



Executive Committee Meeting

October 8, 2026

4:00 to 5:00pm

Zoom Video Conferencing

<https://zoom.us/signin>

Join Zoom Meeting

<https://us02web.zoom.us/j/85384891282?pwd=4at5at4lBjip3ovxBacLBlcHkTaEzj.1>

Meeting ID: 853-8489-1282 and Passcode: 493719

MEETING AGENDA

- 1. Call to Order and Introductions (Larry Chung)**
Welcome by Board Chair, Larry Chung, SoCal Edison
- 2. Consent Agenda (Larry Chung)**
 - A. Approval of Minutes from Executive Committee meeting held on July 9, 2026 (see attachment)
- 3. Regular Agenda**
 - A. Board Chair's Report (Larry Chung)
- 4. Organizational Reports**
 - A. Reminder of Organizational Mission and Purpose (Jeff Ball)
 - B. Economic Development (Jesse Ben-Ron)
 - C. Workforce (Jesse Ben-Ron)
 - D. Housing (Jesse Ben-Ron)
 - E. Infrastructure (Jesse Ben-Ron)
 - F. Government Affairs (Amanda Walsh)

- G. BizPAC (Amanda Walsh)
- H. Research (Wallace Walrod, Jeff Ball)
- I. Events (Lauren Martin)
- J. Public Affairs (Paul Simonds)
- K. Investor Relations (Carl Heft)
- L. Strategic Partners and Coalition Partners (Jeff Ball)
- M. Financial Highlights (Frank McEnulty, Jeff Ball)

5. Strategic Priorities (Jeff Ball, Nicole Suydam)

- A. Corporate Governance – overview of Structural Changes

6. Specific Matters for Committee Discussion (Jeff Ball)

- A. Any Matters/Observations Committee Members would like to discuss

7. Next Committee Meeting: **Thursday, January 14, 2027**
4:00 to 5:00pm
Zoom Meeting unless otherwise notified

Next Board Meeting: **Thursday, November 12, 2026**
4:00 to 6:00pm
Rady Children’s Hospital (& Zoom)

8. Closed Session with CEO (Committee Members only)

9. Closed Session without CEO (Committee Members only excluding CEO)

10. Adjournment

Attachments:

- A. Minutes of Executive Committee Meeting on July 9, 2026
- B. Government Affairs Report
- C. Local Election Tracker
- D. BizPAC Endorsements
- E. Events Report
- F. Investor Relations Memo
- G. YTD Income Statement through 8/26
- H. Balance Sheet as of 8/26
- I. Current Bylaws



Executive Committee Meeting

July 9, 2026

4:00 to 5:00pm

Zoom Video Conferencing

<https://zoom.us/signin>

Join Zoom Meeting

<https://us02web.zoom.us/j/85384891282?pwd=4at5at4lBjip3ovxBacLBlcHkTaEzj.1>

Meeting ID: 853-8489-1282 and Passcode: 493719

A regular meeting of the Executive Committee of the Orange County Business Council was held on July 9th, 2026 using Zoom conferencing.

Board members attending by video conference were:

Jeffrey Ball, Julianna Barnes, Shari Battle, Larry Chung, Jill Dunn, Steve Finnegan, Susan Hori, Darrell Johnson, Cathi Killian, Abigail Lovell, Felipe Monroig, Eric Morgan, Steven Oh, Enrique Perez, Payman Roshan, Ben Ruben, Bill Shopoff, Nicole Suydam, Mark Taylor, Cedric Williams

Staff in attendance by video conference were:

Paulina Alvarez, Jesse Ben-Ron, Carl Heft, Maria Linares, Lauren Martin, Frank McEnulty, Jack Roepke, Jorgie Sandoval, Maiken Sorenson, Amanda Walsh, Wallace Walrod, Tanya Weisz

MEETING MINUTES

1. Call to Order and Introductions

Mr. Chung called the meeting to order at 4:01 PM, thanking everyone for attending.

2. Consent Agenda

On a motion by Ms. Dunn, seconded by Mr. Finnegan – the minutes from the Executive Committee meeting held on April 9, 2026 are APPROVED by majority vote with no objections or abstentions.

3. Regular Agenda

Mr. Chung announced that a subgroup dedicated to restructuring board governance and the bylaws has formed and is meeting regularly. More details will come later in the meeting.

4. Organizational Reports

A. Reminder of Organizational Mission and Purpose

Mr. Ball reiterated the mission of the organization and its importance. He provided updates on current strategies and their successes towards investor growth and retention. He then paused to take any questions or comments from members of the committee.

B. Economic Development

Mr. Ben-Ron shared current goals and activities for the IBA committee, including the status of the new website and upcoming Japan Business Forum in September. He highlighted zones of opportunity for economic development, especially eligible census tracts to promote private investments in our cities. Mr. Ben-Ron then paused to take any questions or comments from members of the committee.

C. Workforce

Mr. Ben-Ron stated that his team and Dr. Walrod are currently applying for a four-year grant entitled the County of Orange Workforce Development Grant. He shared progress of several projects, including the LEA podcasts entering the editing phase and the need for more participants in the HR Forum meetings. He also highlighted that upcoming Workforce Committee meetings which will include tours with SoCal Edison and AAA. Mr. Ball asked committee members to reach out to their HR contacts to attend the forums. Mr. Ben-Ron then paused to take any questions or comments from members of the committee.

D. Housing

Mr. Ben-Ron announced details for the next Housing Committee meeting in August that will assess how effective a year of changed legislation has been. He then paused to take any questions or comments from members of the committee.

E. Infrastructure

Mr. Ben-Ron reminded the board of the upcoming Infrastructure Committee meeting next week that will feature a tour of the Prado Dam, a part of the Santa Ana River Project. He also highlighted the Mobility 21 Summit to be held in October and encouraged anyone who wishes to attend to reach out. He then paused to take any questions or comments from members of the committee.

F. Government Affairs

Ms. Walsh provided an update on the current bills the Government Affairs team is tracking, deferring to our new scorecard webpage for further details. She discussed the team's focus on the upcoming Tourism Round Table concerning hotel minimum wage and similar ordinances in other cities. Ms. Walsh concluded with updates to the Government Affairs Committee meetings and planned speakers. Mr. Ball reiterated accomplishments with the team's goal to be more proactive at the local level and that this is a great example of preemptively getting ahead of

harmful legislature. Ms. Walsh then paused to take any questions or comments from members of the committee.

G. BizPAC

Ms. Walsh reminded the committee of BizPAC's separate governance and gave an update for the committee, including candidate interviews to be scheduled. She also stressed the need for more participation in fundraising. Ms. Walsh then paused to take any questions or comments from members of the committee.

H. Research

Mr. Ball informed the board that the Community Indicators Report was moving forward toward its November, 2026, release and thanked our sponsors for their support of this community resource. He then paused to take any questions or comments from members of the committee.

I. Events

Ms. Martin presented logistics for our upcoming 2026 events, providing deadlines for ticket purchases and nominations while thanking all our sponsors. She notified the board that sponsorship opportunities for the First Responders Dinner were still available and to reach out to her for more information. She then paused to take any questions or comments from members of the committee.

J. Public Affairs

Mr. Ball informed the board of the new organizational structure within the Public Affairs team as well as the addition of our summer interns. He then reviewed the upcoming business connections scheduled for 2026 and encouraged the board to come to himself or Mr. Sandoval should they have any ideas or topics for future sessions. He then paused to take any questions or comments from members of the committee.

K. Investor Relations

Mr. Heft provided current investor acquisition and retention rates, which continue to remain strong. He presented our current revenue expectations for 2026 and how they compare to previous years. Mr. Ball emphasized that the advocacy and cluster strategies have been effective in attracting new investors. He thanked everyone who has identified or introduced new prospects. He then paused to take any questions or comments from members of the committee.

L. Strategic Partners and Coalition Partners

Mr. Ball stated that the team continues to engage with our external partners via multiple channels and that those relationships remain strong. He then paused to take any questions or comments from members of the committee.

M. Financial Highlights

Mr. Ball announced that the 2025 financial audit is complete, with no findings. He pointed out that in response to the recommendations in the report we are addressing how we handle the processing of transactions and our reliance on accountants for certain estimates. We recognize that options are limited due to staffing size. Mr. Ball reminded the board that the Jobs First grant is ending and that the team is looking for other forms

of revenue to replace that source but also noted that there are direct expenses associated with the grant which will also discontinue.

Mr. Ball then reviewed the financial priorities for the coming quarters and introduced an idea he is exploring for a Healthcare Benefit Captive to provide a needed service to investors and entice new prospects. He then paused to take any questions or comments from members of the committee.

5. Strategic Priorities

A. Corporate Governance

Mr. Ball outlined the need for updating the board's bylaws with a fresh look at governance and compliance. Ms. Suydam continued by sharing plans to modernization and restructure while ensuring state and federal laws are properly reflected. A few of the updates are to include more committees and two levels of board members. Ms. Suydam asked for the committee members to provide any feedback to allow time to construct a draft and have it revised by legal counsel. Mr. Ball added that the changes require a membership vote of at least 25 and that he intends to host a mixer event in early December for such vote. Mr. Ball and Ms. Suydam then paused to take any questions or comments from members of the committee.

6. Specific Matters for Committee Discussion

Mr. Chung asked if any members of the committee had additional matters or observations they would like to discuss. None were offered. Mr. Ball then reminded the committee members of our next committee meeting on October 8th and that the next board meeting will be on August 13th. With no further business, Mr. Chung adjourned the meeting at 5:03pm.

MEMORANDUM

DATE: October 8th, 2026

TO: Executive Committee

FROM:

Cathi Killian, Disneyland Resort, Co-Chair, Government Affairs Committee

Steve Finnegan, Automobile Club of Southern California, Government Affairs Committee

Amanda Walsh, Vice President of Government Affairs

Paulina Alvarez, Government Affairs Manager

SUBJECT: Government Affairs Report

2026 Legislative Session Update

The California Legislature has adjourned for the 2026 legislative session and **September 30 marked the Governor's deadline to act on legislation passed by the Legislature**. With that deadline now reached, the 2026 legislative cycle has concluded, with bills either signed into law or vetoed by the Governor.

Throughout the 2026 legislative session, OCBC's Government Affairs team actively monitored and engaged on legislation impacting Orange County's business community, advocating for policies that support **economic growth, housing, infrastructure, permitting efficiency, workforce development and a competitive business environment**. OCBC also worked to stop measures that could have added unnecessary costs, regulatory barriers and litigation risk for California businesses.

OCBC helped stop several opposed measures from advancing, including **[AB 1576 \(Ortega\)](#)**, **[AB 2170 \(Boerner\)](#)**, **[SB 982 \(Wiener\)](#)**, **[SB 1074 \(Wiener\)](#)**, and **[SB 1075 \(Reyes\)](#)**. OCBC also supported measures such as **[AB 2418 \(González\)](#)** to streamline nonresidential permitting and **[AB 2739 \(Soria\)](#)** to support water affordability, reliability and infrastructure investment.

Final Legislative Outcomes

With the 2026 legislative session now concluded and the Governor's September 30 deadline to act on legislation passed by the Legislature complete, OCBC's annual legislative scorecard can now reflect the final outcomes of the bills tracked throughout the year. The following provides a summary of OCBC's positions on priority legislation, along with each measure's final status—**signed into law, vetoed by the Governor or defeated earlier in the legislative process.**

Signed into Law

- **AB 1776 (Aguiar-Curry)** — Antitrust Law Expansion — SIGNED
- **AB 2418 (González)** — Nonresidential Permit Streamlining — SIGNED
- **SB 690 (Caballero)** — Invasion of Privacy / Wiretapping — SIGNED
- **SB 886 (Padilla)** — Data Center & Utility Ratepayer Protection — SIGNED
- **SB 947 (McNerney)** — Automated Decision Systems in Employment — SIGNED
- **SB 951 (Reyes)** — Employment Tech Displacement Notice — SIGNED
- **SB 1087 (Cabaldon)** — Sustainable Communities & Transportation Funding — SIGNED

Vetoed

- **AB 1881 (Ramos)** — California Indian Freedom Act of 2026 — VETOED
- **AB 2575 (Ortega)** — Health Care Services: Artificial Intelligence — VETOED
- **AB 2739 (Soria)** — Water Affordability & System Reliability — VETOED

Died Earlier in the Legislative Process

- **AB 1018 (Bauer-Kahan)** — Automated Decision Systems — DEAD
- **AB 1576 (Ortega)** — Workers' Compensation Claims — DEAD
- **AB 1903 (Wicks)** — Construction Defects — DEAD
- **AB 2564 (Ward)** — Surveillance Pricing & Consumer Privacy — DEAD
- **SB 295 (Hurtado)** — Algorithmic Pricing & Antitrust — DEAD
- **SB 1075 (Reyes)** — Community Emissions Reduction Plans — DEAD

For a complete summary of OCBC's 2026 legislative activity, please visit OCBC Legislative Update page: [Legislative Updates – Orange County Business Council \(OCBC\)](#)

OCBC remains committed to advocating for policies that support economic growth, regulatory clarity and long-term competitiveness for Orange County businesses. As newly enacted legislation moves toward implementation, OCBC will continue to monitor its impacts on the business community and engage with policymakers on issues affecting Orange County's economic competitiveness.

California's 2026 Ballot: Key Measures for Business

With the 2026 legislative session now concluded, attention turns to the **November 2026 General Election**, when California voters will consider several statewide ballot measures with potential implications for housing, taxation, government efficiency, fiscal policy and the state's business climate.

For Orange County's business community, the measures address issues central to economic growth and competitiveness, including expanding housing opportunities, protecting taxpayers, improving government efficiency and reforming California's regulatory environment.

Following review by OCBC's Government Affairs Committee Voting Members, OCBC has taken the following positions:

- **Proposition 1 – \$11.25 Billion Veterans & Affordable Housing Bond — SUPPORT**
- **Proposition 2 – State Rainy Day Fund Increase — SUPPORT**
- **Proposition 3 – Permanent Income Tax Increase — OPPOSE**
- **Proposition 37 – Middle-Income Homebuyer Program — SUPPORT**
- **Proposition 38 – \$8.4 Billion Immunology Medical Research Bond — SUPPORT**
- **Proposition 40 – Wealth Tax — OPPOSE**
- **Proposition 41 – Government Efficiency & Transparency — SUPPORT**
- **Proposition 42 – Retirement & Personal Property Protection — SUPPORT**
- **Proposition 43 – Local Taxpayer Protection — SUPPORT**
- **Proposition 45 – CEQA Reform — SUPPORT**

OCBC will continue to engage on these measures and advocate for policies that strengthen **economic competitiveness, expand housing opportunities, promote responsible government and improve California's regulatory environment.**

For additional details on each measure and OCBC's position, please see the full: [California's 2026 Ballot: Key Measures for Business – Orange County Business Council \(OCBC\)](#)

OCBC Policy Newsroom

OCBC's Policy Newsroom provides timely updates and analysis on legislative and regulatory issues impacting Orange County's business community at the local, state and federal levels. With the 2026 legislative session now concluded, the Policy Newsroom continues to track key policy developments, OCBC positions and emerging issues affecting **housing, infrastructure, energy, workforce development, taxation and business competitiveness.**

Please visit the Policy Newsroom here: [Policy Newsroom - Orange County Business Council \(OCBC\)](#)

Government Affairs Committee

OCBC's Government Affairs Committee continues to serve as a critical forum for engaging with key decision-makers and shaping policies that impact Orange County's business climate. The committee provides OCBC investors with direct access to influential leaders at all levels of government, offering insight into legislative priorities while creating opportunities to advocate for pro-business policies and solutions.

Since the Executive Committee last met in July, the GAC has continued to engage with elected officials and policymakers on issues impacting Orange County's business community. The June Government Affairs Committee meeting featured Orange County Supervisor Vicente Sarmiento, who discussed the County's budget outlook, housing affordability, homelessness, healthcare access, workforce development and opportunities to activate underutilized County-owned properties for workforce and affordable housing.

The July 10 Government Affairs Committee meeting featured Congresswoman Young Kim, who provided updates on federal priorities and key issues impacting Orange County's business community. The GAC welcomed Assemblymember Laurie Davies for a discussion on key state policy issues following the close of the 2026 legislative session. Davies discussed the final weeks of session and priorities for 2027, while taking questions on coastal erosion, public safety, energy, workforce development, regulation and housing. The committee will go dark in October. OCBC had been scheduled to host Congressman Lou Correa; however, he will remain in Washington, D.C., representing Orange County.

OCBC will continue engaging with elected officials and monitoring federal, state and local policy developments as the organization prepares for the next Government Affairs Committee meeting.

2026 GAC Speaker Roster:

- January: Supervisor Don Wagner, 1st District
- February: Congressmember Mike Levin, 49th District
- March: Assemblymember Diane Dixon, 72nd District
- April: Supervisor Katrina Foley, 5th District
- May: DARK
- June: Supervisor Vicente Sarmiento, 2nd District
- July: Congressmember Young Kim, 40th District
- August: DARK
- September: Assemblymember Laurie Davies, 74th District
- October: BEING RESCHEDULED
- November: TBD

- December: TBD

OCBC Connects with Orange County Delegation in Sacramento

In August, OCBC's Government Affairs team traveled to Sacramento to meet with 12 of Orange County's 15 legislative offices and discuss key issues affecting the region's businesses, employers and economy. Conversations focused on OCBC's 2026 legislative priorities and priority measures, including SB 1359, SB 947, AB 1776 and AB 2564.

The fly-in provided an opportunity to reinforce OCBC's policy priorities directly with lawmakers and advocate for a competitive business environment as legislation moved through the final weeks of the 2026 legislative session. OCBC also engaged with legislators on amendments to AB 1776 and continued to raise concerns about potential impacts on businesses, litigation and regulatory uncertainty.

The fly-in strengthened OCBC's relationships with Orange County's legislative delegation and supported the organization's broader advocacy efforts throughout the 2026 legislative session.

Kawasaki Motors Hosts Assemblymember Dixon's Young Legislators Program

OCBC participated in Assemblymember Diane Dixon's Young Legislators Program at Kawasaki Motors Corp., U.S.A. in Foothill Ranch, giving participants an opportunity to learn more about Orange County's business community and economy.

The program included a tour of Kawasaki's research and development facility, followed by remarks from OCBC Vice President of Government Affairs Amanda Walsh on Orange County's economic landscape, OCBC's policy priorities and the role of public-private partnerships in supporting a competitive regional economy. The program concluded with a Q&A on industry, public policy and economic development.

OCBC Advocated for Long-Term Surface Transportation Reauthorization

OCBC advocated for long-term federal surface transportation reauthorization, emphasizing the importance of reliable transportation infrastructure to Orange County's economic competitiveness, workforce mobility and quality of life.

OCBC encouraged Congress to provide the long-term certainty needed to support investments in highways, bridges, transit, freight and safety infrastructure, helping agencies plan and deliver critical projects while supporting regional mobility and economic growth.

OCBC Opposes Proposed Anaheim Tourism Mobility Tax Ballot Measure

On July 28, OCBC submitted a letter to the Anaheim City Council opposing a proposed Tourism Mobility Tax that would place a 10 percent tax on rideshare trips originating from or ending in designated visitor-serving areas on the November 2026 ballot.

In its letter, OCBC expressed concerns that the proposal would increase transportation costs for workers, residents, businesses and visitors at a time when affordability remains a significant challenge. OCBC also noted that many hospitality employees and service workers rely on rideshare services to access jobs and that the proposed tax could have unintended economic impacts while reducing Anaheim's competitiveness as a tourism, convention and business destination.

OCBC further raised concerns that revenues generated by the measure would be deposited into the City's General Fund rather than dedicated to transportation improvements, creating questions about the connection between the proposed tax and the mobility objectives it is intended to address. The letter also emphasized the importance of engaging the business community, transportation providers and other stakeholders before advancing a proposal of this magnitude. OCBC remains committed to working collaboratively with the City of Anaheim on solutions that improve mobility, support economic competitiveness, and enhance the visitor experience without placing additional financial burdens on residents, workers, businesses and visitors.

Op-Ed Submission: "Garden Grove Has Earned the Right to Move Forward"

OCBC submitted an op-ed authored by President and CEO Jeff Ball supporting the proposed Nickelodeon Hotel project in the City of Garden Grove. The piece highlights the project's significant economic benefits, including job creation, increased tourism, long-term tax revenue and regional economic growth, while emphasizing that the project has undergone nearly a decade of environmental review, public hearings and multiple City Council approvals.

The op-ed argues that after complying with all legal and regulatory requirements, projects should be afforded certainty to move forward. It also raises concerns that the referendum effort opposing the project could undermine investor confidence, delay economic development and impose unnecessary costs on taxpayers through a potential special election. The submission reinforces OCBC's commitment to advocating for policies that support responsible economic development, regulatory certainty and a competitive business climate throughout Orange County.

OCBC Supports Dana Point Harbor Revitalization Ground Lease Agreements

On August 25, OCBC Government Affairs Manager Paulina Alvarez provided public comment before the Orange County Board of Supervisors in support of the proposed ground lease agreements for the Dana Point Harbor Revitalization Project.

In her remarks, Alvarez reiterated OCBC's support for moving the project forward, emphasizing the importance of economic development that creates jobs, encourages investment, and strengthens Orange County's economy. OCBC highlighted the Dana Point Harbor Revitalization Project as an important opportunity for the County and the region.

The revised lease agreements are projected to generate approximately \$350 million in ground rent over the first 25 years and \$2.18 billion over the full 66-year terms, with much of the projected increase attributed to the marina, hotels, and commercial core. The item has since been continued by the Board of Supervisors, and OCBC will continue to monitor the project and provide updates as it moves forward.

Garden Grove Advances Hotel Worker Protection Ordinance

The Garden Grove City Council voted 7-0 to advance a proposed hotel worker safety ordinance that would require certain hotels to provide personal security devices, designate trained responders and allow employees to request reassignment away from an offending guest. The proposal would also provide paid time for employees to contact and cooperate with police investigations.

With Garden Grove's 24 hotels and motels contributing approximately \$28 million annually to the city treasury, the ordinance highlights the need to balance worker protections with the operational considerations facing the hospitality industry. OCBC submitted a moderated letter to the City Council recognizing the importance of hotel worker and guest safety while emphasizing the need for practical safety measures that account for the operational realities of the hospitality industry. OCBC supports the shared goal of protecting hotel workers and looks forward to working with the City and hotel industry as the ordinance moves forward.

Irvine Planning Commission Continues Affordable Housing Fee Proposal

OCBC engaged with the City of Irvine Planning Commission regarding proposed changes to the City's inclusionary housing program and affordable housing in-lieu fees, including a proposed **164% increase** in the fee. OCBC raised concerns about the potential impact on housing production, development costs and rental housing feasibility, while encouraging additional stakeholder engagement and analysis.

Following public comment, the Planning Commission **unanimously voted to continue the item**. Commissioner Grossman also recommended exploring a joint study session, with staff indicating they would look into the possibility.

OCBC will continue working with the City and development community to evaluate the proposal and advocate for an approach that supports affordable housing while maintaining housing production and investment in Irvine.

OCBC Heads to D.C. for Federal Advocacy

OCBC Government Affairs Manager Paulina Alvarez traveled to Washington, D.C., last week with the Association of California Cities-Orange County (ACC-OC) for a series of federal advocacy meetings focused on issues impacting Orange County's business community.

Paulina and regional leaders met with congressional offices to discuss transportation and infrastructure, workforce and labor, economic development, cybersecurity, energy and preparations for the 2028 Olympic and Paralympic Games.

The delegation also met with representatives from the U.S. Chamber of Commerce; the U.S. Departments of Energy, Commerce, Transportation, and Labor; and Microsoft to share Orange County priorities and discuss opportunities to support regional economic growth.

With Congress entering a condensed fall legislative schedule ahead of the November midterm elections, the trip provided an opportunity to strengthen relationships with federal partners and continue advancing conversations on issues important to Orange County's long-term economic competitiveness.

OCBC Hosts Gubernatorial Candidate Fireside Chat

OCBC's Business Connections series hosted a fireside chat with California gubernatorial candidate Steve Hilton on October 1 at Irvine Valley College. Moderated by OCBC President & CEO Jeff Ball, the discussion focused on issues shaping California's economy, workforce and business climate, followed by a public Q&A with attendees.

The event was held in collaboration with the South Orange County Community College District, Orange County Public Affairs Association and OC Forum. OCBC has also extended an invitation to gubernatorial candidate Xavier Becerra to participate in a future Business Connections fireside chat.

2026 Orange County Local Election Tracker

Orange County Local Election Overview

Orange County voters will head to the polls on **Tuesday, November 3, 2026**, for the statewide General Election and a significant number of local municipal elections. The Orange County Registrar of Voters has certified municipal contests across cities throughout the county, including mayoral, city council, city attorney and other local offices.

The candidate filing period has closed, with the exception of the statutory write-in period beginning **September 7, 2026** for applicable contests. The Registrar and individual city clerks will continue to update election information as the election approaches.

Election Day: November 3, 2026

Vote-by-Mail Ballots Begin Mailing: October 5, 2026

Vote Centers Open: October 24, 2026

Election Certification: December 3, 2026

* = Incumbent

MAYORAL RACES

ANAHEIM – MAYOR

Incumbent: Ashleigh Aitken*

Candidate	Status
Ashleigh Aitken*	Incumbent
Imran Sharief	
Alfredo Rodriguez	

Anaheim's mayoral race is one of the county's more significant local contests. Aitken is seeking reelection against Imran Sharief and Alfredo Rodriguez. The election will also include Council Districts 2, 3 and 6.

COSTA MESA – MAYOR

Candidate	Status
-----------	--------

Loren Gameros *	Incumbent
Mike Buley *	Incumbent

Costa Mesa will elect a mayor to a **two-year term**, in addition to Councilmembers from Districts 3, 4 and 5.

GARDEN GROVE – MAYOR

Candidate	Status
Stephanie Klopfenstein*	Incumbent
Tu-Ha Nguyen	

Garden Grove voters will elect a mayor and Councilmembers from Districts 1, 3 and 4.

IRVINE – MAYOR

Candidate	Status
Larry Agran*	Incumbent
Maksim V. Egorov	

Irvine voters will elect a mayor and Councilmembers from Districts 1, 5 and 6.

ORANGE – MAYOR

Candidate	Status
Dan Slater *	Incumbent
Arianna Barrios *	Incumbent

Orange will elect a mayor and Councilmembers from Districts 1, 4 and 6. The city also has **three local measures** on the November ballot.

SAN CLEMENTE – MAYOR

Candidate	Status
Kathy Ward	
Shane Hirschman	
Victor Cabral*	Incumbent

San Clemente will also elect Councilmembers in Districts 1 and 2.

SANTA ANA – MAYOR

Candidate	Status
Valerie Amezcue *	Incumbent
Dwayne Shipp	
Dan Shimell	

Santa Ana's mayoral term is **two years**. Council races will also be held in Wards 2, 4 and 6.

TUSTIN – MAYOR

Candidate	Status
Austin Lombard*	Incumbent
Letitia Clark	

Tustin will also elect a Councilmember in District 3.

WESTMINSTER – MAYOR

Candidate	Status
Kimberly Ho	
Carlos Manzo	
Chi Charlie Nguyen*	Incumbent
Charles Shipp	
Nguyen Hung	

Westminster will also elect Councilmembers in Districts 1 and 4.

CITY COUNCIL RACES

ALISO VIEJO

District 2
Max Duncan*
Steven Von der Porten

District 3
Garrett Dwyer*
Marie Tsaasan
Richard Hurt

District 4: Election cancelled; Tiffany Ackley was the sole qualified candidate and was appointed.

ANAHEIM

District 2
Carlos A. Leon*

District 3
Natalie Rubalcava*
Elia Renteria-Garcia

District 6
Natalie Meeks*

BREA

Three at-large seats
Andrew Herrera
Blake Perez
Blair Stewart*
Cecilia Hupp*
Steven C. Vargas*

Brea's official city candidate list confirms five candidates for three seats.

BUENA PARK

District 2
Yong Choi
Carlos Franco*

District 5
Brandon Schooner
Sharena Walker

COSTA MESA

District 3
Cara Stewart
Daniel Morgan
Andrea Marr*

District 4

Angely Andrade Vallarta
Fisher Derderian

District 5
Kelly Brown
Steve Smith

CYPRESS

District 1

David Burke*

Anne Hertz-Mallari

District 2

Helen Le

Bonnie Peat*

District 5

Randy Harper

Rachel Strong-Carnahan*

FOUNTAIN VALLEY**Three at-large seats**

Jim Cunneen*

Kim Constantine*

Elizabeth Andrade

Dan Hay

Katy Wright

Mark Leonard

Harrison Dibblee

Patricia Odette Neal

John Nguyen

FULLERTON**District 3**

Shana Charles*

Daniel Kim

District 5

Ahmad Zahra*

Jozef Maldonado

Oscar Valadez

David Fischbein

GARDEN GROVE**District 1**

Helen Chung
Roger Flanders
Long Tran Nguyen
William Zylla

District 3
Amanda Nguyen
Thomas Quoc Thai Nguyen
Cindy Ngoc Tran*

District 4
Phat Bui
Joe DoVinh*
Amanda Mohr
Hieu Nguyen

HUNTINGTON BEACH

Four at-large Council seats
Taryn Palumbo
Erin Spivey
Andrew Gruel*
Ben Davis
Brian Thienes
Pat Burns*
Brenda Glim
Casey McKeon*
Amory Hanson
Brian Burley
Rosalind Price

IRVINE

District 1
Sukhee Kang
Melinda Liu*
John Park

District 5
Betty Martinez Franco*
Byron Salvatierra

Steven Alves
Anthony Kuo
Julie Glossbrenner

District 6
Kathleen Treseder*
Scotty Hong

LAGUNA BEACH

Three at-large seats
Sue Kempf*
Ashley Cintas
Laura Parisi
Mark Orgill*
Nick Aronoff
Edward Bayuk
Joy Berry
Alex Rounaghi*
Karen Martin

Nine candidates are competing for three seats.

LAGUNA HILLS

District 1
Harry Huggins
Laura Thies

District 2
Joshua Sweeney*

District 4
Michael Caputo
Tiffany Boccieri
Valerie Anne Geller
Scott Miller

LA HABRA

Two at-large seats
Susan Pritchard
Jose Medrano*
James "Jim" Gomez*
Miles C. Matias

LAKE FOREST

District 2
Benjamin Yu*
Brittany Thompson
Becky Keene
Brandon Council
"George" Giurguis Azer

District 3
Anil Patel
Tom Grable
Scott Voigts*

District 4
Amy Stevens
Shari Rhodes

LA PALMA

District 2
Nitesh P. Patel
Andrew Kim

District 4
Mary Paningsoro
Jonathan Dinwiddie

There are no incumbents in these two districts because these are the first elections for these seats under the city's district-based system.

LOS ALAMITOS

District 4

Shelley Hasselbrink*

Joe Hastie

District 5

Emily Hibard*

John Delavigne

MISSION VIEJO**District 1**

Kristen Wilcox

Robert "Bob" Ruesch*

District 2

Peter Molinari

Saga Conroy

District 3

Bryan Zahn

Cynthia Vasquez*

District 4

James Morrison

Laura Lacko

District 5

Steven Thornton

NEWPORT BEACH**District 1**

Tina Babajanians

Joe Stapleton*

District 3

Erik Weigand*

Walter Stahr

Tim Stoaks

District 4

Robyn Grant*

District 6

Lauren Kleiman*

Andrew P. Gerken

ORANGE**District 1**

Albert "AJ" Ricci

Brandy Romero

Jonathan St. Clair

Ernest Glasgow

District 4

Denis Bilodeau*

District 6

Brendon Moeller

PLACENTIA**District 2**

Julie Suchard

Santosh Sabnis

District 4

Chad Wanke*

James Burandt

SAN CLEMENTE**District 1**

Aaron Washington

Donna Vidrine

Steve Camp

District 2

Mark Enmeier*

Steve Knoblock*

SAN JUAN CAPISTRANO**District 2**

Erin Beyer

Jeff Moore

District 3

John Campbell*

District 4

John Taylor*

SANTA ANA**Ward 2**

Selica Diaz

Benjamin Vazquez*

Ward 4

Sandra De Anda

Phil Bacerra*

Ward 6

Giovanni Chavez

Isuri S. Ramos

SEAL BEACH**District 1**

Matt Smith

Matthew Terry

Perla Mendoza

Scott Davis

STANTON

District 1
Thomas Frazier
Donald Torres*

District 3
Debra Donathan
DeWayne A. Normand
Marlon-Ray Velasco

Mayor
David Shawver*

TUSTIN

District 3
Ray Schnell*
Thomas Reed

WESTMINSTER

District 1
David Johnson
Amy Phan West*
Michael Fenton

District 4
Kelly Daniels
Khai Dao
Loan Nguyen
NamQuan Nguyen*

YORBA LINDA

Two at-large Council Seats
Janice Lim*
Carlos Rodriguez*
Sean Phayakapong



3210 El Camino Real, Suite

100 | Irvine, CA 92602 | P

949.476.2242 | F 949.476.0443 | www.ocbc.org

Raymond Potter
Robert Pease



ENDORSEMENTS GIVEN:

FEDERAL:

1. Tran For Congress 2026
2. Kim for Congress 2026

STATE:

1. Newman for State Superintendent 2026
2. Davies for Assembly 2026 (\$)
3. Sanchez for Assembly 2026 (\$)
4. Strickland for Senate 2026 (\$)
5. Penaloza for Assembly 2026(\$)
6. Valencia for Senate 2026 (\$)

LOCAL:

7. Foley for Supervisor 2026 (\$)
1. Carlos Rodriguez for YL 2026 (\$)
2. Natalie Meeks for Anaheim 2026 (\$)
3. Carlos Leon for Anaheim 2026 (\$)
4. Valerie Amezcua for Santa Ana Mayor 2026 (\$)
5. Giovanni Chavez for Santa Ana 2026 (\$)
6. Blake Perez for Brea 2026 (\$)
7. Tom Grable for Lake Forest 2026 (\$)
8. Robyn Grant for Newport Beach 2026
9. Chip Ahlswede for Orange Unified School District



NEW BUSINESS

FEDERAL

1. N/A

STATE

1. Catherine Blakespear **(INTERVIEW)**
2. Cottie Petrie-Norris **(INTERVIEW)**

LOCAL

1. Saga Conroy, Mission Viejo **(INTERVIEW)**
2. Betty Martinez Franco, Irvine **(INTERVIEW)**
3. John Park, Irvine **(INTERVIEW)**
4. Melinda Liu, Irvine **(INTERVIEW)**
5. AJ Ricci, Orange **(INTERVIEW)**
6. Brendon Moeller, Orange
7. Austin Lumbard, Tustin **(INTERVIEW)**
8. Leticia Clark, Tustin **(INTERVIEW)**
9. Erin Spivey, Huntington Beach **(INTERVIEW)**
10. Taryn Palumbo, Huntington Beach **(INTERVIEW)**
11. Alex Rounaghi, Laguna Beach **(INTERVIEW)**
12. Mike Buley, Costa Mesa, Mayor **(INTERVIEW)**
13. Daniel Morgan, Costa Mesa **(INTERVIEW)**
14. Trish Kelly, Moulton Niguel WD
15. Dennis Bilodeau, Board of Equalization

MEMORANDUM

DATE: October 8, 2026

TO: OCBC Executive Committee

FROM: Lauren Martin, Vice President, Revenue Events & Special Projects

SUBJECT: Events & Special Projects

OCBC Events

- All 2026 OCBC Revenue events have been scheduled, and 5 out of 6 are completed. Some 2027 OCBC Revenue events have been scheduled, please see below for those listed under “SAVE THE DATE.”
- [LINK](#) to 2026 OCBC Event Schedule and all Sponsorship Levels.
- Request for corporate sponsors for OCBC/CSUF’s 32nd Annual Economic Forecast Conference and title sponsor for OCBC’s 2027 Annual Dinner and Board Installation.

Recent Events:

OCBC 2026 First Responders Dinner: September 16, 2026 at The Waterfront Beach Resort, a Hilton Hotel.

OCBC celebrated a successful fourth annual First Responders Dinner – a night dedicated to celebrating and thanking the courageous first responders and frontline heroes who protect and serve the businesses, residents and visitors of Orange County. With 300 guests in attendance, OCBC was proud to recognize the outstanding individuals and teams whose service, leadership and dedication help keep our communities safe, strong and resilient. Guests were also able to hear from this year's "Leading through Crisis" panel comprised of Garden Grove Mayor Stephanie Klopfenstein, Huntington Beach Police Department Chief of Police Eric Parra, Orange County Fire Authority Interim Fire Chief TJ McGovern, and Orange County Board of Supervisors 1st District Supervisor Janet Nguyen. View this year's honorees [HERE](#) and the press release with additional event information [HERE](#). We are also pleased to report we had record-breaking attendance for this event, and met all of our budget goals.

Thank you to the First Responders nomination committee for your review and confirmation of the honorees. Thank you title sponsor Hoag, platinum sponsor UCI Health, VIP Reception sponsor Chevron, gold sponsors Falck and Premier Ambulance, silver sponsors Mike Carroll, Councilmember, City of Irvine, The Orange County Register, SDG&E and Vanguard University,

and bronze sponsors AT&T, Bank of America, Golden West College, Orange County Sheriff's Advisory Council, Orange County United Way, Port of Long Beach, South Orange County Community College District and Uber.

Upcoming Events:

OCBC/CSUF 32nd Annual Economic Forecast Conference: October 22, 2026 at The Hyatt Regency Irvine.

[Registration](#) will be closing soon for Orange County Business Council and Cal State Fullerton's highly anticipated 32nd Annual Economic Forecast Conference coming up on October 22 with its theme "The Economic Odyssey: Tariffs, Tomahawks, Treasuries and Prospects for Growth." Join us at the Hyatt Regency Irvine as nationally recognized economists Dr. Anil Puri and Dr. Mira Farka examine the forces influencing the national and regional economy and share insights to help business and community leaders prepare for the opportunities and challenges ahead. The event also marks the release of Cal State Fullerton's Economic Forecast Report.

We are looking to secure a few more corporate sponsors for this event. Corporate sponsorships are available until Friday, October 9, 2026 and then all sponsorships will be closed.

Thank you title sponsor Farmers & Merchants Bank, gold sponsors Accenture, Kaiser Permanente, Mike Carroll, Councilmember, City of Irvine, PNC Bank, Related and City of Santa Ana, and all corporate sponsors.

SAVE THE DATE:

OCBC 2027 Annual Dinner and Installation of the Board of Directors: February 11, 2027 at The Disneyland Hotel.

[Sponsorship opportunities](#) are available now. **We are looking to secure a title sponsor for this event.** This is an incredible promotional opportunity for your organization and does not open up often. Contact [Lauren Martin](#) for additional information.

OCBC 2027 Sacramento Advocacy Trip: April 6-7, 2027 at The Citizen Hotel.

Please note this will be a Tuesday-Wednesday trip.

Thank you title sponsor, Automobile Club of Southern California.

MEMORANDUM

DATE: October 8, 2026

TO: Members of the OCBC Executive Committee

FROM: Carl Heft, Vice President of Investor Relations

CHAIR: Eric Morgan, Chair, Investor Relations

SUBJECT: Investor Relations Report

1. Q3 Revenue Update

The 3rd Quarter of 2026 produced solid results, with 29 existing investors already successfully renewed and only 1 non-renewal, generating \$318,000 in revenue.

8 new investors were added in Q3, including Accenture, TS Conductor, North OC Community College District, Angels Baseball, Avanti Restaurant Solutions, Holliday Rock, California Resources Corporation, and Clearinghouse CDFI, generating an additional \$81,000 in new business revenue. Year to date, \$265,000 was generated in new business, which includes 26 new investors and 4 new upgrades.

Several more new investors are in the process of sending in their payment, and will be added to the list once it is received.

2. Receivables Update

Year to date, there are currently 10 investors with past due invoices:

RJ Noble Company
Burnham Ward
City of Mission Viejo
Richard Nixon Foundation
Orange County Medical Association
Western Growers
AC Future
Cal State Long Beach
Shook, Hardy & Bacon
Venture Strategic

There are also 2 board member organizations with past due invoices. Prompt payment would be appreciated as past due collections require internal resources which could be applied towards new investors.

3. Prospect List

The future success of OCBC is dependent upon our ability to continue to attract and retain new investors with a broader base of participation. The following organizations have expressed an interest in becoming investors or increasing their current investment, and any help from board members to encourage them to complete the process would be appreciated. Prospects are listed in order of priority as defined in the footnote below.

Prospect	Rank	Contact
Google	5	Kevin Sanchez
Jamboree Housing	5	Laura Archuleta
Snell & Wilmer	5	Jonathan Frank
Uber	5	Danielle Lam
Wells Fargo	5	Colin Craver
BMO	4	Gary Woghiren
IDS International	4	Dann Veil
Sunstone Management	4	John Keisler
Warmington Homes	4	Joe Oftelie
Inter Academy	4	Behdad Analui
Fairground Transportation	4	Jeff Cribbs
Global IT	4	Anthony Rare
Van Wagner	3	Maxwell Kibbee
Wilson Sonsini	3	Emon Heidari
Columbia Bank	3	Clint Stein
RDIG	3	Sienna Chou
Long Beach Airport	3	Juan Lopez-Rios
Talley	3	Frank Weber
Wincome Hospitality	3	Paul Sanford
Orlando Precision	3	Frank Mauro
Fortinet	3	Dan DesRosiers
Edwards Lifesciences	3	Heather Villareal
GTC	3	Arie Shen
SAP	3	Tobias Schimmer
Pixel Money	3	Jack Li
Woodruff & Smart	3	Michael J. Wimberley
OC Conservation Corps	3	Katharyn O. Muniz
Rutan & Tucker	3	Kelly Lucinda Galligan

Nashville Analytics	3	Kai Cheng
GBR Brands	3	Marco Barel
Cal VEBA	3	Madeleine Baudoin
AltaMed	3	Andrew Yam
Orange Chamber of Commerce	3	Pattie Cordova
USC School of Law	3	Michael Burke
Horiba	3	John Gerace
MUFG Bank	3	Masa Tezuka
GEO Search	3	Brian Swords
Sumitomo	3	Katsumi Funakoshi
Kitagawa & Ebert	3	Lisa Kitagawa
Majordomo Komon	3	Nori Sakai
Terumo Neuro	3	Shawn O’Leary

Orange County Business Council
Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L Classes
January - August, 2026

	Actual	Budget	Total over Budget	% of Budget
Revenue				
400 Investments			0.00	
402 Investments - Platinum	50,000.00	50,000.00	0.00	100.00%
403 Investments - Gold	1,385,555.00	1,535,000.00	-149,445.00	90.26%
404 Investments - Silver	294,166.00	440,000.00	-145,834.00	66.86%
405 Investments - Bronze	338,500.02	515,000.00	-176,499.98	65.73%
406 Investments - Other	55,000.00	54,000.00	1,000.00	101.85%
407 Investment Discounts	-493,660.00	-245,000.00	-248,660.00	201.49%
429 Deferred Investment Revenue - Prior Year	675,086.07		675,086.07	
430 Deferred Investment Revenue	-348,326.68	-443,300.00	94,973.32	78.58%
Total 400 Investments	\$ 1,956,320.41	\$ 1,905,700.00	\$ 50,620.41	102.66%
Operating Income	0.00		0.00	
408 Investments - OCMoves		40,000.00	-40,000.00	0.00%
425 Dues - Other		35,000.00	-35,000.00	0.00%
Total Operating Income	\$ 0.00	\$ 75,000.00	-\$ 75,000.00	0.00%
Program/Event Income			0.00	
502 Exclusive Title Sponsor	90,000.00	80,000.00	10,000.00	112.50%
504 Platinum Sponsor	60,000.00	20,000.00	40,000.00	300.00%
506 Exclusive VIP Reception Sponsor	10,000.00	25,000.00	-15,000.00	40.00%
508 Gold Sponsor	94,000.00	72,500.00	21,500.00	129.66%
512 Silver Sponsor	122,950.00	125,000.00	-2,050.00	98.36%
516 Bronze Sponsor	113,940.00	92,500.00	21,440.00	123.18%
518 Discounted Bronze Sponsor	17,000.00	15,000.00	2,000.00	113.33%
524 Corporate Sponsor	48,620.00	0.00	48,620.00	
528 Member Table	36,250.00	27,000.00	9,250.00	134.26%
529 Non-Member Table	2,750.00	0.00	2,750.00	
532 Member Ticket	33,531.00	19,500.00	14,031.00	171.95%
534 Non-Member Ticket	12,800.00	6,500.00	6,300.00	196.92%
536 Discounted Ticket	7,840.00	0.00	7,840.00	
538 Application Fee for Awards		2,000.00	-2,000.00	0.00%
539 Service/Fee Income	17,075.43		17,075.43	
542 Event Discounts		0.00	0.00	
Total Program/Event Income	\$ 666,756.43	\$ 485,000.00	\$ 181,756.43	137.48%
Trip Income			0.00	
560 Complete trip packages (hotel, meals, sessions) members	12,400.00	37,000.00	-24,600.00	33.51%
564 Complete trip packages (hotel, meals, sessions) non-members	1,635.00	1,500.00	135.00	109.00%
566 Meals & Materials Only Package	7,125.00	4,000.00	3,125.00	178.13%
570 Exclusive Title Sponsor	15,000.00	15,000.00	0.00	100.00%
572 Exclusive Dinner and Reception Sponsor		8,000.00	-8,000.00	0.00%

574 Exclusive Lunch Day 1 Sponsor	5,000.00	10,000.00	-5,000.00	50.00%
576 Exclusive Lunch Day 2 Sponsor	5,000.00		5,000.00	
578 Exclusive Breakfast Sponsor		3,500.00	-3,500.00	0.00%
580 Issue Sponsors	11,200.00	6,000.00	5,200.00	186.67%
Total Trip Income	\$ 57,360.00	\$ 85,000.00	-\$ 27,640.00	67.48%
Total Revenue	\$ 2,680,436.84	\$ 2,550,700.00	\$ 129,736.84	105.09%
Gross Profit	\$ 2,680,436.84	\$ 2,550,700.00	\$ 129,736.84	105.09%
Expenditures				
Operating Expenses			0.00	
704 Bank Service Charges	4,349.36	4,800.00	-450.64	90.61%
705 QuickBooks Payment Fees	4,782.14		4,782.14	
706 Committee Expenses	1,851.75	3,140.00	-1,288.25	58.97%
710 Dues/Contributions/Subscriptions	29,595.64	27,150.00	2,445.64	109.01%
712 Equipment	6,032.86	6,800.00	-767.14	88.72%
718 Insurance - Liability	11,306.00	20,000.00	-8,694.00	56.53%
726 Meals & Entertainment	8,549.20	12,000.00	-3,450.80	71.24%
733 Internet	33,137.18		33,137.18	
734 Postage	107.22	400.00	-292.78	26.81%
736 Printing	10,406.70	35,400.00	-24,993.30	29.40%
738 Professional Conferences	10,680.00	20,900.00	-10,220.00	51.10%
740 Professional Fees	292,192.84	307,800.00	-15,607.16	94.93%
742 Professional Fees - Audit		30,000.00	-30,000.00	0.00%
744 ComputerServices	11,789.35	16,000.00	-4,210.65	73.68%
746 Property Tax & Regulatory Fees	254.81	500.00	-245.19	50.96%
748 Publications	3,007.46		3,007.46	
750 Rent & Parking	123,281.53	108,800.00	14,481.53	113.31%
755 Software Expenses	22,453.65	10,560.00	11,893.65	212.63%
756 Supplies	3,111.62	10,800.00	-7,688.38	28.81%
758 Telephone	3,817.27	10,160.00	-6,342.73	37.57%
765 Training and Education	404.70	4,000.00	-3,595.30	10.12%
766 Travel/Auto	12,322.14	14,800.00	-2,477.86	83.26%
768 Web Hosting	7,350.00	16,000.00	-8,650.00	45.94%
Total Operating Expenses	\$ 600,783.42	\$ 660,010.00	-\$ 59,226.58	91.03%
Other Expense			0.00	
920 Investment Expense	3,802.35		3,802.35	
940 Other Expense		3,200.00	-3,200.00	0.00%
945 Research	8,500.00	33,333.00	-24,833.00	25.50%
Total Other Expense	\$ 12,302.35	\$ 36,533.00	-\$ 24,230.65	33.67%
Payroll expenses			0.00	
600 Salaries	1,120,604.53	1,190,557.00	-69,952.47	94.12%
602 Bonuses		0.00	0.00	
610 Payroll Taxes - Employer	89,879.73	92,947.00	-3,067.27	96.70%
615 Medical Insurance	68,133.38	76,960.00	-8,826.62	88.53%
620 Life Insurance/ LTD		10,240.00	-10,240.00	0.00%
625 Workers' Compensation Ins.	3,195.73		3,195.73	
630 401 (K) Plan	57,568.60	58,288.00	-719.40	98.77%
633 Insperity Fees	23,194.49		23,194.49	

Total Payroll expenses	\$	1,362,576.46	\$	1,428,992.00	-\$	66,415.54	95.35%
Program/Event Expenses						0.00	
802 Audio/Visual		1,958.92		24,000.00		-22,041.08	8.16%
804 Awards/Plaques		2,049.85		1,500.00		549.85	136.66%
808 Board Member Gifts (AD)				1,000.00		-1,000.00	0.00%
810 Boards		151.52				151.52	
812 Centerpieces		13,246.61		7,000.00		6,246.61	189.24%
814 Chair/Speaker Gifts		815.00		1,000.00		-185.00	81.50%
816 Credit card fees		8,766.50				8,766.50	
822 Event Meal - Breakfast/Lunch/Dinner/Apps				10,000.00		-10,000.00	0.00%
824 Events Supplies and Name Badges		46.26				46.26	
826 Furniture and Linen Rentals		1,877.92		4,000.00		-2,122.08	46.95%
828 Misc.		847.88		0.00		847.88	
830 OCBC Branded Swag				3,500.00		-3,500.00	0.00%
832 Photography and Videography		7,225.00		11,000.00		-3,775.00	65.68%
836 Programs		0.00		3,000.00		-3,000.00	0.00%
842 Room Rental Fees for Venue or Storage		356,469.73		335,000.00		21,469.73	106.41%
854 Volunteer/Staff Food/Snacks		255.83		1,000.00		-744.17	25.58%
Total Program/Event Expenses	\$	393,711.02	\$	402,000.00	-\$	8,288.98	97.94%
Trips Expense						0.00	
862 Airfare		586.80				586.80	
866 Boards		786.56		1,000.00		-213.44	78.66%
876 Employee expense reimbursements		357.27		1,000.00		-642.73	35.73%
878 Ground transportation		1,808.70		1,000.00		808.70	180.87%
880 Hotel Rooms - Staff & Attendees		2,745.24		40,000.00		-37,254.76	6.86%
886 Photography		5,000.00				5,000.00	
888 Printed Materials		1,896.56		1,000.00		896.56	189.66%
890 Printing		4,238.82				4,238.82	
894 Staff Lunch/Dinners		493.12				493.12	
Total Trips Expense	\$	17,913.07	\$	44,000.00	-\$	26,086.93	40.71%
Total Expenditures	\$	2,387,286.32	\$	2,571,535.00	-\$	184,248.68	92.84%
Net Operating Revenue	\$	293,150.52	-\$	20,835.00	\$	313,985.52	-1407.01%
Other Revenue							
Other Income						0.00	
440 FDI Committee		2,000.00				2,000.00	
485 Dividend Income				12,000.00		-12,000.00	0.00%
487 Donations/Contributions		7,750.00				7,750.00	
488 Grant Income and Expenses		181,400.00				181,400.00	
489 Catalyst Grants		1,123,592.98		520,000.00		603,592.98	216.08%
490 Interest				12,000.00		-12,000.00	0.00%
491 Investment Income		21,178.69				21,178.69	
492 Other Income		8,912.12				8,912.12	
494 Reimbursements		50.24				50.24	
495 Research		8,500.00		0.00		8,500.00	
498 Unrealized Gain/Loss on Investment		3,634.87				3,634.87	
915 Grant Expense		-758,865.81				-758,865.81	
Total Other Income	\$	598,153.09	\$	544,000.00	\$	54,153.09	109.95%

Total Other Revenue	\$	598,153.09	\$	544,000.00	\$	54,153.09	109.95%
Other Expenditures							
997 Bad Debts Expense		253,033.00				253,033.00	
Other Miscellaneous Expenditure		0.00				0.00	
Total Other Expenditures	\$	253,033.00	\$	0.00	\$	253,033.00	
Net Other Revenue	\$	345,120.09	\$	544,000.00	-\$	198,879.91	63.44%
Net Revenue	\$	638,270.61	\$	523,165.00	\$	115,105.61	122.00%

Orange County Business Council
Statement of Financial Position
As of Aug 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
Cash Accounts	
100 Cash - US Bank	354,493.18
102 Chino Commercial Bank	7,323.80
103 Restricted Cash - Real Coalition	0.00
105 Cash - CBB MMA	0.00
107 Petty Cash	0.00
127 Investments - Merrill Lynch	528,723.35
Total for Cash Accounts	\$890,540.33
Total for Bank Accounts	\$890,540.33
Accounts Receivable	
Accounts Receivable (A/R)	721,848.40
Total for Accounts Receivable	\$721,848.40
Other Current Assets	
Other Assets	
145 Allowance for Doubtful Accts.	-26,610.45
180 Prepaid Expenses	\$0.00
Total for Other Assets	-\$26,610.45
Payments to deposit	74,011.00
Refund Recievable	\$0.00
Stripe - minimum balance hold/payout	-19,791.41
Total for Other Current Assets	\$27,609.14
Total for Current Assets	\$1,639,997.87
Fixed Assets	
Fixed Assets	
150 Furniture and Equipment	80,070.50
160 Accumulated Depreciation	-80,070.50
170 Right-to-Use Lease Asset - Buildings-Imp	386,729.00
171 Accum Amort RTU Build and Impr	-54,156.00
172 RTU Lease Asset Furniture and Equipment	44,076.00
173 Accum Amort RTU Furn and Equip	-3,917.97
Total for Fixed Assets	\$372,731.03
Total for Fixed Assets	\$372,731.03
Total for Assets	\$2,012,728.90
Liabilities and Equity	
Liabilities	

Current Liabilities

Accounts Payable

Accounts Payable (A/P)	147,140.14
------------------------	------------

Total for Accounts Payable	\$147,140.14
-----------------------------------	---------------------

Other Current Liabilities

207 Deferred Revenue - Trip Income	\$0.00
------------------------------------	--------

218 Deferred Revenue - Housing Trust	19,850.50
--------------------------------------	-----------

Accrued Expenses	\$0.00
------------------	--------

Current Liabilities

200 Accounts Payable	\$0.00
----------------------	--------

203 Deferred Revenue-Annual Dinner	\$0.00
------------------------------------	--------

205 Deferred Revenue - Publication Income	\$0.00
---	--------

206 Deferred Revenue - Program/Event Income	\$0.00
---	--------

208 Deferred Revenue - Investment Income	550,760.10
--	------------

215 Accrued Salary/Commission/Severance Payable	\$0.00
---	--------

216 Accrued Vacation Payable	78,804.87
------------------------------	-----------

225 Payable to BIZPAC	13,285.18
-----------------------	-----------

230 Right-to-Use Lease Liability	121,332.00
----------------------------------	------------

235 Right-to-Use Finance Lease	40,158.03
--------------------------------	-----------

Total for Current Liabilities	\$804,340.18
--------------------------------------	---------------------

Total for Other Current Liabilities	\$824,190.68
--	---------------------

Total for Current Liabilities	\$971,330.82
--------------------------------------	---------------------

Long-term Liabilities

Long-Term Liabilities

255 RTU Finance Lease	211,241.00
-----------------------	------------

Total for Long-Term Liabilities	\$211,241.00
--	---------------------

Total for Long-term Liabilities	\$211,241.00
--	---------------------

Total for Liabilities	\$1,182,571.82
------------------------------	-----------------------

Equity

Equity

300 Retained Earnings - Prior	-14,036.79
-------------------------------	------------

305 Retained Earnings - Current - If needed	-13.46
---	--------

310 Retained Earnings - BIZ Legal Fund	65,175.00
--	-----------

Total for Equity	\$51,124.75
-------------------------	--------------------

Retained Earnings	140,761.72
-------------------	------------

Net Revenue	638,270.61
-------------	------------

Total for Equity	\$830,157.08
-------------------------	---------------------

Total for Liabilities and Equity	\$2,012,728.90
---	-----------------------

AMENDED AND RESTATED BYLAWS

OF THE

ORANGE COUNTY BUSINESS COUNCIL

TABLE OF CONTENTS

	<u>Page</u>
ARTICLE I GENERAL.....	1
ARTICLE II NAME.....	1
ARTICLE III OFFICES.....	1
ARTICLE IV MEMBERSHIP.....	1
SECTION 1. ENTITY MEMBERSHIPS; MEMBER REPRESENTATIVE	1
SECTION 2. FEES, DUES, AND ASSESSMENTS	1
SECTION 3. TERMINATION OF MEMBERSHIP.....	2
ARTICLE V MEETINGS OF MEMBERS.....	2
SECTION 1. PLACE OF MEETING.....	2
SECTION 2. ANNUAL MEETING.....	2
SECTION 3. SPECIAL MEETING	2
SECTION 4. NOTICE OF MEMBERS' MEETINGS.....	3
SECTION 5. QUORUM.....	3
SECTION 6. VOTING	4
SECTION 7. ACTION BY WRITTEN CONSENT WITHOUT A MEETING.....	4
SECTION 8. RECORD DATE FOR MEMBER NOTICE, VOTING, AND GIVING CONSENTS AND OTHER ACTIONS.....	5
SECTION 9. PROXIES	5
SECTION 10. INSPECTORS OF ELECTION	6
SECTION 11. CONDUCT OF MEETING	6
ARTICLE VI DIRECTORS	7
SECTION 1. POWERS	7
SECTION 2. NUMBER AND QUALIFICATION OF DIRECTORS	8
SECTION 3. NOMINATION OF DIRECTORS	8
SECTION 4. ELECTION AND TERM OF OFFICE OF DIRECTORS	8
SECTION 5. VACANCIES.....	9
SECTION 6. PLACE OF MEETINGS; MEETINGS BY TELEPHONE	9
SECTION 7. REGULAR MEETINGS	9

TABLE OF CONTENTS
(continued)

	<u>Page</u>
SECTION 8. SPECIAL MEETINGS	10
SECTION 9. NOTICE	10
SECTION 10. QUORUM	10
SECTION 11. ADJOURNMENT	10
SECTION 12. NOTICE OF ADJOURNMENT	10
SECTION 13. ACTION WITHOUT MEETING	10
ARTICLE VII OFFICERS	11
SECTION 1. OFFICERS	11
SECTION 2. ELECTION OF OFFICERS	11
SECTION 3. REMOVAL AND DESIGNATION OF OFFICERS	11
SECTION 4. RESPONSIBILITIES OF OFFICERS	11
ARTICLE VIII COMMITTEES	12
SECTION 1. COMMITTEES	12
SECTION 2. EXECUTIVE COMMITTEE	13
SECTION 3. NOMINATING COMMITTEE	13
SECTION 4. ADDITIONAL COMMITTEES	13
SECTION 5. ALLIANCES AND RELATIONSHIPS	14
ARTICLE IX INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES, AND OTHER AGENTS	14
SECTION 1. DEFINITIONS	14
SECTION 2. INDEMNIFICATION IN ACTIONS BY THIRD PARTIES	14
SECTION 3. INDEMNIFICATION IN ACTIONS BY OR IN THE RIGHT OF THE CORPORATION	15
SECTION 4. INDEMNIFICATION AGAINST EXPENSES	15
SECTION 5. REQUIRED DETERMINATIONS	15
SECTION 6. ADVANCE OF EXPENSES	16
SECTION 7. OTHER INDEMNIFICATION	16
SECTION 8. FORMS OF INDEMNIFICATION NOT PERMITTED	16
SECTION 9. INSURANCE	17

TABLE OF CONTENTS
(continued)

	<u>Page</u>
SECTION 10. NONAPPLICABILITY TO FIDUCIARIES OF EMPLOYEE BENEFITS PLANS.....	17
ARTICLE X AMENDMENTS	17
SECTION 1. AMENDMENT BY MEMBERS	17
SECTION 2. AMENDMENT BY DIRECTORS.....	17

**AMENDED AND RESTATED BYLAWS
OF THE
ORANGE COUNTY BUSINESS COUNCIL
a California Nonprofit Mutual Benefit Corporation**

**ARTICLE I
GENERAL**

These bylaws shall govern the conduct and operation of the Orange County Business Council, a California nonprofit mutual benefit corporation (the "Corporation"), subject to the provisions of the California Corporations Code and the Corporation's articles of incorporation ("Articles of Incorporation").

**ARTICLE II
NAME**

The name of the Corporation shall be the Orange County Business Council (the "Corporation").

**ARTICLE III
OFFICES**

The principal executive office for the transaction of the business of the Corporation is located at 2 Park Plaza, Suite 100, Irvine, California 92614. The board of directors (the "board") is granted full power and authority to change the principal executive office from one location to another. Any such change shall be noted by the secretary on these bylaws opposite this Article III, or this Article III may be amended to state the new location.

**ARTICLE IV
MEMBERSHIP**

SECTION 1. ENTITY MEMBERSHIPS; MEMBER REPRESENTATIVE

It is the general policy of the Corporation that, unless the board determines otherwise, memberships shall be held by business entities, public and charitable entities, and governmental bodies and agencies, and not by individuals. Memberships shall be held of record in the name of each member entity, with each member entity designating a member representative (its "member representative"), which member representative, or its designated alternate, shall be authorized to act on behalf of such member entity. All memberships shall be of one class.

SECTION 2. FEES, DUES, AND ASSESSMENTS

(a) General Rules. Upon becoming a member of the Corporation, such member shall (i) pay such initiation fee as shall be set by the board from time to

time, and (ii) shall pay dues on an annual basis, payable on each anniversary of its membership date, in accordance with the schedule of dues set by the board.

(b) Board Authority. The board is granted full authority to change the amount and time of payment of initiation fee and dues from time to time and to set a schedule of dues which differentiates among the members upon such basis as the board in its good faith discretion shall determine. The schedule of dues shall be noted by the secretary of the Corporation in the minutes or other records of the Corporation. The board may from time to time assess additional amounts to be paid by members for special projects.

SECTION 3. TERMINATION OF MEMBERSHIP

The membership of any member shall terminate upon occurrence of any of the following events, and in no event will there be a refund of any fees or dues paid upon any such termination: (i) the resignation of the member; (ii) expiration of the period of membership, unless the member sooner renews for a subsequent period on the renewal terms set by the board; (iii) for nonpayment of dues or any other indebtedness to the Corporation, upon the determination by the board or a committee designated by the board to make such determination; or (iv) for the failure of a member in a material and serious degree to observe the rules of conduct of the Corporation, or for the engagement of a member in conduct inimical to the interests of the Corporation, in either case upon the determination of the board or of a committee designated by the board to make such determination.

ARTICLE V MEETINGS OF MEMBERS

SECTION 1. PLACE OF MEETING

Meetings of the membership shall be held at any place within or outside the State of California designated by the board. In the absence of any such designation, members' meetings shall be held at the principal executive office of the Corporation.

SECTION 2. ANNUAL MEETING

Unless otherwise determined by the board, the Corporation shall hold an annual meeting of the members each year, at a time and date to be established by the board. At the board's discretion, such annual meeting may be held in conjunction with a dinner meeting and may be conducted according to such informal procedure as the board shall determine. The board shall not be required to submit any matters for vote at the annual meeting.

SECTION 3. SPECIAL MEETING

(a) Authorized persons who may call. A special meeting of the members may be called at any time by any of the following: the board, the chairperson of the board, the president, or a majority of the members.

(b) Calling meetings by members. If a special meeting is called by a majority of the members, the request shall be submitted by such members in writing, specifying the general nature of the business proposed to be transacted, and delivered personally or sent by registered mail or by telegraphic or other facsimile transmission to the chairperson of the board, the president, any vice-chairperson, or the secretary of the Corporation. The officer receiving the request shall cause notice to be promptly given to all members entitled to vote, in accordance with the provisions of Section 4 of this Article V, that a meeting will be held, and the date for such meeting, which date shall be not less than 5 nor more than 60 days following the receipt of the request. If the notice is not given within the 20 days after receipt of the request, the members requesting the meeting may give the notice. Nothing contained in this subsection shall be construed as limiting, fixing, or affecting the time when a meeting of members may be held when the meeting is called by action of the board, the chairperson or the president.

SECTION 4. NOTICE OF MEMBERS' MEETINGS

(a) General notice contents. All notices of meetings of members shall be sent or otherwise given in accordance with Section 4(b) of this Article V not less than 10 nor more than 90 days before the date of the meeting. The notice shall specify the place, date, and hour of the meeting and (i) in the case of a special meeting, the general nature of the business to be transacted, and no other business may then be transacted at the meeting, or (ii) in the case of the annual meeting, those matters which the board, at the time of giving the notice, intends to present for action by the members, but, subject to the provisions of applicable law, any proper matters may be presented at the meeting for such action.

(b) Manner of giving notice. Notice of any meeting of members shall be given either personally, orally or by first-class mail, telegraphic or other written communication, charges prepaid, addressed to each member either at the address of that member appearing on the books of the Corporation or the address given by the member to the Corporation for the purpose of notice. If no address appears on the Corporation's books and no address has been so given, notice shall be deemed to have been given if either (i) notice is sent to that member by first-class mail or telegraphic or other written communication to the Corporation's principal executive office, or (ii) notice is published at least once in a newspaper of general circulation in the county where that office is located. Notice shall be deemed to have been given at the time when delivered personally or deposited in the mail or sent by telegram or other means of written communication. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone, to the recipient or to a person who the person giving the notice has reason to believe will promptly communicate it to the recipient.

SECTION 5. QUORUM

(a) Members required. The presence, in person or by proxy, of twenty-five (25) members of the Corporation shall constitute a quorum for the transaction of business at a meeting of the members.

(b) Loss of quorum. The members present at a duly called or duly held meeting at which a quorum is present may continue to transact business until adjournment, notwithstanding the withdrawal of enough members to leave less than a quorum, if any action taken (other than adjournment) is approved by at least a majority of the members required to constitute a quorum.

SECTION 6. VOTING

(a) Eligibility to vote. The members entitled to vote at any meeting of members shall be members as of the date determined in accordance with Section 8 of this Article V, subject to the provisions of the California Corporations Code; provided, however, that members who fail to be in good standing shall not be entitled to vote on any matter. Any member who shall be in arrears in the payment of any installment of fees, periodic dues or assessments for an unreasonable period of time, as determined by the board, after their due date, shall not be in good standing and shall not be entitled to vote as a member. Subject to the provisions of Section 7612 of the California Corporations Code, and the provisions of this Section 6, each member shall be entitled to one (1) vote on each matter submitted to a vote of the members.

(b) Manner of casting votes. Members entitled to attend meetings and/or to vote shall have the right to do so either in person through such member's member representative or designated alternate, by written ballot, or by written proxy pursuant to Section 9 of this Article V, provided that any election of directors must be by ballot if demanded by any member before the voting begins.

(c) Vote required. If a quorum is present, the affirmative vote of the majority of the members represented at the meeting in person or by proxy, entitled to vote and voting on any matter, shall be the act of the members, unless the vote of a greater number or voting by classes is required by the California Corporations Code or by the Articles of Incorporation.

SECTION 7. ACTION BY WRITTEN CONSENT WITHOUT A MEETING

(a) General. Any action that may be taken at any annual or special meeting of members may be taken without a meeting and without prior notice upon compliance with the provisions of this section.

(b) Quorum; majority. Approval by written consent or ballot pursuant to this section shall be valid only when the number of votes cast by written consent or ballot within the time specified equals or exceeds the quorum that would be required to be present at a meeting authorizing the action, and the number of approvals equals or exceeds the number of votes that would be required to approve at a meeting at which the total number of members present was the same as the number of votes cast by written consent or ballot.

SECTION 8. RECORD DATE FOR MEMBER NOTICE, VOTING, AND GIVING CONSENTS AND OTHER ACTIONS

(a) To be determined by board. For the purposes of determining which members are entitled to receive notice of any meeting, to vote, to give consent to corporate action without a meeting, or to take other action, the board may fix, in advance, a "record date," which shall not be more than sixty (60) nor fewer than ten (10) days before the date of any such meeting, nor more than sixty (60) days before any such action without a meeting. Only members of record on the date so fixed are entitled to notice, to vote, to give consents, or take other action, as the case may be, notwithstanding any transfer of any membership on the books of the Corporation after the record date, except as otherwise provided in the Articles of Incorporation, by agreement, or in the California Corporations Code. A determination of members of record entitled to notice of a meeting of members shall apply to any adjournment of the meeting unless the board fixes a new record date for the adjourned meeting. The board shall fix a new record date if the meeting is adjourned for more than forty-five (45) days.

(b) Failure of board to determine date.

(i) Record date for notices. Unless fixed by the board, the record date for determining those members entitled to receive notice of a meeting of members shall be the next business day preceding the day on which notice is given or if notice is waived, the next business day preceding the day on which the meeting is held.

(ii) Record date for voting. If no record date is fixed by the board, members on the day of the meeting who are otherwise eligible to vote shall be eligible to vote or, in the case of an adjourned meeting, such members on the day of the adjourned meeting shall be eligible to vote at the adjourned meeting.

(iii) Record date for written consent to action without meeting. Unless fixed by the board, the record date for determining those members entitled to vote by ballot on corporate action without a meeting, when no prior action by the board has been taken, shall be the day on which the first written ballot is mailed or solicited. When prior action of the board has been taken, it shall be the day on which the board adopts the resolution relating to that action.

SECTION 9. PROXIES

(a) Right of Members. Every member entitled to attend meetings and/or to vote shall have the right to do so either in person through such member's member representative or designated alternate or by one or more agents authorized by a written proxy, signed by the member representative or designated alternate and filed with the secretary of the Corporation except as otherwise expressly provided in the Articles of Incorporation of the Corporation or these bylaws. A proxy shall be deemed signed if the

member's name is placed on the proxy (whether by manual signature, typewriting, telegraphic transmission, or otherwise) by the member or the member's member representative.

(b) Revocability. A validly executed proxy shall continue in full force and effect unless (i) revoked by the member executing it before the vote cast pursuant to that proxy, by a writing delivered to the Corporation stating that the proxy is revoked by a subsequent proxy executed by such member, or by personal attendance and voting at a meeting by such member, or (ii) written notice of the death or incapacity of the maker of the proxy is received by the Corporation before the vote pursuant to that proxy is counted; provided, however, that no proxy shall be valid after the expiration of eleven (11) months from the date of the proxy, unless otherwise provided in the proxy. The maximum term of any proxy shall be three (3) years from the date of its execution.

SECTION 10. INSPECTORS OF ELECTION

(a) Appointment. In advance of any meeting of members, the board may appoint inspectors of election to act at the meeting and any adjournment thereof. If the inspectors of election are not appointed, or if any persons appointed fail to appear or refuse to act, the chairperson of such meeting may, and on request of any member or member's proxy must, appoint inspectors of election (or persons to replace those who so fail or refuse) at the meeting. The number of inspectors of election shall be either one (1) or three (3). If the inspectors of election are appointed at a meeting on the request of one or more members or proxies, the majority of members represented in person by such members' member representatives or designated alternates or by proxy shall determine whether one (1) or three (3) inspectors of election are to be appointed.

(b) Duties. The inspectors of election shall perform the following duties: (i) determine the number of voting memberships outstanding and the voting power of each, the number of votes represented at the meeting, the existence of a quorum, and the authenticity, validity and effect of proxies; (ii) receive votes, ballots or consents; (iii) hear and determine all challenges and questions in any way arising in connection with the right to vote; (iv) count and tabulate all votes and consents; (v) determine when the polls shall close; (vi) determine the result of the vote; and (vii) do such acts as may be proper to conduct the election or vote with fairness to all members. The inspectors shall perform their duties impartially, in good faith, to the best of their ability, and as expeditiously as is practical.

SECTION 11. CONDUCT OF MEETING

The chairperson of the board shall preside as chairperson at all meetings of the members. The chairperson shall conduct each such meeting in a business-like and fair manner but shall not be obligated to follow any technical, formal or parliamentary rules or principles of procedure. The chairperson's rulings on procedural matters shall be conclusive and binding on all members, unless at the time of a ruling a request for a vote regarding such a procedural matter is made to the members entitled to vote. The decision of a majority of such members regarding such procedural matter shall be conclusive and

binding on all members. Without limiting the generality of the foregoing, the chairperson shall have all of the powers usually vested in the chairperson of a meeting of members.

ARTICLE VI DIRECTORS

SECTION 1. POWERS

(a) General corporate powers. Subject to the provisions of the California Corporations Code and any limitations in the Articles of Incorporation and these bylaws relating to action required to be approved by the members, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the board. The board may delegate the management of the activities of the Corporation to any person or persons, a management company, or any committee, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the board.

(b) Specific Powers. Without prejudice to the general powers set forth above, and subject to the same limitations, the board shall have the power to:

(i) Select and remove all officers, agents, and employees of the Corporation; prescribe any powers and duties for them that are consistent with law, with the Articles of Incorporation, and with these bylaws; and fix their compensation.

(ii) Conduct, manage and control the affairs and business of the Corporation and to make such rules and regulations as are not inconsistent with the law, the Articles of Incorporation or these bylaws, as they may deem appropriate.

(iii) Adopt, make, and use a corporate seal; prescribe the forms of membership certificates; and alter the form of the seal and certificate.

(iv) Borrow money and incur indebtedness on behalf of the Corporation and cause to be executed and delivered for the Corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.

(v) Manage in the manner they may deem appropriate, and distribute or dispense, all funds and property, real and personal, received, acquired or earned by the Corporation.

(vi) Change the principal executive office or the principal business office in the State of California from one location to another; cause the Corporation to be qualified to do business in any other state, territory, dependency, or country and conduct business within or

outside the State of California; and designate any place within or outside the State of California for the holding of any members' meeting or meetings, including annual meetings.

(vii) Elect any person who has served on the board, or any other person, to the position of honorary director, with such title, if any, as the board may determine. Unless the board shall determine otherwise, such honorary director shall not be a member of the board nor have any of the powers and duties of a director. Such honorary director shall be entitled to attend meetings of the board and any committee thereof and may be given the privilege of the floor at any such meeting but shall not be entitled to vote. The rights and obligations of such honorary director may be altered, and such honorary directorship may be terminated, by the board.

SECTION 2. NUMBER AND QUALIFICATION OF DIRECTORS

(a) General Provisions. The authorized number of directors of the Corporation shall be not less than twenty (20) and not more than fifty (50) unless changed by amendment of the Articles of Incorporation or by an amendment to these bylaws. The exact number of directors shall be fixed from time to time within the limits specified in this Section by action of the board and shall be duly recorded in the minutes of the board or by a Bylaw or amendment thereof duly adopted by the board. The president shall be a director so long as he or she shall hold the office of president. Each other director of the Corporation shall be affiliated with a member of the Corporation; and if such membership or such affiliation shall cease, such director shall at the discretion of the board be subject to termination. It is the general policy of the Corporation, unless the board determines otherwise in its discretion, that a director shall be a chief executive officer, president, managing partner, or other senior executive of a member entity, with authority to make commitments for such member entity, and that the Board shall seek diversification of its directors with respect to company size, location, industry representation, gender and ethnicity. The nomination of a prospective director by the board or the nominating committee shall be conclusive determination that such nominee fulfills the qualifications of these bylaws to serve as director.

SECTION 3. NOMINATION OF DIRECTORS

The nominating committee shall, annually or otherwise as directed by the board, nominate and submit to the board or the membership the names of those persons who are candidates for director. The persons nominated may include any directors who have held or who currently hold office.

SECTION 4. ELECTION AND TERM OF OFFICE OF DIRECTORS

Each director shall be elected for a three year term or for a shorter term if such director is elected to fill a vacancy with respect to which the unexpired term is less than three years; provided, however, in the event that the chairperson of the board's term

of office coincides with the expiration of such chairperson's term as a director, such term as director shall be extended for one year. Subject to the foregoing, approximately one-third of the directors will be elected each year. All directors shall hold office from January 1 of the first year of their term until December 31 of the last year, or until their successors are elected and take office.

The annual election of directors shall, unless otherwise determined by the board, be conducted by mail. Each member shall be sent a ballot, no later than December 1, unless otherwise determined by the board, setting forth the procedure for the election, the number of directors to be elected, and those persons nominated by the nominating committee as well as blank spaces for write-in candidates. Those persons receiving the highest number of votes shall be elected to the board. Members may not cumulate votes for the election of directors.

SECTION 5. VACANCIES

(a) Events causing vacancy. A vacancy or vacancies in the board shall be deemed to exist on the occurrence of the following: (i) the death or resignation of any director, (ii) the vote of the members to remove a director; (iii) the increase of the authorized number of directors; (iv) the failure of the members, at any election of members, to elect the number of directors to be elected at such meeting; or (v) the failure of any director to attend five (5) consecutive regular meetings of the board and the subsequent vote of the remaining directors to remove such director.

(b) Vacancies filled by directors. A vacancy in the board occurring as a result of events set forth in Section 5(a) of this Article VI shall be filled by (i) the nomination of the nominating committee or the chairperson, and (ii) the vote of the directors, or by the sole remaining director.

SECTION 6. PLACE OF MEETINGS; MEETINGS BY TELEPHONE

Meetings of the board may be held at any place within or outside the State of California that has been designated from time to time by resolution of the board. In the absence of such designation, meetings shall be held at the principal executive office of the Corporation. Notwithstanding the above provisions of this Section 6, a regular or special meeting of the board may be held at any place consented to in writing by all the board members, either before or after the meeting. If consents are given, they shall be filed with the minutes of the meeting. Any meeting, regular or special, may be held by conference telephone or similar communication equipment, so long as all directors participating in the meeting can hear one another, and all such directors shall be deemed to be present in person at such meeting.

SECTION 7. REGULAR MEETINGS

Regular meetings of the board shall be held at least once each calendar quarter at the call of the chairperson of the board, the president, or any four (4) directors. On or before December 1 of each year, the board shall elect officers who shall take office on the following January 1.

SECTION 8. SPECIAL MEETINGS

Special meetings of the board for any purpose may be called at any time by the chairperson or the president, or, by any four (4) directors.

SECTION 9. NOTICE

Notice of the time and place of all meetings of the board except the meeting following the annual meeting of members or the special meeting of members held in lieu of the annual meeting, shall be given personally to the directors or sent to each director by mail or other form of written communication, charges prepaid, addressed to such director's address as it is shown on the records of the Corporation. If the notice is mailed or telegraphed, it shall be deposited in the United States Mail or delivered to the telegraph company in the county in which the principal office of the Corporation is located at least forty-eight (48) hours before the time of the meeting. If the notice is delivered personally to each director, it shall be so delivered at least forty-eight (48) hours prior to the time of the holding of the meeting.

SECTION 10. QUORUM

(a) General Provisions. One-fourth of the number of elected directors, but not less than one-fifth of the number of authorized directors, shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 11 of this Article V. Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the board, subject to the provisions of the California Corporations Code, including those provisions relating to (i) approval of contracts or transactions in which a director has a direct or indirect material financial interest, (ii) appointment of committees, and (iii) indemnification of directors. A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of directors, if any action taken is approved by at least a majority of the required quorum for that meeting.

SECTION 11. ADJOURNMENT

A majority of the directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place.

SECTION 12. NOTICE OF ADJOURNMENT

Notice of the time and place of holding an adjourned meeting need not be given, unless the meeting is adjourned for more than 24 hours, in which case personal notice of the time and place shall be given before the time of the adjourned meeting to the directors who were not present at the time of the adjournment.

SECTION 13. ACTION WITHOUT MEETING

Any action required or permitted to be taken by the board may be taken without a meeting, if all members of the board, individually or collectively, consent in

writing to that action. Such action by written consent shall have the same force and effect as a unanimous vote of the board. Such written consent or consents shall be filed with the minutes of the proceedings of the board.

ARTICLE VII OFFICERS

SECTION 1. OFFICERS

The officers of the Corporation shall be chairperson of the board (sometimes herein referred to as "chairperson"), chairperson elect, one or more vice-chairpersons, president, secretary and treasurer, each of which shall be chosen from the membership of the board. The Corporation may also have, at the discretion of the board, such other officers, with such respective titles and responsibilities, as the board may determine. Any number of offices may be held by the same person, except that the secretary may not serve concurrently as the chairperson of the board.

SECTION 2. ELECTION OF OFFICERS

On or before December 1 of each year, the nominating committee shall nominate and submit to the board the names of those directors who are officer candidates, and the officers of the Corporation shall be elected by the board for the following calendar year, to take office on the following January 1. Each officer shall hold office until such officer resigns, is removed by the board, or is otherwise disqualified to serve, or until such officer's successor is elected and qualified.

SECTION 3. REMOVAL AND DESIGNATION OF OFFICERS

Subject to the rights, if any, of an officer under any contract of employment, any officer may be removed, with or without cause, by the board at any time. Any officer may resign at any time by giving written notice to the Corporation. Any resignation shall take effect at the date of the receipt of that notice or at any later time specified in that notice; and, unless otherwise specified in that notice, the acceptance of the resignation shall not be necessary to make it effective. Any resignation is without prejudice to the rights, if any, of the Corporation under any contract to which the officer is a party. The board may elect a successor officer at any time to fulfill the term of any such former officer who has resigned or been terminated.

SECTION 4. RESPONSIBILITIES OF OFFICERS

(a) Chairperson of the board. The chairperson shall preside at all meetings of members and at all meetings of the board, and at the annual meeting of members shall make a report on the general business of the Corporation during the previous year. The chairperson of the board shall nominate all standing committees, and the respective chairpersons of such committees, in accordance with these bylaws, subject to the approval of the board, and shall be an ex-officio member of all committees.

(b) President. The president shall be the chief executive officer of the corporation, and shall, subject to the control of the board, have the responsibility for the general supervision, direction and control of the affairs of the Corporation. The president shall have such other powers and duties as may be prescribed by law, or by the board or these bylaws.

(c) Chairperson Elect. The chairperson elect shall, unless the board shall determine otherwise, serve as chairperson during the year following his or her term as chairperson elect. In the absence or disability of the chairperson, the chairperson elect shall perform all the duties of the chairperson, and when so acting shall have all the powers of, and be subject to all restrictions upon, the chairperson.

(d) Vice Chairpersons. In the absence or disability of the chairperson and the chairperson elect, the vice chairpersons, if any, in order of their rank as fixed by the board or, if not ranked, a vice chairperson designated by the board, shall perform all the duties of the chairperson, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the chairperson. The vice chairpersons shall have such other powers and perform such other duties as from time to time may be prescribed for them respectively by the board or the chairperson of the board.

(e) Secretary. The secretary shall keep at the principal office of the Corporation a book of minutes of all meetings of the board and of the members. The secretary shall maintain a membership book for the Corporation showing the name and address of each member. The secretary shall conduct the official correspondence of the Corporation and shall perform such other duties as may be designated by the board.

(f) Treasurer. The treasurer shall have general charge of the financial records and accounts of the Corporation and shall keep and maintain adequate and correct books of account of its cash and other assets. The treasurer shall deposit all monies of the Corporation with such depositories as are designated by the board and shall disburse the funds of the Corporation as may be ordered by the board. The treasurer shall render to the president or board, on request, statements of the financial condition of the Corporation, provided that statements shall be rendered at least annually.

ARTICLE VIII COMMITTEES

SECTION 1. COMMITTEES

The chairperson of the board shall each year, immediately after the election of such chairperson, appoint, subject to confirmation by the board, those committees which the chairperson of the board determines to be required for the orderly transaction of corporate affairs, and shall determine the membership, responsibilities and governance of each committee. Unless otherwise determined by the board, the president shall be a member of each committee. The members of each such committee shall serve until their resignation, their removal by the chairperson or president, or the next annual meeting of members of the Corporation, whichever first occurs.

SECTION 2. EXECUTIVE COMMITTEE

The board shall be entitled at any time or from time to time to elect an executive committee which, subject to any limitations or restrictions imposed by law, the Articles of Incorporation or these bylaws, shall have such powers as the board may designate.

(a) General Provisions. The executive committee shall consist of not to exceed fifteen (15) members from the board nominated by the nominating committee and approved by the board, which shall include, unless otherwise determined by the board, the president, the chairperson, two vice-chairpersons, the chairperson elect, the immediate past chairperson, the secretary, the treasurer, and not to exceed seven (7) additional directors. Each executive committee shall serve for a one calendar year term, unless otherwise determined by the board.

(b) Meetings. The executive committee shall hold two regular meetings each calendar quarter and shall hold such additional meetings as shall be called by the chairperson, the president or any three executive committee members. The minutes of the executive committee shall be made available to the board, and the executive committee shall be entitled in its discretion to request ratification and/or approval by the board of any action of the executive committee.

(c) Powers. The executive committee shall be authorized to exercise any power and to take any action which could be exercised or taken by the board, including without limitation any authority specifically granted to the board in these bylaws, subject only to such limitations as are required by law or are contained in the Articles of Incorporation and these bylaws, or are otherwise imposed by the board.

SECTION 3. NOMINATING COMMITTEE

(a) General Membership. The nominating committee shall consist of not to exceed seven (7) directors which shall include the president, the chairperson, the chairperson elect, the immediate past chairperson, and not to exceed three (3) other directors recommended by the president and approved by the board.

(b) Responsibilities. The nominating committee shall nominate the directors as provided in Section 3 of Article V of these bylaws, the members of the executive committee as provided in Section 2 of this Article VIII, and the officers pursuant to Section 2 of Article VII of these bylaws, and shall perform such other duties as shall be determined from time to time by the board.

SECTION 4. ADDITIONAL COMMITTEES

The board shall be entitled to create and terminate such additional committees as it shall from time to time deem appropriate, and shall determine the membership, authority and governance of each such committee.

SECTION 5. ALLIANCES AND RELATIONSHIPS

The board shall be entitled from time to time to create, modify and terminate such alliances and relationships, formal or informal (collectively "Alliance" or "Alliances"), with corporations, individuals, charitable organizations, political action committees, governmental agencies or subdivisions, or any other organizations or legal entities as may be deemed by the board to be appropriate. Provided, however, that no such Alliance shall constitute or be deemed to be a partnership, joint venture or any other legal entity without the express written authorization and consent of the board.

ARTICLE IX INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES, AND OTHER AGENTS

SECTION 1. DEFINITIONS

For the purpose of this Article,

(a) "agent" means any person who is or was a director, officer, employee, or other agent of this Corporation, or is or was serving at the request of this Corporation as a director, officer, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise, or was a director, officer, employee, or agent of a foreign or domestic corporation that was a predecessor corporation of this Corporation or of another enterprise at the request of the predecessor corporation;

(b) "proceeding" means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and

(c) "expenses" includes, without limitation, attorneys' fees and any expenses of establishing a right to indemnification under Section 4 or 5 (iii) of this Article IX.

SECTION 2. INDEMNIFICATION IN ACTIONS BY THIRD PARTIES

The Corporation shall have the power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the Corporation to procure a judgment in its favor, an action brought under Section 5233 of the California Corporations Code, or an action brought by the Attorney General or a person granted relator status by the Attorney General for any breach of duty relating to assets held in charitable trust) by reason of the fact that such person is or was an agent of the Corporation, against expenses, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with such proceeding if such person acted in good faith and in a manner such person reasonably believed to be in the best interests of the Corporation and, in the case of a criminal proceeding, had no reasonable cause to believe the conduct of such person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did

not act in good faith and in a manner which the person reasonably believed to be in the best interests of the Corporation or that the person had reasonable cause to believe that the person's conduct was unlawful.

SECTION 3. INDEMNIFICATION IN ACTIONS BY OR IN THE RIGHT OF THE CORPORATION

The Corporation shall have the power to indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action by or in the right of the Corporation, or brought under Section 5233 of the California Corporations Code or brought by the Attorney General or a person granted relator status by the Attorney General for breach of duty relating to assets held in charitable trust, to procure a judgment in its favor by reason of the fact that such person is or was an agent of the Corporation, against expenses actually and reasonably incurred by such person in connection with the defense or settlement of such action if such person acted in good faith, in a manner such person believed to be in the best interests of the Corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. No indemnification shall be made under this Section 3:

(i) In respect of any claim, issue or matter as to which such person shall have been adjudged to be liable to the Corporation in the performance of such person's duty to the Corporation, unless and only to the extent that the court in which such proceeding is or was pending shall determine upon application that, in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for the expenses which such court shall determine;

(ii) Of amounts paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or

(iii) Of expenses incurred in defending a threatened or pending action which is settled or otherwise disposed of without court approval, unless such action concerns assets held in charitable trust and is settled with the approval of the Attorney General.

SECTION 4. INDEMNIFICATION AGAINST EXPENSES

To the extent that an agent of the Corporation has been successful on the merits in defense of any proceeding referred to in Section 2 or 3 of this Article IX, or in defense of any claim, issue or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith.

SECTION 5. REQUIRED DETERMINATIONS

Except as provided in Section 4 of this Article IX, any indemnification under this Article IX shall be made by the Corporation only if authorized in the specific case, upon a determination that indemnification of the agent is proper in the

circumstances because the agent has met the applicable standard of conduct set forth in Sections 2 or 3 of this Article IX by:

- (i) A majority vote of a quorum consisting of directors who are not parties to such proceeding;
- (ii) Approval of the members, with the persons to be indemnified not being entitled to vote thereon; or
- (iii) Determination of the court in which such proceeding is or was pending upon application made by the Corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not such application by the agent, attorney or other person is opposed by the Corporation.

SECTION 6. ADVANCE OF EXPENSES

Expenses incurred in defending any proceeding may be advanced by the Corporation prior to the final disposition of such proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in this Article IX.

SECTION 7. OTHER INDEMNIFICATION

No provision made by the Corporation to indemnify it or its subsidiary's directors or officers for the defense of any proceeding, whether contained in the Articles of Incorporation, these bylaws, a resolution of members or directors, an agreement or otherwise, shall be valid unless consistent with this Article IX. Nothing contained in this Article IX shall affect any right to indemnification to which persons other than such directors and officers may be entitled by contract or otherwise.

SECTION 8. FORMS OF INDEMNIFICATION NOT PERMITTED

No indemnification or advance shall be made under this Article IX, except as provided in Sections 4 or 5 (iii), in any circumstances where it appears:

- (i) That it would be inconsistent with a provision of the Articles of Incorporation, these bylaws, a resolution of the members, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or
- (ii) That it would be inconsistent with any condition expressly imposed by a court in approving a settlement.

SECTION 9. INSURANCE

The Corporation shall have power to purchase and maintain insurance on behalf of any agent of the Corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify the agent against such liability under the provisions of this Article IX.

SECTION 10. NONAPPLICABILITY TO FIDUCIARIES OF EMPLOYEE BENEFITS PLANS

This Article IX does not apply to any proceeding against any trustee, investment manager or other fiduciary of an employee benefit plan in such person's capacity as such, even though such person may also be an agent of the Corporation as defined in Section 1 of this Article IX. The Corporation shall have power to indemnify such trustee, investment manager or other fiduciary to the extent permitted by subdivision (f) of Section 207 of the California General Corporation Law.

ARTICLE X AMENDMENTS

SECTION 1. AMENDMENT BY MEMBERS

New bylaws may be adopted or these bylaws may be amended or repealed by (i) the affirmative vote of a majority of a quorum of the members or their proxies at any regular meeting, (ii) by written assent of a majority of a quorum of the members, or (iii) the vote of a majority of a quorum of the members or their proxies at a meeting called for the purpose of adopting new bylaws or amending these bylaws.

SECTION 2. AMENDMENT BY DIRECTORS

The board may adopt new bylaws or amend or repeal these bylaws. Such power is subject to the following limitations:

- (a) An amendment to the bylaws changing the total number or allowable range of authorized directors may not be adopted without:
 - (i) the affirmative vote of a majority of a quorum of the members or their proxies;
 - (ii) written assent of a majority of a quorum of the members; or
 - (iii) the vote of a majority of a quorum of the members or their proxies at a meeting called for the purpose of adopting such amendment.

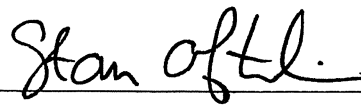
(b) If the Articles of Incorporation or bylaws provide for a variable number of directors within specified limits, the directors may, subject to the other limitations of this Section 2, adopt, amend or repeal a bylaw fixing the exact number of directors within those limits.

(c) If any provision of these bylaws requires the vote of a larger proportion of the directors than otherwise required by law, such provision may not be altered, amended or repealed except by vote of such larger number of directors.

CERTIFICATE OF SECRETARY

I, the undersigned, certify that I am the presently elected and acting Secretary of the Orange County Business Council, a California nonprofit corporation, and the above bylaws, consisting of 18 pages, exclusive of the title page, table of contents, and this page, are the bylaws of this Corporation as adopted at a meeting of the board of directors held on November 8, 2001.

DATED: 02.12.02



Secretary