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The Japan-America Society of Oregon At a Glance...

Mission

The mission of the Japan-America Society of Oregon (JASO) is to promote cultural and business exchange with Japan and to enhance mutual understanding between the U.S. and Japan throughout Oregon and SW Washington. JASO sponsors a variety of business/public affairs, educational, and cultural programs each month for JASO members and the community. JASO has also increased its public service programming, developing a school visitation program called *Japan on the Road: Teaching Elementary Students about Contemporary Japan*. Since this program's inception in 1997, JASO volunteers have visited hundreds of elementary schools throughout the State of Oregon and SW Washington, helping to teach many young people in this region about contemporary Japanese society.

History & Membership

A non-profit membership organization, JASO members represent a diverse and broad base of the business, academic and public sectors in our community. Founded in 1907 by leaders in the Japanese business community, JASO is the third oldest society in the United States and the largest Japan-related organization in the State of Oregon. The Society has served as the center for anything and everything related to Japan in the State of Oregon for more than 100 years.

Activities

The programs and activities of the Japan-America Society of Oregon are designed to:

- Raise the basic level of knowledge of JASO members and the people of this region (Oregon and SW Washington) about Japan and involve them in Japan-related activities.
- Address and highlight issues of regional importance concerning U.S.-Japan relations involving JASO members, opinion leaders, the media and the general public.
- Raise the basic level of knowledge of the Japanese residents of this region about America, helping them to understand American social and business culture, providing them with opportunities to interact with Americans and involving them in U.S.-Japan related activities.
- Provide JASO members with information important to them about U.S.-Japan relations and give them the opportunity to network, exchange information and interact with American and Japanese members on an informal basis.



The Japan-America Society of Oregon At a Glance...

Mission (活動目的)

オレゴン日米協会(通称JASO)は、日本とオレゴン州及びワシントン州南西地域間の文化交流、ビジネス促進、そして人々の相互理解をより深めることを目指す非営利団体です。年間を通し、メンバーおよび地域住民を対象とした、ビジネス、公的、教育関連、また、文化的プログラムなど、バラエティーに富んだプログラムを企画・運営しています。近年では、公的活動の枠も広げ、「ジャパン・オン・ザ・ロード」という学校訪問プログラムなども企画し、地域の小学校を訪問し、日本文化を子供たちに紹介するなど、より地域に根付いた活動も行っています。

History & Membership (歴史とメンバーシップ)

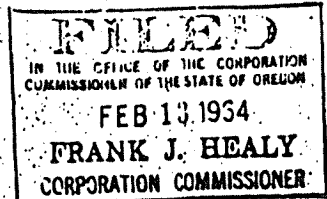
非営利団体であるJASOは、ビジネス、公的また教育関連など、地域社会のあらゆる場で活躍されているメンバーで構成されています。JASOは、1907年に、当時の日本人コミュニティのリーダー達およびポートランド商工会議所職員達によって創設され、現在では、日本関連組織としてはオレゴンで最大、全米で3番目の規模を誇る、歴史ある団体です。創設されて以来100年以上もの間、地域社会で催される日本関連のありとあらゆる活動の拠点として活躍してきました。

Activities (活動内容)

JASOの活動は、以下の趣旨に沿って企画されています。

- 会員および地域住民の日本に関する知識と理解を高め、日本関連のアクティビティーやプログラムへの参加を促進する。
- 会員、地域のリーダー達、またメディアや一般大衆を対象に、地域的に重要性の高い日米関係に関する課題に焦点を置いていく。
- 日米関係に焦点を置いた国際交流の場を提供する事を通し、社会的またビジネスにおけるアメリカ文化等、地域に住む日本人の米国に関する知識と理解を高める。
- 会員にとって重要性の高い日米関係に関する情報を提供し、また会員同士がインフォーマルな環境で交流し合い、ネットワーキングをする機会を設ける。

ARTICLES OF INCORPORATION
OF
JAPAN SOCIETY OF OREGON



The undersigned, acting as incorporators under the Oregon Nonprofit Corporation Act, adopt the following Articles of Incorporation:

ARTICLE I

The name of this corporation is JAPAN SOCIETY OF OREGON and its duration shall be perpetual.

ARTICLE II

The purpose or purposes for which the corporation is organized are:

To bring the people of the United States and Japan closer together in their appreciation and understanding of each other and each other's way of life. To function as a non-profit, non-political organization interested in serving as a medium through which both peoples can learn from the experiences and accomplishments of the other.

ARTICLE III

Provisions for the distribution of assets on dissolution or final liquidation are:

At no time and in no manner shall any of the assets of the corporation, whether in the nature of real or personal property or any other thing of value, inure to or for the benefit of any member of the corporation. If at any time the corporation shall cease to operate or function or become dissolved, whether voluntary or involuntary, all of the assets of the corporation, of every kind or nature then existing, shall immediately be transferred and delivered by proper instruments of transfer or conveyance to the State of Oregon, and shall become the exclusive property of said state for such purpose or purposes as said state, through its duly authorized officers, may from time to time determine.

ARTICLE IV

The address of the initial registered office of the corporation is 824 S. W. Fifth Avenue, Portland, Oregon, and the name of its initial registered agent at such address is FRANK M. WOMACK.

ARTICLE V

The number of directors constituting the initial board of directors of the corporation is 26 and the names and addresses of the persons who are to serve as directors until the first annual meeting or until their successors are elected and shall take office are:

| <u>Name</u> | <u>Address</u> |
|--------------------|---|
| Paul D. Hunt | 1425 N. E. Irving Street, Portland, Oregon |
| Buddy S. Ikata | 816 N. Russel Street, Portland, Oregon |
| Philip Englehart | 2333 S. W. 18 Avenue, Portland, Oregon |
| William H. Fisher | 1000 Lewis Building, Portland, Oregon |
| J. W. Speer, Jr. | 616 S. W. Broadway, Portland, Oregon |
| Thomas C. Young | 509 Allen Road, Lake Grove, Oregon |
| George Azumano | 200 S. W. 4th Avenue, Portland, Oregon |
| H. K. Cherry | 520 S. W. Morrison, Portland, Oregon |
| Tom S. Tamiyasu | 28 N. W. 4th Avenue, Portland, Oregon |
| J. C. Hering | 817 Board of Trade Building, Portland, Ore. |
| R. W. Cabell | 604 Lewis Building, Portland, Oregon |
| David C. Duncan | Route 1, Box 915, Beaverton, Oregon |
| Edmund G. Ellis | Oregonian Building, Portland, Oregon |
| M. J. Frey | 1320 S. W. Broadway, Portland, Oregon |
| Yoshi Minagi | 704 Lewis Building, Portland, Oregon |
| Robert Rickett | 216 S. E. Grand Avenue, Portland, Oregon |
| David Sutherland | 204 Concord Building, Portland, Oregon |
| Rudie Wilhelm, Jr. | 1233 N. W. 12th Avenue, Portland, Oregon |
| Jerry Inoye | 105 W. Burnside Street, Portland, Oregon |
| Masaaki Okuda | 310 S. W. 4th Avenue, Portland, Oregon |
| Donald H. Bates | 922 S. W. Stark Street, Portland, Oregon |
| John M. Fulton | 920 S. W. 6th Avenue, Portland, Oregon |
| Thomas Kerr | 600 Lewis Building, Portland, Oregon |
| Carvel C. Linden | 321 S. W. 6th Avenue, Portland, Oregon |
| E. C. Sammons | 321 S. W. 6th Avenue, Portland, Oregon |
| Roland Davis | 623 S. W. Oak Street, Portland, Oregon |

ARTICLE VI

The name and address of each incorporator is:

| <u>Name</u> | <u>Address</u> |
|------------------|--|
| Carvel C. Linden | 321 S. W. 6th Avenue, Portland, Oregon |
| John M. Fulton | 920 S. W. 6th Avenue, Portland, Oregon |
| Roland Davis | 623 S. W. Oak Street, Portland, Oregon |

Dated February 12, 1964.

Carvel Linden

John M. Fulton

Roland Davis

STATE OF OREGON }
County of Multnomah } ss.

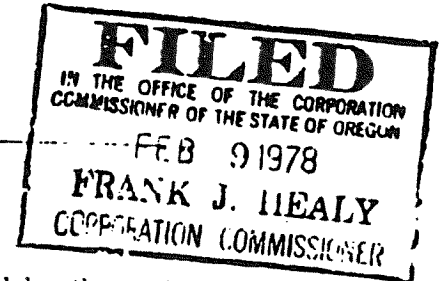
I, Roy E. Adkins, a notary public for Oregon, hereby certify that on the 12th day of February, 1964, personally appeared before me CARVEL C. LINDEN, JOHN M. FULTON and ROLAND DAVIS, who being by me first duly sworn, severally declared that they are the persons who signed the foregoing document as incorporators, and that the statements therein contained are true.

Roy E. Adkins
Notary Public for Oregon
My Commission expires: 2-22-66

Filing Fee: \$5.00

Articles of Amendment
of

JAPAN SOCIETY OF OREGON



Pursuant to ORS 61.370 these Articles of Amendment were adopted by the undersigned corporation:

1. The present (not new) corporate name is JAPAN SOCIETY OF OREGON

2. The following amendment of the Articles of Incorporation was adopted in the manner prescribed by the Oregon Nonprofit Corporation Act:

(Set forth article(s) in full as will be amended to read.)

ARTICLE I

The name of the corporation shall be JAPAN-AMERICA
SOCIETY OF OREGON and its duration shall be perpetual.

3. (Check below the statement which is appropriate:)

- The amendment was adopted at a meeting of the Board of Directors on January 17, 1978, and received the vote of a majority of the directors in office, there being no members having voting rights in respect thereof.
- The amendment was adopted at a meeting of the members on _____, 19____, at which a quorum was present, and the amendment received at least two-thirds of the votes which members present or represented by proxy at such meeting were entitled to cast.
- The amendment was adopted by a consent in writing signed by all members entitled to vote with respect thereto.

We, the undersigned, declare under penalties of perjury that we have examined the foregoing and to the best of our knowledge and belief, it is true, correct and complete.

JAPAN SOCIETY OF OREGON
Present (not new) Corporate Name

By R. C. Lawrence and Frank M. Womack
R. C. Lawrence Frank M. Womack
Its _____ President Its _____ Secretary

Dated February 7, 1978

PO BOX 2350 ROOM 5127
LOS ANGELES, CA 90053

Date: JUL 29 1992

JAPAN AMERICAN SOCIETY OF OREGON
221 NW SECOND AVENUE
PORTLAND, OR 97209

Employer Identification Number:
93-0783407

Contact Person:
TYRONE THOMAS

Contact Telephone Number:
(213) 894-6641

Our Letter Dated:
April 29, 1987

Addendum Applies:
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(2).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(2) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(2) organization.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

You are required to file Form 990 only if your gross receipts each year are normally more than \$25,000. For guidance in determining whether your gross receipts are "normally" more than \$25,000, see the instructions for Form 990. If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. A penalty of \$10 a day is charged when a return is filed late, unless there is reasonable cause for the delay. However, the maximum penalty charged cannot exceed \$5,000 or 5 percent of your gross receipts for the year, whichever is less. This penalty may also be charged if a return is not complete, so please be sure your return is complete before you file it.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.


Letter 1050(DO/CG)

JAPAN AMERICAN SOCIETY OF OREGON

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,

A handwritten signature in cursive script that reads "Michael J. Quinn". The signature is written in black ink and is positioned above the typed name and title.

Michael J. Quinn
District Director

BYLAWS

JAPAN-AMERICA SOCIETY OF OREGON

Adopted April 28, 2016

ARTICLE I: DEFINITIONS

Unless the context demands a different meaning, these terms have the following meanings in these Bylaws:

1. "Board" means the Board of Directors of the Society.
2. "Business" means a corporation, partnership, limited liability company, unit of government, unincorporated association, non-profit association, or other entity.
3. "Business Member" means a Business that is a member of the Society.
4. "Bylaws" means these Bylaws. These are the Bylaws of the Society.
5. "Consul-General" means the Japanese career diplomat who holds the title of Consul-General for Japan in Oregon, or, if no person holds that title, the senior Japanese career consul-general or other consular official with responsibility for Oregon.
6. "Director" means a person elected or otherwise serving as a director of the Society, but does not include the Executive Director and does not include Honorary Directors.
7. "Executive Director" means the employee of the Society who is in day-to-day charge of the Society's operations, regardless of the title that the Board attaches to that position.
8. "Individual Member" means, as appropriate: (a) a person who is a Member of the Society; and (b) a person whom a Business Member designates to be an Individual Member on behalf of the Business Member.
9. "Member" includes Individual Members and Business Members.
10. "Society" means Japan-America Society of Oregon, an Oregon public benefit non-profit corporation.

ARTICLE II: OFFICES

Section 1. Principal Office. The principal office of the Japan-America Society of Oregon, hereinafter referred to as the "Society," shall be located within Portland, Oregon at a location that the Board of Directors will select. At present (April 2016) the principal office is at

221 N.W. Second Avenue, Suite 202, Portland, Oregon 97209.

ARTICLE III: MEMBERSHIP

Section 1. Membership Classes. Membership in the Society shall be of several classes, including at all times at least one class for Individual Members and one class for Business Members. The Board will allow Business Members to designate one or more individuals associated with the Business as members of the Society, and the persons so designated will be classed as Individual Members as long as the designating Business Member maintains its membership and continues the designation in force. The Board may adopt, revise, and eliminate other classes of membership as it sees fit. Until the Board amends the classes of membership, the classes of membership are as stated in Schedule 1 to these Bylaws.

Section 2. Dues and Membership Benefits. The Board will establish, and may from time to time revise, the annual or other dues that Members of the different classes will pay, and the benefits of the different classes of membership. The Board may establish classes of membership (for example, honorary members) of whom no dues will be required.

Section 3. Applications for Membership. The Executive Director will prepare membership applications and make them available to prospective Members. The membership applications shall request prospective members to provide such information as the Society may require to provide the members with the benefits of membership.

Section 4. Consul-General is an Individual Member ex officio. The Consul-General is ex officio an Individual Member of the Society, from whom no dues or other payment shall ever be required, and is also ex officio a Director.

ARTICLE IV: TERMINATION OF MEMBERSHIP

Section 1. Termination for Non-Payment. Until the Board adopts a different policy on non-payment of membership dues, any Member who is delinquent in dues for a period of six (6) months shall automatically be dropped from the membership roll of the Society.

Section 2. Resignation. Any Member may resign from the Society by sending a notice of resignation to the Society's office.

Section 3. Resignation or Termination of a Business Member. If a Business Member resigns its membership or is dropped for non-payment of dues, then the individuals that the entity has designated as Individual Members will also cease to be Members.

ARTICLE V: VOTING

Section 1. Voting Rights. All Individual Members of the Society who have provided a valid e-mail address to the Society at which to receive notices are entitled to vote, in person or by proxy, at all meetings of the Society at which a vote of the Members is taken. Each

Individual Member will have one vote, except that in any contested matter the designees of a Business Member will have no more than twenty-five votes total.

ARTICLE VI: MEETINGS OF THE MEMBERS

Section 1. Annual Meeting of Members. The Board will hold at least one meeting of the Members each calendar year, and shall give notice of the time and place of the annual meeting to the Members at least two weeks in advance of the meeting.

Section 2. Special Meetings. Special meetings of the Members may be called at any time by the President. The President will call a special meeting of the Members upon the written request of fifty or more Individual Members, for the purpose that the requesting Individual Members state in their request. The Board will give notice of special meetings to the Individual Members in the same manner as for notice of the annual meeting of Members.

Section 3. Quorum. At the annual meeting of the Members, fifty (50) Individual Members including at least five directors will constitute a quorum. At any special meeting of the Members, five percent of the Individual Members including at least five directors will constitute a quorum.

ARTICLE VII: BOARD OF DIRECTORS

Section 1. Number of Directors. The Society shall operate under the supervision of the Board of Directors, each of whom must be an Individual Member of the Society. The Board of Directors shall include the President, the President-Elect, the immediate past President (if an Individual Member), the Consul-General, and at least 20 but no more than 30 other Individual Members of the Society. The Board shall serve without compensation.

Section 2. Term of Directors. The elected Directors shall be divided into two classes of approximately equal number, with one class elected in odd-numbered years and the other class elected in even-numbered years. The Directors elected each year shall take office immediately on the conclusion of the annual meeting of Members at which they are elected, and will serve terms of approximately two years, until the second annual meeting of Members following their election. Elected Directors may be re-elected without limit.

Section 3. Nomination and Election of Directors. Each year the President shall appoint at least five Individual Members, including at least one Director whose term does not expire that year, to be the Nominating Committee. The Nominating Committee shall propose for election as Directors at least enough Individual Members to fill the seats on the Board that are then up for election. The Board will present the nominees for election at the annual meeting of Members. A majority vote of the Individual Members who are present at the annual meeting is sufficient to elect the nominees.

Section 4. Past Presidents. The immediate past President of the Society (if an Individual Member) is a Director ex officio until the second annual meeting of Members

following the end of the person's term as President. Earlier past Presidents who continue to be Individual Members have the privilege of attending and speaking at meetings of the Board, but will not (unless otherwise elected as a Director) be Directors, will not vote at meetings, and will not be counted toward the presence of a quorum.

Section 5. Honorary Directors. The Governor of Oregon and the Mayor of Portland will be Honorary Directors of the Society during their term in office. The Board may honor one or more other persons with the title of Honorary Director, either for life or for a stated period. Honorary Directors may attend and speak at meetings of the Board, but will not vote at meetings and will not be counted toward the presence of a quorum at meetings of the Board.

Section 6. Vacancies on the Board. The Board may by majority vote at a regular meeting fill any vacancy on the Board by electing an Individual Member to serve as a Director until either the next annual meeting of Members or the second-next annual meeting of Members, as the Board may decide.

Section 7. Leaves of Absence. A Director who is unable to attend Board and committee meetings by reason of physical condition, absence from the Portland metropolitan area, or the press of business may request the Executive Committee to grant a leave of absence for a period of up to six months. If the Executive Committee grants the leave of absence, then the requesting Director will continue to hold the title of Director during the leave of absence (or until the Director's term expires, if earlier) but will not, during the leave of absence, be counted toward a quorum of the Board or be entitled to vote at meetings of the Board.

ARTICLE VIII: COMMITTEES OF THE SOCIETY

Section 1. Committees. The Society shall have an Executive Committee, a Membership Committee, and a Nominating Committee. The Society may have other committees as the Board or the President may create, either for a specific project or to continue indefinitely. Within a reasonable time after the annual meeting of Members, the President shall appoint the members of the committees, and the appointed committee members will serve until the next annual meeting of Members. The President will be the chair of the Executive Committee and shall appoint the chairs of the other committees. Each committee of the Board shall have at least three members, including at least two Directors as committee members. The other committee members may be chosen from among the Individual Members.

Section 2. Executive Committee. The Executive Committee shall include the President, the President-Elect, the Executive Director, the Vice Presidents, the Secretary, the Treasurer, and up to three other Directors that the President designates. The Executive Committee shall prepare the agenda for Board meetings and shall oversee the business of the Society between Board meetings. The Executive Committee may also act for the Board in case of emergency or when it is impracticable to convene a meeting of the Board to respond to an unexpected event.

Section 3. Membership Committee. The Membership Committee shall work to identify, recruit, and retain Members of the Society, and shall carry out such other functions as the Executive Committee may assign to it.

Section 4. Nominating Committee. The Nominating Committee shall propose nominees for Directors and officers of the Society, for approval by the Members of the Director nominees and for approval by the Board of the officer nominees. Unless the President appoints another Director as the chair of the Nominating Committee, the President will chair the Nominating Committee.

Section 5. Committee Meetings. The chairs of each committee shall call meetings of their committees as frequently as necessary to carry out the duties of the committee. Three committee members including at least one Director will constitute a quorum.

Section 6. Staff Liaison. The Executive Director will designate an employee of the Society as the staff liaison to each committee other than the Executive Committee, unless the President determines that a committee should function without a staff liaison. The staff liaison to each committee will be entitled to attend meetings of that committee as a non-voting member of the committee.

ARTICLE IX: MEETINGS OF THE BOARD OF DIRECTORS

Section 1. Regular Meetings. The Board will hold regular meetings at times and places that the President or the Executive Committee shall fix.

Section 2. Special Meetings. The Board will hold a special meeting on the call of the President. The Board will also hold a special meeting on written request of seven or more Directors, to transact such business as the directors may state in their request.

Section 3. Quorum of Directors. One-third of the Directors will constitute a quorum.

Section 4. Appropriation of Funds. The affirmative vote of a majority of the Directors present at a meeting of the Board at which a quorum is present shall be required to make any appropriation of money other than (a) the general operating expenses of the Society, and (b) expenses allowed for or contemplated by a budget of the Society that the Board has approved.

ARTICLE X: ORDER OF BUSINESS AT MEETINGS

Section 1. Order of Business at Board Meetings. The Executive Committee shall prepare and distribute the agenda for Board meetings, which shall include approval of the minutes of prior meetings and reports on the operations of the Society. The agenda shall also include any other matters that require a decision by the Board or that the Executive Committee believes appropriate to present to the Board.

Section 2. Order of Business at Meetings of the Members. The Board shall determine

the order of business at all meetings of the Members. Business at the annual meeting of Members shall include approval of the minutes of the prior meeting of the Members, election of Directors, reports on the operations of the Society, and such other matters as the Board believes appropriate to present to the Members.

Section 3. Conduct of Meetings. The presiding officer at a meeting of the Board or of the Members is not required to follow any particular rules of order, but may conduct the meeting in any fair and reasonable manner that allows the Board or the Members (as the case may be) to transact business.

ARTICLE XI: TRANSACTING BUSINESS WITHOUT A MEETING

Section 1. Board May Act Without Meeting. The Board may take any action without a meeting that Chapter 65, Oregon Revised Statutes requires or permits to be taken at a Board meeting, if within a ten-day period the Directors unanimously signify their assent to the action in writing (including e-mail or other electronic communication), given to the President or President-Elect. If a Director who holds a public office or government appointment states that rules applicable to the office or appointment prohibit the Director from voting on the matter, or if a Director declares that a conflict of interest requires that the Director not vote on the matter, then that Director will be disregarded for purpose of the vote, so that the rest of the Directors may act. If within the ten-day period a majority, but fewer than all, of the Directors signify their assent to the action, then the Executive Committee may take the action in place of the Board unless Chapter 65, Oregon Revised Statutes requires that the action be taken only by the Board. If ORS 65.341(2) should be amended to allow the board of directors of a public benefit non-profit corporation to take action without a meeting by less than unanimous consent, then the Board may take any action without a meeting by majority consent, or by such greater approval that the statute may then require.

ARTICLE XII: OFFICERS; EXECUTIVE DIRECTOR

Section 1. The Officers. The officers of the Society are the President (also called the Chair), the President-Elect (also called the Chair-Elect), one or more Vice Presidents (also called Vice-Chairs), a Secretary, and a Treasurer. The officers must be Individual Members when elected or appointed and throughout their term in office. The Board may appoint one or more persons as honorary officers, who need not be Individual Members when appointed and who will have no duties or responsibilities.

Section 2. Election of Officers. At the Board's first meeting after the annual meeting of Members in odd-numbered years, the President-Elect will become the President. If the Board has not already approved the nominees proposed by the Nominating Committee, then the Board will elect the other officers from among the Individual Members. Any person elected as an officer who is not a Director will become a Director while that person holds the office.

Section 3. Two-Year Term of Officers. The Officers shall serve terms of approximately two years, until the first Board meeting following the annual meeting of Members in the next

odd-numbered year, or until their successors are elected and qualified.

Section 4. Duties of Officers. The President will preside at all meetings of the Board and of the Members, and will be the chair of the Nominating Committee unless the President appoints another Director as its chair. The President-Elect will preside in the absence of the President, and will fulfill the duties of the President if the President dies, resigns as President, or becomes unable to perform the duties of the office. The Vice Presidents shall have such duties as the President may assign to them. The Secretary shall be responsible for preparing minutes of the meetings of the Board and of the Members and for maintaining the records of the Society necessary to preserve the corporate existence of the Society. The Treasurer shall have general charge of the financial records of the Society, shall prepare or oversee the financial reporting of the Society, and shall report to the Board from time to time on the financial condition of the Society. If the Board establishes a Budget Committee or a Finance Committee (however named), then the Treasurer will be the chair of that committee.

Section 5. No Compensation. The officers will serve without compensation, will not exploit their positions as officers for private gain or take any other action that might jeopardize the Society's status under Section 501(c)(3) of the Internal Revenue Code. However, the Society may reimburse the officers for amounts that the officers expend to perform their duties. Expenses of the President shall be submitted to the Treasurer for approval. Expenses of the other officers shall be submitted to the Executive Director for approval.

Section 6. Vacancies. If the office of President becomes vacant, then the President-Elect shall become the President and shall complete the term of the former President, after which he or she shall then start his or her own two-year term as President. If the office of President-Elect becomes vacant because the President-Elect has become the President, then the Board shall fill by vote the office of President-Elect, and the person so chosen will complete the unexpired term of the President-Elect and will also be the President-Elect during the full term that the prior President-Elect serves as President. The Board shall fill by vote any vacancy in any other office.

Section 7. Executive Director. The Society shall employ a capable person as its general manager, referred to as the "Executive Director" in these Bylaws, who shall be selected by the Board. The Executive Director shall keep the membership records of the Society, engage and terminate other employees of the Society within the budgets approved by the Board, collect revenues and pay expenses, operate the Society's office, and enter into contracts on behalf of the Society for the ordinary expenses of the Society. The Executive Director shall also perform such other duties as the Board or the Executive Committee may assign. The Executive Director may not, however, purchase, lease, or sell real property, borrow money, or pledge the Society's assets as security for debt without the prior approval of the Board.

ARTICLE XIII: CONSTRUCTION AND AMENDMENT OF BYLAWS

Section 1. Construction. All questions as to construction and meaning of the Bylaws shall be decided by the presiding officer of the meeting at which the question arises. If the

presiding officer's decision is challenged, the question shall be decided by the Board.

Section 2. Amendment. These Bylaws may be amended by a two-thirds vote of the Directors present at a meeting of the Board, provided that the agenda for the meeting includes notice that an amendment to the Bylaws will be considered at that meeting.

Section 3. Compliance with Internal Revenue Code. No provision of the Bylaws may be interpreted in any manner that would cause the Society to cease to qualify for exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

ARTICLE XIV: ELECTRONIC AND OTHER NOTICES

Section 1. Electronic Notice. Notices to the Board and to the Members may be given by mail, by hand delivery, or by electronic communication. The Society will give notices by any manner reasonably calculated to provide actual notice, which may include an e-mail or other electronic notification that describes in general terms the matter that is the subject of the notice, and which may direct the Member to the Society's website for further information. A Member who does not provide the Society with a valid e-mail address at which to receive notices does not have the right to vote on any matter for which the Society would otherwise be required to send written notice to the Members, and is conclusively deemed to have waived notice of all meetings of the Members.

ARTICLE XV: FISCAL YEAR

Section 1. Fiscal Year. The fiscal year of the Society shall be the calendar year.

ARTICLE XVI: SEAL

Section 1. No Seal Required. The Society may transact its business without a seal or other formality. The Society may, however, adopt and use a seal for formal or ceremonial purposes that includes the words "Japan-America Society of Oregon."

ARTICLE XVII: INDEMNIFICATION OF DIRECTORS

Section 1. Indemnification. The Society will indemnify the Directors against liability incurred in a proceeding to which the Director was made a party because the Director is or was a Director to the maximum extent permitted by ORS 65.391 and other applicable provisions of Oregon law. The Society is authorized to amend its Bylaws to eliminate or impair this right to indemnification after an act or omission occurs, as permitted by ORS 65.391(6)(b).

SCHEDULE 1

MEMBERSHIP CLASSES

For organizations:

Diamond

Platinum

Gold

Silver

Bronze

Copper

Individuals:

Senior

Student

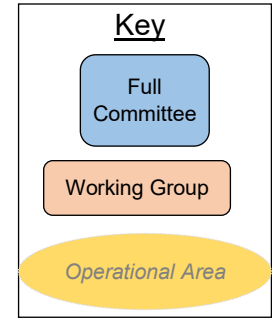
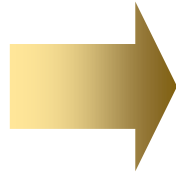
Individual (up to 2 as a couple)

Columbia Circle

Tomodachi-kai

2021-22 Japan-America Society of Oregon Organization Chart

Past Chairs & Honorary Board Members
Advisory & Guidance



Board of Directors

Executive Committee

Executive Director

Assistant Director

Program Manager

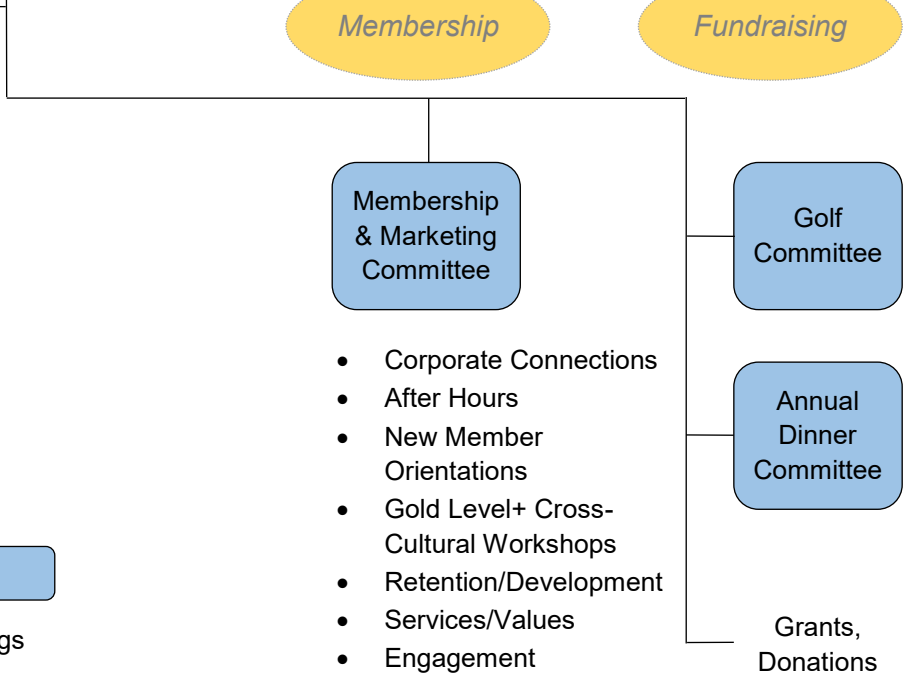
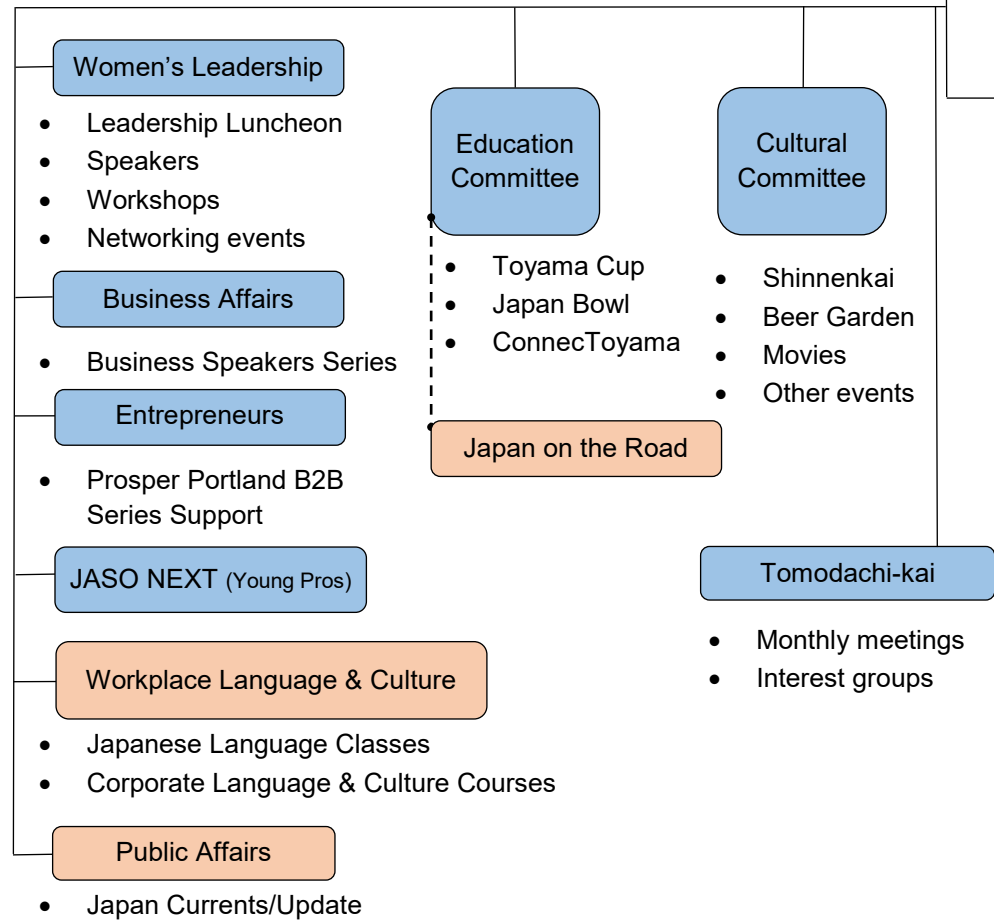
Business

Education

Culture

Membership

Fundraising



Statement from Executive Director

As of 2021, JASO does not have a recent Board-developed vision or mission beyond those developed prior to 2010. These are starting points of a coherent Strategic Plan, which helps guide the organization leadership. This needs to be an organization goal.

Graham believes an “AVMP hierarchy” creates a non-profit with strong sustainable structure that maximizes the opportunity of success, where

A = Articles of Incorporation

V = Vision

M = Mission, and

P = Programs

And has developed interim guiding statements where not updated elsewhere as:

Articles of Incorporation (original)

To bring the peoples of the United States and Japan closer together in their appreciation and understanding of each other and each other’s way of life. To function as a non-profit, non-political organization interested in serving as a medium through which both peoples can learn from the experiences and accomplishments of the other.

Vision (updated)

Where Oregon and Southwest Washington has multiple thriving relationships at organizational and personal levels with Japan and the Japanese people; benefitting each side economically, intellectually and spiritually; and embracing the challenges of change and of learning; in order to enrich and make the lives of all more successful.

Mission (updated)

To support business and develop community by strengthening the US-Japan relationship.

Principles

- We focus on programs that help businesses and businesspeople be more successful today and in the future.
- We work in Oregon and Southwest Washington, and reach out to surrounding areas where opportunity exists.

Values

- Passion in connectivity.
- Success through collaboration.
- Teamwork; empowering volunteerism.
- Diversity, Integrity, Empathy brings Quality.

Programs

We deliver our mission annually through an array of programs focusing on different areas of business, education, and culture.

Current Committees, Programming, & Responsibilities (also, see Organization Chart)

Each committee has a charter; a one-page document showing purpose, people, and programs.

Business

- **Business Affairs** - A Business Speaker Series bringing the voices of executive business leaders.
- **Women's Leadership Council** – helping women gain leadership skills.
- **Entrepreneurs** – supporting Japanese businesses looking for business development through Prosper Portland's B2B Matchmaking Series
- **NEXT (Young Professionals)** – creating a forum for young professionals aged 21-35 who are passionate about the US-Japan relationship to create and grow programming based on their specific interests.
- **Language & Culture** – delivering learning programs for Japanese Language for Business Purposes and Japanese Workplace Language and Culture for US employees at Japanese companies
- **Public Affairs** – creating ad hoc public affairs programming where opportunity exists

Education

- **Japan on the Road** – outreach program introducing 3rd grade students to Japan
- **Pacific Northwest Japan Bowl** – Japanese language and culture quiz for high school students
- **Toyama Cup** – speech contest for college Japanese language students
- **ConnecToyama** – ongoing effort to connect Oregon education institutions to similar institutions in Toyama Prefecture

Culture

- **Shinnenkai** – New Year Party
- **Japanese Beer Garden** – summer social gathering
- **Movie Nights** – watching and discussing Japan-related films
- Other opportunities pop up from time to time

Membership & Marketing

- **Corporate Connections** – visiting facilities and organizations
- **After Hours** – social gathering and networking
- **New Member Orientations** – welcoming new members and explaining JASO
- **Gold Level + Cross-Cultural Workshops** – for high-level members, to help Japanese workers here to understand US companies and/or colleagues; and to help US workers here understand Japanese companies and/or colleagues.
- **Membership Value** – services, benefits and “what’s in it for me?” element of membership
- **Retention & Development** – helping both keep members, and find new members
- **Engagement** – how we encourage members to connect

Golf – planning the golf fundraiser

Annual Dinner – planning the Annual Dinner fundraiser

Tomodachikai – is a social group of older members who meet monthly and do activities together

This region is the best place to do business between North America and Japan, as well as in certain industries in particular, including sustainable design, footwear/apparel, innovation, technology and food, among others

We have the hottest product, at the right place, at the right time (surveys showing Portland is #1 destination for Japanese)

Vision

JASO as a pre-eminent business organization in our region.

Mission

New Mission: The Japan-America Society of Oregon (JASO) promotes business and innovation and serves as a resource for the strong and ever-growing relationship between Japan and the Pacific Northwest region of Oregon and SW Washington.

Objectives

e.g. lead, connect, amplify
e.g. shift more towards business emphasis

Strategies

e.g. focus on the creative class (younger professionals, entrepreneurs) who are seeking out Portland
e.g. develop innovative programs that leverage and highlight JASO's key value proposition: our membership

Tactics

e.g. JASO sponsorship of an "international business innovation" award highlighting a business in our region, as part of the "Oregon International Business Awards" during international trade week in May

JASO's Role in the Oregon and SW Washington Community

Examples

Private Sector/Business

- JASO
- Portland Business Alliance (PBA)/Pacific Northwest International Trade Alliance (PNITA)

State/Regional Governments

- Business Oregon/Portland Development Commission (PDC)/Port of Portland (POP)

Education

- PSU/Center for Japanese Studies
- Portland Public Schools/Oya No Kai

Arts/Culture

- Portland Art Museum (PAM)/Asian Arts Council
- Portland Japanese Garden

Heritage

- Oregon Nikkei Endowment (ONE)
- Oregon Historical Society

Japan- Oregon

JASO 2020 Vision & Mission

Executive Summary

The purpose of the "JASO 2020 Committee" was to reinvent and refocus JASO by creating a new Vision and a new Mission, setting a new course for JASO. The work product of the JASO 2020 Committee should be utilized by the Board and the Executive Director (and his/her staff) as a compass and high level guide for creating and executing objectives, strategies and tactics over the next five years and beyond.

The JASO 2020 Committee was formed at the board retreat held at the offices of accounting firm and corporate member Moss Adams on September 26, 2014. The JASO 2020 Committee met two times at the offices of law firm and corporate member Perkins Coie, first on November 14, 2014 and again on December 19, 2014. The JASO 2020 Committee made a preliminary report to the full Board at the Board's regularly scheduled meeting on January 30, 2015. After receiving feedback from the Board, the JASO 2020 Committee met one final time at Perkins Coie on March 20, 2015.

The new Vision and new Mission are presented herein, as well as some graphical depictions of JASO's role in the greater Oregon and SW Washington community. Additionally, for illustration purposes only, the JASO 2020 Committee sought to highlight some examples of organizations that JASO should seek to amplify, and with which JASO should seek to form a stronger, deeper relationship (in both cases, leveraging the current JASO membership).

* Members of the JASO 2020 Committee (in alphabetical order): Rick Aizawa, Sean Egusa, Yoshio Kurosaki (ex officio), Patrick Mayer, Lynn Moyers (ex officio), Darren Nakata, Doug Rux, Doug Smith (ex officio), Mari Watanabe and Mitsu Yamazaki.

Examples of Organizations to Connect With/Amplify

| | |
|--|--|
| <p>Private Sector/ Business</p> | <ul style="list-style-type: none"> •Shokookai •Japanese businesses doing business in Oregon •U.S. businesses doing business with/in Japan •Industries: freight/logistics; travel/leisure; design/creative; professional services; technology/manufacturing •Portland Business Alliance (PBA)/Pacific Northwest International Trade Alliance (PNITA) •U.S. Japan Council (USJC) •Oregon Business Council (OBC) •Associated Oregon Industries (AOI) •Oregon Business Alliance (OBA) •Technology Association of Oregon (TAO) •Oregon Entrepreneurs Network (OEN) |
| <p>State/Regional Governments</p> | <ul style="list-style-type: none"> •Port of Portland (POP) •Business Oregon •Portland Development Commission (PDC) •Travel Oregon •Travel Portland •Consular Office ○ Columbia River Economic Development Council •Greater Portland Inc. •City Governments: City of Hillsboro; City of Beaverton; City of Salem, etc. |
| <p>Education</p> | <ul style="list-style-type: none"> ✓ PSU/Center for Japanese Studies •Portland Public Schools/Oya no kai •Association of Teachers of Japanese in Oregon (ATJO) •International School ✓ Tokyo International University of America (TIUA) •Waseda University exchange program ✓ Shokookai |
| <p>Arts/Culture</p> | <ul style="list-style-type: none"> •Portland Japanese Garden •Portland Art Museum (PAM)/Asian Arts Council •Pacific Northwest College of Art (PNCA) •UO Art Museum •PSU Center for the Performing Arts •Ikebana International •Taiko (various organizations) •Odori (various organizations) •Koto (various organizations) •Ceramics (various organizations) |
| <p>Heritage</p> | <ul style="list-style-type: none"> ✓ Oregon Nikkei Endowment (ONE) ○ Japanese Ancestral Society (JAS) •Japanese American Citizens League (JAACL) •Epworth United Methodist Church ○ Oregon Buddhist Temple •Nichiren Buddhist Temple •Buddhist Daihonzan Henjyoji Temple •Nikkei Jin Kai •Ikoi No Kai •Sports clubs/martial arts |

Handwritten notes and signatures in the bottom right corner, including a signature that appears to be "Rep".

**Japan America Society of Oregon
Strategic Plan
2009-2014**

Mission

The Japan America Society of Oregon (JASO) mission is to promote business and cultural exchange with Japan and to enhance mutual understanding between the United States and Japan throughout Oregon and Southwest Washington.

Vision

Over the next five years, we will create a visible, powerful and seamless network of people, communications, coordination, and partnership within the Japan-related business and cultural communities.

Strategy

Raise the public profile of JASO by increasing corporate and individual membership each by 20 percent, delivering greater value to members from JASO's programs and services that focus on business, education, cultural awareness and social networking, and creating strong partnerships with other Japan-related organizations.

Initiatives

Five key initiatives have been identified that will drive the next five years of JASO's strategic plan to achieve its vision of raising JASO profile, reach, and effectiveness in serving the Japan-related business and cultural communities, while ensuring financial stability of the organization.

Initiative #1 – Communications and Marketing

Achieve a significant increase in membership and community communications to increase member connectivity and awareness of JASO programs and services. This initiative will have three main points of focus (improved use of communications technology, direct site visits, and media communications) and is closely linked with Initiative #3:

- a. Collection of a strong e-mail database that extends beyond board member connectivity to include both stakeholders and partners.
- b. Creation of a JASO e-network using electronic distribution capability available through the Linked-In networking website.
- c. Development of website capacity improvements such as contact lists, calendaring, and on-line event registration.
- d. Establishment of strong media relations to enhance broader community oriented communications efforts that reach beyond the JASO membership.
- e. Development of new, effective marketing materials that would include JASO brochure with materials describing core programs, Annual Report/annual events review (past year), annual schedule of event (upcoming year) and up-to-date lists of member companies and individuals.

Initiative #2 – Service Areas

JASO current services areas can be broken into four key areas; Business, Education, Culture, and Social/Networking. Improved depth for current programs in the Business and Education service areas is highly desirable while maintaining current program effectiveness in the Culture and Social/Networking service areas. Specific activities to be included:

- a. Develop more formal relationships with OECDD, the Oregon's Japan Representative Office, Shokookai and other Japan related organizations to identify programs and events that would provide benefit to members.
- b. Investigate and develop improved speaker options through NAJAS.
- c. Develop and implement revised program designs for business (supplementing the Japan Forum concept) and education (building around the strong Japan on the Road program).

Initiative #3 – Membership

JASO will re-engage and re-energize its Membership Committee, focusing on membership retention and seeking new members from companies locating in Oregon with ties to Japan as well as local companies looking to increase business activity and improve relations with Japan. JASO's Board will also be actively involved in growing JASO's membership. Steps to achieve this include:

- a. Interview members/companies to determine how JASO programming and services can better fit their needs and interests.
- b. Develop target list of new corporate members
- c. Identify and solicit existing corporate members for potential upgrade
- d. Actively engage JASO Board in assisting with steps a, b & c.
- e. Create special pricing/category for a JASO/Tomodachi dual membership to improve interaction with JASO and Tomodachi members and their respective events.

Effective marketing of JASO is also necessary in order to maintain/increase membership, and encourage attendance at events and programs. Several key marketing pieces are needed to support broad outreach into the communities of interest and are being developed as part of Initiative 1.

Initiative #4 – Strategic Partnerships

There are many different organizations that are engaged in Japan-related business, cultural, and community activities. Rather than compete with these organizations, JASO has developed supportive relationships on specific programs and events. There is further opportunity to build stronger, cooperative and even formalized relationships with them.

- a. Make contact with and identify the potential for more cooperative support and coordination for programs and events with other Japan-related organizations and educational institutions such as the Japanese Garden, Portland Business Alliance, Asian American Business Alliance, Portland State University, Lewis and Clark College, Japanese Ancestral Society, and Oregon Nikkei Endowment. Develop at least two incremental opportunities per year for event coordination, joint-sponsorship, and supportive marketing while annually assessing existing event partnerships for continuing participation.

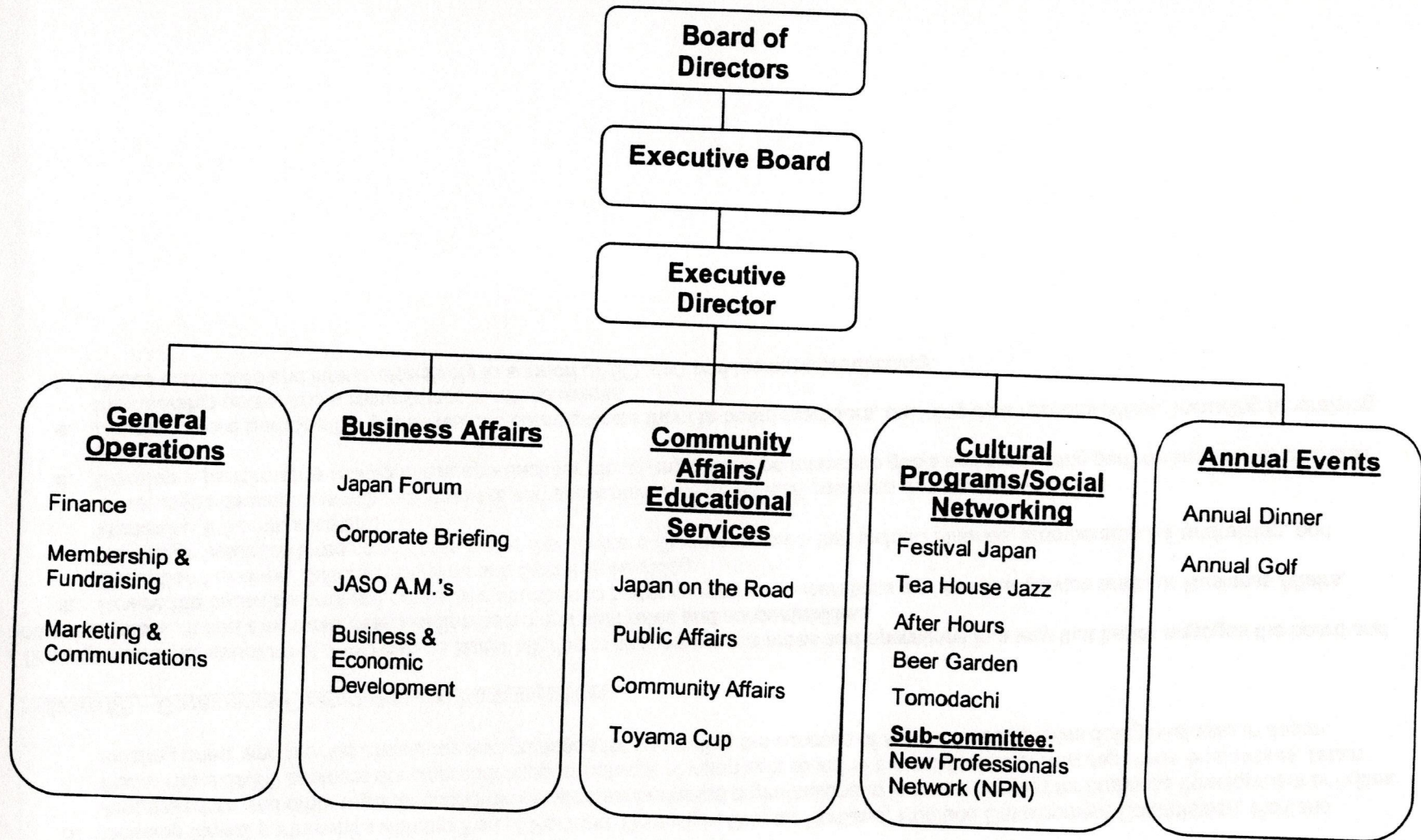
- b. Develop formal partnerships with the Port of Portland, Greenlight Greater Portland, Portland Development Commission, Portland Ambassadors and other regional economic development oriented organizations to increase support for business development activities.
- c. Formalize a JASO business development support network of volunteers to aid in the solicitation of new Japanese businesses, retain existing ones, and provide assistance and guidance for supporting the success of American companies doing business in Japan.

Initiative #5 – Governance Restructuring and Responsibilities

The organizational structure of JASO can be better aligned to support service areas and operations in a way that better engages the board and other members. It can also more clearly define board and staff roles and accountabilities.

- a. Revise the organizational and committee structure to better support core operations and the four service areas of Business Affairs, Education Services, Cultural Programs and Social Networking.
- b. Re-design/establish three committees under the Business Operations area that include Finance, Membership & Fundraising, and Marketing & Communications.
- c. Develop job descriptions with assignments and accountabilities for all staff positions and committee chairs.
- d. Develop a performance management approach for identifying annual performance goals and measuring performance for all paid staff positions.
- e. Develop board participation guidelines and communicate them to board members, outlining their responsibilities, including fundraising, membership goals, and a commitment to attend events.
- f. Utilize volunteers and interns effectively to support JASO staff and increase productivity.

**Japan America Society of Oregon
Proposed Organizational Structure**



**JASO 2009 Tactical Plan
Initiative #1 – Communications and Marketing**

| | Action Step Description | Goals and Objectives | Status | Est. Cost and Accountability |
|---|---|---|--|--|
| 1 | Build direct contact database and add to web service e-mail capability through collection of individual information (name, affiliation, phone, mail, e-mail) at event registration, during events, and through direct solicitation. Identify electronic only/hard copy only recipients Assign intern to assist in the collection process and input into database. Identify & purchase software to facilitate e-communication and newsletter | <ol style="list-style-type: none"> 1. Updated contact information for all companies/board members to include e-mail contact information 2. Contact information for 1,000 individuals by 12/09 3. Reduce cost of snail mail (postage, printing, envelopes etc.) | <ol style="list-style-type: none"> 1. On track to 50% by June 2009 2. On going, 200 as of 3/09 | Est. Cost: \$500 Accountability: JASO staff, intern, Marketing & Communications Committee |
| 2 | Develop new marketing materials including JASO brochure, Annual Report, one-page bilingual summary of events and schedule of events. Initial meeting with Elisa Dozono and Martha Crawford. | <ol style="list-style-type: none"> 1. Draft text and preliminary design by 3/09 2. Final materials ready for printing by 5/09 | <ol style="list-style-type: none"> 1. Mtg. with Elisa & Martha 2/18 | Est. Cost: Printing expense TBD Accountability: Marketing & Communications Committee with support of Port of Portland |
| 3 | Develop media list and contacts to increase visibility of Society and exposure of programs/events. | <ol style="list-style-type: none"> 1. Update contact and media information | <ol style="list-style-type: none"> 1. Coordinate w/new marketing materials | Est. Cost: Nominal Accountability: Marketing & Communications Committee |
| 4 | Develop database of partnerships identified in Initiative #4 (by category i.e. government, business, academic, non-profit etc.). Improve communication and relevancy of information to better serve needs and provide value to the different groups identified. | <ol style="list-style-type: none"> 1. Collect main contact information for partnerships in Initiative #4 by 4/09 once they are identified | <ol style="list-style-type: none"> 1. Database started 2/09 | Est. Cost: Nominal Accountability: JASO Staff; Marketing & Communications Committee |
| 5 | Establish communication/e-newsletter to Oregon-Japan Friendship Association | <ol style="list-style-type: none"> 1. Identify main contact person (Satoshi Koyama) to be responsible for overseeing distribution of newsletter. | | Est. Cost: Nominal Accountability: JASO Staff (Reiko) |

JASO 2009 Tactical Plan

Initiative #2 – Service Areas

| # | Action Step Description | Goals and Objectives | Status | Est. Cost and Accountability |
|---|---|--|---|--|
| 1 | Provide evaluation and/or interest card for attendees to rate event/program and offer suggestions for improvement. Develop event/program evaluation sheet. | <ol style="list-style-type: none"> *Create evaluation/interest card form and use for all 2009 events Determine value of program/event to improve or eliminate existing programs, and develop new programs/events. Review results by committee responsible for each program area or event. | 1. Evaluation tools completed. | Est. Cost: TBD Accountability: Executive Director and Executive Board |
| 2 | Develop regular series of small, informal breakfast (JASO A.M.'s), Corporate Briefings John Peters Corporate Briefing Tokyo Trade Show/Gov. Tokyo Visit with Tim McCabe, Charlie Allcock, Bill Wyatt & Paul Taylor Oregon Dept. Agriculture Panel JETRO Program | <ol style="list-style-type: none"> Actively engage and utilize member knowledge; provide benefit and exposure for participants. Complete three sessions by 6/09 and reassess/refine | 1. 1 st Corporate Briefing 3/31; Two more programs by May 2009. | Est. Cost: Minimal-continental breakfast Accountability: JASO Staff and Business Affairs Committee |
| 3 | Develop improved information exchange with Shokookai members through regular meetings with the specific purpose of identifying opportunities in the business and education service areas. Contact Ochiai-san, let Shokookai take the lead | <ol style="list-style-type: none"> Meet with Shokookai board to express JASO interests and identify opportunities to increase information exchange. Identify and act on at least two opportunities to engage Shokookai members in JASO educational or business development events in 2009 Re-instate regular submission of JASO article for Shokookai newsletter. | 1. Coordinating with Yoshiko O'Brien | Est. Cost: Minimal-cost of paper & printing Accountability: JASO staff and related committee chairs |
| 4 | Initiate "Discover Our Members" series and NPN/Jet programs | 1. Schedule one event per quarter | 1. Initiate Spring '09 | Est. Cost: TBD Accountability: JASO staff and Membership Committee |

JASO 2009 Tactical Plan

Initiative #3 – Membership

| # | Action Step Description | Goals and Objectives | Status | Est. Cost and Accountability |
|---|--|---|---|--|
| 1 | For membership retention, conduct interviews with several members/companies to determine performance gaps in business services and education services areas. Determine what Japanese companies and American companies doing business with Japan will value in JASO programs. | <ol style="list-style-type: none"> 1. Plan and execute at least 2 meetings per month. 2. Develop preliminary gap analysis and identify specific action items to improve programs and services to better serve our members by 7/09 | 1. Initiate in 4/09 | Est. Cost: TBD Accountability: Executive Director, Membership Committee, Board |
| 2 | Request each Board Member to purchase individual or corporate membership to give as a gift or get one new corporate member or upgrade per year. | <ol style="list-style-type: none"> 1. Increase JASO membership and increase responsibility of the BOD to grow and stabilize membership and funding in 2009 | 1. Initiate in 1/09 | Est. Cost: Nominal Accountability: Executive Director, Membership Committee, Board |
| 3 | Develop target list of desired member companies | <ol style="list-style-type: none"> 1. Create initial list of 5-10 new potential corporate members and assign board officers or members to support recruitment by 3/09 2. Establish quarterly membership retention and growth objectives | 1. Initiate in 3/09 | Est. Cost: Nominal Accountability: Executive Director, Board, Membership Committee |
| 4 | Identify existing corporate members that have the potential for upgrading their membership. | <ol style="list-style-type: none"> 1. Upgrade 5% of corporate members in 2009 2. Assign appropriate BOD member or officer to contact corporate primary representative for upgrade. | 1. Initiate in 3/09 | Est. Cost: Nominal Accountability: Executive Director, Membership Committee, Board |
| 5 | Create special pricing/category for JASO/Tomodachi and market to Tomodachi members. | <ol style="list-style-type: none"> 1. Improve interaction with JASO and Tomodachi committee members and their respective events. | 1. Introduce new duo membership price (\$35?) & benefits, fall 2009 | Est. Cost: Nominal Accountability: Executive Director, JASO Staff, Tomodachi Board |

JASO 2009 Tactical Plan

Initiative #4 – Strategic Partnerships

| # | Action Step Description | Goals and Objectives | Status | Est. Cost and Accountability |
|---|---|--|--|---|
| 1 | Formalize partnerships with business & economic development organizations | <ol style="list-style-type: none"> 1. Determine JASO liaisons to each key economic development organization 2. Create one signature partner event per year (e.g. "Japan Business Update" event co-sponsored by OECDD, JETRO, JASO) 3. Annual Economic Update | 1. Initial discussions held with PDC, City of Portland, OECDD , 2/09 | Est. Cost: Nominal Accountability: Business Affairs and Community Affairs Committees |
| 2 | Establish regular meetings/communication between JASO and other Japan-related organizations by establishing specific JASO liaisons for each organization. Appoint BOD liason to oversee efforts (Anne Naito Campbell) | <ol style="list-style-type: none"> 1. Improve communication and foster communication and support for each group's events. 2. Achieve better coordination of events to avoid scheduling conflicts. 3. Collaborate on two events per year with Japan-related organization or educational institution. | 1. Initiated & under development | Est. Cost: Nominal Accountability: JASO staff, designated BOD liason |

JASO 2009 Tactical Plan
Initiative #5 – Governance Restructuring & Responsibilities

| | Action/Description | Goals and Objectives | Status | Est. Cost and Accountability |
|---|---|--|--|--|
| 1 | Restructure/establish committees in the area of general operations (Finance, Membership & Fundraising, and Marketing & Communications) as well as committees under Business Affairs, Education and Cultural Programs and Social Networking. Solicit volunteer participation for committees. Post intern & volunteer opportunities on JASO website. | <ol style="list-style-type: none"> Propose business operations & committee structure at March '09 full board meeting as part of strategic plan approval process. Develop committee descriptions & assign committee chairs & staff liaisons. Have chairs identify specific goals and responsibilities for each year. Staff committees fully by April 2009 & increase engagement of members. | <ol style="list-style-type: none"> Initiating with all committees confirmed and first meetings held spring '09. | Est. Cost: Nominal Accountability: Executive Director and Executive Board |
| 2 | Develop Board Membership guidelines | <ol style="list-style-type: none"> Identify specific roles and accountabilities for board membership Have clear understanding of the expectations of being a JASO board member | <ol style="list-style-type: none"> Present to full Board in June. | Est. Cost: Nominal Accountability: Executive Director and Executive Board |
| 3 | Develop simple job descriptions with assignments and accountabilities for all staff positions. | <ol style="list-style-type: none"> Identify & assign responsibilities to make operations more efficient & productive. | <ol style="list-style-type: none"> Completed by 6/09 | Est. Cost: Nominal Accountability: Executive Director and JASO staff |

Japan-America Society of Oregon Staff List

Executive Director

Graham Morris

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gmorris@jaso.org

Assistant Director

Kaoru Miyanaga

Office/Direct 503-552-8811

kmiyanaga@jaso.org

Japan on the Road Program Manager

Sarah Saito

Direct 503-552-8814

ssaito@jaso.org



www.jaso.org

EXECUTIVE DIRECTOR

ORGANIZATION

The mission of the Japan-America Society of Oregon is to promote cultural and business exchange with Japan and to enhance mutual understanding between the U.S. and Japan throughout Oregon and Southwestern Washington. Founded in 1907 by leaders in the Japanese business community and now known simply to its members as JASO (jǎ-zō), the organization has served as a primary link between the region and Japan for more than century. JASO is the third oldest society of its kind in the U.S.

JASO sponsors a variety of business, public affairs, educational, and cultural programs each month for JASO members and the community. These programs and activities are designed to:

- Address and highlight issues of regional importance concerning U.S.-Japan relations, involving JASO members, opinion leaders, the media, and the general public.
- Educate JASO members about Japan and give them the opportunity to network, exchange information, and interact with American and Japanese members on an informal basis.
- Support Japanese residents of the region in learning about American social and business culture.
- Involve members and the broader community in Japanese cultural and educational programs and events.

Business is a strong focus for the organization, which hosts a wide range of business-related events, from Business Briefings to JASO After Hours. JASO has also cooperated with Business Oregon, the Portland Development Commission, and business and political leaders from around the state to hold annual “Doing Business in Oregon” seminars in Japan. These seminars are designed to attract Japanese small and medium-sized companies and teach them how to establish or expand business operations in Oregon.

JASO’s educational programming includes a school visitation program called *Japan on the Road*. JASO staff and volunteers have visited hundreds of elementary schools throughout the State of Oregon and Southwestern Washington, teaching over 30,000 young people about contemporary Japanese society. The organization’s cultural programs include events like the annual Shinnenkai (Japanese New Year) celebration and a Japanese Beer Garden each summer. Tomodachi-kai, a committee of JASO, is a cross-cultural exchange group of 170 members, dedicated to nurturing friendship between Japanese, Americans, and their families.

Membership in JASO is open to individuals, corporations, and other organizations interested in strengthening the relationship that the region shares with Japan. The organization has over 400 members, including 175 corporations, and is governed by a thirty-six member Board of Directors, with a budget of just under \$200,000. The organization is currently in a strategic planning process that will build on a vision of JASO as a pre-eminent business organization in the Portland Metro area, recognizing that the region is an excellent place to do business generally between North America and Japan, as well as in certain industries in particular, including sustainable design, footwear/apparel, innovation, technology, and food, among others.

COMMUNITY

Portland has been described as America's most European city. It is a wonderful city for walking and biking, with plenty of public transportation, a progressive atmosphere that celebrates the arts, a culture of great food, artisan coffee, beer, and wine, and neighborhoods full of shops selling locally crafted products. Travel + Leisure rated Portland, with its 288 parks, the greenest city in America in 2012. Greater Portland counts majestic Mt. Hood and the Columbia River Gorge among its natural attractions and is home to some of the world's leading household brands – Nike, Columbia Sportswear, and Intel.

More than twenty colleges and universities in the Portland metro area enroll more than 60,000 students, with Portland State University as the largest four-year institution. 33% of the workforce holds a bachelor's degree or higher, and more than 30% are part of the creative class, composed of scientists, entrepreneurs, artists, designers, and professional workers. Portland's cost of living is the lowest among major West Coast cities, and an absolute bargain when quality of life is considered.

Japan-related governmental, cultural, educational, or business organizations in the region include the Consular Office of Japan in Portland, Portland Japanese Garden, Portland-Sapporo Sister City Association, Oregon Nikkei Legacy Center, Shokookai (Japanese Business Association of Portland), Japanese Magnet Program of Portland Public Schools, the Center for Japanese Studies at Portland State University, and many more. Oregon is second in the nation, behind only Hawaii, in Japanese language learners per capita and has the most Japanese immersion programs in schools.

There are more than 110 Japanese companies in Oregon employing over 5,000 Oregonians, including many in the electronics/semiconductor sector such as S E H America, Kokusai Semiconductor, Tokyo Electron, Asahi Glass Electronics Materials, and Epson, as well as a strong group of world-class food processors such as Ajinomoto, Yamasa Soy Sauce, and Shikishima/Pasco Bakery. Recently, sporting and outdoor goods retailers have set up shop in Portland, including Montbel and Snowpeak. In 2012, the value of Oregon's total exports to Japan was just over \$1.5 billion with agricultural products accounting for 49% of that amount.

Sources: www.greaterportlandinc.com, www.jaso.org, www.oregonlive.com, <http://www.portland.us.emb-japan.go.jp>

POSITION SUMMARY

The Executive Director is responsible for the overall professional leadership and management of JASO, including but not limited to Board, member, and community relations, institutional advancement, and program, fiscal, and administrative management. Reporting to and working in concert with the Board of Directors, staff, and volunteers, the Executive Director will move JASO forward in the development and implementation of internal and external goals that reflect the organization's vision, mission, annual goals, and strategic long-term plan.

DUTIES & RESPONSIBILITIES

Values, Vision & Strategic Leadership

- Support, communicate, instill, and advocate JASO's mission, vision, and values.
- Create and enable the future for JASO through strategic planning, member and community collaboration, service, and participation.
- Determine and execute organizational priorities with the Board and staff.

Governance & Volunteer Empowerment

- Provide support to best utilize the talents and resources of the Board, cultivate and recruit new members, and educate, engage, and celebrate Board members and their successes.
- Collaborate with Board members to ensure the strong fiscal health of the organization.
- Assist Board committees in developing and implementing their goals and objectives.
- Develop strategies to inspire, mobilize, and utilize non-Board volunteers in support of JASO and its programs.

Member & Community Relations

- Foster high levels of member involvement, satisfaction, and retention.
- Maintain a working knowledge of significant business, political, cultural, and other developments and trends affecting JASO's members.
- Establish strong working relationships and cooperative arrangements with Japan-related community groups and organizations, and serve as JASO's representative to Japan-related business, cultural, governmental, and educational organizations.
- Develop and maintain strong relationships with Japanese and American business, community, and elected leaders.
- Serve in partnership with the Board Chair as the primary spokesperson in the press and community in advancing JASO's mission and vision.

Institutional Advancement

- Collaborate with the Board to devise and execute a comprehensive strategy to build and expand membership and funding bases to sustain organizational growth.
- Seek out, cultivate, and steward relationships with potential and existing donors, including individuals, foundations and corporate partners.
- Plan and execute special events and projects that impact JASO performance and image to internal and external stakeholders.
- Oversee marketing and public relations strategies to effectively disseminate information regarding JASO programs, events, and educational activities.

Program Management

- Identify areas of possible expansion of programs and services with the Board that are consistent with adequate funding sources.
- Oversee the planning, delivery, and quality of JASO's programs, and services to achieve the organization's goals and objectives, including JASO's signature educational program, *Japan on the Road*.
- Develop and implement rigorous evaluation procedures to measure program and service success for review by the Board, funders, and other constituents.

Finance & Administration

- Develop annual budgets and cash-flow projections with the Treasurer and Finance Committee.
- Monitor JASO's financial position and make recommendations to the Board and/or take action as appropriate.
- Hire, train, and supervise administrative staff and oversee the effective use of financial and technological resources needed to achieve the organization's goals and objectives.
- Create human resource policies, practices, and procedures with appropriate Board input to ensure that they comply with state and federal employment laws and regulations.
- Establish an administrative environment and decision-making process that promotes a positive working atmosphere and collegial Board, member, staff, and volunteer relations.

TRAITS & CHARACTERISTICS

A passionate and knowledgeable advocate for cultural and business exchange between Japan and Oregon, JASO's Executive Director will have a well-rounded set of competencies that distinguish him or her from others in the field as a tactful, tenacious, and intellectually curious leader with the ability to set and attain goals. The Executive Director will have a clear focus on JASO's role in serving its members and have frequent interactions with the membership and the broader community. He or she will have exceptional team-building and public speaking skills and also demonstrate the following competencies:

- **Personal Accountability** – Embraces his or her own capacity to be answerable for personal actions and professional decisions.
- **Planning & Organizing** – Develops, establishes, and implements plans that are relevant, realistic, and attainable.
- **Interpersonal Skills & People Orientation** – Initiates and develops relationships in positive ways and works effectively with a wide range of people from diverse backgrounds to achieve results.

QUALIFICATIONS

In addition to experience in the areas outlined above, qualified applicants will have 3-5 years of related senior management experience. A bachelor's degree is required with an advanced degree or other relevant continuing education preferred. Other requirements include an understanding of Japanese and American protocol and current business, social, cultural, and political issues, and the ability to communicate in a multi-cultural environment with a broad range of Japanese and American business, community, and elected leaders. Competency and comfort with all standard computer applications and equipment (Microsoft Office) is mandatory. Successful candidates will have "Japan and Oregon in their hearts."

COMPENSATION & BENEFITS

Competitive compensation for an organization its size and a basic benefits package. Limited opportunity for national and international travel. The stimulation of a multi-cultural environment with a great deal of social and community interaction and the quality of life that the Portland Metro area offers.

APPLICATIONS & INQUIRIES

To apply, please submit a letter and resume with a summary of demonstrable accomplishments, electronic submission, to:

Ms. Rebekah Lambert, Vice President
Arts Consulting Group, Inc.
818 SW 3rd Avenue, Suite 236
Portland, OR 97204-2405
Tel (888) 234.4236, ext. 7
Cell (541) 913.9186
Fax (888) 284.6651
Email jaso@ArtsConsulting.com

Japan-America Society of Oregon is an Equal Opportunity Employer.

**Japan America Society of Oregon
Assistant Director**

Non-Exempt
Hourly Rate: \$21.50
Full-Time
Reports to: Executive Director

Summary

The Assistant Director directs the office operations, programming areas, manages bilingualism and communications, and assist in fundraising for the organization.

Essential Duties and Responsibilities

Office Systems, Processes & Administration

- Ensures office is presentable at all times, creating and maintaining a professional atmosphere
- Meets, greets visitors
- Liaises with building management on keys, room bookings, building functions
- Collects, reviews mail, forwards as necessary
- Answers phones, manages phone system
- Maintains computer files
- Upkeeps, organizes paper files and records
- Manages office supplies
- Maintains all supplies and storage areas
- Maintains master database records
- Maintains membership records
- Manages monthly membership system, including invoicing, payment recording, tracking outstanding payments
- Maintains revenue and expense filing systems
- Maintains task list, submits weekly Activity Report to ED
- Manages Purchase Order procedures and petty cash as necessary
- Manages own timesheets, forms, and internal administrative procedures
- Other duties as assigned by the ED

Directs programs

- Staff liaison for the following volunteer committees: Cultural Committee, Education Committee, Membership Committee, Business Committee
- Together with committee chairs plans meeting schedules and agendas, reserves space, invites and records attendees, keeps and files meeting notes. Actions designated items. Works together with committee chair on document preparation and reportage. Recruits and manages volunteers.
- Together with chairs creates and uses committee Toolkit ("How To' manual) to follow best practices timelines, deadlines and milestones
- Identifies areas of volunteer strengths and weaknesses, and supports committee as necessary to deliver successful outcomes
- Works with ED and committee chairs on program development and volunteer resource development
- Ensures program budget adhered to, managing line items and reporting where assistance needed
- Maintains and prepares membership data for membership committee
- Ensures program policies and guidelines are utilized and updated
- Ensures data knowledge archive is created and managed efficiently
- Other duties as assigned by the ED

Communications & Bilingualism

- Manages daily communications using Japanese and English languages, using the principles of “Japanese first” and “50/50”
- Prepares translations of office documents, letters, and promotional materials as requested
- Updates social media using English and Japanese
- Assists in web site management, especially Japanese version
- Other duties as assigned by the ED

Raises funds

Assist with the Annual Dinner planning, golf tournament planning, and grants and individual giving recruitment and management

Other Duties and Responsibilities

- Maintains computer and paper files
- Maintains financial records where required
- Represents JASO in the community upon request

Minimum Qualifications

Bachelor's degree or equivalent experience

Proficient in Japanese and English

Event management experience

Experience across management functions

Comfortable working with computer applications including Word, Excel, PowerPoint, Publisher, database management, online ticketing, web site content management, e-newsletters, social media

Experience working with volunteers

Minimum Skills

1. Reads, writes, speaks, understands Japanese and English fluently
2. Can differentiate between, and can embrace working as a leader, a manager, a team member, and a supporter
3. Passionate about JASO's role and mission
4. Well-organized – can maintain and enhance record-keeping, explain paper and computer filing systems; distinguish between and manage timelines, deadlines and milestones.
5. Effective under stressful situations with multiple, competing demands and priorities
6. Strong computer skills
7. Able to work independently, prioritize, react to change productively, and handle other tasks as assigned
8. Punctual, professional demeanor
9. Able to work in an office environment and concentrate for extended periods of time
10. Able to work occasional evenings and weekends

Disclaimer

This job description in no way states or implies that these are the only duties to be performed for this position. This job description is not an employment agreement or contract. The employee will be required to follow any instructions and perform any other job-related duties upon request by the Executive Director, who may change or modify this job description at any time without notice.

JASO is an Equal Opportunity Employer.

Japan-America Society of Oregon
Japan on the Road Program Director

Non-Exempt Position
Average 40-80 hrs/month, October – June (0.2 FTE)
Reports to: Executive Director

Primary Purpose

The Japan on the Road Program Director (JORPD) directs all aspects of the Japan on the Road education program; from curriculum outline, delivery and outcomes to volunteer recruitment and management, school and education establishment outreach, associated office operations and processes.

The JORPD must keep the ED informed of activities on a bi-weekly basis, attend Board meetings on an as needed basis, and maintain open lines of communication.

The JORPD may be required to work together with the ED, Board and/or designated committees on elements of the JOR budget and/or annual plan.

Essential Duties and Responsibilities

Office Systems, Processes & Administration (8%)

1. Keeps designated office space tidy
2. Uses workspace and computer and paper systems to store and manage work creation
3. Reviews JOR mail, follows up as necessary
4. Answers phones, manages phone system on dedicated line
5. Maintains computer files in JOR section
6. Upkeeps, organizes paper files and records
7. Maintains volunteers, teachers and schools database records
8. Maintains task list, submits bi-weekly timesheet to ED
9. Liaises with ED on all purchases, staying within overall JOR budget unless specifically approved
10. Submits all bills
11. Manages own forms, and JOR administrative procedures
12. Other duties as assigned by the ED

Directs programs (92%)

1. Curriculum
 - a. Designs curriculum to be delivered, utilizing volunteers or Education Committee members as needed
 - b. Purchases all supplies needed for curriculum delivery, stores items in designated office areas appropriately
 - c. Replenishes supplies as needed

2. Schools
 - a. Maintains school and teacher databases
 - b. Responds to, manages incoming inquiries
 - c. Reaches out to new teachers, schools and communities
 - d. Manages all school communications
 - e. Books program placements

3. Volunteers
 - a. Resources new volunteers and maintain current volunteer pool
 - b. Liaises with volunteers on availability
 - c. Books volunteers for confirmed classes
 - d. Creates volunteers thank yous
 - e. Hosts year-end volunteer luncheon

4. Program Delivery
 - a. Manages 3-4 volunteers for each school commitment
 - b. Manages reimbursements for travel where necessary
 - c. Books hotel rooms, orders meals, pays per diems for volunteers where overnight travel and transportation required
 - d. Directs all other aspects of program delivery in classroom

5. Evaluation & Communications
 - a. Manages teachers' survey
 - b. Collects and catalogs photographs
 - c. Collects children's feedback
 - d. Creates marketing materials for future needs

Other Duties and Responsibilities

1. Maintains computer and paper files
2. Maintains financial records where required
3. Represents JASO in the community upon request



Board Member Pledge

I, _____, understand that as a member of the Board of Directors of JASO, I have a legal and ethical obligation to ensure that the organization does the best work possible in pursuit of its goals. I believe in the mission of the organization *to support business and develop community by strengthening the US-Japan relationship*, and I will act responsibly and prudently as its steward. I understand that I owe a duty of due care, duty of loyalty, and duty of obedience to JASO.

1. I will be informed about JASO's mission, services, policies, and programs.
2. I will provide continuing direction for planning, operation, and evaluation of JASO program and activities.
3. I will ask questions, request information, and actively participate on the Board and serve on committees.
4. I will be respectful of the staff's time in making special requests.
5. I will be an ambassador of JASO's work and values to the community, represent JASO, and act as a spokesperson as requested.
6. I will have no more than 25% unexcused absences from Board meetings and committee meetings.
7. I will review agenda and supporting materials prior to Board and committee meetings.
8. I will attend, publicize, and support JASO functions and special events as my schedule will permit. If I am unable to attend, I will strive to make a financial contribution in lieu of my attendance.
9. I will make JASO one of my highest philanthropic or charitable priorities.
10. I understand that private and corporate foundations consider the percentage of the board participation and contribution when evaluating a grant proposal. Therefore, I will make a personal financial contribution to JASO at a level that is significant and meaningful to me.

Signed: _____

Date: _____

Print Name: _____

A GUIDE TO NONPROFIT BOARD SERVICE IN OREGON

Office of the
Attorney General



A GUIDE TO NONPROFIT BOARD SERVICE

Dear Board Member:

Thank you for serving as a director of a nonprofit charitable corporation. Oregonians rely heavily on charitable corporations to provide many public benefits, and our quality of life is dependent upon the many volunteer directors who are willing to give of their time and talents.

Although charitable corporations vary a great deal in size, structure and mission, there are a number of principles which apply to all such organizations. This guide is provided by the Attorney General's office to assist board members in performing these important functions. It is only a guide and is not meant to suggest the exact manner that board members must act in all situations. Specific legal questions should be directed to your attorney. Nevertheless, we believe that this guide will help you understand the three "R"s associated with your board participation: your role, your rights, and your responsibilities.

Active participation in charitable causes is critical to improving the quality of life for all Oregonians. On behalf of the public, I appreciate your dedicated service.

Sincerely,



Ellen F. Rosenblum
Attorney General

UNDERSTANDING YOUR ROLE

Board members are recruited for a variety of reasons. Some individuals are talented fundraisers and are sought by charities for that reason. Others bring credibility and prestige to an organization.

But whatever the other reasons for service, the principal role of the board member is stewardship. The directors of the corporation are ultimately responsible for the management of the affairs of the charity. This requires active participation. People who do not have the time to regularly participate should not agree to be on a board. The board must insure that the organization is operated for a charitable/public purpose; it may not be operated for private benefit. Proper stewardship requires that the organization's assets be held "in trust," to be applied to its charitable mission.

One of the most important functions of the board is keeping the resources and efforts focused on the charity's mission. This requires the board to have an adequate understanding of the organization's programs, people and resources available to achieve the organization's goals. As a starting point, every board member should be familiar with the organization's Articles of Incorporation and Bylaws.

The board is not expected to manage the day-to-day activities of the charity. The directors appoint officers so that they, in turn, can carry out the day-to-day activities of the organization. It is the board's responsibility to hire the chief executive officer and to oversee that person's work to see that the charity is fulfilling its mission. The board should periodically review and assess the chief executive's performance. If it becomes necessary, the board has the authority and the responsibility to discharge the CEO.

A related function of the board is to set the compensation of the charity's CEO. Every board member should know what the CEO is paid and participate in the final decision. The compensation should be reasonable for the services rendered and be comparable to similarly situated executives. The board should remember that CEO compensation, as well as that of other key executive officers, may be important to donors, beneficiaries and the community-at-large. The compensation levels will be reported in financial reports which will be accessible to the general public.

UNDERSTANDING YOUR RIGHTS

In order to carry out your legal responsibilities as a board member, you must be able to make informed judgments about important matters regarding the organization and operations of the charity. The law permits you to reasonably rely on information from the charity's staff, its lawyer, its accountant, outside advisors, and board committees in making those judgments.

Your right to information includes the following: you have the right to reasonable access to management, to have reasonable access to internal information of the organization and to the organization's principal advisors, such as its auditors and lawyers. Senior management must also be willing to facilitate board access to books and records of the charity. The board has the right, if necessary, to engage the services of outside advisors at the charity's expense to assist it with a particular matter.

UNDERSTANDING YOUR RESPONSIBILITIES

In carrying out board responsibilities, the law generally imposes three duties of trust. They are regularly described as the duties of due care, loyalty to the corporation and obedience to the law.

Duty of due care. This responsibility generally requires that a director must discharge the duties with the care an ordinary prudent person in a like position would exercise under similar circumstances. ORS 65.357. Directors need not always be right, but they must act with common sense and informed judgment. To exercise this duty properly, boards must pay particular attention to the following:

1. Active participation. A director must actively participate in the management of the organization including attending periodic meetings of the board, evaluating reports, reading minutes and reviewing the performance of the executive director.

2. Reasonable inquiry. Directors should request and receive sufficient information so that they may carry out their responsibilities as directors. When a problem exists or a report on its face does not make sense, a director has a duty to inquire into the surrounding facts and circumstances. The director also has a duty to investigate warnings or reports of officer or employee theft or mismanagement.

Duty of loyalty. Directors have a duty to give their undivided loyalty to the charitable corporation. Decisions regarding the organization's funds and activities must promote the organization's public purpose rather than private interest. Any potential conflict transactions should be scrutinized closely by the board with the realization that the public will predictably be skeptical of such arrangements. There are some general principles which will serve to guide boards faced with conflict of interest situations.

While transactions between the charitable corporation and individual board members, their families and businesses they own or operate should be avoided, they are not absolutely prohibited. Under certain circumstances, a contract or transaction between a nonprofit corporation and its director or an organization in which the director has a material or financial interest is acceptable. However, if the transaction is challenged, the director will have the burden of establishing that the contract or transaction is fair and reasonable, that there was full disclosure of the conflict and that the contract or transaction was approved by members or other directors in good faith. ORS 65.361. The board should only approve the transaction if it is clearly in the best interest of the charity.

The board should establish a written policy for dealing with conflicts of interest. The policy should address disclosure of financial interest and withdrawal from discussion and voting by interested directors. Due to the sensitivity of conflicts of interest, the board may want to require that transactions benefiting a director may be approved only by a greater than majority vote. Also, requiring an annual disclosure by all board members of their business involvement with the nonprofit organization is recommended.

In general, a charitable corporation may not lend money to an officer or director. There is one statutory exception. The law allows loans for executive relocation expenses under certain circumstances. ORS 65.364.

Directors of business organizations are under a trust obligation not to divert a corporate business opportunity for their personal gain. A director of a nonprofit corporation is also subject to this duty. This duty means that a director may not engage or benefit from a business opportunity that is available to and suitable for the corporation unless the corporation decides not to engage in the business opportunity and conflicts of interest procedures are followed.

Directors have a duty to follow the organization's governing documents (Articles of Incorporation and Bylaws), to carry out the organization's mission and to ensure that funds are used for lawful purposes. Also, directors must comply with other state and federal laws that relate to the organization and the way in which it conducts its business. For example, directors should be familiar with:

Charitable corporations usually apply to the Internal Revenue Service for exemption as a tax-exempt organization. Corporations which fail to do so may have their income taxed at normal rates, and contributors to the corporate charity may not be able to deduct their contributions on their income tax returns.

In general, charities must register and file an annual financial report with the Attorney General's office. If an organization contemplates using bingo or raffles to raise revenue, it may need to obtain a charitable gaming license from that same office. A nonprofit corporation must also file an annual renewal with the Corporation Division of the Secretary of State's office.

Directors should be familiar with the organization's governing documents and should follow the provisions of those documents. Directors should be sure proper notice is given for meetings, that regular meetings are held, that directors are properly appointed and that the organization's mission is being accomplished.

In addition to the above three general fiduciary duties, there are a number of specific responsibilities which must be observed by nonprofit corporate board members.

A charitable corporation is required to have Articles of Incorporation and Bylaws. You should see that they are updated and consider amendments if they do not reflect the current mission and operating procedures of the organization. The organization is also required to keep minutes of its board meetings and a record of all actions taken by committees of the board of directors. ORS 65.771.

One of the board's responsibilities is to oversee the organization's financial affairs, making sure that the organization has adequate internal accounting systems and controls. With embezzlement from nonprofit organizations on the rise, it is imperative that financial controls are in place before theft occurs. The board should be responsible for approving the organization's annual budget. Board members should expect the CEO (or other designated staff) to produce timely and adequate income and expense statements, balance sheets and budget status reports, and should expect to receive these in advance of board meetings. With large organizations, the board should employ, either directly or through an audit and finance committee, an independent auditor and review the auditor's annual report at a face-to-face meeting.

The board should oversee the effective use of the resources of the organization. Policies should be adopted and large transactions approved to ensure that the organization's assets are not misapplied or wasted. The board should ensure that the assets are invested prudently, avoiding high risk investments and employing some diversification of investments.

All donations must be used in a manner which is consistent with the organization's stated mission. However, some donors designate that gifts are to be used for a particular purpose. It is important to keep faith with donor intentions. The board is obligated to see that such restricted funds are used for the stated purpose(s).

Some organizations decide to hire professional fundraisers to conduct or assist in soliciting donations. When hiring a fundraiser, select one who is trustworthy; ask for references. Make sure any contract with a professional fundraiser or consultant, especially the terms for compensation, is fair and reasonable from the charity's perspective. Be aware that most donors expect the majority of their contributions to be used for program services and that many "watchdog" organization standards limit annual fundraising costs to no more than 35% of total expenditures. Certain types of contracts require the organization's officers and directors to observe specific procedures. ORS 128.814.

PERSONAL LIABILITY

It is possible that board members of a charitable corporation will find themselves sued as personal defendants in a lawsuit filed by an “outside third party” who has incurred some personal injury or financial loss as a result of dealings with the organization. To encourage citizens to serve as board members for charities, the law cloaks volunteer board members with qualified immunity. They cannot be sued for negligent acts. They may, however, be subject to lawsuits alleging that a loss was due to their gross negligence, willful or fraudulent acts.

NOTE – The IRS may also hold directors personally liable if the organization violates federal tax law. The most likely situation is the failure of the organization to perform mandatory payroll withholding.

Because there is some degree of risk, including the cost of defending a frivolous claim, directors should discuss with the organization’s attorney the prospect of purchasing directors and officers (D and O) liability insurance, and/or including indemnification provisions in the organization’s governing documents.

SUGGESTED RESOURCES:

Oregon Department of Justice
1515 SW 5th Avenue, Suite 410
Portland, OR 97201-5451
Phone: (971) 673-1880
Website: www.doj.state.or.us

Nonprofit Association of Oregon
5100 SW Macadam Avenue, Ste. 360
Portland, Oregon 97239
Phone: (503) 239-4001
The Nonprofit Information & Referral Helpline
Phone: (503) 233-9240 or (888) 206-3076
Email: helpline@nonprofitoregon.org
Website: www.nonprofitoregon.org

The Oregon Nonprofit Corporation Handbook (5th ed.)
by Cynthia Cumfer and Kay Sohl, is available from
Nonprofit Association of Oregon (503) 239-4001 and
Center for Nonprofit Stewardship (541) 929-9320

The Institute for Nonprofit Management
Portland State University - PA/INPM
PO Box 751
Portland, OR 97207-0751
Phone: (503) 725-8081
Email: inpm@pdx.edu
Website: www.inpm.pdx.edu

BoardSource
750 9th Street, NW, Suite 650
Washington, DC 20001-4793
Phone: (202) 349-2500 or Toll Free at (877) 892-6273
Email: members@boardsource.org
Website: www.boardsource.org

Center for Nonprofit Stewardship
Nonprofit Organization Board Training
119 S. 16th Street
PO Box 1600
Philomath, OR 97370
Phone: (541) 929-9320
Email: TheCenter@nonprofitsteward.org
Website: www.nonprofitsteward.org



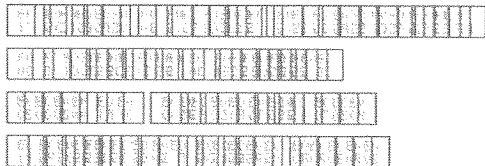
The Americans with Disabilities Act of 1990 (ADA) requires all programs, services and activities of state and local governmental agencies to be accessible to persons with disabilities.

The Oregon Department of Justice does not discriminate in providing access to its programs, services and activities on the basis of race, color, religion, ancestry, national origin, political affiliation, sex, age, marital status, sexual orientation, physical or mental disability, or any other inappropriate reason prohibited by law or policy of the state or federal government.

For additional information regarding (1) the department's ADA compliance, (2) its policy of nondiscrimination, (3) availability of the information in this pamphlet in a different format or (4) procedures for resolving a complaint that the department has discriminated in providing access to the department's programs, services and activities - please contact the department's ADA coordinator:

ADA Coordinator
1162 Court Street, NE
Salem, Oregon 97301-4096
Telephone: 503-378-5555
(800) 735-2900 - TTY
Fax: 503-378-8732

Revised 12/17/13



Ellen F. Rosenblum
Attorney General



12/28/2020

Amy Miller
Heffernan Insurance Brokers
5100 S MacAdam Ave Ste 440
Portland, OR 97239

ACCOUNT NAME: Japan-America Society of Oregon
EXPIRING POLICY: PHPK2097508
EXPIRES ON: 04/15/2021
COVERAGE: Non Profit Package

Dear Amy,

Thank you for your business. Our records indicate that the policy referenced above will expire on the date shown. In order to provide you with a timely renewal proposal, please update and return the attached renewal survey to us at least 30 days prior to the referenced policy expiration date. We are pleased to provide you with our new streamlined renewal process. You may simply update any changes and email or fax it back to us.

Philadelphia Indemnity Insurance Company

Stephanie Setter-Smith
4000 West 114th Street
Suite 250
Leawood, KS 66211
(800) 3646809 (Fax)

Renewal information must be returned 30 days prior to the referenced policy expiration date.

If renewal information is not received prior to the expiration date, coverage may lapse.

While you complete the renewal process, please note that we can provide new or expanded coverage for:

1. D&O
2. E&O
3. Environmental
4. Umbrella
5. Cyber Liability

Please do not hesitate to call us at (913) 242-3160 to discuss adding coverage and renewing the account.

Sincerely,

Stephanie Setter-Smith



NICHE MARKETS as of 4/26/19

800.873.4552

Visit PHLY.com To Download Applications And Learn More About Our Products & Services

COMMERCIAL PACKAGE

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- Non-Profit Organizations
- Mental Health Organizations
- Home Health & Hospice Care
- Child Care Centers
- Home Medical Equipment Dealers
- Religious Organizations/Churches
- For-Profit Social Service Organizations
- Substance Abuse Rehabilitation Facilities

Industry Services

- Pool & Spa Contractors **NEW!**
- Fuel Dealers
- Security Services - Guard and Alarm Installation
- Pest Control Services

Public Services

- Museums
- Special Events
- Tenant Users Liability Insurance Program (TULIP)
- Libraries
- Medical Facilities/Hospitals/Nursing Homes (Property & Auto Only)
- Zoos

Recreation & Entertainment

- Amusement Parks
- Film Production & Audio Visual Companies **NEW!**
- Family Entertainment Centers
- Sporting Venues- Ice Arenas, Bowling Centers, and Animal Tracks
- Performing Arts Centers
- Craft Brewery & Distillery
- Event Planners
- Fairs & Fairgrounds
- Boat Dealers
- Golf & Country Clubs

Outdoor Products

- Guides & Outfitters
- Hunting Preserves
- Land Conservation
- Resorts, Lodges, and Dude Ranches
- RV Parks & Campgrounds

Health & Fitness

- Health Clubs
- Fitness Studios - Martial Arts, Personal Training, CrossFit, Pilates, & Yoga
- Salon & Day Spas

Education

- Schools - Private, Academic, Charter, Trade, and Vocational
- Student Housing
- Private Colleges

Sports

- Amateur Sports Facilities, Camps, Leagues, and Events
- Professional Sports
- Motorsports
- Gymnastics

Habitational/Real Estate

- Homeowners Associations
- Condominiums
- Mobile Home Park Owners
- Affordable Housing
- Apartments
- Real Estate Schedules

Accident & Health **NEW!**

- Participant Accident
- Student Accident

Commercial Auto

- School Bus Transportation Contractors **NEW!**
- Chauffeured Transportation
- Franchised Motorcycle Dealerships
- Collector/Antique Vehicles - Personal Lines
- Auto Daily Rental
- Auto Leasing - Contingent/Excess Liability and Contingent Physical Damage

PHLY Online Products (Rate-Quote-Issue Online)

- Special Events
- Storage Tank Environmental
- Commercial Surety
- Fitness Studios
- Fitness Instructors
- Federal Flood Insurance- NFIP
- Antique/Collector Car
- Business Owners Policy (BOP)

MANAGEMENT & PROFESSIONAL LIABILITY

- Private Company D&O
- Non-Profit D&O
- Temporary Staffing **PACKAGE PRODUCT!**
- Integrated Technology **PACKAGE PRODUCT!**
- Trade Associations **PACKAGE PRODUCT!**
- Employment Practices Liability
- Miscellaneous E&O
- Employed Lawyers E&O
- Cyber Security
- Media Liability
- Excess Liability
- Crime
- Allied Health Professionals
- Accountants Professional Liability

FLOOD COVERAGE

- Commercial Primary Flood*
 - Commercial Excess Flood*
 - National Flood Program (NFIP)
- *This insurance product is not affiliated with the National Flood Insurance Program.*

SURETY BONDS

- Contract Bonds
- Commercial Bonds

EXCESS & SURPLUS LINES

- Primary Liability & Excess Casualty targeting construction, hospitality, retail, manufacturing, premises, and other E&S opportunities
- Excess Casualty - Admitted & Claims-Made Coverage Available with limits up to \$25M

ENVIRONMENTAL

- Construction Environmental Coverage (Professional Available)
- Premises Environmental Coverage
- Environmental Casualty Package (General Liability Included)
- Storage Tank Environmental
- Restoration Contractors



TOKIO MARINE
SPECIALTY



TOKIO MARINE GROUP
To Be a *Good Company*

Expiring Coverage Information

Commercial Auto

General Liability

Property

Professional Liability

**The "Total Expiring Premium" includes Federal Terrorism Risk Insurance Act Premium*

General Liability

Liability Coverage applies to all locations scheduled below with the following limits

| | Current Limits |
|--|-----------------------|
| Each Occurrence Limit | 1,000,000 |
| Personal and Advertising Injury Limit | 1,000,000 |
| General Aggregate Limit (Other Than Products - Completed Operations) | 2,000,000 |
| Products/Completed Operations Aggregate Limit | 2,000,000 |
| Fire Damage Legal Liability (Any One Fire) | 100,000 |
| Medical Expense Limit (Any One Person) | 5,000 |

| <u>Loc #</u> | <u>Location Address</u> | <u>Classification</u> | <u>Class Code</u> | <u>Premium Basis</u> | <u>Exposure</u> |
|-------------------------|---|-----------------------------------|-------------------|----------------------|-----------------|
| 1 | 221 NW 2ND AVE STE 202 PORTLAND, OR, 97209 | CLUB-CIVIC-N/BLDG OWN/LEAS-NFP | 41670 | MEMBER | 595 |
| Requested Change: _____ | | | | | |

**LIABILITY DELUXE
SPECIAL EVENTS COVERAGE**

PROFESSIONAL LIABILITY

Professional Liability

| | <u>Occurrence/Aggregate</u> | <u>Occurrence</u> | <u>Claims Made</u> |
|----------------|-----------------------------|-------------------|--------------------|
| Current Limits | 1,000,000/2,000,000 | N/A | N/A |

***Please complete the following Professional Liability Schedule**

| Professional | Employees | | Contractors | | Volunteers |
|---------------------------------|-----------|-----------|-------------|-----------|------------|
| | Full Time | Part Time | Full Time | Part Time | |
| Counselors | | | | | |
| Dentists | | | | | |
| Home Health Aids | | | | | |
| Licensed Social Workers | | | | | |
| LPN's | | | | | |
| Medical Directors (Admin. only) | | | | | |
| Nurse Practitioners | | | | | |
| Nutritionists | | | | | |
| Occupational Therapists | | | | | |
| Opticians | | | | | |
| Paramedic EMTs | | | | | |
| Pediatricians | | | | | |
| Pharmacists | | | | | |
| Physical Therapists | | | | | |
| Physicians | | | | | |
| Physicians Assistants | | | | | |
| Physicians Hospice | | | | | |

All requested changes are subject to underwriting review and approval, per Philadelphia Insurance Companies

| | | | | | |
|-----------------------------|--|--|--|--|--|
| Psychiatrists | | | | | |
| Psychologists | | | | | |
| Resident Managers | | | | | |
| RN's | | | | | |
| Social Workers | | | | | |
| Sociologists | | | | | |
| Speech Therapists | | | | | |
| Teachers | | | | | |
| Other (Provide description) | | | | | |
| Other (Provide description) | | | | | |
| Other (Provide description) | | | | | |

Requested Renewal Changes:

PROPERTY

Loc#/Bldg#: 1 - 1

Location Address: 221 NW 2nd Ave Ste 202, Portland, OR, 97209

Requested Change: _____

BUSINESS PERS PROPERTY

| <u>Limit</u> | <u>Blanket</u> | <u>Wind</u> | <u>EQ</u> | <u>Flood</u> | <u>Ded</u> | <u>Coin%</u> | <u>AV</u> | <u>Sq Ft</u> |
|--------------|----------------|-------------|-----------|--------------|------------|--------------|-----------|--------------|
| 25,000 | N | | | | 1000 | 100% | N | |

Requested Change: _____

**BALANCE TO MEET MINIMUM
PROPERTY ELITE**

Requested Renewal Changes: _____

COMMERCIAL AUTO

Coverage **Limit**

Hired Car:

Liability: (per 1000) 1,000

Non-Owned: (per 1000) 1,000

Common Coverages

**Physical Damage coverage applies per deductible in fleet schedule below*

Requested Renewal Changes:

ENDORSEMENT SCHEDULE

| <u>Endorsement No.</u> | <u>Edition Date</u> | <u>Endorsement Description</u> |
|------------------------|---------------------|--------------------------------|
| BJP-190-1 | (12/98) | COMMERCIAL LINES POLICY JACKET |

| | | |
|--------------|---------|--|
| CA0001 | (10/13) | BUSINESS AUTO COVERAGE FORM |
| CA0149 | (10/13) | OREGON CHANGES |
| CADS03 | (10/13) | BUSINESS AUTO DECLARATIONS |
| CG0001 | (04/13) | COMMERCIAL GENERAL LIABILITY COVERAGE FORM |
| CG2002 | (11/85) | ADDITIONAL INSURED - CLUB MEMBERS |
| CG2106 | (05/14) | EXCL-ACCESS/DISCLOSURE-WITH LTD BODILY INJURY EXCEPT |
| CG2118 | (10/17) | OREGON - MARIJUANA EXCLUSION |
| CG2147 | (12/07) | EMPLOYMENT-RELATED PRACTICES EXCLUSION |
| CG2167 | (12/04) | FUNGI OR BACTERIA EXCLUSION |
| CG2170 | (01/15) | CAP ON LOSSES FROM CERTIFIED ACTS OF TERRORISM |
| CG3297 | (12/09) | OREGON CHANGES - BINDING ARBITRATION |
| Commercial A | (01/00) | COMMERCIAL AUTO FORMS SCHEDULE |
| CP P 003 | (07/06) | EXCL OF LOSS DUE TO VIRUS OR BACTERIA ADVISORY NOTICE |
| CP P 013 | (10/12) | COMM PROP FORMS REV ADVISORY NOTICE TO POLICYHOLDERS |
| CP P 014 | (09/17) | COMM PROP FORMS REV ADVISORY NOTICE TO POLICYHOLDERS |
| CP0010 | (10/12) | BUILDING AND PERSONAL PROPERTY COVERAGE FORM |
| CP0030 | (10/12) | BUSINESS INCOME (AND EXTRA EXPENSE) COVERAGE FORM |
| CP0090 | (07/88) | COMMERCIAL PROPERTY CONDITIONS |
| CP0140 | (07/06) | EXCLUSION OF LOSS DUE TO VIRUS OR BACTERIA |
| CP1030 | (09/17) | CAUSES OF LOSS - SPECIAL FORM |
| CP9901 | (10/17) | OREGON - MARIJUANA EXCLUSION |
| CPD-PIIC | (06/14) | COMMON POLICY DECLARATIONS |
| CSNotice-1 | (08/18) | MAKING THINGS EASIER |
| Gen Liab Dec | (10/04) | COMMERCIAL GENERAL LIABILITY COVERAGE PART DECLARATION |
| Gen Liab Sch | (01/00) | GENERAL LIABILITY SCHEDULE |
| Hired Or Bor | (07/06) | SCHEDULE OF HIRED OR BORROWED COVERED AUTO |
| IL0017 | (11/98) | COMMON POLICY CONDITIONS |
| IL0021 | (09/08) | NUCLEAR ENERGY LIABILITY EXCLUSION ENDORSEMENT |
| IL0139 | (12/02) | OREGON CHANGES |
| IL0142 | (09/08) | OREGON CHANGES - DOMESTIC PARTNERSHIP |
| IL0279 | (09/08) | OREGON CHANGES - CANCELLATION AND NONRENEWAL |
| IL0952 | (01/15) | CAP ON LOSSES FROM CERTIFIED ACTS OF TERRORISM |
| Liability Fo | (01/00) | LIABILITY FORMS SCHEDULE |
| Location Sch | (01/00) | LOCATION SCHEDULE |
| PI-ACL NOTIC | (08/19) | ADVISORY NOTICE TO POLICYHOLDERS |
| PI-ACL-001 | (12/18) | ABSOLUTE CYBER LIABILITY AND ELECTRONIC EXCLUSION |
| PI-ARB-1 | (04/03) | BINDING ARBITRATION |

| | | |
|--------------|---------|--|
| PI-AUT-001 | (01/16) | CAP ON LOSSES FROM CERTIFIED ACTS OF TERRORISM |
| PI-BELL-1 | (11/09) | BELL ENDORSEMENT |
| PI-CME-1 | (10/09) | CRISIS MANAGEMENT ENHANCEMENT ENDORSEMENT |
| PI-FEES-NOTI | (06/19) | NOTICE LATE FEE REINSTATEMENT FEE |
| PI-GL-001 | (08/94) | EXCLUSION - LEAD LIABILITY |
| PI-GL-002 | (08/94) | EXCLUSION - ASBESTOS LIABILITY |
| PI-GLD-HS | (10/11) | GENERAL LIABILITY DELUXE ENDORSEMENT: HUMAN SERVICES |
| PI-HS-003 | (07/04) | HUMAN SERVICES ORGANIZATION PROFESSIONAL LIABILITY COV |
| PI-HS-003D | (07/04) | HUMAN SERVICES ORG PROFESSIONAL LIABILITY COV PART DEC |
| PI-HS-005 | (07/04) | EXCLUSION - PROFESSIONAL LIABILITY COVERAGE |
| PI-HS-024 | (04/18) | AMENDMENT OF EXCL - PRESCRIPTION/NONPRESCRIPTION DRUGS |
| PI-HS-026 | (11/18) | LIMITATION - FOSTER PARENTS |
| PI-HSNOTICE | (11/18) | NOTICE TO POLICYHOLDERS LIMITATION - FOSTER PARENTS |
| PI-NP-007 | (04/01) | LOSS OF INCOME DUE TO WORKPLACE VIOLENCE |
| PI-SAM-006 | (01/17) | ABUSE OR MOLESTATION EXCLUSION |
| PI-SE-001 | (07/18) | SPECIAL EVENTS ENDORSEMENT |
| PI-TER-DN1 | (01/15) | DISCLOSURE NOTICE OF TERRORISM INS COVERAGE REJECTION |
| PIC Risk Mgm | (08/13) | PHLY RISK MANAGEMENT SERVICES |
| Pol Form Sch | (01/00) | POLICY FORMS SCHEDULE |
| Policy Cover | (08/11) | POLICY COVER LETTER |
| PP2015 | (06/15) | PRIVACY POLICY NOTICE |
| Prof Liabili | (01/00) | PROFESSIONAL LIABILITY FORMS SCHEDULE |
| Property Fo | (01/00) | PROPERTY FORMS SCHEDULE |
| Property Dec | (01/00) | PROPERTY DECLARATIONS |
| Property Sch | (01/00) | PROPERTY SUPPLEMENTAL SCHEDULE |
| WHY MyPHLY | (00/00) | WHY MYPHLY? |

Requested Renewal Changes:

PHLY can contact you to discuss new or higher coverages. Please check your interest:

D&O

Environmental

Cyber Liability

E&O

Umbrella

1. **Note**

All requested changes are subject to underwriting review and approval, per Philadelphia Insurance Companies.

2. **Material Change**

If there is any material change to the answers of this Application's questions prior to the policy inception date, the Applicant must notify the Underwriter in writing. Any outstanding quotation may be modified or withdrawn.

3. **Fraud Notice Statements**

APPLICABLE IN: OREGON

"ANY PERSON WHO KNOWINGLY AND WITH INTENT TO DEFRAUD ANY INSURANCE COMPANY OR OTHER PERSON FILES AN APPLICATION FOR INSURANCE CONTAINING ANY MATERIALLY FALSE INFORMATION OR CONCEALS, FOR THE PURPOSE OF MISLEADING, INFORMATION CONCERNING ANY FACT MATERIAL THERETO COMMITS A FRAUDULENT INSURANCE ACT, WHICH IS A CRIME AND SUBJECTS THAT PERSON TO CRIMINAL AND CIVIL PENALTIES (IN OREGON, THE AFOREMENTIONED ACTIONS MAY CONSTITUTE A FRAUDULENT INSURANCE ACT WHICH MAY BE A CRIME AND MAY SUBJECT THE PERSON TO PENALTIES). (IN NEW YORK, THE CIVIL PENALTY IS NOT TO EXCEED FIVE THOUSAND DOLLARS (\$5,000) AND THE STATED VALUE OF THE CLAIM FOR EACH SUCH VIOLATION)."

Name (Please Print/Type)

Title

(MUST BE SIGNED BY THE PRESIDENT, CHAIRMAN, CEO OR EXECUTIVE DIRECTOR)

Signature

Date

Signature (Agent)

Date

*The above signed warrants that he/she is authorized and has the power to complete and execute this document on behalf of the Applicant.

**JAPAN-AMERICA SOCIETY OF OREGON
2020-2021 GOVERNANCE CONTACT LIST**

OFFICERS

Tamako Hayashi, CHAIR
Masa Yamaguchi, CHAIR-ELECT,
Paul Waldram, TREASURER
Cathy Bowman, SECRETARY

VICE-CHAIRS

Rick Aizawa
Tatsuo Ito
Nancy Lange
Rob Langstaff
Masami Nishishiba

BOARD OF DIRECTORS

| | | | |
|--|--|----------------|----------------|
| <i>RICK AIZAWA</i> | rick.aizawa@portofportland.com | (503) 415-6800 | Term ends 2023 |
| Senior Manager, Air Service Development Port of Portland, P.O. Box 3529, Portland, OR 97208 | | | |
| <i>CATHY BOWMAN</i> | cbowman@mcknze.com | (503) 224-9560 | Term ends 2022 |
| Senior Associate & Architect Mackenzie, 1515 SE Water Ave, #100, Portland OR 97214 | | | |
| <i>LISA CHRISTY</i> | lchristy@japanesegarden.org | (503)-328-0050 | Term ends 2022 |
| Chief External Affairs Officer Portland Japanese Garden, 611 SW Kingston Ave Portland, OR 97205 | | | |
| <i>TAMAKO HAYASHI</i> | tahayashi@deloitte.com | (503) 453-6046 | Term ends 2022 |
| Managing Director Deloitte LLP, 111 SW Fifth Ave., #3900, Portland, OR 97204 | | | |
| <i>TATSUO ITO</i> | tatsuo_ito@sehamerica.com | (360) 883-7000 | Term ends 2023 |
| Executive Vice President SEH America, Inc., P.O. Box 8965, Vancouver, WA 98668 | | | |
| <i>NANCY LANGE</i> | nancy.lange@nwnatural.com | (503) 721-2444 | Term ends 2023 |
| Senior Manager, Major Account Services NW Natural, 220 NW 2nd Ave, Portland, OR 97209 | | | |
| <i>ROB LANGSTAFF</i> | rob.langstaffpdx@gmail.com | (503) 929-1620 | Term ends 2022 |
| CEO Sweet Onion Consulting, 320 Maywood Drive NW, Portland, OR 97210 | | | |
| <i>PATRICK MAYER</i> | rosebowlducks93@yahoo.com | (503) 329-3370 | Term ends 2022 |
| Director, Market Compliance Global Product & Merchandising Operations Nike, One Bowerman Drive, Beaverton, OR 97005 | | | |
| <i>JOHN MOTLEY</i> | jmotley@columbia.com | (503) 985-3812 | Term ends 2023 |

Associate General Counsel, Director of IP
Columbia Sportswear Company, 14375 NW Science Park Drive, Portland, OR 97229

MASAMI NISHISHIBA nishism@pdx.edu (503) 725-5151 Term ends 2023
Chair, Dept. of Public Administration, Mark O. Hatfield School of Government, College of Urban & Public Affairs
Portland State University, P.O. Box 751, Portland, OR 97207

PAUL OWEN paul.owen@vanport-intl.com (503) 663-4447 Term ends 2023
President & CE3
Vanport International, P.O. Box 97, Boring, OR 97009

TAYLOR RADLOFF taylor.j.radloff@jpmorgan.com (419) 217-2883 Term ends 2023
Multinational Corporations, VP
JPMorgan 1301 2nd Ave, Floor 24 Seattle, WA 98101

KOJIRO SHIRAIWA kshiraiwa@yamasausa.com (503) 363-8550 Term ends 2023
CEO
Yamasa Corporation USA, 3500 Fairview Industrial Estate Dr SE Salem OR 97302

NIKKI SWIFT nswift@cablehuston.com (503) 224-3092 Term ends 2023
Partner
Cable Huston, 1455 SW Broadway, #1500, Portland, OR 97201

MARI WATANABE mwatanabe@portlandalliance.com (503) 224-8684 Term ends 2022
Executive Director, Partners in Diversity
Portland Business Alliance, 200 SW Market St, #150, Portland, OR 97201

PAUL WALDRAM paul.waldram@mossadams.com (503) 242-1447 Term ends 2022
Partner, International Tax Services
Moss Adams LLP, 805 SW Broadway, #1200, Portland, OR 97205

MASA YAMAGUCHI yamaguchim@lanepowell.com (503) 778-2174 Term ends 2023
Shareholder
Lane Powell PC , 601 SW Second Ave., #2100, Portland, OR 97204

AKINORI YOKOSAWA akinori.yokosawa@delta.com (404) 773-9204 Term ends 2022
Manager, Nikkei Sales, Global Sales
Delta Air Lines, Delta World HQ, 1030 Delta Blvd, Hapeville, GA 30354

JUNKI YOSHIDA junki.yoshida@yoshida.com (503) 284-1114 Term ends 2023
Yoshida Group
8440 NE Alderwood Road, #A, Portland, OR 97220

EX-OFFICIO DIRECTORS

CONSUL GENERAL MASAKI SHIGA masaki.shiga@mofa.go.jp (503) 221-1811
Consular Office of Japan in Portland
1300 SW Fifth Ave., #2700, Portland, OR 97201

DEAN ALTERMAN dean@alterman.law (503) 517-8201 Term ends 2022
Alterman Law Group PC, 805 SW Broadway, #470, Portland, OR 97205

HONORARY DIRECTORS

GOVERNOR KATE BROWN

Office of the Governor
State Capitol, Salem, OR 97310

MAYOR TED WHEELER

Office of the Mayor
City Hall, 1220 SW Fifth Ave., Portland, OR 97204

Ed Kawasaki
George Nakata (1934-2021)

2021-2022 Proposed Board of Directors

Officers

Tamako Hayashi, *Chair*,
Paul Waldram, *Treasurer*
Masa Yamaguchi, *Chair-Elect*
Cathy Bowman, *Secretary*

Vice-Chairs

Rick Aizawa
Tatsuo Ito
Nancy Lange
Rob Langstaff
Masami Nishishiba

Ex-Officio Directors

Masaki Shiga, Consul General
Dean Alterman, Immediate Past Chair, Alterman Law
Group (Term Ends 2023)

Honorary Directors

Kate Brown, Governor, State of Oregon
Ted Wheeler, Mayor, City of Portland
Ed Kawasaki
George Nakata (1934-2021)

Board of Directors

Term Ends 2022

Cathy (Chiharu) Bowman, Mackenzie
Lisa Christy, Portland Japanese Garden
Tamako Hayashi, Deloitte
Rob Langstaff, Sweet Onion Consulting
Patrick Mayer, Individual Member
Paul Waldram, Moss Adams
Mari Watanabe, Portland Business Alliance
Mitsuhiro Yamazaki, Mitsu Yamazaki LLC
Akinori Yokosawa, Delta Air Lines

Term Ends 2023

Rick Aizawa, Port of Portland
Tatsuo Ito, SEH America
Nancy Lange, NW Natural
John Motley, Columbia Sportswear
Masami Nishishiba, Portland State University
Paul Owen, Vanport International
Taylor Radloff, JPMorgan
Kojiro Shiraiwa, Yamasa Corporation USA
Nikki Swift, Cable Huston
Masa Yamaguchi, Lane Powell
Junki Yoshida, Yoshida Group



オレゴン日米協会



Conflict of Interest Policy

ARTICLE I PURPOSE

The purpose of the conflict of interest policy is to protect JASO's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of JASO or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

ARTICLE II DEFINITIONS

1. The term "interested person" means any director, principal officer, or member of a committee with Board delegated powers, who has a direct or indirect financial interest, as defined below.
2. The term "financial interest" means a person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - a. An ownership or investment interest in any entity with which JASO has a transaction or arrangement,
 - b. A compensation arrangement with JASO or with any entity or individual with which JASO has a transaction or arrangement, or
 - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which JASO is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board or Executive Committee decides that a conflict of interest exists, in accordance with this policy.

ARTICLE III PROCEDURES

1. **Duty to Disclose.** In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be

given the opportunity to disclose all material facts to the Board or Executive Committee.

2. **Recusal of Self.** Any director may recuse himself or herself at any time from involvement in any decision or discussion in which the director believes he or she has or may have a conflict of interest, without going through the process of determining whether a conflict of interest exists, by informing the Board or Executive Committee of his or her recusal based on a possible conflict of interest.
3. **Determining Whether a Conflict of Interest Exists.** After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he or she shall leave the Board or Executive Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or Executive Committee members shall decide if a conflict of interest exists.
4. **Procedures for Addressing the Conflict of Interest.**
 - a. An interested person may make a presentation at the Board or Executive Committee meeting, but after the presentation, he or she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
 - b. The Chairperson of the Board or Executive Committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
 - c. After exercising due diligence, the Board or Executive Committee shall determine whether JASO can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
 - d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board or Executive Committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in JASO's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.
5. **Violations of the Conflicts of Interest Policy.**
 - a. If the Board or Executive Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
 - b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board or Executive Committee

determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

ARTICLE IV RECORDS OF PROCEEDINGS

The minutes of the Board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or Executive Committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

ARTICLE V COMPENSATION

- a. A voting member of the governing board who receives compensation, directly or indirectly, from JASO for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from JASO for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from JASO, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

ARTICLE VI ANNUAL STATEMENT

Each director, principal officer and member of a committee with Board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the Conflict of Interest Policy;
- b. Has read and understands the policy;
- c. Has agreed to comply with the policy; and
- d. Understands JASO is charitable and to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

ARTICLE VII PERIODIC REVIEWS

To ensure JASO operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information (if reasonably available), and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to JASO's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII USE OF OUTSIDE EXPERTS

When conducting the periodic reviews as provided for in Article VII, JASO may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

Policy approved by the Board of Directors on

Annual Conflict of Interest, Independence, and Relationship Statement

1. Name: _____ Date: _____

2. Title: Director Officer: _____

| Conflict of Interest Policy Affirmations | YES | NO |
|---|-----|----|
| 1. I have received a copy of the JASO Conflict of Interest Policy. | | |
| 2. I have read and understand the policy. | | |
| 3. I agree to comply with the policy. | | |
| 4. I understand that JASO is charitable and to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of tax-exempt purposes. | | |

| Conflict of Interest Policy Affirmations | YES | NO |
|--|-----|----|
| 1. Do you have a financial interest (current or potential), including a compensation arrangement, as defined in the Conflict of Interest Policy with JASO? | | |
| A. If your answer to question no. 1 above is "Yes," please describe it: _____ | | |
| B. If your answer to question no. 1 above is "Yes," has the financial interest been disclosed, as provided in the Conflict of Interest Policy? | | |
| 2. In the past, have you had a financial interest, including a compensation arrangement, as defined in the Conflict of Interest Policy with JASO? | | |
| A. If your answer to question no. 2 above is "Yes," please describe it: _____ | | |
| B. If your answer to question no. 2 above is "Yes," has the | | |

| | | |
|--|--|--|
| financial interest been disclosed, as provided in the Conflict of Interest Policy? | | |
|--|--|--|

| Independence of Director | YES | NO |
|---|------------|-----------|
| 1. Were you compensated as an officer or other employee from JASO or a related organization? | | |
| 2. Did you receive total compensation or other payments Exceeding \$10,000 for the year from JASO or a related organization as an independent contractor? (This figure does not include reimbursement of expenses or reasonable compensation for services provided in the capacity as a member of the governing body.) | | |
| 3. Did you receive, directly or indirectly, material financial benefits from JASO or a related organization, including: | | |
| a. Loans between you and the organization of greater than \$50,000? | | |
| b. Loans under \$50,000 on arm's length or more favorable terms? | | |
| c. A transaction in which an economic benefit is provided to you, directly or indirectly, and the value of the economic benefit provided exceeds the value of the consideration (including the performance of services) received for providing such benefit? | | |
| d. Loans, salary advances, and other advances and receivables? | | |
| e. A grant, scholarship, fellowship, internship, prize, award, or other assistance (including provisions of goods, services, or use of facilities) to you or one of your relatives? (Do not include business transactions for full and fair consideration engaged in to serve the direct and immediate needs of the organization, such as payment of compensation to an employee or consultant in exchange for services of comparable value.) | | |
| f. A direct business relationship with the organization (other than as an officer, director, trustee, or key employee)? | | |
| g. An indirect business relationship through ownership of more than 35 percent in another entity? | | |
| h. A family member who has a direct or indirect business relationship with your organization? | | |
| i. Serve as an officer, director, trustee, key employee, partner, or member of another entity doing business with your organization? | | |
| 4. Did you have a family member that received compensation or other material financial benefits from JASO or a related organization? | | |

| |
|-------------------------------------|
| Family Relations of Director |
|-------------------------------------|

1. Please identify all family relationships with another officer, director, or JASO employee who is a spouse, ancestor, brother or sister (whether whole or half blood), child (whether natural or adopted), grandchild, and spouse of brothers, sisters, children, and grandchildren: _____

Business Relationships of Director with another Director or Officer

1. Please identify all business relationships where one or more of the following exists:

a. one person is employed by the other in a sole proprietorship, or, employed by an organization with which the other is associated as a trustee, director, officer, or greater-than-35% owner:

b. one person is transacting business with the other (***other than in the ordinary course of either party's business on the same terms as are generally offered to the public***), directly or indirectly, in one or more contracts of sale, lease, license, loan, performance of services, or other transaction involving transfers of cash or property valued in excess of \$10,000 in the aggregate during the organization's tax year. Indirect transactions are transactions with an organization with which the one person is associated as trustee, director, officer, or greaterthan-35% owner:

c. the two persons are each a director, trustee, officer, or greater than 10% owner in the same business or investment entity:

Signature Date: _____

Print Name: _____

Date of Review by Executive Committee: _____

JAPAN AMERICA SOCIETY OF OREGON

Whistleblower Protection Policy

JASO requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of JASO, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

1. Reporting Responsibility

This Whistleblower Protection Policy is intended to encourage and enable employees and others to raise serious concerns internally so that JASO can address and correct inappropriate conduct and actions. It is the responsibility of all Board members, officers, employees and volunteers to report concerns about violations of JASO's code of ethics or suspected violations of law or regulations that govern JASO's operations.

2. No Retaliation

It is contrary to the values of JASO for anyone to retaliate against any Board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of JASO. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

3. Reporting Procedure

JASO has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with the Executive Director. If you are not comfortable speaking with the Executive Director or you are not satisfied with the Executive Director's response, you are encouraged to speak with Chairperson, Treasurer, or Executive Committee member. The Executive Director, Chairperson, Treasurer, or Executive Committee member to whom a report of ethics violation or suspected violation of law is made is required to immediately advise the Compliance Officer.

4. Compliance Officer

JASO's Treasurer is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Compliance Officer will advise the Executive Committee of all complaints and their resolution and will report at least annually to the Board of Directors on compliance activity relating to accounting or alleged financial improprieties.

5. Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

6. Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

7. Handling of Reported Violations

JASO's Treasurer will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Policy approved by the Board of Directors on

JAPAN AMERICA SOCIETY OF OREGON

Document Retention and Destruction Policy

1. Policy and Purposes

This Policy represents the policy of JASO with respect to the retention and destruction of documents and other records, both in hard copy and electronic media (which may merely be referred to as "documents" in this Policy). Purposes of the Policy include (a) retention and maintenance of documents necessary for the proper functioning of the organization as well as to comply with applicable legal requirements; (b) destruction of documents which no longer need to be retained; and (c) guidance for the Board of Directors, officers, staff and other constituencies with respect to their responsibilities concerning document retention and destruction. Notwithstanding the foregoing, the organization reserves the right to revise or revoke this Policy at any time.

2. Administration

The Executive Director shall be the administrator ("Administrator") in charge of the administration of this Policy. The Administrator's responsibilities shall include supervising and coordinating the retention and destruction of documents pursuant to this Policy and particularly the Document Retention Schedule included below. The Administrator shall also be responsible for documenting the actions taken in accordance with this Policy. The Administrator may also modify the Document Retention Schedule from time to time as necessary to comply with law or to include additional or revised document categories as may be appropriate to reflect organizational policies and procedures.

3. Suspension of Document Destruction; Compliance.

JASO becomes subject to a duty to preserve (or halt the destruction of) documents once litigation, an audit or a government investigation is reasonably anticipated. Therefore, if the Administrator becomes aware that litigation, a governmental audit or a government investigation has been instituted, or is reasonably anticipated or contemplated, the Administrator shall immediately order a halt to all document destruction under this Policy, communicating the order to all affected constituencies in writing, including, but not limited to staff and computer personnel or storage services. The Administrator may thereafter amend or rescind the order only after conferring with legal counsel.

4. Electronic Documents; Document Integrity.

Documents in electronic format shall be maintained just as hard copy or paper documents are, in accordance with the Document Retention Schedule. Due to the fact that the integrity of electronic documents, whether with respect to the ease of alteration or deletion, or otherwise, may come into question, the Administrator shall attempt to establish standards for document

integrity, including guidelines for handling electronic files, backup procedures, archiving of documents, and regular checkups of the reliability of the system; provided, that such standards shall only be implemented to the extent that they are reasonably attainable considering the resources and other priorities of the organization.

5. Document Retention Schedule.

| <u>Document Type</u> | <u>Retention Period</u> |
|---|---------------------------------|
| Accounting and Finance | |
| Accounts Payable | 7 years |
| Accounts Receivable | 7 years |
| Annual Financial Statements and Audit Reports | Permanent |
| Bank Statements, Reconciliations & Deposit Slips | 7 years |
| Canceled Checks – routine | 7 years |
| Canceled Checks – special, such as loan repayment | Permanent |
| Credit Card Receipts | 3 years |
| Employee/Business Expense Reports/Documents | 7 years |
| General Ledger | Permanent |
| Interim Financial Statements | 7 years |
| | |
| Contributions/Gifts/Grants | |
| Contribution Records | Permanent |
| Documents Evidencing Terms of Gifts | Permanent |
| Grant Records | 7 yrs after end of grant period |
| | |
| Corporate and Exemption | |
| Articles of Incorporation and Amendments | Permanent |
| Bylaws and Amendments | Permanent |
| Minute Books, including Board & Committee Minutes | Permanent |
| Annual Reports to Attorney General & Secretary of State | Permanent |
| Other Corporate Filings | Permanent |
| IRS Exemption Application (Form 1023 or 1024) | Permanent |
| IRS Exemption Determination Letter | Permanent |
| Licenses and Permits | Permanent |
| Employer Identification (EIN) Designation | Permanent |

Correspondence and Internal Memoranda

Hard copy correspondence and internal memoranda relating to a particular document otherwise addressed in this Schedule should be retained for the same period as the document to which they relate.

| | |
|--|------------------------------|
| Hard copy correspondence and internal memoranda relating to routine matters with no lasting significance | Two years |
| Correspondence and internal memoranda important to the organization or having lasting significance | Permanent, subject to review |

Electronic Mail (E-mail) to or from JASO

Electronic mail (e-mails) relating to a particular document otherwise addressed in this Schedule should be retained for the same period as the document to which they relate, but may be retained in hard copy form with the document to which they relate.

| | |
|--|------------------------------|
| E-mails considered important to the organization or of lasting significance should be printed and stored in a central repository | Permanent, subject to review |
| E-mails not included in either of the above categories | 12 months |

Electronically Stored Documents

Electronically stored documents (e.g., in pdf, text or other electronic format) comprising or relating to a particular document otherwise addressed in this Schedule should be retained for the same period as the document which they comprise or to which they relate, but may be retained in hard copy form (unless the electronic aspect is of significance).

| | |
|--|------------------------------|
| Electronically stored documents considered important to the organization or of lasting significance should be printed and stored in a central repository (unless the electronic aspect is of significance) | Permanent, subject to review |
|--|------------------------------|

| | |
|--|-----------|
| Electronically stored documents not included in either of the above categories | Two years |
|--|-----------|

Employment, Personnel and Pension

| | |
|---|------------------------------|
| Job applications (not hired) | 3 years |
| Personnel Records | 10 yrs after employment ends |
| I-9 Employment Eligibility Verification | 5 years after termination |
| Workers Compensation | 6 years |
| Time Cards | 7 years |

Retirement and pension records

Permanent

Insurance

Property, D&O, Workers' Compensation and

General Liability Insurance Policies

Permanent

Insurance Claims Records

Permanent

Legal and Contracts

Contracts, related correspondence and other
supporting documentation

10 yrs after termination

Legal correspondence

Permanent

Management and Miscellaneous

Strategic Plans

7 years after expiration

Disaster Recovery Plan

7 years after replacement

Policies and Procedures Manual

Current version with revision
history

Property – Real, Personal and Intellectual

Property Tax

Permanent

Real Property Lease

Permanent

Personal Property Leases

10 years after termination

Trademarks, Copyrights and Patents

Permanent

Tax

Tax exemption documents & correspondence

Permanent

IRS Rulings

Permanent

Annual information returns – federal & state

Permanent

Tax returns

Permanent

Payroll tax withholdings

7 years

Payroll tax returns

7 years

W-2 statements

7 years

Policy approved by the Board of Directors on

JAPAN AMERICA SOCIETY OF OREGON

COMPENSATION POLICY

The Executive Director of JASO is the principal representative of the organization, and the person responsible for the efficient operation of it. Therefore, it is the desire of JASO to provide a fair yet reasonable and not excessive compensation for the Executive Director.

The annual process for determining compensation is as follows: The Executive Committee shall annually evaluate the Executive Director on his or her performance, and ask for his or her input on matters of performance and compensation.

Board Approval. The Executive Committee will obtain research and information to make a recommendation to the Board for the compensation (salary and benefits) of the Executive Director (and other highly compensated employees or consultants) based on a review of comparability data. For example, the Committee will secure data that documents compensation levels and benefits for similarly qualified individuals in comparable positions at similar organizations. This data may include the following:

1. Salary and benefit compensation studies by independent sources;
2. Written job offers for positions at similar organizations;
3. Documented telephone calls about similar positions at both nonprofit and for profit organizations; and
4. Information obtained from the IRS Form 990 filings of similar organizations.

Concurrent Documentation. To approve the compensation for the Executive Director, the Board must document how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved. Documentation will include:

- a) A description of the compensation and benefits and the date it was approved;
- b) The members of the Board who were present during the discussion about compensation and benefits, and the results of the vote;
- c) A description of the comparability data relied upon and how the data was obtained; and
- d) Any actions taken (such as abstaining from discussion and vote) with respect to consideration of the compensation by anyone who is otherwise a member of the Board but who had a conflict of interest with respect to the decision on the compensation and benefits.

Independence in Setting Compensation: The Chairperson of the Board of Directors, who is a volunteer and not compensated JASO, will operate independently without undue influence from the Executive Director.

No member of the Executive Committee will be a staff member, the relative of a staff member, or have any relationship with staff that could present a conflict of interest.

Policy approved by the Board of Directors on

IRS e-file Signature Authorization for an Exempt Organization

For calendar year 2019, or fiscal year beginning _____, 2019, and ending _____, 20____

2019

Department of the Treasury
Internal Revenue Service

▶ **Do not send to the IRS. Keep for your records.**
▶ **Go to www.irs.gov/Form8879EO for the latest information.**

Name of exempt organization

Employer identification number

JAPAN AMERICA SOCIETY OF OREGON

93-0783407

Name and title of officer

**DEAN ALTERMAN
CHAIR**

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a, 2a, 3a, 4a, or 5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, or 5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not complete more than one line in Part I.**

| | | | |
|------------------------------------|---------------------------------------|--|---------------------------|
| 1a Form 990 check here | ▶ <input checked="" type="checkbox"/> | b Total revenue , if any (Form 990, Part VIII, column (A), line 12) | 1b <u>330,529.</u> |
| 2a Form 990-EZ check here | ▶ <input type="checkbox"/> | b Total revenue , if any (Form 990-EZ, line 9) | 2b _____ |
| 3a Form 1120-POL check here | ▶ <input type="checkbox"/> | b Total tax (Form 1120-POL, line 22) | 3b _____ |
| 4a Form 990-PF check here | ▶ <input type="checkbox"/> | b Tax based on investment income (Form 990-PF, Part VI, line 5) | 4b _____ |
| 5a Form 8868 check here | ▶ <input type="checkbox"/> | b Balance Due (Form 8868, line 3c) | 5b _____ |

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2019 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

I authorize DELOITTE TAX LLP to enter my PIN 61598
ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶ CLIENT COPY Date ▶ _____

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

93072897204
Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2019 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶ Megan Duchesneau Date ▶ 11/09/20

**ERO Must Retain This Form - See Instructions
Do Not Submit This Form to the IRS Unless Requested To Do So**

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- Do not enter social security numbers on this form as it may be made public.
- Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Form **990**
(Rev. January 2020)
Department of the Treasury
Internal Revenue Service

A For the 2019 calendar year, or tax year beginning and ending

| | | | |
|--|--|--------------------------------------|---|
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization JAPAN AMERICA SOCIETY OF OREGON | | D Employer identification number 93-0783407 |
| | Doing business as | | E Telephone number 503-552-8811 |
| | Number and street (or P.O. box if mail is not delivered to street address) | Room/suite | G Gross receipts \$ 379,931. |
| | 221 NW 2ND AVE. | 202 | H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) |
| City or town, state or province, country, and ZIP or foreign postal code PORTLAND, OR 97209 | | H(c) Group exemption number ▶ | |
| F Name and address of principal officer: DEAN ALTERMAN SAME AS C ABOVE | | | |
| I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 | | | |
| J Website: ▶ WWW.JASO.ORG | | | |
| K Form of organization: <input type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input checked="" type="checkbox"/> Other ▶ | | | L Year of formation: 1907 M State of legal domicile: OR |

Part I Summary

| | | | |
|---|--|---------------------------|--------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: <u>SEE STATEMENT O.</u> | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 25 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 25 |
| | 5 Total number of individuals employed in calendar year 2019 (Part V, line 2a) | 5 | 4 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 0 |
| | 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 0. |
| b Net unrelated business taxable income from Form 990-T, line 39 | 7b | 0. | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year | Current Year |
| | 9 Program service revenue (Part VIII, line 2g) | 93,345. | 100,083. |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 124,006. | 173,929. |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 23,850. | 3,066. |
| | 12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 72,257. | 53,451. |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | 313,458. | 330,529. |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | 0. | 0. |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 0. | 0. |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | 155,216. | 157,543. |
| | b Total fundraising expenses (Part IX, column (D), line 25) ▶ 19,964. | 0. | 0. |
| | 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 132,958. | 158,831. |
| | 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 288,174. | 316,374. |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 25,284. | 14,155. | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 16) | Beginning of Current Year | End of Year |
| | 21 Total liabilities (Part X, line 26) | 218,230. | 230,249. |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | 80. | 80. |
| | | 218,150. | 230,169. |

Part II Signature Block
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

CLIENT COPY

| | | | | | |
|---|---|---|------------------|---|--------------------------|
| Sign Here | Signature of officer | Date | | | |
| | DEAN ALTERMAN, CHAIR Type or print name and title | | | | |
| Paid Preparer Use Only | Print/Type preparer's name MEGAN DUCHESNEAU | Preparer's signature <i>Megan Duchesneau</i> | Date 11/09/20 | Check if self-employed <input type="checkbox"/> | PTIN P01250273 |
| | Firm's name ▶ DELOITTE TAX LLP | Firm's EIN ▶ 86-1065772 | | Phone no. 503-222-1341 | |
| Firm's address ▶ 111 SW FIFTH AVENUE, SUITE 3900 | | PORTLAND, OR 97204 | | | |

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Application for Automatic Extension of Time To File an Exempt Organization Return

Department of the Treasury
Internal Revenue Service

▶ **File a separate application for each return.**
▶ **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

| | | |
|--|---|---|
| Type or print | Name of exempt organization or other filer, see instructions. JAPAN AMERICA SOCIETY OF OREGON | Taxpayer identification number (TIN) 93-0783407 |
| File by the due date for filing your return. See instructions. | Number, street, and room or suite no. If a P.O. box, see instructions. 221 NW 2ND AVE., NO. 202 | |
| | City, town or post office, state, and ZIP code. For a foreign address, see instructions. PORTLAND, OR 97209 | |

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 | 1

| Application Is For | Return Code | Application Is For | Return Code |
|--|-------------|-----------------------------------|-------------|
| Form 990 or Form 990-EZ | 01 | Form 990-T (corporation) | 07 |
| Form 990-BL | 02 | Form 1041-A | 08 |
| Form 4720 (individual) | 03 | Form 4720 (other than individual) | 09 |
| Form 990-PF | 04 | Form 5227 | 10 |
| Form 990-T (sec. 401(a) or 408(a) trust) | 05 | Form 6069 | 11 |
| Form 990-T (trust other than above) | 06 | Form 8870 | 12 |

GRAHAM MORRIS - 221 NW SECOND AVENUE, SUITE 202 -

- The books are in the care of ▶ **PORTLAND, OR 97209-3948**
Telephone No. ▶ **503-552-8811** Fax No. ▶ _____
- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box . If it is for part of the group, check this box and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until **NOVEMBER 16, 2020**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ▶ calendar year **2019** or
 ▶ tax year beginning _____, and ending _____.

2 If the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return
 Change in accounting period

| | | | |
|---|-----------|----|----|
| 3a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions. | 3a | \$ | 0. |
| b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit. | 3b | \$ | 0. |
| c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions. | 3c | \$ | 0. |

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission:

TO SUPPORT BUSINESS AND DEVELOP COMMUNITY BY STRENGTHENING THE US-JAPAN RELATIONSHIP IN OUR COMMUNITY. JASO WORKS IN OREGON AND SOUTHWEST WASHINGTON.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 261,226. including grants of \$) (Revenue \$ 173,929.)

BUSINESS: JASO HOSTS A BUSINESS SPEAKER SERIES, CREATES PROGRAMS FOR WOMEN TO DEVELOP THEIR LEADERSHIP SKILLS, HOSTS EVENTS FOR YOUNG PROFESSIONALS, HOLDS LANGUAGE CLASSES AND PROMOTES AN OUTREACH PROGRAM TO TEACH US EMPLOYEES AT JAPANESE COMPANIES ABOUT JAPANESE WORKPLACE CULTURE, PLUS NETWORKING EVENTS.

EDUCATION: JASO VISITS MORE THAN 100 ELEMENTARY SCHOOL CLASSROOMS EACH YEAR TO INTRODUCE STUDENTS TO JAPAN; HOSTS A LANGUAGE AND CULTURE QUIZ FOR HIGH SCHOOL STUDENTS AROUND THE PACIFIC NORTHWEST; HOLDS A SPEECH CONTEST FOR LOCAL COLLEGE STUDENTS; AND RUNS A PROGRAM THAT CONNECTS STUDENTS IN OREGON WITH STUDENTS IN TOYAMA PREFECTURE IN JAPAN VIA THE INTERNET.

CULTURE: JASO HOLDS AUTHENTIC TRADITIONAL JAPANESE CULTURAL

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 261,226.

Part IV Checklist of Required Schedules

| | | Yes | No |
|-----|--|-----|----|
| 1 | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> | X | |
| 2 | Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? | X | |
| 3 | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> | | X |
| 4 | Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> | | X |
| 5 | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> | | X |
| 6 | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> | | X |
| 7 | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> | | X |
| 8 | Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> | | X |
| 9 | Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> | | X |
| 10 | Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i> | X | |
| 11 | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. | | |
| a | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> | | X |
| b | Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> | | X |
| c | Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> | | X |
| d | Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> | | X |
| e | Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> | | X |
| f | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> | | X |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> | | X |
| b | Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> | | X |
| 13 | Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> | | X |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? | | X |
| b | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> | | X |
| 15 | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> | | X |
| 16 | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> | | X |
| 17 | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> | | X |
| 18 | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> | X | |
| 19 | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> | | X |
| 20a | Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> | | X |
| b | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | | |
| 21 | Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> | | X |

Part IV Checklist of Required Schedules (continued)

| | Yes | No |
|--|-----|----|
| 22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> | | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> | | X |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> | | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> | | X |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> | | X |
| 26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i> | | X |
| 27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| c A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i> | | X |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | | X |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> | | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> | | X |
| 34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> | | X |
| 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? | | X |
| b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | | |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | | X |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> | | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? | X | |

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

| | Yes | No |
|--|-----|----|
| 1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable | | |
| b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable | | |
| c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | | |

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

| | | Yes | No |
|--|--|-----|----|
| 2a | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 2a 4 | | |
| b | If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) | X | |
| 3a | Did the organization have unrelated business gross income of \$1,000 or more during the year? | | X |
| b | If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O | | |
| 4a | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | | X |
| b | If "Yes," enter the name of the foreign country ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR). | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | | X |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | | X |
| c | If "Yes" to line 5a or 5b, did the organization file Form 8886-T? | | |
| 6a | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? | | X |
| b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? | | |
| 7 Organizations that may receive deductible contributions under section 170(c). | | | |
| a | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? | X | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | X | |
| c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | | X |
| d | If "Yes," indicate the number of Forms 8282 filed during the year 7d | | |
| e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | | X |
| f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | | X |
| g | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? | | X |
| h | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? | | X |
| 8 | Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? | | |
| 9 | Sponsoring organizations maintaining donor advised funds. | | |
| a | Did the sponsoring organization make any taxable distributions under section 4966? | | |
| b | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? | | |
| 10 | Section 501(c)(7) organizations. Enter: | | |
| a | Initiation fees and capital contributions included on Part VIII, line 12 10a | | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b | | |
| 11 | Section 501(c)(12) organizations. Enter: | | |
| a | Gross income from members or shareholders 11a | | |
| b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b | | |
| 12a | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? | | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b | | |
| 13 | Section 501(c)(29) qualified nonprofit health insurance issuers. | | |
| a | Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O. | | |
| b | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b | | |
| c | Enter the amount of reserves on hand 13c | | |
| 14a | Did the organization receive any payments for indoor tanning services during the tax year? | | X |
| b | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O | | |
| 15 | Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N. | | X |
| 16 | Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O. | | X |

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

| | | Yes | No |
|-----------|--|-----|----|
| 1a | Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O. | | |
| | 1a | 25 | |
| b | Enter the number of voting members included on line 1a, above, who are independent | | |
| | 1b | 25 | |
| 2 | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | | X |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? | | X |
| 4 | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | | X |
| 5 | Did the organization become aware during the year of a significant diversion of the organization's assets? | | X |
| 6 | Did the organization have members or stockholders? | X | |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | X | |
| b | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | | X |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: | | |
| a | The governing body? | X | |
| b | Each committee with authority to act on behalf of the governing body? | X | |
| 9 | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O | | X |

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

| | | Yes | No |
|------------|--|-----|----|
| 10a | Did the organization have local chapters, branches, or affiliates? | | X |
| b | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? | | |
| | 10b | | |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | | X |
| b | Describe in Schedule O the process, if any, used by the organization to review this Form 990. | | |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 | X | |
| b | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | X | |
| c | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done | X | |
| | 12c | X | |
| 13 | Did the organization have a written whistleblower policy? | X | |
| 14 | Did the organization have a written document retention and destruction policy? | X | |
| 15 | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | |
| a | The organization's CEO, Executive Director, or top management official | X | |
| b | Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). | | X |
| | 15b | | X |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | | X |
| b | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? | | |
| | 16b | | |

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **OR**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **GRAHAM MORRIS - 503-552-8811**
221 NW SECOND AVENUE, SUITE 202, PORTLAND, OR 97209-3948

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (1) AKINORI YOKOSAWA DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (2) AYAKO AMAKO DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (3) BRYANT VILLALOBOS DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (4) CATHY BOWMAN DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (5) CONSUL GENERAL TAKASHI TERAOKA DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (6) DAIGORO SEKINE DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (7) DEAN ALTERMAN CHAIR | 3.00 | X | | X | | | 0. | 0. | 0. | |
| (8) JOHN KODACHI DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (9) JOHN MOTLEY DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (10) JUNKI YOSHIDA DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (11) MARI WATANABE DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (12) MASA YAMAGUCHI SECRETARY | 3.00 | X | | X | | | 0. | 0. | 0. | |
| (13) MASAMI NISHISHIBA DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (14) MIHO HATANAKA DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (15) MITSUHIRO YAMAZAKI DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (16) NANCY LANGE DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |
| (17) NIKKI SWIFT DIRECTOR | 1.00 | X | | | | | 0. | 0. | 0. | |

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (18) PATRICK MAYER DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (19) PAUL GILLES DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (20) PAUL OWEN DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (21) PAUL WALDRAM DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (22) RICK AIZAWA DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (23) ROB LANGSTAFF DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (24) TAMAKO HAYASHI CHAIR-ELECT, TREASURER | 3.00 | X | | X | | | | 0. | 0. | 0. |
| (25) TATSUO ITO DIRECTOR | 1.00 | X | | | | | | 0. | 0. | 0. |
| (26) GRAHAM MORRIS EXECUTIVE DIRECTOR | 40.00 | | | X | | | | 81,000. | 0. | 0. |
| 1b Subtotal | | | | | | | | 81,000. | 0. | 0. |
| c Total from continuation sheets to Part VII, Section A | | | | | | | | 0. | 0. | 0. |
| d Total (add lines 1b and 1c) | | | | | | | | 81,000. | 0. | 0. |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

| | Yes | No |
|--|-----|----|
| 3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual | | X |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual | | X |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person | | X |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address | (B) Description of services | (C) Compensation |
|----------------------------------|--------------------------------|---------------------|
| NONE | | |
| | | |
| | | |
| | | |
| | | |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

| | | | (A) | (B) | (C) | (D) |
|---|--|---------------|---------------------------|------------------------------------|----------------------------|--|
| | | | Total revenue | Related or exempt function revenue | Unrelated business revenue | Revenue excluded from tax under sections 512 - 514 |
| Contributions, Gifts, Grants and Other Similar Amounts | 1 a Federated campaigns | 1a | | | | |
| | b Membership dues | 1b | 100,083. | | | |
| | c Fundraising events | 1c | | | | |
| | d Related organizations | 1d | | | | |
| | e Government grants (contributions) | 1e | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f | | | | |
| | g Noncash contributions included in lines 1a-1f | 1g | \$ | | | |
| | h Total. Add lines 1a-1f | | | 100,083. | | |
| Program Service Revenue | 2 a <u>SERVICE FEES</u> | Business Code | 511190 | 140,457. | 140,457. | |
| | b <u>RESTRICTED PROGRAM REV</u> | Business Code | 511190 | 33,472. | 33,472. | |
| | c | | | | | |
| | d | | | | | |
| | e | | | | | |
| | f All other program service revenue | | | | | |
| | g Total. Add lines 2a-2f | | | 173,929. | | |
| Other Revenue | 3 Investment income (including dividends, interest, and other similar amounts) | | | 3,110. | | 3,110. |
| | 4 Income from investment of tax-exempt bond proceeds | | | | | |
| | 5 Royalties | | | | | |
| | 6 a Gross rents | 6a | (i) Real (ii) Personal | | | |
| | b Less: rental expenses | 6b | | | | |
| | c Rental income or (loss) | 6c | | | | |
| | d Net rental income or (loss) | | | | | |
| | 7 a Gross amount from sales of assets other than inventory | 7a | (i) Securities (ii) Other | 4,155. | | |
| | b Less: cost or other basis and sales expenses | 7b | | 4,199. | | |
| | c Gain or (loss) | 7c | | -44. | | |
| | d Net gain or (loss) | | | -44. | | -44. |
| | 8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | 8a | | 97,399. | | |
| | b Less: direct expenses | 8b | | 45,203. | | |
| c Net income or (loss) from fundraising events | | | 52,196. | | 52,196. | |
| 9 a Gross income from gaming activities. See Part IV, line 19 | 9a | | | | | |
| b Less: direct expenses | 9b | | | | | |
| c Net income or (loss) from gaming activities | | | | | | |
| 10 a Gross sales of inventory, less returns and allowances | 10a | | | | | |
| b Less: cost of goods sold | 10b | | | | | |
| c Net income or (loss) from sales of inventory | | | | | | |
| Miscellaneous Revenue | 11 a <u>OTHER REVENUE</u> | Business Code | 900099 | 1,255. | | 1,255. |
| | b | | | | | |
| | c | | | | | |
| | d All other revenue | | | | | |
| | e Total. Add lines 11a-11d | | | 1,255. | | |
| 12 Total revenue. See instructions | | | 330,529. | 173,929. | 0. | 56,517. |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|--|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 | | | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 81,000. | 60,750. | 12,150. | 8,100. |
| 6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | 61,329. | 45,997. | 9,199. | 6,133. |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | | | | |
| 9 Other employee benefits | | | | |
| 10 Payroll taxes | 15,214. | 11,411. | 2,282. | 1,521. |
| 11 Fees for services (nonemployees): | | | | |
| a Management | | | | |
| b Legal | | | | |
| c Accounting | | | | |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | | | | |
| f Investment management fees | | | | |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.) | 2,569. | | 2,569. | |
| 12 Advertising and promotion | | | | |
| 13 Office expenses | 3,951. | 2,963. | 593. | 395. |
| 14 Information technology | | | | |
| 15 Royalties | | | | |
| 16 Occupancy | 18,734. | 14,051. | 2,810. | 1,873. |
| 17 Travel | 5,114. | 3,836. | 767. | 511. |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | 1,600. | 1,199. | 241. | 160. |
| 20 Interest | | | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | | | | |
| 23 Insurance | 4,032. | 4,032. | | |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a PROGRAM FEES | 102,764. | 102,764. | | |
| b BANK CHARGES | 6,635. | 4,976. | 995. | 664. |
| c OFFICE EQUIPMENT | 886. | | 886. | |
| d | | | | |
| e All other expenses | 12,546. | 9,247. | 2,692. | 607. |
| 25 Total functional expenses. Add lines 1 through 24e | 316,374. | 261,226. | 35,184. | 19,964. |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. | | | | |

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

| | | (A) Beginning of year | | (B) End of year | |
|------------------------------------|---|---|----------|--------------------|----------|
| Assets | 1 | Cash - non-interest-bearing | 125,379. | 1 | 136,603. |
| | 2 | Savings and temporary cash investments | 92,851. | 2 | 93,646. |
| | 3 | Pledges and grants receivable, net | | 3 | |
| | 4 | Accounts receivable, net | | 4 | |
| | 5 | Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | | 5 | |
| | 6 | Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) | | 6 | |
| | 7 | Notes and loans receivable, net | | 7 | |
| | 8 | Inventories for sale or use | | 8 | |
| | 9 | Prepaid expenses and deferred charges | | 9 | |
| | 10a | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a | | |
| | b | Less: accumulated depreciation | 10b | 10c | |
| | 11 | Investments - publicly traded securities | | 11 | |
| | 12 | Investments - other securities. See Part IV, line 11 | | 12 | |
| | 13 | Investments - program-related. See Part IV, line 11 | | 13 | |
| | 14 | Intangible assets | | 14 | |
| | 15 | Other assets. See Part IV, line 11 | | 15 | |
| 16 | Total assets. Add lines 1 through 15 (must equal line 33) | 218,230. | 16 | 230,249. | |
| Liabilities | 17 | Accounts payable and accrued expenses | 80. | 17 | 80. |
| | 18 | Grants payable | | 18 | |
| | 19 | Deferred revenue | | 19 | |
| | 20 | Tax-exempt bond liabilities | | 20 | |
| | 21 | Escrow or custodial account liability. Complete Part IV of Schedule D | | 21 | |
| | 22 | Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | | 22 | |
| | 23 | Secured mortgages and notes payable to unrelated third parties | | 23 | |
| | 24 | Unsecured notes and loans payable to unrelated third parties | | 24 | |
| | 25 | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D | | 25 | |
| | 26 | Total liabilities. Add lines 17 through 25 | 80. | 26 | 80. |
| Net Assets or Fund Balances | Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33. | | | | |
| | 27 | Net assets without donor restrictions | 185,321. | 27 | 197,340. |
| | 28 | Net assets with donor restrictions | 32,829. | 28 | 32,829. |
| | Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33. | | | | |
| | 29 | Capital stock or trust principal, or current funds | | 29 | |
| | 30 | Paid-in or capital surplus, or land, building, or equipment fund | | 30 | |
| | 31 | Retained earnings, endowment, accumulated income, or other funds | | 31 | |
| | 32 | Total net assets or fund balances | 218,150. | 32 | 230,169. |
| 33 | Total liabilities and net assets/fund balances | 218,230. | 33 | 230,249. | |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

| | | | |
|----|--|----|----------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 330,529. |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 316,374. |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | 14,155. |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) | 4 | 218,150. |
| 5 | Net unrealized gains (losses) on investments | 5 | |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | 749. |
| 9 | Other changes in net assets or fund balances (explain on Schedule O) | 9 | -2,885. |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | 10 | 230,169. |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

| | | Yes | No |
|----|---|-----|----|
| 1 | Accounting method used to prepare the Form 990: <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O. | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | | X |
| b | Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | | X |
| c | If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O. | | |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____ | | X |
| b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____ | | |

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

2019

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization: JAPAN AMERICA SOCIETY OF OREGON
Employer identification number: 93-0783407

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990 or 990-EZ).)
3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state:
5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
8 A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
9 An agricultural research organization described in section 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
10 [X] An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
11 An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
a Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. You must complete Part IV, Sections A and B.
b Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). You must complete Part IV, Sections A and C.
c Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). You must complete Part IV, Sections A, D, and E.
d Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). You must complete Part IV, Sections A and D, and Part V.
e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations

Table with 6 columns: (i) Name of supported organization, (ii) EIN, (iii) Type of organization (described on lines 1-10 above), (iv) Is the organization listed in your governing document? (Yes/No), (v) Amount of monetary support (see instructions), (vi) Amount of other support (see instructions). Includes a Total row at the bottom.

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ► | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) 2019 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | | | | | | |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add lines 1 through 3 | | | | | | |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | |
| 6 Public support. Subtract line 5 from line 4. | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ► | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) 2019 | (f) Total |
|--|----------|----------|----------|----------|----------|--------------------------|
| 7 Amounts from line 4 | | | | | | |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | | | | | | |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 11 Total support. Add lines 7 through 10 | | | | | | |
| 12 Gross receipts from related activities, etc. (see instructions) | | | | | 12 | |
| 13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here | | | | | | <input type="checkbox"/> |

Section C. Computation of Public Support Percentage

| | | |
|---|--------------------------|---|
| 14 Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) | 14 | % |
| 15 Public support percentage from 2018 Schedule A, Part II, line 14 | 15 | % |
| 16a 33 1/3% support test - 2019. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | <input type="checkbox"/> | |
| b 33 1/3% support test - 2018. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | <input type="checkbox"/> | |
| 17a 10% -facts-and-circumstances test - 2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization | <input type="checkbox"/> | |
| b 10% -facts-and-circumstances test - 2018. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization | <input type="checkbox"/> | |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions | <input type="checkbox"/> | |

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) 2019 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | 90,225. | 122,639. | 114,687. | 129,898. | 133,555. | 591,004. |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | 314. | 58,752. | 57,105. | 87,453. | 140,457. | 344,081. |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 Total. Add lines 1 through 5 | 90,539. | 181,391. | 171,792. | 217,351. | 274,012. | 935,085. |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | 2,750. | 4,200. | 16,662. | 7,975. | 8,452. | 40,039. |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year | | | | | | 0. |
| c Add lines 7a and 7b | 2,750. | 4,200. | 16,662. | 7,975. | 8,452. | 40,039. |
| 8 Public support. (Subtract line 7c from line 6.) | | | | | | 895,046. |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) 2019 | (f) Total |
|--|----------|----------|----------|----------|----------|------------|
| 9 Amounts from line 6 | 90,539. | 181,391. | 171,792. | 217,351. | 274,012. | 935,085. |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | 170. | 1,312. | 3,902. | 4,028. | 3,110. | 12,522. |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 | | | | | | |
| c Add lines 10a and 10b | 170. | 1,312. | 3,902. | 4,028. | 3,110. | 12,522. |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | 158,888. | 122,209. | 132,110. | 124,607. | 97,399. | 635,213. |
| 13 Total support. (Add lines 9, 10c, 11, and 12.) | 249,597. | 304,912. | 307,804. | 345,986. | 374,521. | 1,582,820. |

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

| | | |
|---|----|---------|
| 15 Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f)) | 15 | 56.55 % |
| 16 Public support percentage from 2018 Schedule A, Part III, line 15 | 16 | 51.65 % |

Section D. Computation of Investment Income Percentage

| | | |
|--|----|-------|
| 17 Investment income percentage for 2019 (line 10c, column (f), divided by line 13, column (f)) | 17 | .79 % |
| 18 Investment income percentage from 2018 Schedule A, Part III, line 17 | 18 | .64 % |

19a 33 1/3% support tests - 2019. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2018. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).*
- 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer (b) and (c) below.*
- b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in Part VI when and how the organization made the determination.*
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in Part VI what controls the organization put in place to ensure such use.*
- 4a Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.*
- b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*
- c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*
- b **Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c **Substitutions only.** Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in Part VI.*
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).*
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).*
- 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in Part VI.*
- b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in Part VI.*
- c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in Part VI.*
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer 10b below.*
- b Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*

| | Yes | No |
|-----|-----|----|
| 1 | | |
| 2 | | |
| 3a | | |
| 3b | | |
| 3c | | |
| 4a | | |
| 4b | | |
| 4c | | |
| 5a | | |
| 5b | | |
| 5c | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9a | | |
| 9b | | |
| 9c | | |
| 10a | | |
| 10b | | |

Part IV Supporting Organizations (continued)

| | Yes | No |
|--|-----|----|
| 11 Has the organization accepted a gift or contribution from any of the following persons? | | |
| a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? | | |
| b A family member of a person described in (a) above? | | |
| c A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i> | | |

Section B. Type I Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i> | | |
| 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i> | | |

Section C. Type II Supporting Organizations

| | Yes | No |
|--|-----|----|
| 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i> | | |

Section D. All Type III Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | | |
| 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i> | | |
| 3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i> | | |

Section E. Type III Functionally Integrated Supporting Organizations

| | | |
|---|--|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). | | |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions). | | |
| 2 Activities Test. Answer (a) and (b) below. | | |
| a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i> | | |
| b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i> | | |
| 3 Parent of Supported Organizations. Answer (a) and (b) below. | | |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i> | | |
| b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i> | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
|---------------------------------|--|----------------|-----------------------------|
| 1 | Net short-term capital gain | 1 | |
| 2 | Recoveries of prior-year distributions | 2 | |
| 3 | Other gross income (see instructions) | 3 | |
| 4 | Add lines 1 through 3. | 4 | |
| 5 | Depreciation and depletion | 5 | |
| 6 | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | |
| 7 | Other expenses (see instructions) | 7 | |
| 8 | Adjusted Net Income (subtract lines 5, 6, and 7 from line 4) | 8 | |

| Section B - Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
|----------------------------------|---|----------------|-----------------------------|
| 1 | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | | |
| a | Average monthly value of securities | 1a | |
| b | Average monthly cash balances | 1b | |
| c | Fair market value of other non-exempt-use assets | 1c | |
| d | Total (add lines 1a, 1b, and 1c) | 1d | |
| e | Discount claimed for blockage or other factors (explain in detail in Part VI): | | |
| 2 | Acquisition indebtedness applicable to non-exempt-use assets | 2 | |
| 3 | Subtract line 2 from line 1d. | 3 | |
| 4 | Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions). | 4 | |
| 5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | |
| 6 | Multiply line 5 by .035. | 6 | |
| 7 | Recoveries of prior-year distributions | 7 | |
| 8 | Minimum Asset Amount (add line 7 to line 6) | 8 | |

| Section C - Distributable Amount | | | Current Year |
|----------------------------------|---|---|--------------|
| 1 | Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | |
| 2 | Enter 85% of line 1. | 2 | |
| 3 | Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | |
| 4 | Enter greater of line 2 or line 3. | 4 | |
| 5 | Income tax imposed in prior year | 5 | |
| 6 | Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions). | 6 | |
| 7 | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions). | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D - Distributions | Current Year |
|--|--------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | |
| 4 Amounts paid to acquire exempt-use assets | |
| 5 Qualified set-aside amounts (prior IRS approval required) | |
| 6 Other distributions (describe in Part VI). See instructions. | |
| 7 Total annual distributions. Add lines 1 through 6. | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions. | |
| 9 Distributable amount for 2019 from Section C, line 6 | |
| 10 Line 8 amount divided by line 9 amount | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2019 | (iii) Distributable Amount for 2019 |
|---|-----------------------------|--|---|
| 1 Distributable amount for 2019 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2019 (reasonable cause required- explain in Part VI). See instructions. | | | |
| 3 Excess distributions carryover, if any, to 2019 | | | |
| a From 2014 | | | |
| b From 2015 | | | |
| c From 2016 | | | |
| d From 2017 | | | |
| e From 2018 | | | |
| f Total of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2019 distributable amount | | | |
| i Carryover from 2014 not applied (see instructions) | | | |
| j Remainder. Subtract lines 3g, 3h, and 3i from 3f. | | | |
| 4 Distributions for 2019 from Section D, line 7: \$ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2019 distributable amount | | | |
| c Remainder. Subtract lines 4a and 4b from 4. | | | |
| 5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions. | | | |
| 6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions. | | | |
| 7 Excess distributions carryover to 2020. Add lines 3j and 4c. | | | |
| 8 Breakdown of line 7: | | | |
| a Excess from 2015 | | | |
| b Excess from 2016 | | | |
| c Excess from 2017 | | | |
| d Excess from 2018 | | | |
| e Excess from 2019 | | | |

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART III, LINE 12, EXPLANATION FOR OTHER INCOME:

OTHER INCOME

2015 AMOUNT: \$ 937.

2016 AMOUNT: \$ 103.

2017 AMOUNT: \$ 6,035.

2018 AMOUNT: \$ 0.

2019 AMOUNT: \$ 0.

FUNDRAISING GROSS RECEIPTS

2015 AMOUNT: \$ 157,951.

2016 AMOUNT: \$ 122,106.

2017 AMOUNT: \$ 126,075.

2018 AMOUNT: \$ 124,607.

2019 AMOUNT: \$ 97,399.

Schedule A

Payments from Disqualified Persons
Included on Part III, Line 7a

2019

** Do Not File **

*** Not Open to Public Inspection ***

| Payer's Name | 2015 Amount | 2016 Amount | 2017 Amount | 2018 Amount | 2019 Amount |
|---|-------------|-------------|-------------|-------------|-------------|
| BOARD MEMBERS | 2,750. | 4,200. | 16,662. | 7,975. | 8,452. |
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| Total to Schedule A, Part III, Line 7a | 2,750. | 4,200. | 16,662. | 7,975. | 8,452. |

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Name of the organization

Employer identification number

JAPAN AMERICA SOCIETY OF OREGON

93-0783407

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

| | |
|--|---|
| Name of organization JAPAN AMERICA SOCIETY OF OREGON | Employer identification number 93-0783407 |
|--|---|

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
|------------|--|----------------------------|---|
| 1 | <u>THE FREEMAN FOUNDATION</u> <u>1601 EAST-WEST ROAD</u> <u>HONOLULU, HI 96848</u> | \$ <u>20,000.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 2 | <u>PORT OF PORTLAND</u> <u>PO BOX 3529</u> <u>PORTLAND, OR 97208</u> | \$ <u>8,295.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 3 | <u>NATIONAL ASSOCIATION OF JAPAN AMERICA SOCIETIES</u> <u>1819 L ST NW, #800</u> <u>WASHINGTON, DC 20036</u> | \$ <u>23,587.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 4 | <u>PORTLAND JAPANESE GARDEN</u> <u>611 SW KINGSTON AVE</u> <u>PORTLAND, OR 97205</u> | \$ <u>5,500.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 5 | <u>LANE POWELL</u> <u>601 SW 2ND AVE. SUITE 2100</u> <u>PORTLAND, OR 97204</u> | \$ <u>5,090.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 6 | <u>SEH AMERICA</u> <u>PO BOX 8965</u> <u>VANCOUVER, WA 98668</u> | \$ <u>5,180.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |

| | |
|--|---|
| Name of organization JAPAN AMERICA SOCIETY OF OREGON | Employer identification number 93-0783407 |
|--|---|

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
|------------|---|----------------------------|---|
| 7 | <u>THE STANDARD</u> <u>1100 SW 6TH AVENUE</u> <u>PORTLAND, OR 97204</u> | \$ <u>5,000.</u> | Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| 8 | <u>DELTA AIR LINES</u> <u>1030 DELTA BLVD</u> <u>ATLANTA , GA 30354</u> | \$ <u>9,210.</u> | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.) |
| | _____ _____ _____ | \$ _____ | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| | _____ _____ _____ | \$ _____ | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| | _____ _____ _____ | \$ _____ | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |
| | _____ _____ _____ | \$ _____ | Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.) |

| | |
|--|---|
| Name of organization JAPAN AMERICA SOCIETY OF OREGON | Employer identification number 93-0783407 |
|--|---|

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

| (a) No. from Part I | (b) Description of noncash property given | (c) FMV (or estimate) (See instructions.) | (d) Date received |
|------------------------------|--|---|----------------------|
| 8 | ROUNDRIP TICKETS FROM PORTLAND TO JAPAN _____ _____ _____ | \$ <u>8,560.</u> | <u>06/30/19</u> |
| _____ | _____ _____ _____ _____ | \$ _____ | _____ |
| _____ | _____ _____ _____ _____ | \$ _____ | _____ |
| _____ | _____ _____ _____ _____ | \$ _____ | _____ |
| _____ | _____ _____ _____ _____ | \$ _____ | _____ |
| _____ | _____ _____ _____ _____ | \$ _____ | _____ |
| _____ | _____ _____ _____ _____ | \$ _____ | _____ |

| | |
|--|---|
| Name of organization JAPAN AMERICA SOCIETY OF OREGON | Employer identification number 93-0783407 |
|--|---|

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

| (a) No. from Part I | (b) Purpose of gift | (c) Use of gift | (d) Description of how gift is held |
|---|---------------------|--|-------------------------------------|
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |
| | | | |
| (e) Transfer of gift | | | |
| Transferee's name, address, and ZIP + 4 | | Relationship of transferor to transferee | |
| | | | |

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019 Open to Public Inspection

Name of the organization

JAPAN AMERICA SOCIETY OF OREGON

Employer identification number

93-0783407

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

- 1 Purpose(s) of conservation easements held by the organization (check all that apply).
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year
4 Number of states where property subject to conservation easement is located
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

- 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2019

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | 129,369. | 107,842. | 125,681. | 123,517. | 123,613. |
| b Contributions | 3,479. | 11,519. | 6,457. | | |
| c Net investment earnings, gains, and losses | 35,361. | 20,069. | 13,905. | 2,164. | -96. |
| d Grants or scholarships | | 10,061. | 38,201. | | |
| e Other expenditures for facilities and programs | 4,010. | | | | |
| f Administrative expenses | 150. | | | | |
| g End of year balance | 164,049. | 129,369. | 107,842. | 125,681. | 123,517. |

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____ %
 - b Permanent endowment _____ %
 - c Term endowment _____ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|-----------------------------|--------------------------|-------------------------------------|
| (i) Unrelated organizations | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| (ii) Related organizations | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
- b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?
- 3b
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--------------------------|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | | | |
| d Equipment | | | | |
| e Other | | | | |

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 0.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include Financial derivatives, Closely held equity interests, and Other (A-H).

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

Table with 3 columns: (a) Description of investment, (b) Book value, (c) Method of valuation. Rows numbered 1 through 9.

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

Table with 2 columns: (a) Description, (b) Book value. Rows numbered 1 through 9.

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

Table with 2 columns: (a) Description of liability, (b) Book value. Row 1 includes Federal income taxes, followed by rows 2-9.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and a shaded area for calculations.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and a shaded area for calculations.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART V, LINE 4:

DIVIDENDS AND INTEREST ON THE ENDOWMENT FUND ARE USED TO SUPPLEMENT OPERATIONAL ACTIVITIES. FROM TIME TO TIME THE BOARD DETERMINES WHETHER TO APPLY CAPITAL GAINS AND OTHER APPRECIATION IN THE ENDOWMENT FUND TO SUPPORT SPECIAL PROJECTS.

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

| | | (a) Event #1 | (b) Event #2 | (c) Other events | (d) Total events (add col. (a) through col. (c)) | |
|-----------------|--|---|----------------------------------|---------------------|--|---------|
| | | GOLF TOURNAMENT (event type) | ANNUAL DINNER (event type) | 5 (total number) | | |
| Revenue | 1 | Gross receipts | 30,375. | 57,340. | 9,684. | 97,399. |
| | 2 | Less: Contributions | | | | |
| | 3 | Gross income (line 1 minus line 2) | 30,375. | 57,340. | 9,684. | 97,399. |
| Direct Expenses | 4 | Cash prizes | | | | |
| | 5 | Noncash prizes | | | | |
| | 6 | Rent/facility costs | | | | |
| | 7 | Food and beverages | | | | |
| | 8 | Entertainment | | | | |
| | 9 | Other direct expenses | 13,138. | 32,065. | | 45,203. |
| | 10 | Direct expense summary. Add lines 4 through 9 in column (d) | | | | 45,203. |
| 11 | Net income summary. Subtract line 10 from line 3, column (d) | | | | 52,196. | |

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

| | | (a) Bingo | (b) Pull tabs/instant bingo/progressive bingo | (c) Other gaming | (d) Total gaming (add col. (a) through col. (c)) |
|-----------------|---|--|---|---|---|
| | | | | | |
| Revenue | 1 | Gross revenue | | | |
| Direct Expenses | 2 | Cash prizes | | | |
| | 3 | Noncash prizes | | | |
| | 4 | Rent/facility costs | | | |
| | 5 | Other direct expenses | | | |
| | 6 | Volunteer labor | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No |
| | 7 | Direct expense summary. Add lines 2 through 5 in column (d) | | | |
| | 8 | Net gaming income summary. Subtract line 7 from line 1, column (d) | | | |

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? Yes No

b If "Yes," explain: _____

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Open to Public
Inspection

Name of the organization

JAPAN AMERICA SOCIETY OF OREGON

Employer identification number

93-0783407

FORM 990, PART 1, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

TO SUPPORT BUSINESS AND DEVELOP COMMUNITY BY STRENGTHENING THE US-JAPAN
RELATIONSHIP IN OUR COMMUNITY. JASO WORKS IN OREGON AND SOUTHWEST
WASHINGTON.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

CELEBRATIONS INCLUDING A NEW YEAR'S PARTY AND SUMMERTIME BEER GARDEN.

FORM 990, PART VI, SECTION A, LINE 6:

MEMBERSHIP CLASSES CURRENTLY CONSIST OF:

- INDIVIDUAL CLASSES: SENIOR, STUDENT, YOUNG PRO, INDIVIDUAL, COLUMBIA
CIRCLE

- CORPORATE CLASSES: COPPER, BRONZE, SILVER, GOLD, PLATINUM, DIAMOND

ANY INDIVIDUAL OR BUSINESS DIRECTLY OR INDIRECTLY INTERESTED IN THE
PURPOSES FOR WHICH THE SOCIETY IS FORMED SHALL BE ELIGIBLE FOR MEMBERSHIP.
BUSINESS ENTITIES SHALL BE ELIGIBLE ONLY FOR CORPORATE, SPONSOR, PATRON,
AND BENEFACTOR MEMBERSHIP.

FORM 990, PART VI, SECTION A, LINE 7A:

THE MEMBERS OF THE BOARD OF DIRECTORS SHALL BE ELECTED FROM AMONG
INDIVIDUAL MEMBERS OF THE SOCIETY PROPOSED BY THE NOMINATING COMMITTEE. THE
ELECTION OF THE MEMBERS OF THE BOARD OF DIRECTORS SHALL BE BY THE VOTE OF A
MAJORITY OF THE MEMBERS PRESENT AT THE ANNUAL MEETING OF THE MEMBERS OF THE
SOCIETY. THE CONSUL-GENERAL OF JAPAN AT PORTLAND AND IMMEDIATE PAST CHAIR

Name of the organization

JAPAN AMERICA SOCIETY OF OREGON

Employer identification number

93-0783407

OF THE SOCIETY SHALL BE MEMBERS OF THE BOARD OF DIRECTORS, EX OFFICIO. THE BOARD OF DIRECTORS MAY ALSO APPOINT MEMBERS EMERITUS, WHO SHALL BE HONORARY, NONVOTING MEMBERS OF THE BOARD OF DIRECTORS FOR LIFE. THE DULY ELECTED CHAIRPERSON(S) OF THE TOMODACHI COMMITTEE AND THE YOUNG PROFESSIONALS NETWORK OF THE SOCIETY SHALL BE MEMBERS OF THE BOARD OF DIRECTORS.

FORM 990, PART VI, SECTION B, LINE 11B:

FORM 990 IS PREPARED BY ACCOUNTANTS, AND THEN IS REVIEWED BY THE EXECUTIVE DIRECTOR AND CHAIR PRIOR TO FILING. THE FORM 990 IS DISTRIBUTED TO THE BOARD VIA EMAIL, BUT NOT NECESSARILY PRIOR TO FILING THE FORM 990.

FORM 990, PART VI, SECTION B, LINE 12C:

JASO REQUIRES EACH BOARD MEMBER TO READ AND SIGN THE CONFLICT OF INTEREST POLICY EVERY YEAR, TO DISCLOSE AND DESCRIBE TO THE EXECUTIVE COMMITTEE ANY PAST, CURRENT, AND POTENTIAL FINANCIAL INTERESTS WITH JASO, TO IDENTIFY THE BOARD MEMBER'S BUSINESS AND FAMILY RELATIONSHIPS WITH JASO OFFICERS, DIRECTORS, AND EMPLOYEES, AND TO ANSWER OTHER QUESTIONS ABOUT THE BOARD OF MEMBER'S RELATIONSHIP WITH JASO. THE EXECUTIVE COMMITTEE REVIEWS THE QUESTIONNAIRES EVERY YEAR.

FORM 990, PART VI, SECTION B, LINE 15A:

THE COMPENSATION OF THE EXECUTIVE DIRECTOR IS DETERMINED AND APPROVED BY THE INDEPENDENT BOARD.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION'S GOVERNING DOCUMENTS AND FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST.

Name of the organization

JAPAN AMERICA SOCIETY OF OREGON

Employer identification number

93-0783407

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

INVESTMENT INCOME NOT ON BOOKS

-2,885.

Form **CT-12**

For Oregon Charities

For Accounting Periods Beginning in:

2019

**Charitable Activities Section,
Oregon Department of Justice**

100 SW Market Street
Portland, OR 97201-5702

Email: charitable@doj.state.or.us
Website: <https://www.doj.state.or.us>

VOICE (971) 673-1880
TTY (800) 735-2900
FAX (971) 673-1882

Line-by-line instructions for completing the annual report form can be found on our website.

You can now file reports and pay by credit card using our online form at <https://justice.oregon.gov/paymentportal/Account/Login>

Section I. General Information

1. #14045
JAPAN AMERICA SOCIETY OF OREGON
221 NW 2ND AVENUE, SUITE 202
PORTLAND, OR 97209

Cross Through Incorrect Items and Correct Here:
(See instructions for change of name or accounting period.)

Registration #: _____
Organization Name: _____
Address: _____
City, State, Zip: _____
Phone: _____ Fax: _____ Amended Report?
Email: _____
Period Beginning: 01-01-2019 Period Ending: 12-31-2019

2. Did a certified public accountant audit your financial records? - If yes, attach a copy of the auditor's report, financial statements, accompanying notes, schedules, or other documents supplementing the report or financial statements. Yes No
3. Is the organization a party to a contract with a fundraising firm that relates to solicitations in Oregon, including in-person, direct mail, advertising, vending machine, telephone, or other solicitations made in Oregon?
If yes, circle the type of campaign(s) above to which the contract(s) relate and write the name of the fundraising firm(s) below: _____
(If you circled "other," attach an explanation.) Yes No
4. Has the organization or any of its officers, directors, trustees, or key employees ever signed a voluntary agreement with any government agency or been a party to legal action in any court or administrative agency regarding charitable solicitation, administration, management, or fiduciary practices? If yes, attach explanation of each such agreement or action. See instructions. Yes No
5. During this reporting period, did the organization amend its articles of incorporation, bylaws, or trust documents, OR did the organization receive a determination or revocation letter from the Internal Revenue Service relating to its tax-exempt status? If yes, attach a copy of the amended document or letter. Yes No
6. Is the organization ceasing operations and is this the final report? (If yes, see instructions on how to close your registration.) Yes No
7. Provide contact information for the person responsible for retaining the organization's records.

| Name | Position | Phone | Mailing Address & Email Address |
|---------------|-------------|--------------|--|
| GRAHAM MORRIS | E. DIRECTOR | 503-552-8811 | 221 NW 2ND AVENUE, SUITE 202 PORTLAND, OR 97209 |

8. List of Officers, Directors, Trustees and Key Employees – List each person who held one of these positions at any time during the year even if they did not receive compensation. Attach additional sheets if necessary. If an attached IRS form includes substantially the same compensation information, the phrase "See IRS Form" may be entered in lieu of completing that section. (Oregon law requires a minimum of three directors for nonprofit public benefit corporations.)

| (A) Name, mailing address, daytime phone number and email address | | (B) Title & average weekly hours devoted to position | (C) Compensation (enter \$0 if position unpaid) |
|---|----------------------------|--|---|
| Name: | SEE IRS FORM 990, PART VII | | |
| Address: | _____ | | |
| Phone: | _____ Email: _____ | | |
| Name: | _____ | | |
| Address: | _____ | | |
| Phone: | _____ Email: _____ | | |
| Name: | _____ | | |
| Address: | _____ | | |
| Phone: | _____ Email: _____ | | |

Form Continued on Reverse Side

Application for Automatic Extension of Time To File an Exempt Organization Return

Department of the Treasury
Internal Revenue Service

- ▶ **File a separate application for each return.**
- ▶ **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

| | | | |
|--|---|---------------------|---|
| Type or print | Name of exempt organization or other filer, see instructions. JAPAN AMERICA SOCIETY OF OREGON | REGISTRATION #14045 | Taxpayer identification number (TIN) 93-0783407 |
| File by the due date for filing your return. See instructions. | Number, street, and room or suite no. If a P.O. box, see instructions. 221 NW 2ND AVE., NO. 202 | | |
| | City, town or post office, state, and ZIP code. For a foreign address, see instructions. PORTLAND, OR 97209 | | |

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 | 1

| Application Is For | Return Code | Application Is For | Return Code |
|--|-------------|-----------------------------------|-------------|
| Form 990 or Form 990-EZ | 01 | Form 990-T (corporation) | 07 |
| Form 990-BL | 02 | Form 1041-A | 08 |
| Form 4720 (individual) | 03 | Form 4720 (other than individual) | 09 |
| Form 990-PF | 04 | Form 5227 | 10 |
| Form 990-T (sec. 401(a) or 408(a) trust) | 05 | Form 6069 | 11 |
| Form 990-T (trust other than above) | 06 | Form 8870 | 12 |

GRAHAM MORRIS - 221 NW SECOND AVENUE, SUITE 202 -

- The books are in the care of ▶ **PORTLAND, OR 97209-3948**
Telephone No. ▶ **503-552-8811** Fax No. ▶ _____
- If the organization does not have an office or place of business in the United States, check this box ▶
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box . If it is for part of the group, check this box and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until **NOVEMBER 16, 2020**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ▶ calendar year **2019** or
 ▶ tax year beginning _____, and ending _____.

2 If the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return
 Change in accounting period

| | | | |
|---|-----------|----|----|
| 3a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions. | 3a | \$ | 0. |
| b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit. | 3b | \$ | 0. |
| c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions. | 3c | \$ | 0. |

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

Section II. Fee Calculation

| 9. | Total Revenue..... (From Line 12 (current year) on Form 990; Line 9 on Form 990-EZ; Part I, Line 12a on Form 990-PF; Line 9 on Form 1041; or see the CT-12 instructions for how to calculate total revenue. Attach explanation if Total Revenue is \$0.) | 9. | 330,529 | | | | | | | | | | | | | | | | |
|-----------------------|---|------------------|-------------|----------------|------|---------------------|------|---------------------|------|-----------------------|-------|-----------------------|-------|-----------------------|-------|---------------------|-------|--|--|
| 10. | Revenue Fee..... (See chart below. Minimum fee is \$20, even if total revenue is a negative amount.) | 10. | 200 | | | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Amount on Line 9</th> <th>Revenue Fee</th> </tr> </thead> <tbody> <tr><td>\$0 - \$24,999</td><td>\$20</td></tr> <tr><td>\$25,000 - \$49,999</td><td>\$50</td></tr> <tr><td>\$50,000 - \$99,999</td><td>\$90</td></tr> <tr><td>\$100,000 - \$249,999</td><td>\$150</td></tr> <tr><td>\$250,000 - \$499,999</td><td>\$200</td></tr> <tr><td>\$500,000 - \$999,999</td><td>\$300</td></tr> <tr><td>\$1,000,000 or more</td><td>\$400</td></tr> </tbody> </table> | Amount on Line 9 | Revenue Fee | \$0 - \$24,999 | \$20 | \$25,000 - \$49,999 | \$50 | \$50,000 - \$99,999 | \$90 | \$100,000 - \$249,999 | \$150 | \$250,000 - \$499,999 | \$200 | \$500,000 - \$999,999 | \$300 | \$1,000,000 or more | \$400 | | |
| Amount on Line 9 | Revenue Fee | | | | | | | | | | | | | | | | | | |
| \$0 - \$24,999 | \$20 | | | | | | | | | | | | | | | | | | |
| \$25,000 - \$49,999 | \$50 | | | | | | | | | | | | | | | | | | |
| \$50,000 - \$99,999 | \$90 | | | | | | | | | | | | | | | | | | |
| \$100,000 - \$249,999 | \$150 | | | | | | | | | | | | | | | | | | |
| \$250,000 - \$499,999 | \$200 | | | | | | | | | | | | | | | | | | |
| \$500,000 - \$999,999 | \$300 | | | | | | | | | | | | | | | | | | |
| \$1,000,000 or more | \$400 | | | | | | | | | | | | | | | | | | |
| 11. | Net Assets or Fund Balances at End of the Reporting Period..... (From Line 22 (end of year) on Form 990, Line 21 on Form 990-EZ, or Part III, Line 6 on Form 990-PF; or see the CT-12 instructions to calculate. Attach explanation if amount is \$0 or a negative number) | 11. | 230,169 | | | | | | | | | | | | | | | | |
| 12. | Net Fixed Assets Used to Conduct Charitable Activities..... (Generally, from Part X, Line 10c on Form 990, Line 23B on Form 990-EZ or Part II, Line 14b on Form 990-PF; or see the CT-12 instructions to calculate. See the CT-12 instructions if organization owns income-producing assets.) | 12. | | | | | | | | | | | | | | | | | |
| 13. | Amount Subject to Net Assets or Fund Balances Fee..... (Line 11 minus Line 12. If Line 11 minus Line 12 is less than \$50,000, write \$0.) | 13. | 230,169.00 | | | | | | | | | | | | | | | | |
| 14. | Net Assets or Fund Balances Fee..... (Line 13 multiplied by .0001. If the fee is less than \$5, enter \$0. Not to exceed \$2,000. Round cents to the nearest whole dollar.) | 14. | 23 | | | | | | | | | | | | | | | | |
| 15. | Are you filing this report late? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No..... (If yes, the late fee is a minimum of \$20. You may owe more depending on how late the report is. See Instruction 15 for additional information or contact the Charitable Activities Section at (971) 673-1880 to obtain late fee amount.) | 15. | | | | | | | | | | | | | | | | | |
| 16. | Total Amount Due..... (Add Lines 10, 14, and 15. Make check payable to the Oregon Department of Justice.) | 16. | 223 | | | | | | | | | | | | | | | | |

17. Attach a copy of the organization's federal 990 or other return and all supporting schedules and attachments that were filed with the IRS, except that Form 990 & 990EZ filers do not need to attach a copy of their Schedule B. Also, if the organization did not file with the IRS or filed a 990-N, but had Total Revenue of \$50,000 or more, or Net Assets or Fund Balances of \$100,000 or more, see the instructions as the organization may be required to complete certain IRS forms for Oregon purposes only. If the attached return was not filed with the IRS, then mark any such return as "For Oregon Purposes Only." If your organization files IRS Form 990-N (e-Postcard) please attach a copy if available.

| | | | |
|--------------------------|--|--|---------------------------|
| Please Sign Here | Under penalties of perjury, I declare that I am an officer/director of the organization. I have examined this return, including all accompanying forms, schedules, and attachments, and to the best of my knowledge and belief, it is true, correct, and complete. | | |
| | ⇒ CLIENT COPY | | |
| Paid Preparer's Use Only | ⇒ <u>Megan Duchesneau</u> | <u>11/09/20</u> | <u>503-222-1341</u> |
| | Preparer's signature | Date | Phone |
| | <u>DELOITTE TAX LLP</u> | <u>111 SW FIFTH AVENUE, SUITE 3900</u> | |
| | Preparer's name (printed) | Address | <u>PORTLAND, OR 97204</u> |

Line-by-line instructions for completing the annual report form can be found at <https://www.doj.state.or.us/charitable-activities/annual-reporting-for-charities/file-your-annual-report>. If you click the appropriate link for this year's form, the instructions are included in that document. If you would like us to send a copy of the instructions, please call us at 971-673-1880 or send an email to charitable@doj.state.or.us.

| | A | B | C | D | H | L | T | Y | Z | AA | AB | AC |
|----|------------------------|-------------------|--------------------------------|------------|-------------|------------|------------|------------|------------|------------|--------------------------|--------------------------|
| 1 | | 2021 Covid Budget | 2021 Budget w events from Sept | 2020 Final | 2020 Budget | 2019 Final | 2018 Final | 2017 Final | 2016 Final | 2015 Final | 2014 Actual (cash basis) | 2013 Actual (cash basis) |
| 2 | FUNDRAISING | | | | | | | | | | | |
| 3 | Grants | \$ - | \$ - | \$ 9,479 | \$ - | \$ - | \$ 15,000 | \$ 35,000 | \$ 35,000 | \$ - | \$ 15,198 | \$ 11,582 |
| 4 | Donations | \$ 10,000 | \$ 10,000 | \$ 24,156 | \$ 15,000 | \$ 11,534 | \$ 22,228 | \$ 19,534 | \$ 10,211 | \$ 3,199 | \$ - | \$ - |
| 5 | Other Fundraising | \$ 45,000 | \$ 35,000 | \$ 37,060 | | | | | | | | |
| 6 | Total | \$ 55,000 | \$ 45,000 | \$ 70,695 | \$ 15,000 | \$ 11,534 | \$ 37,228 | \$ 54,534 | \$ 45,211 | \$ 3,199 | \$ 15,198 | \$ 11,582 |
| 7 | | | | | | | | | | | | |
| 8 | FUNDRAISING EVENTS | | | | | | | | | | | |
| 9 | Dinner | \$ - | \$ 40,000 | \$ - | \$ 60,000 | \$ 57,460 | \$ 61,195 | \$ 43,741 | \$ 42,650 | \$ 40,833 | \$ 44,880 | \$ 34,901 |
| 10 | Golf | \$ 8,000 | \$ 18,000 | \$ - | \$ 32,000 | \$ 29,380 | \$ 27,179 | \$ 27,245 | \$ 31,125 | \$ 35,173 | \$ 37,775 | \$ 56,045 |
| 11 | Total | \$ 8,000 | \$ 58,000 | \$ - | \$ 92,000 | \$ 86,840 | \$ 88,374 | \$ 70,986 | \$ 73,775 | \$ 76,006 | \$ 82,655 | \$ 90,946 |
| 12 | | | | | | | | | | | | |
| 13 | TOTAL FUNDRAISING | \$ 63,000 | \$ 103,000 | \$ 70,695 | \$ 107,000 | \$ 98,374 | \$ 125,602 | \$ 125,520 | \$ 118,986 | \$ 79,205 | \$ 97,853 | \$ 102,528 |
| 14 | | | | | | | | | | | | |
| 15 | MEMBERSHIP | | | | | | | | | | | |
| 16 | Ind | \$ 7,000 | \$ 7,000 | \$ 7,835 | \$ 10,000 | \$ 7,410 | \$ 6,875 | \$ 4,550 | \$ 5,164 | \$ 4,620 | \$ 9,610 | \$ 9,060 |
| 17 | Corp | \$ 73,000 | \$ 73,000 | \$ 77,650 | \$ 93,000 | \$ 92,673 | \$ 86,470 | \$ 74,525 | \$ 73,240 | \$ 48,942 | \$ 72,812 | \$ 75,825 |
| 18 | Total | \$ 80,000 | \$ 80,000 | \$ 85,485 | \$ 103,000 | \$ 100,083 | \$ 93,345 | \$ 79,075 | \$ 78,404 | \$ 53,562 | \$ 82,422 | \$ 84,885 |
| 19 | | | | | | | | | | | | |
| 20 | PROGRAMS | | | | | | | | | | | |
| 21 | | | | | | | | | | | | |
| 22 | BUSINESS | | | | | | | | | | | |
| 23 | Business Affairs | \$ 2,000 | \$ 3,000 | \$ 1,982 | \$ 8,000 | \$ 15,059 | \$ 14,500 | \$ 14,851 | \$ 5,300 | \$ 250 | \$ 1,519 | \$ 6,755 |
| 24 | Bus Sponsorships | \$ 3,000 | \$ 3,000 | \$ 3,500 | \$ 5,000 | \$ 4,000 | \$ 2,000 | \$ 6,000 | \$ - | \$ - | \$ - | \$ - |
| 25 | After Hours | \$ - | \$ 1,000 | \$ - | \$ 1,000 | \$ 560 | \$ 2,200 | \$ 1,200 | \$ 575 | \$ - | \$ - | \$ - |
| 26 | Corp Connections | \$ - | \$ - | \$ - | \$ 1,000 | | \$ 40 | \$ 920 | \$ 1,145 | \$ - | \$ - | \$ - |
| 27 | J-Language | \$ 30,000 | \$ 30,000 | \$ 28,210 | \$ 30,000 | \$ 39,265 | \$ 23,830 | \$ 5,223 | \$ - | \$ - | \$ - | \$ - |
| 28 | Women's Leader Council | \$ 9,000 | \$ 9,000 | \$ - | \$ 15,000 | | \$ 10,720 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 29 | Young Pros | \$ 100 | \$ 500 | \$ 85 | \$ 1,000 | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 30 | Japan Update/Currents | \$ - | \$ - | \$ 26,049 | \$ 22,000 | \$ 23,572 | \$ - | | | | | |
| 31 | Total | \$ 44,100 | \$ 46,500 | \$ 59,826 | \$ 83,000 | \$ 82,455 | \$ 53,290 | \$ 28,194 | \$ 7,020 | \$ 250 | \$ 1,519 | \$ 6,755 |
| 32 | | | | | | | | | | | | |
| 33 | EDUCATION | | | | | | | | | | | |
| 34 | Toyama Cup | \$ 1,900 | \$ 1,900 | \$ 1,900 | \$ 2,000 | \$ 1,928 | \$ 1,950 | \$ 1,549 | \$ 4,077 | \$ - | \$ - | \$ - |
| 35 | Japan Bowl | \$ - | \$ - | \$ 2,095 | \$ 2,000 | \$ 1,835 | \$ 1,520 | \$ 2,500 | \$ - | \$ - | \$ - | \$ - |
| 36 | Ed Sponsorships | \$ 12,000 | \$ 12,000 | \$ 14,961 | \$ 18,000 | \$ 21,524 | \$ 12,350 | \$ 8,500 | \$ - | \$ - | \$ - | \$ - |
| 37 | Total | \$ 13,900 | \$ 13,900 | \$ 18,956 | \$ 22,000 | \$ 25,286 | \$ 15,820 | \$ 12,549 | \$ 4,077 | \$ - | \$ - | \$ - |
| 38 | | | | | | | | | | | | |
| 39 | CULTURE | | | | | | | | | | | |
| 40 | Shinnenkai | \$ 600 | \$ 600 | \$ 11,055 | \$ 11,000 | \$ 10,373 | \$ 9,333 | \$ 8,295 | \$ 9,318 | \$ - | \$ 9,750 | \$ 6,630 |

Note: As of 2/5/21, we are in the application process for PPP Round 2. However, this budget is prepared without assumption of additional government funding.

| | A | B | C | D | H | L | T | Y | Z | AA | AB | AC |
|----|--------------------|-------------------|--------------------------------|------------|-------------|------------|------------|------------|------------|------------|--------------------------|--------------------------|
| 1 | | 2021 Covid Budget | 2021 Budget w events from Sept | 2020 Final | 2020 Budget | 2019 Final | 2018 Final | 2017 Final | 2016 Final | 2015 Final | 2014 Actual (cash basis) | 2013 Actual (cash basis) |
| 41 | Ohanami | | | | | \$ 910 | \$ 1,380 | \$ - | \$ - | \$ 2,000 | \$ 1,250 | \$ 2,200 |
| 42 | Beer Garden | \$ 600 | \$ 600 | \$ 540 | \$ 7,000 | \$ 6,520 | \$ 5,765 | \$ 6,722 | \$ 5,765 | \$ 6,647 | \$ - | \$ - |
| 43 | Movie Nights | \$ - | \$ - | \$ - | \$ - | | | | | | | |
| 44 | Festival Japan | | | | | | \$ - | \$ - | \$ - | \$ 300 | \$ 16,650 | \$ 2,304 |
| 45 | Other Cultural | \$ - | \$ - | \$ - | \$ - | | \$ - | \$ - | \$ - | \$ - | \$ 8,486 | \$ 13,204 |
| 46 | Total | \$ 1,200 | \$ 1,200 | \$ 11,595 | \$ 18,000 | \$ 17,803 | \$ 16,478 | \$ 15,017 | \$ 15,083 | \$ 8,947 | \$ 36,136 | \$ 24,338 |
| 47 | | | | | | | | | | | | |
| 48 | SPECIAL PROJECTS | | | | | | | | | | | |
| 49 | Other | \$ - | \$ - | \$ - | \$ 3,000 | \$ 3,293 | \$ 700 | \$ 1,075 | \$ 9,761 | \$ 464 | \$ 3,675 | \$ 3,770 |
| 50 | Senju Matsunami | | | | | | \$ - | \$ - | \$ 18,350 | | | \$ 1,595 |
| 51 | | \$ - | \$ - | \$ - | \$ 3,000 | \$ 3,293 | \$ 700 | \$ 1,075 | \$ 28,111 | \$ 464 | \$ 3,675 | \$ 5,365 |
| 52 | | | | | | | | | | | | |
| 53 | TOTAL PROGRAMS | \$ 59,200 | \$ 61,600 | \$ 90,377 | \$ 126,000 | \$ 128,837 | \$ 86,288 | \$ 56,835 | \$ 54,291 | \$ 9,661 | \$ 41,330 | \$ 36,458 |
| 54 | | | | | | | | | | | | |
| 55 | RESTRICTED INCOME | | | | | | | | | | | |
| 56 | Tomodachi-kai | \$ 2,500 | \$ 2,500 | \$ 3,266 | \$ 8,000 | \$ 7,835 | \$ 9,033 | \$ 8,466 | \$ 11,306 | \$ 9,823 | \$ 8,471 | \$ 11,637 |
| 57 | Japan on the Road | \$ 25,000 | \$ 25,000 | \$ 27,400 | \$ 30,000 | \$ 25,637 | \$ 24,900 | \$ 27,146 | \$ 24,669 | \$ 23,550 | \$ 21,300 | \$ 33,200 |
| 58 | DBO | | | | | | \$ - | \$ - | \$ 8,260 | \$ 23,131 | \$ 17,000 | \$ 12,629 |
| 59 | Zenshin | | | | | | \$ - | \$ - | \$ - | \$ 58,900 | \$ - | \$ - |
| 60 | Tohoku Relief Fund | | | | | | \$ - | \$ - | \$ - | \$ - | \$ 12,000 | \$ - |
| 61 | Other relief funds | | | | | | \$ 2,620 | | | | | |
| 62 | Total | \$ 27,500 | \$ 27,500 | \$ 30,666 | \$ 38,000 | \$ 33,472 | \$ 36,553 | \$ 35,612 | \$ 44,235 | \$ 115,404 | \$ 58,771 | \$ 57,466 |
| 63 | | | | | | | | | | | | |
| 64 | Interest Income | \$ - | \$ - | \$ 1,331 | | \$ 402 | \$ 178 | \$ 145 | \$ 117 | | | |
| 65 | Other Income | \$ - | \$ - | \$ 36,794 | | \$ 1,034 | \$ 327 | \$ 13,050 | | | | |
| 66 | | | | | | | | | | | | |
| 67 | TOTAL INCOME | \$ 229,700 | \$ 272,100 | \$ 315,348 | \$ 374,000 | \$ 362,202 | \$ 342,293 | \$ 310,237 | \$ 296,033 | \$ 257,832 | \$ 280,376 | \$ 281,337 |
| 68 | | | | | | | | | | | | |
| 69 | FUNDRAISING | | | | | | | | | | | |
| 71 | Total | \$ - | \$ - | \$ 354 | | | \$ - | \$ 250 | \$ - | \$ - | \$ - | \$ - |
| 72 | | | | | | | | | | | | |
| 73 | FUNDRAISING EVENTS | | | | | | | | | | | |
| 74 | Dinner | \$ - | \$ 20,000 | \$ - | \$ 35,000 | \$ 34,264 | \$ 43,775 | \$ 26,647 | \$ 21,574 | \$ 21,211 | \$ 17,945 | \$ 17,340 |
| 75 | Golf | \$ 6,000 | \$ 10,000 | \$ - | \$ 14,500 | \$ 13,138 | \$ 11,204 | \$ 11,786 | \$ 13,317 | \$ 14,843 | \$ 16,200 | \$ 17,957 |
| 76 | Total | \$ 6,000 | \$ 30,000 | \$ - | \$ 49,500 | \$ 47,403 | \$ 54,979 | \$ 38,433 | \$ 34,891 | \$ 36,054 | \$ 34,145 | \$ 35,297 |
| 77 | | | | | | | | | | | | |
| 78 | PROGRAMS | | | | | | | | | | | |
| 79 | | | | | | | | | | | | |
| 80 | BUSINESS | | | | | | | | | | | |

| | A | B | C | D | H | L | T | Y | Z | AA | AB | AC |
|-----|------------------------|-------------------|--------------------------------|------------|-------------|------------|------------|------------|------------|------------|--------------------------|--------------------------|
| 1 | | 2021 Covid Budget | 2021 Budget w events from Sept | 2020 Final | 2020 Budget | 2019 Final | 2018 Final | 2017 Final | 2016 Final | 2015 Final | 2014 Actual (cash basis) | 2013 Actual (cash basis) |
| 81 | Business Affairs | \$ 250 | \$ 1,250 | \$ 260 | \$ 6,000 | \$ 14,567 | \$ 12,884 | \$ 12,633 | \$ 5,333 | \$ 350 | \$ 632 | \$ 6,829 |
| 82 | After Hours | \$ - | \$ 250 | \$ - | \$ - | | \$ 288 | \$ 512 | \$ 11 | \$ - | \$ - | \$ - |
| 83 | Corp Connections | \$ - | \$ - | \$ - | \$ 500 | | \$ 105 | \$ 227 | \$ 855 | \$ - | \$ - | \$ - |
| 84 | New Memb Orient | \$ 100 | \$ 250 | \$ 108 | \$ 1,000 | \$ 967 | \$ 106 | \$ 258 | \$ - | \$ - | \$ - | \$ - |
| 85 | J-Language | \$ 16,000 | \$ 16,000 | \$ 15,848 | \$ 20,000 | \$ 23,929 | \$ 12,685 | \$ 3,063 | \$ - | \$ - | \$ - | \$ - |
| 86 | Women's Leader Council | \$ 6,250 | \$ 6,250 | \$ - | \$ 15,000 | | \$ 8,851 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 87 | Young Pros | \$ - | \$ 500 | \$ - | \$ 500 | \$ 75 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 88 | Japan Update/Currents | \$ - | \$ - | \$ 15,851 | \$ 17,000 | \$ 17,441 | | | | | | |
| 89 | Total | \$ 22,600 | \$ 24,500 | \$ 32,067 | \$ 60,000 | \$ 56,979 | \$ 34,919 | \$ 16,693 | \$ 6,199 | \$ 350 | \$ 632 | \$ 6,829 |
| 90 | | | | | | | | | | | | |
| 91 | EDUCATION | | | | | | | | | | | |
| 92 | Toyama Cup | \$ 500 | \$ 500 | \$ 390 | \$ 1,300 | \$ 1,236 | \$ 1,622 | \$ 1,299 | \$ 3,124 | \$ 1,178 | \$ 1,001 | \$ - |
| 93 | Japan Bowl | \$ 6,000 | \$ 6,000 | \$ 10,274 | \$ 13,000 | \$ 11,923 | \$ 6,945 | \$ 5,854 | \$ - | \$ - | \$ - | \$ - |
| 94 | Total | \$ 6,500 | \$ 6,500 | \$ 10,664 | \$ 14,300 | \$ 13,159 | \$ 8,566 | \$ 7,153 | \$ 3,124 | \$ 1,178 | \$ 1,001 | \$ - |
| 95 | | | | | | | | | | | | |
| 96 | CULTURE | | | | | | | | | | | |
| 97 | Shinnenkai | \$ 200 | \$ 200 | \$ 10,156 | \$ 10,000 | \$ 8,834 | \$ 8,835 | \$ 7,239 | \$ 6,890 | \$ - | \$ 11,276 | \$ 8,783 |
| 98 | Ohanami | | | | | \$ 1,273 | \$ 1,126 | \$ - | \$ - | \$ 1,560 | \$ 575 | \$ 831 |
| 99 | Beer Garden | \$ 200 | \$ 200 | \$ 200 | \$ 1,000 | \$ 1,176 | \$ 2,786 | \$ 2,836 | \$ 2,702 | \$ 4,711 | \$ 2,414 | \$ 2,333 |
| 100 | Movie Nights | \$ - | \$ - | \$ - | \$ 600 | | | | | | | |
| 101 | Other Cultural | \$ - | \$ - | \$ - | \$ - | | \$ - | \$ - | \$ - | \$ 403 | \$ 7,907 | \$ 877 |
| 102 | Total | \$ 400 | \$ 400 | \$ 10,356 | \$ 11,600 | \$ 11,282 | \$ 12,747 | \$ 10,075 | \$ 9,592 | \$ 6,674 | \$ 22,172 | \$ 12,824 |
| 103 | | | | | | | | | | | | |
| 104 | SPECIAL PROJECTS | | | | | | | | | | | |
| 105 | Other | \$ - | \$ - | \$ 106 | \$ 3,000 | \$ 4,115 | \$ 367 | \$ 1,368 | \$ 10,186 | \$ 130 | \$ 7,313 | \$ 172 |
| 106 | Volunteers | \$ - | \$ - | \$ - | \$ 1,000 | \$ - | \$ - | \$ - | \$ 17,460 | \$ - | \$ - | \$ - |
| 107 | Total | \$ - | \$ - | \$ 106 | \$ 4,000 | \$ 4,115 | \$ 367 | \$ 1,368 | \$ 27,646 | \$ 130 | \$ 7,313 | \$ 172 |
| 108 | | | | | | | | | | | | |
| 109 | TOTAL PROGRAMS | \$ 29,500 | \$ 31,400 | \$ 53,193 | \$ 89,900 | \$ 85,536 | \$ 56,599 | \$ 35,289 | \$ 46,561 | \$ 8,332 | \$ 31,118 | \$ 19,825 |
| 110 | | | | | | | | | | | | |
| 111 | RESTRICTED | | | | | | | | | | | |
| 112 | Tomodachi-kai | \$ 1,500 | \$ 1,500 | \$ 1,619 | \$ 8,000 | \$ 7,210 | \$ 10,123 | \$ 8,408 | \$ 11,785 | \$ 10,305 | \$ 8,525 | \$ 11,042 |
| 113 | Japan on the Road | \$ 20,000 | \$ 22,000 | \$ 15,393 | \$ 30,000 | \$ 25,577 | \$ 22,152 | \$ 27,739 | \$ 19,316 | \$ 23,190 | \$ 16,777 | \$ 27,360 |
| 114 | DBO | | | | | | \$ - | \$ - | \$ 8,260 | \$ 13,121 | \$ 18,291 | \$ 12,629 |
| 115 | Zenshin | | | | | | \$ - | \$ - | \$ - | \$ 62,216 | \$ - | \$ - |
| 116 | Tohoku Relief Fund | | | | | | \$ - | \$ - | \$ - | \$ 20,585 | \$ - | \$ - |
| 117 | Other Relief Funds | | | | | | \$ 2,600 | | | | | |
| 118 | Total | \$ 21,500 | \$ 23,500 | \$ 17,012 | \$ 38,000 | \$ 32,787 | \$ 34,875 | \$ 36,147 | \$ 39,361 | \$ 129,417 | \$ 43,593 | \$ 51,031 |
| 119 | | | | | | | | | | | | |

| | A | B | C | D | H | L | T | Y | Z | AA | AB | AC |
|-----|-------------------------------|-------------------|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------------|--------------------------|
| 1 | | 2021 Covid Budget | 2021 Budget w events from Sept | 2020 Final | 2020 Budget | 2019 Final | 2018 Final | 2017 Final | 2016 Final | 2015 Final | 2014 Actual (cash basis) | 2013 Actual (cash basis) |
| 120 | COMMUNICATIONS | | | | | | | | | | | |
| 121 | Web Site | \$ 500 | \$ 500 | \$ 432 | \$ 300 | \$ 177 | \$ 297 | \$ 807 | \$ 153 | | | |
| 122 | CRM | \$ 3,200 | \$ 3,200 | \$ 3,341 | \$ 2,000 | \$ 1,843 | \$ 1,450 | \$ 1,404 | \$ 1,404 | | | |
| 123 | Social Media | \$ 250 | \$ 250 | \$ 195 | \$ 500 | \$ 143 | \$ 392 | \$ 770 | \$ 1,168 | | | |
| 124 | Other | \$ 500 | \$ 500 | \$ 660 | \$ 500 | \$ 376 | \$ 358 | \$ 108 | \$ 583 | | | |
| 125 | Member Promo | \$ 500 | \$ 500 | \$ 238 | \$ 500 | \$ 876 | \$ 290 | \$ 501 | \$ - | | | |
| 126 | | \$ 4,950 | \$ 4,950 | \$ 4,866 | \$ 3,800 | \$ 3,415 | \$ 2,787 | \$ 3,590 | \$ 3,308 | \$ - | \$ - | \$ - |
| 127 | | | | | | | | | | | | |
| 128 | OPERATING EXPENSES | | | | | | | | | | | |
| 129 | Salaries/Bens | \$ 138,000 | \$ 138,000 | \$ 131,496 | \$ 148,000 | \$ 142,329 | \$ 139,030 | \$ 137,678 | \$ 131,910 | \$ 93,095 | \$ 120,254 | \$ 138,967 |
| 130 | Payroll Taxes | \$ 14,000 | \$ 14,000 | \$ 11,111 | \$ 14,000 | \$ 13,036 | \$ 14,196 | \$ 14,097 | \$ 13,221 | \$ 10,346 | \$ 13,144 | \$ 12,434 |
| 131 | Payroll Fees | \$ 2,000 | \$ 2,000 | \$ 1,778 | \$ 2,000 | \$ 2,178 | \$ 1,990 | \$ 2,008 | \$ 1,599 | \$ 1,444 | \$ - | \$ - |
| 132 | Print & Post | \$ 1,000 | \$ 1,250 | \$ 945 | \$ 1,500 | \$ 2,351 | \$ 489 | \$ 256 | \$ 691 | \$ 986 | \$ 2,486 | \$ 5,428 |
| 133 | Office Supplies | \$ 750 | \$ 1,250 | \$ 598 | \$ 2,000 | \$ 1,599 | \$ 1,893 | \$ 1,348 | \$ 2,596 | \$ 5,320 | \$ 2,899 | \$ 1,500 |
| 134 | Rent | \$ 15,000 | \$ 15,000 | \$ 19,326 | \$ 19,000 | \$ 18,734 | \$ 17,702 | \$ 17,231 | \$ 16,857 | \$ 16,045 | \$ 18,028 | \$ 17,750 |
| 135 | Parking | \$ 300 | \$ 2,000 | \$ 2,887 | \$ 5,000 | \$ 4,832 | \$ 4,946 | \$ 2,726 | \$ 2,847 | \$ 2,431 | \$ 1,146 | \$ 166 |
| 136 | Insurance | \$ 4,000 | \$ 4,000 | \$ 3,969 | \$ 4,000 | \$ 4,032 | \$ 3,060 | \$ 4,915 | \$ 4,243 | \$ 4,147 | \$ 3,398 | \$ 3,374 |
| 137 | Office Equipment | \$ 500 | \$ 500 | \$ 5,360 | \$ 1,000 | \$ 886 | \$ 1,213 | \$ 852 | \$ 540 | \$ 1,180 | \$ 2,726 | \$ 1,191 |
| 138 | Subscriptions | \$ 2,500 | \$ 2,500 | | | | | | | | | |
| 139 | Prof Services | \$ 3,000 | \$ 3,000 | \$ 9,436 | \$ 3,000 | \$ 2,569 | \$ 2,926 | \$ 2,209 | \$ 3,716 | \$ 2,478 | \$ 713 | \$ 5,612 |
| 140 | Education & Tuition | \$ - | \$ 2,000 | \$ - | \$ 2,300 | \$ 1,940 | \$ 943 | \$ 1,592 | \$ 658 | \$ - | \$ 1,400 | \$ - |
| 141 | Japan Trip | \$ - | \$ 3,000 | \$ - | \$ 3,000 | | | | | | | |
| 142 | Gifts, Flowers, Contributions | \$ 500 | \$ 500 | \$ 433 | \$ 800 | \$ 860 | \$ 1,361 | \$ 131 | \$ 87 | \$ - | \$ 1,193 | \$ 859 |
| 143 | Meetings, Dues, Registrations | \$ 250 | \$ 500 | \$ 189 | \$ 1,250 | \$ 1,599 | \$ 1,286 | \$ 1,131 | \$ 2,239 | \$ 5,806 | \$ 3,157 | \$ 2,636 |
| 144 | Association Dues | \$ 1,250 | \$ 1,250 | \$ 500 | \$ 2,500 | \$ 2,500 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ - | \$ - | \$ - |
| 145 | Travel, Meals, Entertainment | \$ - | \$ 500 | \$ - | \$ 1,000 | \$ 283 | \$ 2,378 | \$ 1,227 | \$ 579 | \$ 2,093 | \$ 987 | \$ 2,783 |
| 146 | Other Expenses | \$ 500 | \$ 500 | \$ 273 | | \$ 398 | \$ 545 | \$ (5,816) | \$ 187 | \$ 1,176 | \$ 593 | \$ 1,060 |
| 147 | Bank Charges | \$ 4,000 | \$ 6,000 | \$ 3,653 | \$ 7,000 | \$ 6,635 | \$ 5,386 | \$ 4,447 | \$ 4,637 | \$ 2,823 | \$ 2,875 | \$ 3,493 |
| 148 | JOR Allocation | \$ (20,000) | \$ (20,000) | \$ (14,498) | \$ (21,000) | \$ (15,682) | \$ (13,428) | \$ (17,846) | \$ (10,205) | \$ (14,342) | \$ - | \$ (20,000) |
| 149 | Other | | | | | \$ 1,234 | \$ 53 | \$ 50 | \$ 10 | \$ - | \$ 1,308 | \$ 774 |
| 150 | | \$ 167,550 | \$ 177,750 | \$ 177,456 | \$ 196,350 | \$ 192,314 | \$ 187,969 | \$ 170,236 | \$ 178,411 | \$ 135,028 | \$ 176,307 | \$ 178,027 |
| 151 | | | | | | | | | | | | |
| 152 | TOTAL EXPENSES | \$ 229,500 | \$ 267,600 | \$ 252,881 | \$ 377,550 | \$ 361,456 | \$ 337,208 | \$ 283,945 | \$ 302,532 | \$ 308,831 | \$ 285,163 | \$ 284,180 |
| 153 | | | | | | | | | | | | |
| 154 | | \$ 200 | \$ 4,500 | \$ 62,467 | \$ (3,550) | \$ 747 | \$ 5,085 | \$ 26,292 | \$ (6,499) | \$ (50,999) | \$ (4,787) | \$ (2,843) |

JASO 2021 Programs & Events

Saturday January 9th, 7-9pm **Shinnenkai**

from Jan 19th – Mar 12th, **Japanese Language Classes for Business Purposes**, Winter Term 2021.

Wednesday January 20th, Women's Leadership Council, **Motoko Rich, The Face of the New York Times in Japan**

Thursday February 11th, 4-5:30pm, Women's Leadership Council: **Women in Leadership, Where Power Lies**, with Sakie Fukushima, Claire Chino, and Linda Akutagawa

Friday February 12th, March 12th, April 9th, May 7th – **Women in Leadership Workshop Series**.

Friday February 19, 7pm-8:30pm **JASO Virtual Movie Night with Kelly Cox**

March 5th, 12th, 19th, 26th, **Japan Bowl Benkyoukai** for High School students in Pacific Northwest

Thursday April 8, 5-6:30pm, **KEEN & Covid: A new business. A new life.** with Naoji Takeda, General Manager KEEN Japan. Business Speaker Series.

April 8-9, **Digital National Japan Bowl**

from April 19 to mid-June, **Japanese Language Classes for Business Purposes**, Spring Term 2021

Saturday, April 24, 4pm to 7pm, **Toyama Cup**, Japanese speech Contest, eligible for college students from Oregon & SW Washington

Monday April 26, 6-7:30pm Cross-Cultural Workshop in Japanese language, **Helping Japanese Business People be more Successful in the US**. Free for Gold Level members and above.

Wednesday April 28, 8-9am, **New Member Orientation Meeting**.

Thursday April 29, 6-7:30pm Cross-Cultural Workshop in English language, **Helping US Business People be more Successful with their Japanese Colleagues**. Free for Gold Level members and above.

Wednesday, May 12, 12-1pm **How are we Returning to the Office Safely?** Guest Speakers' event

Friday, May 14, from 7pm JASO Next **Virtual Trivia Night**

Thursday May 20, 5-6:30pm **In Conversation with Izumi Kobayashi**. Business Speaker Series & Women's Leadership Council.

Thursday June 3rd, 5-6pm **Annual General Meeting**

Friday July 16th @ 7pm-9pm, [Virtual Beer Garden](#)

Friday August 27th, from 7:45am, **Golf Tournament**

JASO Board of Directors

2020-21 Schedule of Board Meetings

Meetings in 2021-2022 will be scheduled by Doodle Poll, to help ensure quorum.

Meetings will take place in:

- Late July/early August
- Late October/early November
- Late January/early February
- Late April/early May

Meetings are scheduled from 8:30-10am in the Ramona Room on the 3rd floor at 221 NW 2nd Ave, Portland, OR 97209, or on zoom.

JASO 2021 First Quarter Board meeting
February 26, 2021

In attendance: Dean Alterman, Rob Langstaff, John Kodachi, Paul Gilles, Consul General Masaki Shiga, Mari Watanabe, Tamako Hayashi, Paul Waldram, Nikki Swift, Patrick Mayer, John Motley, Cathy Bowman, Nancy Lange, Masayuki Yamaguchi. Past Chair: Charlie Allcock Staff: Graham Morris, Kaoru Miyanaga

The meeting was called to order at 8:34 am

1. Approval of Minutes – Motion passed.

2. Dashboard (Mr. Morris)

Mr. Morris reported we have over \$300,000 of revenue in 2020 thanks to efforts by a lot of people. So, we ended with healthy surplus. The corporate membership has declined. The number of attendees at events number went significantly down. Note the 4th Quarter number for the website visit was same as previous year. The website was updated then. We are gradually getting more followers on our Facebook page.

3. Financial Report. (Ms. Hayashi)

P&L Statement: We had a net surplus (net income) of approximately \$62,000 for various factors. For the Fundraising, we could not host our two large fundraising events: annual dinner and golf tournament.

However, we had grant of approximately \$9,000 for IT service upgrade. Donations totaled \$60,000, which includes a gift of \$17,000 from the estate of Alice Sumida, \$37,000 from the fundraising drive, plus around \$7,000 from the Board Donor Campaign.

We had \$39,000 net income from the annual dinner and golf tournament in 2019, so we raised donations almost the equivalent amount in 2020.

The membership income was \$85,000. Some corporate members had to drop out due to the economic slowdown due to the COVID. The Business Programs including Women's Leadership Council had net profit of \$27,000. The Women's Leadership Luncheon alone netted \$10,000 with over 200 participants. It was the biggest WLC event so far. The Japanese language program has been popular with \$12,000 net income. For the Education Programs, Toyama Cup was not something we expected to raise money, but we had a net profit of \$1,500. Japan Bowl on its own doesn't have net profit, but we should look at it combined with the Education Program Sponsorship. Overall, the Education Programs has net profit of \$8,000. with respect to Cultural Programs, we had over \$1,000 of net surplus.

The Special Programs – Tomodachi-Kai and Japan on the Road netted \$13,000. 2020 was very challenging for JOR due to COVID.

We had “other income” of \$38,000. Of which, \$30,000 was the first round of the PPP loan, which we are confident will be forgiven. We sold a portion (\$40,000) of the mutual fund, and made \$6,500 profit.

Total income is almost \$315,000 and operating expenses of \$253,000, leaving the net surplus of \$62,000. There were pay reductions for staff of approximately \$10,000, and other, smaller operating cost reductions.

Balance Sheet:

We had increase of \$40,000 in the cash operational account. The endowment account had a reduction of \$32,000, due to the sale of \$40,000 of mutual account. So, the money moved from the mutual fund into cash.

There are accounts payable for 2021 event that had been deferred. We have a very healthy increase in cash. With respect to the investments, we still have the endowment worth \$142,000 with unrealized gain of \$83,000 on the basis of \$58,000 cost price.

Mr. Mayer asked whether we can pay staff to fill the reduced salary from the last year since the disproportional financial impact went to them. Mr. Alterman responded that we have applied the second round of PPP and assuming we get it, we would do so at that time.

4. 2021 Budget.

The 2021 budget was prepared with two scenarios: one assumes we can't go back to in-person full operation, and the other assumes partially going back approximately in fall.

Looking at events, the column C is full COVID scenario. Column D is partial COVID restrictions. We assume we won't have annual dinner in the full COVID scenario. For partial restrictions, we assume \$40,000 revenue and \$20,000 expenses for dinner. We assume we can have some sort of golf tournament in either scenario. We assume we can have a somewhat restricted, smaller operation even under full COVID scenario. For that we budgeted \$2,000 net (\$8,000 revenue and \$6,000 expenses). For partial COVID scenario, we budgeted \$8,000 net (\$18,000 revenue over \$10,000 expenses).

Business Affairs same under either scenario. Getting \$500 per event through donations for virtual events. We will have a small budget for After Hours, assuming we can have one in the partial scenario. Language program assumes the same for either scenario, with surplus of \$14,000. Women in Leadership Council assumes a lot lower in both scenarios with \$2,750 surplus.

Fundraising has \$10,000 for donations through the Board donor campaign in either scenario.

We put \$80,000 for as our goal for membership revenue this year, as we are trying to be conservative.

For the Business programs, we will try to get additional \$3,000 through requests for sponsorships. Education program has a conservative budget.

For Restricted Income, both revenue and costs will be lower in the Tomodachi-kai program. Tomodachi-kai is meeting frequently but older members have less interest in the technology needed to meet. Their membership is down to 50 from 100 two years ago. We don't anticipate much difference for JOR, although there are no travel costs. Staff will work extra hours to create video/curriculum content over the summer.

Overall, \$229,000 or \$272,000 of revenue, which is different from previous years, typically with over \$300,000. It was \$315,000 in 2020.

Expenses:

For communications, the biggest item is "CRM" which is the Wild Apricot database for membership due to the increase of our contacts.

Operating expenses:

We budgeted \$138,000 for three staff for 2021. Staff salary was \$140,000 in 2019, which was a little higher than previous year because of a paid intern. It's usually around \$138,000. The rent decreased to \$15,000 from \$19,000. There is no parking, saving almost \$5,000. There is no change for insurance costs. We had to spend \$5,000 for office equipment in 2020 for purchase of laptops etc. We split online subscriptions such as zoom to a new, different row. The bookkeeper under professional services costs \$2,500. Education trips and Japan trips are earmarked just in case. NAJAS membership usually costs \$2,500, which will be halved for 2021. They waived it last year. The majority of bank charges are Paypal fees. If we have the annual dinner in the fall, we expect to incur these charges. With respect to the JOR, in a usual year, we spent \$15,000 for salary and then additional money for travel fees and volunteer's expenses. This more money was allocated for staff so we can use it on their time creating a video since we aren't able to travel this year.

Overall, we balanced the budget, but we did it by assuming a fundraising effort. We need to raise funds of \$35,000 to \$45,000, dependent on the scenario. We are in application process of second round of PPP. The budget doesn't assume a PPP loan. If approved for the second round, we should receive \$30,000 for the PPP loan.

Mr. Kodachi confirmed that the "Other fundraising" of \$45,000 is not separate from any PPP loan. Mr. Morris confirmed that some of the \$45,000 could be the PPP loan, but we need to come up with a plan for the remainder. Assuming we get the second PPP loan of \$30,000, the real gap we need to fill is \$15,000.

Mr. Gilles asked whether we have any flexibility in retaining some members who have financial issues and cannot pay membership dues now since it would be harder to get them back if they leave once. Graham responded there is a 6-month grace period between the lapse of payment and actual termination. We try to talk to each member who are leaving and try to work out something during that period.

The budget was approved as presented.

5. Program Chair reports

Membership Report:

Ms. Bowman mentioned that the Membership Committee has a proposal for Board approval. Prior to COVID, our membership was going up, but we are having challenges now. We want to add specifically the term “marketing” to enhance marketing efforts of JASO overall for the next few years, and address the post-covid period. The motion passed.

Women’s Leadership Council” (Mr. Watanabe) The luncheon event took place online and had great attendance.

Language class. We have 6 classes and they are mostly full. One teacher is not coming back the next term.

6. Old Business.

We raised \$40,060 in total in 2020 Fund Drive. The Board Donor Campaign raised \$7,546.

Nominating Committee.

The future Treasurer position has been filled. Mr. Alterman encouraged board members to send board member recommendations. We are going to have some sort of online event in May or June to elect slate of board and officers. The Annual Dinner in the fall, if we are able to host it, will not be the annual general meeting.

PPP.

Graham submitted the application for the second round of loan for \$30,205, the same amount as the last time, to US Bank.

7. Consul General Shiga.

Consul General Shiga reported there has been increase in COVID in January. He doesn’t have specific information on easing the travel of Americans to Japan at this time. The IOC is the one to determine whether the Tokyo Olympics will take place this summer.

8. Directors’ Report

A potential move of Japanese immersion program from Grant HS was put on hold. There are discussions involving Okyanokai.

Oyatsupan has a new product. They are selling beer called Baker’s Golden Ale using edges of bread at Uwajimaya. A portion of proceeds will go to non-profits including JASO Next.

Mr. Gilles offered that Portland Roasting donated proceeds from sale of coffee in the end of 2020. Mr. Morris reported that we raised over \$1,000 through that campaign. He also offered a gift of coffee for board members.

Meeting was adjourned at 9:55.

Respectfully submitted,
Masa Yamaguchi, Secretary

**JAPAN-AMERICA SOCIETY OF OREGON
2020-2021
COMMITTEE CHAIR CONTACT INFORMATION**

BUSINESS

BUSINESS AFFAIRS

Co-Chair: Yoshio Kurosaki, Summit Properties, Inc., kuro@summitpropertiesinc.com

Co-Chair: Alix Nathan, Mark Spencer Hotel, anathan@markspencer.com

ENTREPRENEURS COMMITTEE

Chair – Rob Langstaff – Sweet Onion Consulting rob.langstaffpdx@gmail.com

WOMEN LEADERSHIP COUNCIL

Co-Chair: Mari Watanabe, Portland Business Alliance, mwatanabe@portlandalliance.com

Co-Chair: Tamako Hayashi, Deloitte, tahayashi@deloitte.com

EDUCATION

Chair: Masami Nishishiba, Portland State University, nishism@pdx.edu

- Toyama Cup Chair, Satomi Hayashi, Lewis & Clark College, satomih@lclark.edu
- Japan Bowl Chair, Susan Tanabe, Chemeketa Community College, susan.tanabe@chemeketa.edu
- Japan on the Road – Sarah Saito, JASO staff ssaito@jaso.org

CULTURE

Chair: Junko Seckerson, Yoshida Group, Junko.seckerson@yoshida.com

MEMBERSHIP

Co-Chair: Nancy Lange, NW Natural, Nancy.lange@nwnatural.com

Co-Chair: Cathy Bowman, Mackenzie, cbowman@mcknze.com

GOLF COMMITTEE

Chair: Masa Yamaguchi, Lane Powell, yamaguchim@lanepowerll.com

ANNUAL DINNER COMMITTEE

Open

TOMODACHI-KAI

Chair: Yoshino Okaniwa, yoshino@wahlersfamily.com

Chair: Kirsten Jensen, kei472003@yahoo.com

Currently JASO also has Working Groups for:

JASO NEXT (Young Professionals)

Co-Leader: Sydney Owen, Sydneyowen@gmail.com

Co-Leader: Miho Hatanaka, mihohntk@gmail.com

JAPAN UPDATE/JAPAN CURRENTS (Public Policy)

Leader: Doug Smith, Port of Portland, doug.smith@portofportland.com

WORKPLACE LANGUAGE & CULTURE

Co-Leader: Patrick Mayer, Nike, rosebowlducks93@yahoo.com

Co-Leader: Rob Langstaff, Sweet Onion Consulting rob.langstaffpdx@gmail.com

CHARTER: JASO Business Affairs Committee

Updated 1-1-21

Purpose Statement: To create opportunities for members and businesspeople in Oregon and southwest Washington to learn about contemporary business issues and Japan.

History: for a list of events held so far, click [here](#).

| | Primary | Supplemental |
|------------------------------|--|---|
| Meetings | Every 6-10 weeks – exact dates/times as schedules permit | |
| People | <ul style="list-style-type: none"> • CO-CHAIR – Yoshio Kurosaki – kuro@summitpropertiesinc.com – Owner, Summit Properties • CO-CHAIR – Alix Nathan – anathan@markspencer.com – Owner, Mark Spencer Hotel • Masa Yamaguchi – yamaguchim@lanepowell.com – Shareholder, Lane Powell • Dan Bihn – dan@danbihn.com – Owner, Dan Bihn Communications • Rob Langstaff – rob.langstaffpdx@gmail.com – CEO, Sweet Onion Consulting • Kevin Johnson – johnsonk@preosperportland.com – Project Manager, Metals & Machinery, Prosper Portland • Yasu Yanagisawa – yyanagisawa@mcknze.com – Architect & Project Manager, Mackenzie • Tom DiCorcia – jrotom@gol.com – Regional Market Manager, State of Oregon Japan Representative Office • Taylor Radloff – taylor.j.radloff@jpmorgan.com – Commercial Manager MNCs, Chase Bank | |
| Scope | <ol style="list-style-type: none"> 1. Host local guest speakers operating successful businesses in Japan 2. Host Japanese guest speakers operating successful businesses in the US 3. Host speakers with particular areas of expertise in contemporary business issues | <ol style="list-style-type: none"> 1. Create networking opportunities 2. Create opportunities for participants to speak directly with guest speaker |
| Events and Milestones | <ol style="list-style-type: none"> 1. Target speaker list 2. Find connectivity/reach out 3. Reach agreement to host 4. Understand/determine funding mechanisms 5. Event logistics/hosting logistics 6. Hosting | |
| Relationships | <ol style="list-style-type: none"> 1. Local and Japan business & political community members 2. Potential funders 3. Event logistics supporters/suppliers | <ol style="list-style-type: none"> 1. Attendees & Members |
| Major Tasks | <ol style="list-style-type: none"> 1. Outreach/sourcing 2. Funding mechanism agreement 3. Event planning process 4. Hosting | |
| Responsibilities | Members | Staff |
| | <ol style="list-style-type: none"> 1. Attend Meetings 2. Ideas, recruiting 3. Assistance in event planning process 4. Assistance in hosting process, and event management | <ol style="list-style-type: none"> 1. Leadership and support in all areas |

JASO Entrepreneurs Committee Charter

Updated 5-11-21

Purpose Statement: To help Japanese businesspeople specifically through the Prosper Portland B2B development program with their company descriptions and pitches.

| | Primary | Supplemental |
|------------------------------|---|---|
| Meetings | 8-12/yr dependent on Prosper Portland B2B event timetable of 3-4 events/yr | |
| People | <ol style="list-style-type: none"> 1. CHAIR – Rob Langstaff – rob@sweetonionconsulting.com – CEO, Sweet Onion Consulting 2. Dan Bihn – dan@danbihn.com – Owner, Dan Bihn Communications 3. Brian Blihovde, brianblihovde@gmail.com, Senior Director, Treasury Product Marketing, Kyriba 4. Chris Cataldo, cataldoc@earthlink.net, Global Real Estate Advisor, Engels & Volkers 5. Tom DiCorcia – jrotom@gol.com – Regional Market Manager, State of Oregon Japan Representative Office 6. Doug Etzel, douglasetzel@gmail.com, VP Asia, Veeva Systems 7. Aleia McKinnon, aleiamckinnon@gmail.com, HR Manager, Heart Creative 8. Leilani Powers, Leilani.h.powers@gmial.com, Director of Operations, Team Turner at Lovejoy Real Estate 9. Christopher Ruggles, Christopher.ruggles@aya.yale.edu, Executive Director, Bella Voce 10. Sandra Schlesinger, lilanimegurl@gmail.com, PhD Candidate, Developmental Biology, OHSU 11. Kevin Stone – kevin.x.stone@gmail.com, Senior Data Scientist, Nike 12. Taro Toyoda, ttoyoda@ifacilitygrp.com, Owner/Principal, InSpec Facility Group 13. Aya Tsuboyama, atsuboyama@ifacilitygrp.com, Process Designer, InSpec Facility Group 14. Takashi Yanase, Yanase.takashi@sojitz.com, VP & Branch Manager, Sojitz Corporation 15. Theresa Yoshioka, tyoshioka@oda.state.or.us, International Trade Manager, Oregon Dept of Agriculture | |
| Scope | <ol style="list-style-type: none"> 1. Supporting Prosper Portland B2B series, 3-4x/yr 2. Create pitch decks 3. Meet registrants, review, practice 4. Evaluate, feedback | |
| Events and Milestones | <ol style="list-style-type: none"> 1. B2B Meetings 2. Practice meetings | |
| Relationships | <ol style="list-style-type: none"> 1. Prosper Portland, Youi & team 2. Other PPB2B event volunteers 3. Japanese business participants | |
| Major Tasks | <ol style="list-style-type: none"> 1. Writing/agreeing pitch structure 2. Meet to practice 3. Being at event and evaluating 4. Giving feedback | |
| Responsibilities | Members | Staff |
| | <ol style="list-style-type: none"> 1. Attend Meetings, brainstorming 2. Creating documents 3. Practicing with designated registrants 4. Supporting, evaluating, giving feedback | <ol style="list-style-type: none"> 1. General support in all areas |

CHARTER: JASO Membership & Marketing Committee

V rev 6-11-21

Purpose Statement: Increase and retain corporate and individual memberships, ensure programming and benefits offer real values. Build awareness of and increase engagement with JASO.

| | Primary | Supplemental |
|--|--|---|
| Meetings | As determined by co-chairs – regular, but ad hoc basis, every 6-12 weeks | |
| People | Co-Chair - Nancy Lange – nancy.lange@nwnatural.com Co-Chair - Cathy Chiharu Bowman – cbowman@mcknze.com Brian Blihovde - brianblihovde@gmail.com Lisa Christy – lchristy@japanesegarden.org Todd Fujinaka – htodd@twofifty.com Jeff Hammerley – jeffreyhammerly@gmail.com Natalie Lozano – natalie@natalielozano.com Anne Miller – amiller@fujimi.com John Motley – jmotley@columbia.com Kumiko O’Grady – kumiko.ogrady@gmail.com Yuki Tanaka – yuki.tanaka@rainforgrowth.com | |
| Scope | <ul style="list-style-type: none"> Oversee all membership programs, levels and benefits Building awareness, recruitment and retention activities Provide JASO member information Enhancing event marketing process | <ul style="list-style-type: none"> Fees, invoicing, collections Ensure programming meets overall needs of members |
| Events/ Workshops/ Programs | <ul style="list-style-type: none"> After Hours – social/networking Cultural Connections (showcase facility) New Member Orientation Meeting Cross-cultural seminars for Gold Members and above | <ul style="list-style-type: none"> Host facility/org commitment Agreement on type and date of event |
| Relationships | <ul style="list-style-type: none"> Members Potential members – event attendees, new companies, social media followers Potential speakers/organizations | |
| Major Tasks | <u>Membership</u> <ul style="list-style-type: none"> List potential members Review benefits of membership levels, membership packets Reach out to potentials, connect to staff <u>Member Committee Events</u> <ul style="list-style-type: none"> Determine Annual Calendar shape List potential After Hours hosts, outreach targets, partners Initial contact and conversation | <u>Membership</u> <ul style="list-style-type: none"> Monitor success rate Monitor quarterly retention Collect feedback on benefits Promote membership at all JASO events |
| Responsibilities | Members | Staff |
| | <ul style="list-style-type: none"> Attend Meetings Try to recruit/retain member organizations and individuals Communicate with current members and receive feedback on quality of programming Plan Member Committee Events, attend Promote membership at other events | <ul style="list-style-type: none"> Manage membership database Manage invoicing, receipts process and reporting Oversee communications – web site, facebook, event flyers, etc Support and lead committee in all areas of recruitment and events |

CHARTER: Women's leadership Council

V6 rev 6-15-21

Purpose: *To inspire and empower women and supporters of women through US-Japan related events.*

| | Primary | Supplemental |
|------------------------------|--|---|
| Meetings | <i>Every 6-10 weeks according to program workload</i> | |
| People | <p><i>Tamako Hayashi, Co-Chair tahayashi@deloitte.com</i> <i>Mari Watanabe Co-Chair mwatanabe@portlandalliance.com</i> <i>Cathy Bowman cbowman@mcknze.com</i> <i>Shiau Yen Chin-Dennis shiauyen.chin-dennis@klgates.com</i> <i>Kazuko Curtis kcurtis@columbiagrains.com</i> <i>Lisa Driscoll lisakd0619@gmail.com</i> <i>Kyoko Endo-Zuch kyoko@puppet.com</i> <i>Cydelle Higa-Johnston cydelle@windemere.com</i> <i>Nikki Swift nswift@cablehouston.com</i> <i>Yuki Tanaka – yuki.tanaka@rainforgrowth.com</i> <i>Yayoi Yamamoto yayoi@pdxcoordinator.com</i></p> | |
| Scope | <p>Host speakers with particular areas of expertise in contemporary business issues for women in leadership</p> | <ul style="list-style-type: none"> • Create networking opportunities • Create opportunities for participants to speak directly with guest speakers • Inspire and empower women in the business world |
| Events and Milestones | <p>Plan and execute the following events</p> <ul style="list-style-type: none"> • WLC speaker event - January • Networking Event– May • WLC speaker event – Oct or Nov. | |
| Relationships | <ul style="list-style-type: none"> • Facilities • Sponsors • Service providers | <ul style="list-style-type: none"> • Members • Potential members |
| Major Tasks | <ul style="list-style-type: none"> • Event dates, times • Locations/facilities • Manage budgets • Write timelines and task lists • Event schedules • Delegate areas of responsibility | <ul style="list-style-type: none"> • Income generation • Secure in-kind donations • Check lists • Registration management |
| Responsibilities | Members | Staff |
| | <ol style="list-style-type: none"> 1. Attend Meetings 2. Engage in one or more areas of event management 3. Communicate with chairs on progress and challenges | <ol style="list-style-type: none"> 1. Attend meetings 2. Be pro-active to recognize challenges/weaknesses 3. Be solution-oriented while empowering volunteer |

CHARTER: JASO Education Committee

V2 rev 3-11-20

Purpose: Cradle to grave, Japanese education in every town in Oregon and SW Washington

| | Primary | Supplemental |
|------------------------------|---|---|
| Meetings | | |
| People | CHAIR – Masami Nishishiba – nishism@pdx.edu Susan Tanabe – susan.tanabe@chemeketa.edu Sarah Saito - ssaito@jaso.org Josh Metzler – jmetzler@pdx.edu Naoko Horikawa – naokoh@pdx.edu Yoko Sakurauchi - ysakura@pdx.edu Satomi Newsom - satomih@lclark.edu Miiko Suzuki - suzuki@4j.lane.edu Naoko Nakadate - naoko@uoregon.edu | |
| Scope | Plan and execute the following events: <ul style="list-style-type: none"> • Japan Bowl – February or March • Toyama Cup – Sunday of April • Japan on the Road – October through May • ConneToyama | |
| Events and Milestones | Japan Bowl – overall planning & execution Toyama Cup – in case of need Japan on the Road – in case of need | <ul style="list-style-type: none"> • Members • Potential Members • Increase Young Members • Build more relationships with Japanese and/or Japanese related education leaders in the community • Build interest among youth in Japan and JASO |
| Relationships | <ul style="list-style-type: none"> • Facilities • Sponsors • Education Leaders • Career Providers • Volunteers | |
| Major Tasks | <ul style="list-style-type: none"> • Event dates, times • Locations/facilities • Manage budgets • Write timelines and task lists • Event schedules • Delegate areas of responsibility | <ul style="list-style-type: none"> • Creation of a ToolKit (“How To” manual) • Income generation • Secure in-kind donations • Check lists • Registration management |
| Responsibilities | Members | Staff |
| | <ol style="list-style-type: none"> 1. Attend Meetings 2. Engage in one or more areas of event management 3. Communicate with chairs on progress and challenges | <ol style="list-style-type: none"> 1. Attend meetings 2. Liaise, lead and support chairs and members on individual items as needed 3. Be pro-active to recognize where challenges/weaknesses are 4. Be solution-oriented while empowering volunteer |

CHARTER: JASO Cultural Committee

V3.0 rev 4-8-21 DRAFT ONLY

Purposes: To introduce Japanese culture through traditional & modern Japanese-style events to the community generating networking opportunities.

| | Primary | Supplemental |
|------------------------------|---|---|
| Meetings | Frequent Zoom meeting | |
| People | CHAIR - Junko Seckerson - junko.seckerson@yoshida.com Lisa Driscoll - lisa@roblangstaff.com Red Gillen - info@slabtownlanguageworks.com Lynn Moyers - lmoyers@jaso.org Sammy Scarpone – sammyscarpone@yahoo.com Tomo Miyaishi – tmiyaishi@us-jconnect.com Sydney Owen – sydneyowen22@gmail.com Dan Bihn - dan@danbihn.com | |
| Scope | Plan and execute all elements of all cultural events | |
| Events and Milestones | Plan and execute the following events <ul style="list-style-type: none"> • Shinnenkai – January • Movie Night – as occasion calls • (Sakura Sunday – April) • Beer Garden – July • Other cultural related event | |
| Relationships | <ul style="list-style-type: none"> • Facilities • Sponsors • Service providers • Cultural artists • Volunteers | <ul style="list-style-type: none"> • Members • Potential members • General • Students |
| Major Tasks | <ul style="list-style-type: none"> • Event dates, times • Locations/facilities • Manage budgets • Write timelines and task lists • Event schedules • Delegate areas of responsibility • Preparation for events • Attracting attendees | <ul style="list-style-type: none"> • Creation of a ToolKit (“How To” manual) • Income generation • Secure in-kind donations • Registration management |
| Responsibilities | Members | Staff |
| | <ul style="list-style-type: none"> • Attend Meetings • Engage in one or more areas of event management and helping with preparations • Communicate with chairs/staff on progress and challenges • Provide/share ideas | <ul style="list-style-type: none"> • Attend meetings • Attracting attendees • Liaise, lead and support chairs and members on individual items as needed • Be pro-active to recognize where challenges/weaknesses are • Be solution-oriented while empowering volunteer |

CHARTER: JASO NEXT Committee

V1 rev 6-22-21

Purpose: Connecting and networking young professionals in Japan and Oregon.

| | Primary | Supplemental |
|--------------------------------------|--|---|
| Meetings | | |
| People | Co-leader: Miho Hatanaka mihohntk@gmail.com Co-leader: Sydney Owen sydneyowen22@gmail.com Leilani Powers leilani.h.powers@gmail.com Jack Lien jackl@sakeone.com Nicolas Boese naeboese@outlook.com Aleia McKinnon aleiamckinnon@gmail.com | |
| Scope | Plan and execute the following events: <ul style="list-style-type: none"> ● Inclusive events to foster the next generation of JASO ● Networking events ● Professional learning and career development opportunities ● Provide social opportunities to build friendships and relationships to others in Japan-Oregon community ● Reach and support young entrepreneurs and small and new business owners ● Foster ongoing engagement and relationship building with members | Ideas: 3 pillars - (e.g. social, cultural...) Theme/continuity of programming over the year keeping goals of JASO Next in mind |
| Events and Program Milestones | <ul style="list-style-type: none"> ● Happy Hour Networking ● Sake Tasting ● Career and resume events ● Networking Events in person ● Trivia Night | Future ideas: career series |
| Relationships | <ul style="list-style-type: none"> ● JASO as a whole ● Sponsors ● Small Business Owners ● Volunteers ● Collaborate with other local and national external chapters and organizations | <ul style="list-style-type: none"> ● Members ● Potential Members ● Increase Young Members ● Build relationships and friendships in the Japan and Oregon young professionals community |
| Major Tasks | <ul style="list-style-type: none"> ● Set regular meeting time for JASO Next committee – promote beforehand to encourage attendance, standing monthly meeting with supplemental project based work/planning meetings, post on social media/newsletter to encourage attendance ● Event planning: event dates, times ● Reach out to sponsors and partners for events ● Facilitating social media accounts: Facebook group and Instagram ● Collaborate with other JASO committees for planning, marketing, etc. | <ul style="list-style-type: none"> ● Check lists ● Work with JASO for event registration management |
| Responsibilities | Members | Staff |
| | <ol style="list-style-type: none"> 1. Attend Meetings 2. Engage in one or more areas of event management 3. Communicate with chairs on progress and challenges 4. Engage and participate on Facebook group page | <ol style="list-style-type: none"> 1. Attend meetings when possible 2. Liaise, lead and support chairs and members on individual items as needed 3. Be pro-active to recognize where challenges/weaknesses are 4. Be solution-oriented while empowering volunteer |