



# Strategic Plan 2025-2027



## Our Commitment to Community

For over five decades, Asian Counseling and Referral Service (ACRS) has been a cornerstone of support for Asian and Native Hawaiian/Pacific Islander (A&NH/PI) communities and other underserved populations.

Our strategic priorities for the next three years reflect a deep commitment to justice, equity, and well-being. Guided by our mission of social justice and promoting health and empowerment, we are focused on building a future where every individual has hope, opportunity, and a voice.



Strategic Plan

2025-2027



# Our Mission and Vision

## Mission

ACRS is a social justice organization that promotes the health and well-being of Asians and Native Hawaiians/Pacific Islanders (A&NH/PIs) and other communities by providing and advocating for responsive community-based services.

## Vision

Hope, Opportunity,  
and Voice for All





# Our Values

Our beliefs are central to our practice and guide how we move through our work every day.

- We are rooted in our **Social Justice** history and practice and **Advocate** for and with those who are farthest from hope and opportunity.
- Our actions are **Client-/Community-Centered**.
- We believe **Belonging** is essential.
- **Compassion** is at the heart of our work and approach.



Strategic Plan

2025-2027

# Our Pillars

The Foundation  
of Our Work

ACRS' strategic vision is built upon three essential pillars that drive our mission and shape our services:



Care for and Investment in People



Meeting Urgent Community Needs



Countering Oppression and  
Anti-Black Racism



Strategic Plan

2025-2027

# Our Pillars

## The Foundation of Our Work



### Care for and Investment in People

We prioritize the communities we serve and the well-being of our staff, ensuring that everyone has access to the support and resources they need to thrive.



### Meeting Urgent Community Needs

We remain responsive and adaptable, providing critical services that address the evolving challenges faced by our clients.



### Countering Oppression and Anti-Black Racism

We actively work to dismantle systemic barriers and promote racial equity, standing in solidarity with marginalized communities.





# Our Strategic Priorities for 2025-2027

Over the next three years, ACRS will focus on four key priorities to strengthen our impact and expand our reach:

- ① Amplifying Community Voices
- ② Expanding and Integrating Services
- ③ Strengthening Operations and Infrastructure
- ④ Fostering Belonging and Staff Well-being





# ① Amplifying Community Voices

ACRS is committed to being a strong advocate for policies and programs that uplift our communities. By amplifying the voices of those we serve, we will:

- **Champion legislative and policy changes** that promote equity and access to essential services.
- **Engage in coalition-building** to strengthen collective advocacy efforts.
- **Increase public awareness** of the challenges and strengths within A&NH/PI and other marginalized communities.



## ② Expanding and Integrating Services

To better serve our clients, ACRS will prioritize and integrate services in ways that are aligned with community needs. Our approach will:

- **Strengthen quality and improve access** for integrated and culturally competent behavioral health, substance use treatment and human services.
- **Identify permanent home** for the **ACRS Food Bank**.
- Increase accessibility through **multilingual services** and **digital transformation**.



## ③ Strengthening Operations and Infrastructure

As demand for our services grows, we recognize the need to enhance our internal operations to sustain our impact. We will:

- **Invest in people support, modern technology, and data systems** to improve service delivery.
- **Strengthen financial sustainability** through diversified funding sources.
- **Ensure greater integration** across departments focused on improving services to clients, and operational efficiency while maintaining high-quality, community-centered services.



## ④ Fostering Belonging and Staff Well-being

Our staff is the heart of ACRS. Without their care and dedication, our communities are not served and we are committed to creating an environment where they can thrive. We will:

- **Enhance professional development** and leadership pathways.
- **Foster a culture of belonging**, inclusion, and mutual respect.
- **Prioritize staff well-being** through wellness initiatives and supportive workplace policies.



# Looking Ahead

ACRS' strategic direction for 2025-2027 is a bold step toward a more just and equitable future. By centering our work around *advocacy, services responsive to community need, operational strength, and staff well-being*, we are ensuring that our communities have the resources, support, and opportunities they deserve.

Together, we will continue to uplift and empower those who are farthest from hope and opportunity—because **when our communities thrive, we all thrive.**



Strategic Plan

2025-2027

Learn more at [acrs.org](http://acrs.org)



**ASIAN COUNSELING  
and REFERRAL SERVICE**