

April 30, 2010

Dear JASEB Supporter:

Thank you so much for your ongoing support of JASEB. The JASEB Board of Directors wanted to let you know, as a valuable member of the JASEB community, that the agency has recently completed its first formal strategic plan in its history. The planning process gave us the opportunity to reflect and analyze where we have come from and where we need to go as an agency to effectively serve our community. The past success of the agency could not have been achieved without your contributions and that of the many who have come before us in our 39 year history. We are very excited and optimistic about the future of the agency and the exciting changes that are ahead.

JASEB to Reposition Itself

The JASEB Board of Directors undertook its effort to create a three-year strategic plan to help guide the agency forward. We conducted six focus groups where members of the community were invited to provide their valuable input to the agency, we met with and listened to the JASEB Advisory Board and other members of the community, we solicited input from the staff, and we spent countless hours reviewing and discussing our agency and ultimately creating a strategic plan.

We determined that the agency faced some fundamental challenges that needed to be addressed and that the continuation of doing many things essentially in the same way for much of the agency's history needed to be modified to reflect changes in our community and the world around us. It also became abundantly clear to the JASEB Board that the current funding model of the agency was not sustainable in order to provide the needed services to our seniors.

JASEB's New Mission Statement and Values

Our strategic plan is anchored by a new mission that reflects a broader purpose for the agency. The focus groups told us that the agency should continue to fulfill its historical mission to serve seniors in our community, but that we should also broaden our reach by becoming an institution that serves to promote and impart Nikkei culture and values to families and the various generations in our community.

Our new mission statement reflects our expanded purpose moving forward:

The mission of JASEB is to be a community and cultural organization that brings generations and families together to nurture and pass on Nikkei values and tradition through a broad array of services and programs. Our resources, information and services are relevant to the entire continuum of care for seniors, as well as their families and all ages of the Nikkei community.

Our pursuit of our expanded mission will be guided by our community values of dignity, trust, independence, social connection, open communication, and respect for our elders. Our commitment to serving seniors is unwavering, but we intend to expand our impact to families in our now increasingly diverse community. Our transition to fulfilling our broader mission shall not occur instantaneously, but will be implemented in a measured way.

Our Strategic Plan

Our plan has several major elements that we have already begun work on.

- **Expand focus to all generations and family services** so that Nikkei families have support to care for their elders, are nurtured by cultural and community connection and are energized to act as a community.
- **Continue to emphasize our legacy of serving our elders** as we shift to a more intergenerational focus.
- **Build partnerships** with smaller or more specific Nikkei social, cultural, religious and service groups to provide daily senior services to seniors, and more community, cultural and educational programming that has appeal to different generations in our community.
- **Seek to revitalize** itself, its relationship to the Nikkei and larger communities and its approaches to sustaining its own work and the Nikkei community.
- **Reconfigure income strategies** by (i) diversifying our earned revenue sources by building high quality, fee-based caregiver and informational services increasingly targeted to aging Sansei striving to live independently; (ii) strengthening our individual donor program by including a more formal planned giving program; and (iii) cultivating corporate and foundation support, including program grants, workplace contributions and event and program sponsorships.

Our Goals for the Next Three Years

- **Rebrand/re-position JASEB to increase community awareness** of JASEB as an organization, community leader and intergenerational service provider.

April 30, 2010

Page | 3

- **Expand JASEB's programs, services and events** to include intergenerational services, programs and events consistent with a re-positioned JASEB.
- **Develop a comprehensive fund development program** to increase contributed income, secure JASEB's long-term stability and increase community participation.
- **Increase options and programs that support independent living.**
- **Move to a facility** that will house a consolidated JASEB senior operation and explore the feasibility of establishing a community center that offers senior programs as well as other multi-generational community classes, services and activities.
- **Continue to provide bilingual services.**
- **Explore alternatives for the future of properties** that JASEB currently owns.

Our goals are ambitious, but we are excited and optimistic about our future. We will face many challenges as we move forward, but we are confident that with the community's guidance and support, we will build an effective, caring agency that will promote and enhance the quality of life for many generations to come.

If you have any questions about our plan, please contact me at 510-848-3560 or bruce.hironaka@gmail.com. We will keep you and the community updated as we make progress towards meeting these goals. On behalf of everyone at JASEB, thank you for your continuing interest and support.

Sincerely,



Bruce A. Hironaka
JASEB Board President and
Interim Executive Director (volunteer)