Making a Difference...Helping Members Grow

Los Angeles Area Chamber of Commerce

Annual Report 2004
Message from the Chair of the Board and President & CEO

To Our Members:

The Los Angeles Area Chamber of Commerce played a key role in the development of the L.A. region in 2004—continuing its mission of being the voice of business since 1888.

The Chamber’s advocacy efforts of the 20th century helped fund and build the major investments that made modern L.A. possible—our water supply, deep-water harbor, airport and freeways. The Chamber’s promotion and devotion to the L.A. area helped the region grow from 70,000 to 10 million people in just over a century.

In 2004, our efforts were more vital than ever. On behalf of our region, we advocated for a competitive business climate, good government and improved quality of life. We worked to develop regional solutions for our long-term infrastructure priorities.

This annual report highlights the Chamber’s activities in 2004, including programs that helped enhance members’ companies and Access advocacy trips to Washington, D.C., Sacramento and Los Angeles City Hall. Through our partnerships with other business organizations across the L.A. region, we created a powerful voice and visibility.

As the representative of L.A. County businesses, we helped guide the way in 2004.

Sincerely,

George Kieffer
Partner
Manatt, Phelps and Phillips, LLP
2004 Board Chair

Russell J. “Rusty” Hammer
President & CEO
Los Angeles Area Chamber of Commerce
MISSION  By being the voice of business, helping its members grow and promoting collaboration, the Los Angeles Area Chamber of Commerce assures prosperity for the Los Angeles region.

THE VOICE OF BUSINESS
Advocacy & Public Policy Initiatives

Major Public Policy Accomplishments

The Chamber was a leader in business advocacy efforts in local, state and federal policy areas, pursuing advocacy goals through lobbying, events to raise public and business awareness, outreach and coalition-building. The Chamber emphasized volunteer involvement in the policy development process by convening six policy committees to advise the Board: Business Legislation, Education & Workforce Development, Health Care, International Trade & Investment, Natural Resources and Transportation & Infrastructure.

The Chamber's signature Access series continued, connecting business owners with policymakers through trips to Washington, DC, Sacramento and L.A. City Hall. Other regular policy events included Pancakes & Politics, Mobility-21, Los Angeles Chamber Advocacy Network (LA CAN) and task forces for special topics. In addition, the Chamber continued distribution of the successful and influential The Business Perspective, a weekly commentary on political and public issues.

Aviation: LAX Modernization

After extensive study of airport issues and consultation with LAX tenants, airlines, security experts and other stakeholders, the Chamber released its recommendations for modernizing the region's largest airport. The Chamber’s recommendations were then incorporated into the LAX Consensus Plan, which was authored by Mayor Jim Hahn and Councilmember Cindy Miscikowski. Following months of proactive lobbying by the Chamber—and our partnership with organized labor—the L.A. City Council adopted the LAX Consensus Plan, which will prepare our airport for the next generation of aircraft and expected economic growth.

City Contracting Reforms

Based on a recommendation by the Chamber for the city to establish a Small & Local Business Advisory Committee, the city adopted several recommendations to streamline the city’s confusing contracting process.

Education

The Chamber has had significant success in influencing LAUSD and statewide policymakers to support Small Learning Communities (SLCs), including a commitment from LAUSD to build all new secondary schools as SLCs.

Goods Movement

Chamber officers successfully lobbied the governor’s office resulting in the veto of AB 2042, which would have set an emissions cap on the ports of Los Angeles and Long Beach and stymied growth as well as putting the ports in an impossible position to regulate air quality.

“As in years past, the Chamber has taken the lead early on complex issues. Beyond the obvious health care benefits, the Chamber foresees endless possibilities from an economical standpoint.”

—George Kieffer
2004 Chamber Board Chair
Partner, Manatt, Phelps & Phillips, LLP
Health Care
The Chamber spent much of the year raising awareness of SB 2, which would have a mandate that employers with 50 employees or more provide and pay for most of the costs associated with health care insurance. Voters repealed SB 2 in November 2004. The Chamber was also the first business organization to support Proposition 71, the embryonic stem cell search bond, which would help fund more research in California, especially in L.A. County.

Infrastructure
The Chamber signed the ballot arguments in favor of Proposition O, a $500 million bond, which would improve L.A.’s aging water treatment and sewage systems enough to be in compliance with the federal Clean Water Act and other unfunded mandates. Voter overwhelmingly passed Proposition O.

Political Reform
Chamber Board Chair George Kieffer was a chief petitioner for the passage of Proposition 62, the Voter Choice Initiative, which would empower California voters to select more centrist and mainstream candidates to represent them in Congress and the state Legislature. The Chamber also commissioned a survey among L.A. voters to evaluate their sentiment on extending or abolishing term limits. Not only did the Chamber poll high among survey respondents, there was an openness to extending term limits.

State-Local Budget Issues
The first business organization to endorse Proposition 57, the governor’s Economic Recovery Bond, the Chamber also endorsed Prop. 1A to protect municipalities’ treasuries from being raided by the legislature. The Chamber lobbied in Washington, D.C. for awareness of California being a donor state—only 77 cents on each tax dollar we send to D.C. returns back to us, while L.A.’s infrastructure is accommodating more than 40 percent of the nation's imports.

Taxation: Business Tax Reform
Culminating years of debate and hard work by the Chamber and other business groups, the L.A. City Council is expected to adopt a series of reforms aimed at simplifying the city's arcane business tax system and making it more competitive with other large cities. Eventually known as the “Three R’s,” the Chamber and the Valley Industry & Commerce Association (VICA) crafted and lobbied for reforms that reduced the number of tax rates from 64 to five; removed businesses grossing less than $100,000 from the system entirely; and, offered relief between 15-25 percent for all businesses over five years.

Transportation
During the Chamber’s annual Access Washington, D.C. advocacy trip to the nation’s capitol, the Chamber and its Mobility 21 coalition successfully lobbied key members of Congress’ transportation and appropriations committees to free up $492 million for Metro’s Gold Line rail extension into East LA.

Workers’ Compensation Reform
The Chamber’s top legislative priority in Sacramento for several years, our grassroots efforts in L.A. generated more than 1,000 letters in support of what became the reform bill signed by Gov. Schwarzenegger last April. Rates are expected to decrease in 2005.

International Trade
The Chamber fills an increasingly vital role in L.A. by promoting international trade and increasing awareness among L.A. businesses of opportunities in foreign markets. The International Trade Division conducted World Trade Week 2004, a nationally recognized, 76-year-old program that promotes the importance of international trade to the L.A. economy; hosted a series of quarterly Country Business Briefings with consulates from China, Central Europe, The Netherlands, and Spain; provided members access to international markets by conducting trade missions to China and Spain; conducted an Export Seminar Series for L.A. businesses and matchmaking services among U.S. and international businesses; and staffed the Board’s International Trade and Investment Committee.
Leadership, Education and Workforce Development

The Chamber and the Chamber Education Foundation created an Education and Workforce Development Division and integrated UNITE-LA School-to-Career Partnership as an affiliate the past year. The reach and impact of the combined initiatives of the Chamber’s Education and Workforce Development Division and UNITE-LA reached more than 30,000 youth and made significant impact on the policies of our educational institutions and policy makers. These programs included:

**College-Ready Initiatives**

*California Intern Summer*  The Chamber secured internships for 350 high school and college-age youth and helped promote 1,000 internship programs offered by area businesses.

*College Is Yours*  This program facilitated college tours and college information for 7,300 students.

*CSU Advantage LA*  The Chamber helped establish this pilot statewide education and employment partnership created to design curriculum that connects academic content and real-world context developing a stronger workforce. The Chamber partnered in the program’s brand development and helped launch the project with CSU-LA in May.

*Free Cash for College*  More than 12,000 students and families from 90 schools attended the 2003 College and Career Convention, and more than 1,600 students and 4,500 family members attended 16 Free Cash for College Workshops on Saturday, Jan. 24, 2004.

*Groundhog Job Shadow*  The Chamber partnered with Junior Achievement of Southern California and facilitated more than 7,500 student job shadows across the LA area.

*LA Youth at Work*  The program facilitated an average of three job skills workshops each month, with nearly 2,500 youth served. The Chamber developed a database with 300 employer contacts to identify and create job opportunities for youth and provided over 600 job leads to youth and youth-serving partners.

*The Principal for a Day and Executive for a Day*  This program matched 250 school administrators and corporate executives. Participants then took on the responsibilities of their opposites for the day.

**Leadership L.A.**

The Chamber continued to support Leadership L.A., a community leadership development program, designed to foster L.A. business leaders who want to expand their civic involvement. The program’s curriculum addresses major issues affecting the L.A. region.

**Small Schools/Small Learning Communities**

**High School Reinvention**

The Chamber and UNITE-LA have made support for Small Schools and Small Learning Communities (SLCs) development and implementation a priority. Superintendent Romer and LAUSD leadership look to the Chamber and UNITE-LA as a key advisor and partner to successfully create smaller more personal learning environments for all LAUSD middle and high school students over the next 10 years. The Chamber has also played a role in encouraging State Superintendent O’Connell to focus on high school improvement, career and technical education, and SLCs.
HELPING MEMBERS GROW
Business Development Programs

Affordable Advertising Programs
To help members increase their visibility, the Chamber offered affordable, high-exposure advertising in the Chamber Voice monthly newsletter, weekly calendar sponsorship ads, web site banners, and the Chamber Membership Directory and Resource Guide.

Ambassadors Club
Enhanced recruitment for the program improved the quality of candidates and retention, thus allowing Ambassadors to connect with nearly 130 Chamber new members and hundreds of existing members.

Bottom Line Benefits Program
The Chamber packaged a variety of products and services to help members reduce their cost of doing business. Discounted offerings include package delivery by DHL, office products from Office Depot, parking at LAX from The Parking Spot and job listings from NationJob Network. Member Advantage, the Chamber’s member-to-member discount program, provides a promotional channel and valuable exposure for products and services.

CEO Roundtable
The Chamber developed a program that provides a network of advisors to business owners sharing the common challenges, problems and opportunities of running a small business.

Industry Councils
These quarterly forums were designed to bring together member companies from similar industry segments to discuss issues and concerns, and assist the Chamber in identifying programs to help their businesses grow. The councils were: Business Advisory, Construction Industry, Entertainment Industry, Government Affairs, and Technology Industry.

Inside Business Forum
These forums featured Chamber Board members telling their stories of success while providing an opportunity for members to network.

Keeping Members Informed
The Chamber continued monthly print distribution of the Chamber Voice to keep our members informed on what the Chamber is doing in terms of advocacy, events and member benefits; continued development of the Chamber web site as a communication resource; expanded distribution of Chamber events calendar and Business Perspective commentary through email; and partnered with the L.A. Business Journal to offer a one-year subscription with new membership.
Member Orientations
The Chamber hosted quarterly sessions to provide members with information on how best to maximize their Chamber investment.

Policy Committees
The Chamber encouraged members to get involved in the monthly policy committee meetings that help set policy direction for the Chamber. Hundreds of members meet monthly to direct and advance the organization’s public policy and program priorities.

Referral Network
The Chamber enhanced the Referral Network meeting format and held bimonthly meetings, increasing member participation by 35 percent and averaging over 50 attendees at each meeting.

Signature Events
Thousands of business’s from across the region came together through the Chamber’s signature events to celebrate our community, small business, various industry segments, and address significant challenges in the region. The Chamber’s 2004 signature events were the Inaugural Dinner, Construction Industry Awards Luncheon, World Trade Week Kick-Off Breakfast, Small Business Awards Luncheon, Golf Classic Tournament, Mobility 21 Summit, and State of the Chamber Membership Luncheon.

VIP Receptions
The Chamber hosted three receptions for the very important partners of our Circle of Support membership levels, to provide executive-level networking and timely discussion for business leaders.
FOSTERING COLLABORATION
Building Community in L.A.

Alumni Directors
The Chamber reinstituted the Alumni Directors newsletter to reach out to past directors of the Chamber Board and keep them involved and informed about what the organization is doing.

Board of Directors
The Chamber board includes ex officio Board members from business organizations, ethnic chambers and local chambers to expand the representation of the organization.

“The business community can bridge the gap with the state through partnerships.”
—Ron Gastelum
2004 Chamber Board Member
President & CEO
Metropolitan Water District

Business After Hours Mixers
In collaboration with other chambers and business organizations in the county, the Chamber held Business After Hours mixers in various locations so that more than 1,000 of our members could meet and develop business relationships.

Chamber Building
The organization continued to utilize the Chamber building as a key asset. The building is fully leased and continues to be seen as a center for business and education. The Chamber hosted numerous news conferences and events that support the mission of the organization.

Entertainment Industry Business Council
In partnership with five local chambers of commerce, the Chamber developed the Entertainment Industry Business Council (EIBC). The EIBC hosts quarterly forums for information exchange and networking, and addresses policy issues affecting the entertainment industry.

LA Chamber Advocacy Network (LA CAN)
The Chamber continued to expand the Los Angeles Chamber Advocacy network (LA CAN) to 30 members. LA CAN is a coalition of chambers in Los Angeles County that work together on advocacy concerns. The coalition represents more than 10,000 businesses.

COLLABORATION. Top photo: Chamber staff members host Los Angeles Unified School District students for the annual Groundhog Job Shadow day. Middle photo: L.A. City Mayor James Hahn presents a World Trade Week proclamation to Nancy Woo-Hiromoto, Citizen Watch Company of America and Marian Duntley, Toyota Motor Sales, U.S.A. Inc. Bottom photo: Chamber Board Member Christopher Martin, AC Martin Partners, addresses L.A. City Council.
EXECUTIVE COMMITTEE

Chair
George Kieffer
Partner
Manatt, Phelps & Phillips, LLP

First Vice Chair
Christopher C. Martin
FAIA
Chief Executive Officer
AC Martin Partners

Second Vice Chair
David Nichols
Senior VP-External Affairs South
SBC California

President & CEO
Russell J. Hammer

Immediate Past Chair
Patty DeDominic
Chief Executive Officer
PDQ Personnel Services Incorporated

DIRECTORS

David Abel, President, ABL, Incorporated
Anthony K. Anderson, Area Managing Partner, Ernst & Young, LLP
Edward Avila, Vice President, ACS State & Local Solutions
James D. Barber, President & CEO, Hospital Association of Southern California
George H. Benter, President & CEO, City National Bank
Lisa Marie Bongiovanni, VP of Corporate Communications & Government Affairs, Mattel, Inc.
James W. Boswell, President, JG Boswell Company
JoAnn Bourne, Executive VP-Corporate Deposits & Treasury Management Group, Union Bank of California
Kathleen Brown, Managing Director, Goldman, Sachs & Co.
Anthony J. Buzzelli, Regional Managing Partner, Pacific Southwest, Deloitte
Samuel W. Cargill, Resident Managing Director, Aon Risk Services, Inc. of Southern California
Albert Carnesale, Chancellor, UCLA
Gregg Carpenter, Managing Director, Head of the West Region, Marsh Risk & Insurance Services
Bruce Choate, President & CEO, Watson Land Company
Joseph Czyzyk, President & CEO, Mercury Air Group, Inc.
La Donna DiCamillo, Senior Manager, Government Affairs, Burlington Northern & Santa Fe Railroad
Doug Dowie, Senior VP & Senior Partner, Fleishman-Hillard, Inc.
William Fain, Managing Partner, Johnson Fain
David Fleming, Counsel, Latham & Watkins LLP
Alan Fohrer, Chief Executive Officer, Southern California Edison
Ronald R. Gastelum, President and CEO, Metropolitan Water District
Jeffrey L. Glassman, Attorney, Bingham Legg Advisers
Raymond W. Holdsworth, President, AECOM Technology Corporation
Clarisa Howard, President & CEO, BD Systems
Jane H. Jelenko, Senior Advisor, Bearing Point
Sarah Meeker Jensen, Principal, Jensen + Partners
Shirley D. Johnston, Professor and Dean, Western University of Health Sciences
Don Jue, V.P., Server Sales Western Region, IBM Corporation
Maureen A. Kindel, President, Rose & Kindel
Daniel E. Kinney, Vice President-Operations, State Farm Insurance Companies
Jolene Koester, President, California State University, Northridge
Timothy J. Leiweke, President & CEO, Anschutz Entertainment Group
Mark Lipson, Chief Executive Officer, U.S. Trust California
David C. Lizarraga, President & CEO, TELACU Industries
John F. Llewellyn, President & CEO, Forest Lawn
Linda LoRe, President & CEO, Frederick’s of Hollywood
Robert J. Lowe, Chairman & CEO, Lowe Enterprises, Inc.
Thomas L. Mack, VP and Manager of Marketing & Sales, Western U.S., Jacobs Civil Inc.
Fidencio (Feedy) Mares, Vice President, Beckman Coulter
Timothy McCallion, President-Pacific Region, Verizon
EX-OFFICIO

Samuel P. Bell, President, Los Angeles Business Advisors
Martin Cooper, Chairman, VICA
David Crippens, Chair, UNITE-LA
Ray Durazo, Chair, Latin Business Association
Barbara Glennie, President & CEO, Torrance Chamber of Commerce
Leron Gubler, President & CEO, Hollywood Chamber of Commerce
Eugene Hale, Chairman, Greater Los Angeles African-American Chamber of Commerce
Lee Harrington, President & CEO, Los Angeles County Economic Development Corporation
Lynne C. Hess, President & CEO, Pasadena Chamber of Commerce
Ross Hopkins, Public Affairs Consultant, United Chambers of Commerce of the San Fernando Valley
Joseph Jou, President, Asian Business Association
Mark S. Liberman, President & CEO, LA INC. The Convention and Visitors Bureau
David Simon, President, Los Angeles Sports Council
Cynthia McClain-Hill, Chair, NAWBO-LA

SENIOR STAFF

Rusty Hammer, President & CEO
David Eads, Senior V.P.
Noly Lallana, CFO
Jim Lynch, V.P. of Leadership Programs
David Rattray, V.P. of Education & Workforce Development
Marie Condon, Director of Marketing & Communications
Brendan Huffman, Director of Public Policy

Alan McCorkle, Senior Vice President, APM Terminals Pacific, Ltd
Jamie D. McCourt, Vice Chairman, Los Angeles Dodgers, Inc.
Thomas J.P. McHenry, Partner, Gibson, Dunn & Crutcher LLP
Kathleen H. McKeon, Director of Sales/GM of Growth Markets, AT&T
Thomas V. McKernan Jr., President/Chief Executive, Automobile Club of Southern California
James F. McNulty, Chairman & CEO, Parsons Corporation
Irving A. Miller, Group VP, Corporate Communications, Toyota Motor Sales, U.S.A., Inc.
Caroline W. Nahas, Managing Director, Southwest Region, Korn/Ferry International
Martin W. Newton, Senior Vice President, Regional Manager, Wells Fargo
Ivan K. Nikkhour, President, Vertex Systems, Inc.
Alfred A. Plamann, President & CEO, Unified Western Grocers, Inc.
Cheryl Pope, Regional VP, Large Group Sales, Blue Cross of California
Thomas M. Priselac, President & CEO, Cedars-Sinai Health Systems
Daniel Rosenfeld, Principal, Urban Partners, LLC
Norman E. Ross, Jr., Sr. VP-Western Region, Delon Hampton & Associates, Chartered
Alan L. Rothenberg, Chairman, 1st Century Bank
Robert A. Russ, Community Relations, Manager, Shell Oil Company
Steven B. Sample, President, University of Southern California
Gregory Sanford, Individual
Dean A. Scarborough, President & COO, Avery Dennison
John H. Semcken, Ill, Vice President, Majestic Realty Company
Jeff Shell, Chief Executive Officer, Gemstar-TV Guide International Inc.
Robert Simonds, President, The Robert Simonds Company
Roger Snoble, Chief Executive Officer, Metropolitan Transportation Authority
Andrew J. Sobel, Executive VP-Strategic Planning & Operations, Arden Realty, Inc.
Steve Soboroff, President, Playa Vista
Lee Stewart, Senior Vice President, Gas Transmission, The Gas Company, a Sempra Energy utility
Matthew A. Toledo, President & Publisher, Los Angeles Business Journal
Laura Skandera Trombley, President, Pitzer College
Daniel D. Villanueva, Managing Partner, Bastion Capital Corporation
Alan B. Wayne, Regional Director, Governmental/Public Affairs, United Airlines
Timothy Wennes, Executive Vice President, Countrywide Bank
David H. Wiggs, General Manager, Los Angeles Department of Water & Power
Stewart Wolmark, Managing Director, CDR Financial Inc.
Charles Woo, Chief Executive Officer, Megatoys
Robert A. Wyman, Partner, Latham & Watkins LLP
Julie K. Xanders, Senior Vice President, Legal, Los Angeles Times
### 2004 COMMITTEE CHAIRS

**Economic Development and Land Use Committee**
- **Chair:** David Abel, ABL, Inc.
- **Vice Chair:** Dan Rosenfeld, Urban Partners, LLC

**Education & Workforce Development**
- **Staff:** David Rattray, Vice President of Education & Workforce Development
- **Vice Chair:** Dan Rosenfeld, Urban Partners, LLC

**Entertainment Industry Business Council Legislative Committee**
- **Staff:** Brendan Huffman, Director of Public Policy

**Environmental Quality Committee**
- **Chair:** Tom McHenry, Gibson, Dunn & Crutcher, LLP
- **Vice Chair:** Robert Wyman, Latham & Watkins, LLP

**Health Care Committee**
- **Chair:** Thomas Priselac, Cedars-Sinai Health Systems
- **Vice Chair:** Mark Windisch, LA Care Health Plan

**Transportation & Goods Movement**
- **Chair:** Joe Czyzyk, Mercury Air Group, Inc.
- **Vice Chair:** Fran Inman, Majestic Realty Co.

### INDUSTRY COUNCILS:

**Construction Industry Council**
- **Staff:** David Eads, Senior Vice President

**Entertainment Industry Business Council**
- **Staff:** David Eads, Senior Vice President

**Government Affairs Council**
- **Staff:** Brendan Huffman, Director of Public Policy

**International Trade & Investment Council**
- **Chair:** Charlie Woo, Megatoys
- **Vice Chair:** Carlos Valderrama, Carlsmitth Ball, LLP

**Law & Justice Council**
- **Staff:** Brendan Huffman, Director of Public Policy

**Small Business Advisory Council**
- **Staff:** David Eads, Senior Vice President

**Technology Industry Council**
- **Chair:** Ivan Nikkhoo, Vertex Systems, Inc.
- **Staff:** David Eads, Senior Vice President

### 2004 DIAMOND CLUB MEMBERS

- Bank of America
- Chevron
- Kaiser Permanente
- Los Angeles Times
- SBC
- Southern California Gas Company
- Sempra Energy
- Edison
- Wells Fargo
### 2004 CIRCLE LEVEL MEMBERS

#### TITANIUM

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<td>Metro</td>
<td>Transamerica Occidental Life Insurance Co.</td>
</tr>
<tr>
<td>Deloitte</td>
<td>Metropolitan Water District</td>
<td>Union Pacific Railroad Company</td>
</tr>
<tr>
<td>Ernst &amp; Young, LLP</td>
<td>Paul, Hastings, Janofsky &amp; Walker LLP</td>
<td>United Airlines</td>
</tr>
<tr>
<td></td>
<td>Port of Los Angeles</td>
<td>Vons - a Safeway Company</td>
</tr>
</tbody>
</table>

#### GOLD

<table>
<thead>
<tr>
<th>AC Martin Partners</th>
<th>IBM Corporation</th>
<th>State Compensation Insurance Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS Government Solutions</td>
<td>KeyBank</td>
<td>TELACU Industries</td>
</tr>
<tr>
<td>Altria Corporate Services, Inc.</td>
<td>KPMG, LLP</td>
<td>Union Bank of California</td>
</tr>
<tr>
<td>Avery Dennison</td>
<td>Laidlaw Transit, Inc.</td>
<td>US Bank</td>
</tr>
<tr>
<td>Bank of the West</td>
<td>Latham &amp; Watkins, LLP</td>
<td>U.S. Trust Company, N.A</td>
</tr>
<tr>
<td>Baxter BioScience</td>
<td>Marsh Risk &amp; Insurance Services</td>
<td>Verizon</td>
</tr>
<tr>
<td>Coca Cola Enterprises West</td>
<td>Millennium Biltmore Hotel</td>
<td>The Walt Disney Company</td>
</tr>
<tr>
<td>Continental Airlines</td>
<td>Northern Trust Bank of California, N.A.</td>
<td>Washington Mutual Bank</td>
</tr>
<tr>
<td>EDS</td>
<td>Office Depot (#932)</td>
<td>The Westin Bonaventure</td>
</tr>
<tr>
<td>Forest Lawn</td>
<td>O’Melveny &amp; Myers LLP</td>
<td></td>
</tr>
<tr>
<td>The Home Depot</td>
<td>Southern California Logistics Airport</td>
<td></td>
</tr>
</tbody>
</table>

#### SILVER

<table>
<thead>
<tr>
<th>Act-1 Personnel Services</th>
<th>City National Bank</th>
<th>Mattel, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Aerospace Corporation</td>
<td>Countrywide Financial Corporation</td>
<td>McKinsey &amp; Company, Incorporated</td>
</tr>
<tr>
<td>American Honda Motor Co., Inc.</td>
<td>Farmers Insurance Group of Companies</td>
<td>Mellon Financial Corporation</td>
</tr>
<tr>
<td>American Red Cross Blood Services</td>
<td>Fluar Corporation</td>
<td>Mullin Consulting, Inc.</td>
</tr>
<tr>
<td>The Anderson School at UCLA</td>
<td>Gibson, Dunn &amp; Crutcher, LLP</td>
<td>MWH</td>
</tr>
<tr>
<td>Anheuser Busch, Incorporated</td>
<td>Grobstein, Horwath &amp; Company, LLP</td>
<td>Northrop Grumman Corporation</td>
</tr>
<tr>
<td>Anschutz Entertainment Group</td>
<td>Health Net</td>
<td>Oltafns Construction Company</td>
</tr>
<tr>
<td>Beckman Coulter</td>
<td>Hilton Hotels Corporation</td>
<td>Pacific Life Insurance Co.</td>
</tr>
<tr>
<td>Bingham Legg Advisers LLC</td>
<td>In N Out Burgers, Incorporated</td>
<td>Parsons Corporation</td>
</tr>
<tr>
<td>Blue Shield of California</td>
<td>Jones Day</td>
<td>RBZ, LLP</td>
</tr>
<tr>
<td>Burson-Marsteller</td>
<td>Los Angeles Biomedical Research Institute</td>
<td>Sheppard, Mullin, Richter &amp; Hampton, LLP</td>
</tr>
<tr>
<td>The California Endowment</td>
<td>at Harbor-UCLA Medical Center</td>
<td>Six Flags Magic Mountain</td>
</tr>
<tr>
<td>Catholic Healthcare West</td>
<td>Los Angeles Community College District Chancellor’s Office</td>
<td>Tarzana Treatment Centers</td>
</tr>
<tr>
<td>CB Richard Ellis</td>
<td>Los Angeles Galaxy</td>
<td>Unified Western Grocers, Inc.</td>
</tr>
<tr>
<td>CDM - Camp Dresser McKee</td>
<td>Lowe Enterprises, Inc.</td>
<td>URS Corporation</td>
</tr>
<tr>
<td>Cedars-Sinai Health System</td>
<td></td>
<td>Vulcan Materials Company CalMat</td>
</tr>
<tr>
<td>Cerrell Associates, Inc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2004 FINANCIALS

### STATEMENT OF ACTIVITIES
**YEAR ENDED DECEMBER 31, 2004**

#### REVENUES
- Membership dues $1,370,324
- Events and activities $1,219,194
- Rental and investment income $705,345
- Other revenues $724,423
- **Total revenues** $4,019,286

#### EXPENSES
- Salaries and related expenses $1,978,878
- Events and activities $449,058
- Professional services $452,797
- Meetings and travel $278,606
- Telephone and supplies $229,447
- Repairs and maintenance $435,358
- Depreciation $220,451
- Other expenses $128,259
- **Total expenses** $4,172,854

#### CHANGE IN NET ASSETS
$\$(153,568)$

### STATEMENT OF FINANCIAL POSITION
**YEAR ENDED DECEMBER 31, 2004**

<table>
<thead>
<tr>
<th>Item</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and investments</td>
<td>$618,489</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$574,704</td>
</tr>
<tr>
<td>Other assets</td>
<td>$181,800</td>
</tr>
<tr>
<td>Property, net</td>
<td>$4,584,971</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$5,959,964</strong></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$522,096</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$1,085,379</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$1,607,475</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td>$4,352,489</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$5,959,964</strong></td>
</tr>
</tbody>
</table>

### FUNCTIONAL EXPENSES
**YEAR ENDED DECEMBER 31, 2004**

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$2,548,419</td>
</tr>
<tr>
<td>Management and general</td>
<td>$1,253,557</td>
</tr>
<tr>
<td>Activities and membership development</td>
<td>$370,878</td>
</tr>
<tr>
<td><strong>Total functional expenses</strong></td>
<td><strong>$4,172,854</strong></td>
</tr>
</tbody>
</table>

## FUNCTIONAL EXPENSES

- **Program Services** 61%
- **Management and General** 30%
- **Activities and Membership Development** 9%