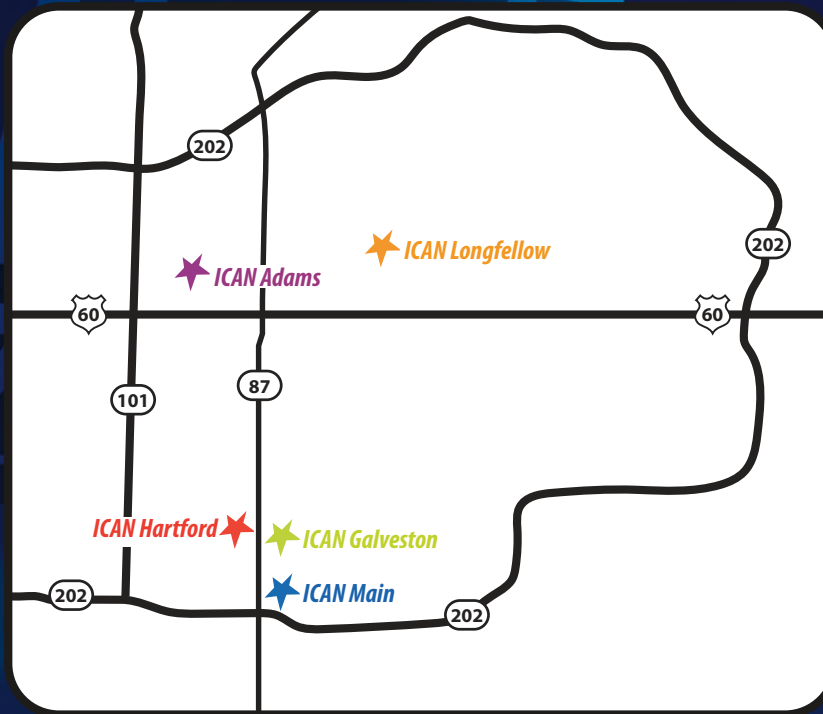
Secretary | ICAN Board of Directors  
Logistics Manager, SRP

## GENERAL MEMBERS

Heather Anguiano  
Michael Angulo  
Brandon Bell  
Toby Day  
Jesus Deanda  
Shannon Clark  
Andi Furlis  
Letty Kaufman

Megan Mayhall  
Denise McCreery  
Mike McDaniel  
Sara Nance  
Preston Pilcher  
Jaime Piña  
Amy Richardson  
Scott Vanderpool

Danielle Janitch, Ex-Officio  
Shelby Pedersen, Ex-Officio  
Gilbert Ochoa, Ex-Officio



**ICAN Main**  
650 E Morelos St.  
Chandler, AZ 85225

**ICAN Hartford**  
700 N Hartford St.  
Chandler, AZ 85225

**ICAN Galveston**  
661 E Galveston St.  
Chandler, AZ 85225

**ICAN Longfellow**  
345 S Hall  
Mesa, AZ 85204

**ICAN Adams**  
738 S Longmore  
Mesa, AZ 85202



*There are over 493,000 youth living in Arizona communities where afterschool programs are not accessible. Using a collaborative approach, ICAN will lead the way to expand out-of-school programs in underserved communities until every kid has access.*