

Strategic Plan Highlights: 2008–2011

Impact. Results. Those two words have been the driving force behind everything Asian Resources, Inc. (ARI) has been doing for the past three years. They are also the driving force of ARI's vision for 2012 and beyond. As a result of solid planning and ambitious goal setting by the executive leadership team and Board of Directors, ARI has made great strides in its completion of the 2008–2011 Strategic Plan and made it one of the most successful periods in the history of the organization. The overarching strategic vision was three fold: diversify funds, focus on organizational development and reassess marketing.

A move to diversify funds.

With the goal of increasing foundation funds 5% each year, ARI made an impact and saw results. From 2007 (baseline year) to 2008, ARI increased their foundation revenue by 350%. And ARI didn't stop there. The next two years showed a 45% and 16% growth per year, respectively. From the beginning of 2008 through the end of 2010, ARI raised more than \$1.5 million in foundation revenue.

In addition to foundation support, ARI utilized other strategies to diversify the revenue portfolio. Those areas included the enhancement of interpretation translation services and the beginning-phases of developing a for-profit business under the ARI auspices. ARI has made remarkable headway in these two areas and has plans to continue these endeavors in 2012.

Finally, ARI recognized the opportunity to introduce themselves to the corporate community in new and innovative ways. During 2011, ARI developed and kicked off ARI Advance – a fundraising mixer that brought together corporations, foundations, chambers, media outlets and other potential stakeholders to increase their knowledge of ARI's scope and strategies. Several key connections were made following ARI Advance, including partnerships and sponsorships from regional corporations such as VSP, SMUD and Regional Transit.

A focus on organizational development.

Following the planning that took place in 2008, ARI created management and leadership workshops and trainings to develop a strong staff and redesigned the organizational structure to support growth and allow for upward mobility. Key staffing changes and a refreshed organizational structure were just two of several strategies that proved quite successful during this term.

In 2010, ARI leadership recognized they wanted to develop organizational core values to serve as the foundation for all ARI programs, decisions, and policies. A committee of key staff members was formed to help design and guide the process for developing ARI's core values. ARI staff, through a collaborative voting process, was able to identify their four values: **teamwork, diversity with cultural understanding, community & collaboration.**

Continued on next page...



2011 Annual Report



Board of Directors

Alex Gonzalez, Jr.
President
California State University,
Sacramento

Melanie Ramil
Vice President
Office of Insurance
Commissioner Dave Jones

Harvey K. Woo
Secretary
Sacramento Sheriff's Dept.

Ted Teruo Canty
Treasurer
Sacramento County DHA

Dean Lan
Member At Large
CA Dept. of Health Services

Sonney Chong, DMD
Member At Large
Council of Asian Pacific
Islanders Together for
Advocacy and Leadership

Jeffery Ogata
Member At Large
CA Water Resources
Control Board

Lauren Yip
Member At Large
Downey Brand

Matt Cervantes
Member At Large
Sierra Health Foundation

...continued from first page.

3fold provided progress reports at the 2009 and 2010 board meetings, where they shared the success attained by a solid brand and various public relations victories.

Reassess ARI marketing.

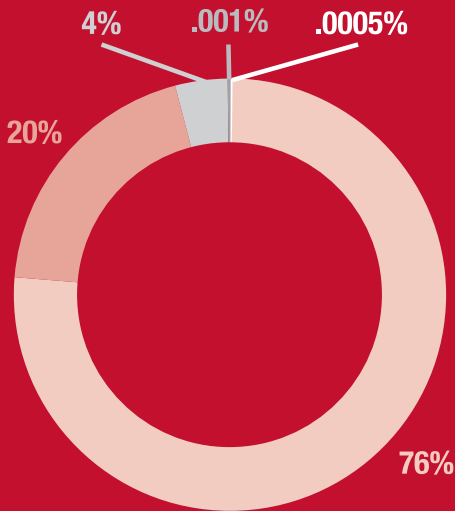
The goal here was simple: increase ARI’s influence in the region. Executive leadership and the board recognized the areas they wanted to focus on in order to develop an impactful and sustainable rebrand and marketing strategy. First, ARI hired The Marketing Coach to develop the organizational messaging and company brand concept. As part of the process, the coach worked with a staff committee to develop a branding and messaging plan, which was presented at the 2009 Board Retreat.

To build on that momentum, ARI contracted with 3fold Communications in 2009 to develop a new organizational brand, supporting collateral and a new website. In addition, 3fold developed a variety of public relations opportunities for ARI and helped design ARI’s Advance and Lunar New Year events. 3fold provided progress reports at the 2009 and 2010 board meetings, where they shared the success attained by a solid brand and various public relations victories.

From this point forward, ARI plans to build upon the work from the past three years as they embark on their 2011-2014 Strategic Plan. The focus areas, although consistent with the prior 3-year plan, contain some shifts. The four areas of focus are:

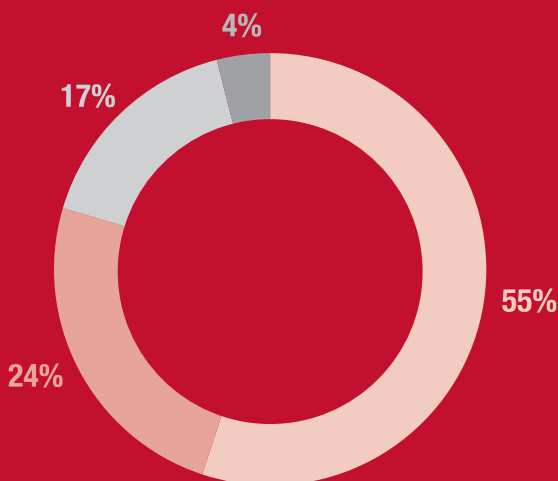
- **Fund Development** – corporate sponsorships, national foundation alignment and social enterprise.
- **Marketing** – public relations exposure, speaking engagements and workshop presentations.
- **Return on Investment** – development and implementation of an organization evaluation strategy.
- **Education/Advocacy Strategy** – development of speakers bureau and a community pipeline for advocacy and education.

Financials



ARI Revenue

Governmental	\$1,509,325
Foundation Grants	\$388,104
Donations	\$77,638
Other Grants	\$2,264
Investment Income	\$1,045
Total Revenue	\$1,978,376



ARI Expenses

Employment and Training Services	\$1,084,485
Social Services	\$481,716
Management and General	\$324,059
Fundraising	\$78,282
Total Expenses	\$1,968,542

Client Success Story

Mitchell Stevenson

Mitchell found himself in a daunting situation with a discouraging road ahead. After being incarcerated and unemployed, he found a position in the roofing industry. Tragically, the economy spiraled downward and Mitchell was laid off. With limited employment experience, Mitchell again faced an uncertain future.

After being unemployed for more than two years, Mitchell came to ARI in need of help, guidance and support. ARI staff began their process and immediately recognized strengths in Mitchell: he had received some training, while incarcerated, in the food industry.

ARI offered Mitchell a variety of training programs in the food service area. Mitchell kicked off his on-the-job-training at a local bakery where he served as the assistant to the baker and a mixer operator. It was through the On-the-Job Training (OJT) program that he was able to expand his knowledge in the food industry and learn other important skills related to food and safety regulations.

When Mitchell came to ARI for assistance, ARI staff did what they do best: connected with their client, uncovered his skills and interests and then searched for an opportunity to set him up for success. ARI was committed to providing Mitchell with not just any position, but the right position.

Since Mitchell's completion of the OJT program on September 19, 2011, he has maintained his employment at United Bakery and plans to continue his trajectory upwards in the culinary industry. This was all made possible by the help of ARI.

When Mitchell came to ARI for assistance, ARI staff did what they do best – connected with their client, uncovered his skills and interests and then searched for an opportunity to set him up for success.

Together ARI and Citi are empowering low-income community members toward self-sufficiency through a commitment to helpful programs.



Funder Success Story

Citibank

For over a decade, Citi and ARI have partnered to provide important financial and asset development programs to marginalized communities throughout Sacramento County. Through Citi's investment, ARI has provided innovative financial programs and services to thousands of community members. Citi's Vice President of Community Development, Mary Hogarty, believes "ARI is a key resource for economic empowerment in Sacramento. People have access to a wide range of expert services at ARI's three sites, including financial education; job skills training and job placement; immigration assistance; and English classes."

Citi has shown tremendous leadership in addressing economic health at multiple levels through their support of programs such as the Volunteer Income Tax Assistance program which allows ARI to provide free income tax preparation services to low-income residents in Sacramento. Citi has also made significant investments in ensuring that *all* community members have access to financial education by supporting the design and implementation of financial education curriculum for Hmong and Vietnamese speakers.

Most recently, Citi has partnered with ARI to launch the Credit Management Academy. Low income residents who have become crippled by poor credit ratings as a result of the economy can access important education and tools to promote healthier financial habits and increase their credit rating. Together ARI and Citi are empowering low-income community members toward self-sufficiency through a commitment to helpful programs. Hogarty believes that Citi "shares ARI's commitment to economic empowerment for underserved families and communities. We support the organization's work because of its broad impact in increasing financial capability, which — along with access to innovative and responsible financial products and services — is essential to expanding financial inclusion."

Employer Success Story

Kmart

What makes Kmart stand out as an employer in the ARI program is that they partner with ARI for subsidized employment, as well as train and hire ARI youth for long-term employment. Kmart gives every youth the chance and opportunity to gain valuable work experience at their store.

Kmart has been a proud supporter and work site for ARI for more than five years. Kmart provides ARI youth with a variety of positions to gain experience in retail sales, customer service and sales associate positions. In 2011, Kmart permanently employed six youth members from ARI.

Due to the downturn in the economy and far fewer jobs available in the marketplace, ARI's youth employment program is a valuable asset in meeting employment staffing needs for employers like Kmart. Kmart continues to sing ARI's praises and stated that "We have so much work on our hands and too few positions...and thanks to the ARI youth experience program, we were able to fill some of the employment gaps at Kmart. The ARI youth are tremendous...they are well trained, mature and qualified young workers. They have a true commitment and outstanding work ethic, and we know we will never have an issue when it is an ARI youth," says Eleanor Muenko, HR Manager, Kmart.

Inaugural AAMLA Participants

Jen Ablog, Kaiser

Shinder Saeltzer, Sacramento Children's Home

Bobby Roy, Department of Education

Doris Tulifau, TOFA Board Member

Xuan Pham, ARI

Chong Vang, ARI

2011–2012 AAMLA Leadership Committee

May O. Lee

Founder of Asian Resources/Community Advocate

Jeff Ogata, Attorney

California Energy Commission and ARI Board Member

Elaine Abelaye-Mateo

Executive Director, Asian Resources

Vince Sales

VP of Advancement at Sac State

Tim Fong, PhD

Director of Ethnic Studies at Sac State

Wayne Maeda

Professor, Sacramento City College

Fong Tran, Program Coordinator

UC Davis School of Education

Nkavj lab Vang

Graduate Student, CSU San Francisco

Program Success Story

Asian American Movement Leadership Academy (AAMLA)

ARI took its leadership goals to new levels through the launch of the Asian American Movement Leadership Academy. ARI piloted its first cohort in June 2011 and the inaugural class participated in a training, education and skills development class which culminated in a group project of their choosing. The Academy is designed to foster the development of Asian and Pacific Islander (API) leaders in the nonprofit and public sectors.

AAMLA is unique as a leadership development program in that it is specifically designed to train cohorts of Asian and Pacific Islanders who are interested in careers as CEOs and/or Executive Directors in the public and nonprofit sectors. This curriculum addresses the assets and challenges of API nonprofit leaders by exploring the cultural context of API nonprofit leadership.

The leadership committee, made up of an esteemed group of API leaders with extensive and diverse backgrounds in nonprofit leadership, education, and the public sector, all lend their knowledge and experience to the program by facilitating various aspects of the curriculum. AAMLA was generously seeded by the Pacific Rim Foundation, Wells Fargo Bank and ARI. Committee Member Vince Sales donated the books for the Academy and other leaders within the API community generously helped the program to get off the ground. However, in order to develop the future leaders of our region, more donations and sponsorships will be needed to keep this program going. Training topics that the group of leaders bring to the class include the Asian American Civil Rights Movement, Asian American Community-Based Organizations, Internal Community-Based Organization Development, Ethical Values and Beliefs, Pipeline for Leadership, Coalitions and Collaborating.

Interested in getting involved in next year's cohort? Applications for the 2012–2013 class will be available soon. In the meantime, please visit the ARI website at www.asianresources.org or contact Elaine Abelaye-Mateo at Elaine@asianresources.org for more details.

Administration Office

5709 Stockton Blvd.
Sacramento, CA 95824

phone: 916.454.1892
fax: 916.454.1895

asianresources.org