

**CITY OF LOS ANGELES, CALIFORNIA**

Cost Allocation Plan 41  
For Central Services and Fringe Benefits

(With Independent Auditor's Report)

For the Fiscal Year Ended June 30, 2017



Certified  
Public  
Accountants

**CITY OF LOS ANGELES, CALIFORNIA**  
Cost Allocation Plan 41  
For Central Services and Fringe Benefits  
For the Fiscal Year Ended June 30, 2017

*Table of Contents*

	<i>Page(s)</i>
Independent Auditor’s Report.....	1
Central Services Cost Allocation Plan 41 Schedule of Salary Base, Allocated Costs, and Rates by Department Based on the Fiscal Year Ended June 30, 2017 To Be Applied in Fiscal Year 2018-2019 .....	3
Central Services Cost Allocation Plan 41 Schedule of Salary Base, Allocated Costs, And Rates Including Overtime by Department Based on the Fiscal Year Ended June 30, 2017 To Be Applied in Fiscal Year 2018-2019 .....	6
Fringe Benefits Cost Allocation Plan 41 Schedule of Salary Base, Allocated Costs, and Rates by Department Based on the Fiscal Year Ended June 30, 2017 To Be Applied in Fiscal Year 2018-2019 .....	9
Fringe Benefits Cost Allocation Plan 41 Schedule of Salary Base, Allocated Costs, And Rates Including Overtime by Department Based on the Fiscal Year Ended June 30, 2017 To Be Applied in Fiscal Year 2018-2019 .....	12
Notes to Schedules .....	15



## Independent Auditor's Report

Honorable Members of the City Council  
City of Los Angeles, California

We have audited the accompanying Central Services and Fringe Benefits Schedules of Salary Base, Allocated Costs and Rates by Department and Schedules of Salary Base, Allocated Costs and Rates Including Overtime by Department (Schedules) of the City of Los Angeles, California (City) Cost Allocation Plan 41 for the fiscal year ended June 30, 2017, and the related notes to the Schedules as listed in the table of contents.

### Management's Responsibility for the Schedules

Management is responsible for the preparation and fair presentation of the Schedules in accordance with Title 2 in the Code of Federal Regulations (CFR), Subtitle A, Chapter II, Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the Schedules that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on the Schedules based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the Schedules are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Schedules. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Schedules, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the Schedules in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the Schedules.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the Schedules referred to above present fairly, in all material respects, the Central Services and Fringe Benefits Salary Base, Allocated Costs, and Rates by Department and Salary Base, Allocated Costs, and Rates Including Overtime by Department, for the City Cost Allocation Plan 41 for the fiscal year ended June 30, 2017, in accordance with the basis of accounting described in Note 1.

## **Emphasis of Matter**

### *Basis of Accounting*

Note 1 to the Schedules describes the basis of accounting. The Schedules were prepared by the City on the cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to that matter.

### *Changes in Cost Centers and Cost Categories*

Note 4 to the Schedules describes certain cost centers and cost categories were updated from the prior year's Cost Allocation Plan 40 to more accurately reflect the allocation of costs to the proper organizational units and to accommodate the inclusion of allowable, but previously unrecovered costs. Our opinion is not modified with respect to that matter.

## **Restriction on Use**

This report is intended solely for the information and use of City management, City Council, others within the City, and the U.S. Department of Housing and Urban Development, and is not intended to be and should not be used by anyone other than these specified parties.

*Macias Gini & O'Connell LLP*

Los Angeles, California  
January 23, 2019

**CITY OF LOS ANGELES, CALIFORNIA**  
 Central Services Cost Allocation Plan 41  
 Schedule of Salary Base,  
 Allocated Costs, and Rates by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<u>DEPARTMENT/Cost Center</u>	<u>Salary Base</u>	<u>Allocated Costs</u>	<u>Rates</u>
<b>AGING</b>			
Balance of Department	\$ 3,075,509	\$ 922,943	30.01%
Special Fund (Title V)	1,823,677	82,395	4.52%
<b>ANIMAL SERVICES</b>	19,824,833	11,303,760	57.02%
<b>BUILDING and SAFETY</b>	82,969,633	12,393,738	14.94%
<b>CITY ADMINISTRATIVE OFFICER</b>			
Proprietary, Capital Projects (Physical Plant)	1,556,253	700,162	44.99%
Disaster Grants Coordination	239,267	145,090	60.64%
<b>CITY ATTORNEY</b>			
Criminal	48,642,693	6,127,861	12.60%
Direct, at User's Site	15,009,833	759,033	5.06%
Direct, in City Space	4,706,224	651,822	13.85%
<b>CITY CLERK</b>			
Elections	4,811,323	2,197,188	45.67%
Special Assessment Section	1,091,410	873,340	80.02%
<b>CONTROLLER</b>			
Direct, at User's Site	810,149	69,144	8.53%
Direct, in City Space	919,197	1,668,165	181.48%
<b>CULTURAL AFFAIRS</b>	5,837,453	1,453,365	24.90%
<b>DEPARTMENT on DISABILITY</b>	1,499,370	472,153	31.49%
<b>ECONOMIC and WORKFORCE DEVELOPMENT</b>			
Balance of Department	12,271,614	2,282,934	18.60%
As Needed Employees	203,052	2,487	1.22%
<b>EL PUEBLO de LOS ANGELES</b>	1,298,950	4,486,061	345.36%
<b>EMERGENCY MANAGEMENT</b>			
Emergency Preparedness Policy & Public Information	991,653	713,432	71.94%

The accompanying notes are an integral part of this schedule.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Central Services Cost Allocation Plan 41  
 Schedule of Salary Base,  
 Allocated Costs, and Rates by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<u>DEPARTMENT/Cost Center</u>	<u>Salary Base</u>	<u>Allocated Costs</u>	<u>Rates</u>
<b>FINANCE</b>			
Revenue Collections	\$ 20,330,551	\$ 13,888,637	68.31%
Cash Management and Investment	964,018	196,872	20.42%
<b>FIRE</b>			
Civilian	29,715,065	6,146,607	20.69%
Sworn	357,089,681	84,122,277	23.56%
<b>GENERAL SERVICES</b>			
Materials Testing	7,089,412	2,062,710	29.10%
Print Shop	2,405,838	1,171,921	48.71%
<b>HOUSING + COMMUNITY INVESTMENT DEPARTMENT</b>			
Grant Funded & Special Programs	18,585,822	4,292,684	23.10%
Enforcement	24,578,673	7,468,078	30.38%
Internal Administration	7,658,310	913,982	11.93%
<b>LIBRARY</b>	64,697,657	14,996,605	23.18%
<b>CONVENTION &amp; TOURISM DEVELOPMENT</b>			
	1,241,028	621,545	50.08%
<b>MAYOR</b>			
Executive Policy	8,076,895	3,875,470	47.98%
Grant Funded & Special Programs	6,862,912	3,306,179	48.17%
<b>NEIGHBORHOOD EMPOWERMENT</b>	1,830,190	2,754,424	150.50%
<b>PERSONNEL</b>			
Custody Care (Jails)	4,820,239	3,649,831	75.72%
Grant Funded & Special Programs	599,571	184,721	30.81%
<b>PLANNING</b>	29,483,768	7,184,177	24.37%
<b>POLICE</b>			
Civilian	152,949,995	21,315,752	13.94%
Sworn	915,778,780	157,115,120	17.16%

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**CITY OF LOS ANGELES, CALIFORNIA**  
 Central Services Cost Allocation Plan 41  
 Schedule of Salary Base,  
 Allocated Costs, and Rates by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<u>DEPARTMENT/Cost Center</u>	<u>Salary Base</u>	<u>Allocated Costs</u>	<u>Rates</u>
<b>PUBLIC WORKS</b>			
Board			
Public Services	\$ 965,088	\$ 1,002,453	103.87%
Contract Administration			
Construction Inspection	20,619,046	4,133,603	20.05%
Engineering			
Clean Water Infrastructure	32,403,373	6,304,342	19.46%
Development Services	11,420,557	2,739,161	23.98%
Mobility	17,363,217	3,528,069	20.32%
Public Buildings & Open Spaces	13,773,930	2,516,638	18.27%
Sanitation			
Solid Waste Program	96,330,278	61,926,086	64.29%
Cleanwater and Stormwater	110,202,660	58,418,553	53.01%
Street Lighting	22,728,375	1,933,000	8.50%
Street Services	72,076,041	56,474,058	78.35%
<b>RECREATION AND PARKS</b>	124,074,332	46,303,674	37.32%
<b>TRANSPORTATION</b>	111,297,771	32,445,410	29.15%
<b>ZOO</b>	15,845,793	2,357,760	14.88%

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**CITY OF LOS ANGELES, CALIFORNIA**  
 Central Services Cost Allocation Plan 41  
 Schedule of Salary Base, Allocated Costs  
 And Rates Including Overtime by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<u>DEPARTMENT/Cost Center</u>	<u>Salary Base</u>	<u>Overtime Salaries</u>	<u>Salary Base Including Overtime</u>	<u>Allocated Costs</u>	<u>Rates</u>
<b>AGING</b>					
Balance of Department	\$ 3,075,509	\$ 5,768	\$ 3,081,277	\$ 20,469	0.66%
Special Fund (Title V)	1,823,677	-	1,823,677	-	0.00%
<b>ANIMAL SERVICES</b>	19,824,833	216,346	20,041,179	1,221,271	6.09%
<b>BUILDING and SAFETY</b>	82,969,633	11,340,416	94,310,049	823,773	0.87%
<b>CITY ADMINISTRATIVE OFFICER</b>					
Proprietary, Capital Projects (Physical Plant)	1,556,253	1,464	1,557,717	64,204	4.12%
Disaster Grants Coordination	239,267	2,864	242,131	4,218	1.74%
<b>CITY ATTORNEY</b>					
Criminal	48,642,693	14,227	48,656,920	348,953	0.72%
Direct, at User's Site	15,009,833	80	15,009,913	-	0.00%
Direct, in City Space	4,706,224	-	4,706,224	45,035	0.96%
<b>CITY CLERK</b>					
Elections	4,811,323	423,696	5,235,019	180,616	3.45%
Special Assessment Section	1,091,410	2,569	1,093,979	237,355	21.70%
<b>CONTROLLER</b>					
Direct, at User's Site	810,149	2,399	812,548	-	0.00%
Direct, in City Space	919,197	5,720	924,917	26,453	2.86%
<b>CULTURAL AFFAIRS</b>	5,837,453	7,976	5,845,429	52,556	0.90%
<b>DEPARTMENT on DISABILITY</b>	1,499,370	9,178	1,508,548	7,731	0.51%
<b>ECONOMIC and WORKFORCE DEVELOPMENT</b>					
Balance of Department	12,271,614	77,096	12,348,710	132,241	1.07%
As Needed Employees	203,052	-	203,052	-	0.00%
<b>EL PUEBLO de LOS ANGELES</b>	1,298,950	11,364	1,310,314	18,084	1.38%
<b>EMERGENCY MANAGEMENT</b>					
Emergency Preparedness Policy & Public Information	991,653	24,314	1,015,967	53,282	5.24%

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**CITY OF LOS ANGELES, CALIFORNIA**  
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 Schedule of Salary Base, Allocated Costs  
 And Rates Including Overtime by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<b>DEPARTMENT/Cost Center</b>	<b>Salary Base</b>	<b>Overtime Salaries</b>	<b>Salary Base Including Overtime</b>	<b>Allocated Costs</b>	<b>Rates</b>
<b>FINANCE</b>					
Revenue Collections	\$20,330,551	\$ 127,638	\$ 20,458,189	\$ 128,924	0.63%
Cash Management and Investment	964,018	-	964,018	7,390	0.77%
<b>FIRE</b>					
Civilian	29,715,065	1,671,854	31,386,919	543,262	1.73%
Sworn	357,089,681	190,161,478	547,251,159	15,004,817	2.74%
<b>GENERAL SERVICES</b>					
Materials Testing	7,089,412	866,550	7,955,962	219,897	2.76%
Print Shop	2,405,838	192,696	2,598,534	88,179	3.39%
<b>HOUSING + COMMUNITY INVESTMENT DEPARTMENT</b>					
Grant Funded & Special Programs	18,585,822	25,776	18,611,598	24,053	0.13%
Enforcement	24,578,673	24,305	24,602,978	37,525	0.15%
Internal Administration	7,658,310	6,347	7,664,657	4,334	0.06%
<b>LIBRARY</b>	64,697,657	120,140	64,817,797	5,638,546	8.70%
<b>CONVENTION &amp; TOURISM DEVELOPMENT</b>					
	1,241,028	-	1,241,028	21,511	1.73%
<b>MAYOR</b>					
Executive Policy	8,076,895	-	8,076,895	145,685	1.80%
Grant Funded & Special Programs	6,862,912	-	6,862,912	115,847	1.69%
<b>NEIGHBORHOOD EMPOWERMENT</b>	1,830,190	6,335	1,836,525	40,616	2.21%
<b>PERSONNEL</b>					
Custody Care (Jails)	4,820,239	151,145	4,971,384	19,422	0.39%
Grant Funded & Special Programs	599,571	-	599,571	11,790	1.97%
<b>PLANNING</b>	29,483,768	626,387	30,110,155	782,126	2.60%
<b>POLICE</b>					
Civilian	152,949,995	5,051,704	158,001,699	1,962,345	1.24%
Sworn	915,778,780	98,741,397	1,014,520,177	20,256,525	2.00%

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**CITY OF LOS ANGELES, CALIFORNIA**  
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 Schedule of Salary Base, Allocated Costs  
 And Rates Including Overtime by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<u>DEPARTMENT/Cost Center</u>	<u>Salary Base</u>	<u>Overtime Salaries</u>	<u>Salary Base Including Overtime</u>	<u>Allocated Costs</u>	<u>Rates</u>
<b>PUBLIC WORKS</b>					
Board					
Public Services	\$ 965,088	\$ 4,371	\$ 969,459	\$ 43,825	4.52%
Contract Administration					
Construction Inspection	20,619,046	1,029,144	21,648,190	70,783	0.33%
Engineering					
Clean Water Infrastructure	32,403,373	108,177	32,511,550	287,201	0.88%
Development Services	11,420,557	295,908	11,716,465	135,971	1.16%
Mobility	17,363,217	287,976	17,651,193	384,836	2.18%
Public Buildings & Open Spaces	13,773,930	16,984	13,790,914	102,575	0.74%
Sanitation					
Solid Waste Program	96,330,278	12,039,813	108,370,091	11,909,347	10.99%
Cleanwater and Stormwater	110,202,660	4,621,114	114,823,774	4,243,276	3.70%
Street Lighting	22,728,375	1,217,087	23,945,462	76,114	0.32%
Street Services	72,076,041	11,394,924	83,470,965	16,158,661	19.36%
<b>RECREATION AND PARKS</b>	124,074,332	1,719,688	125,794,020	6,962,448	5.53%
<b>TRANSPORTATION</b>	111,297,771	16,563,755	127,861,526	3,539,881	2.77%
<b>ZOO</b>	15,845,793	148,783	15,994,576	232,446	1.45%

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**CITY OF LOS ANGELES, CALIFORNIA**  
Fringe Benefits Cost Allocation Plan 41  
Schedule of Salary Base,  
Allocated Costs, and Rates by Department  
Based on the Fiscal Year Ended June 30, 2017  
To Be Applied in Fiscal Year 2018-2019

<u>DEPARTMENT/Cost Center</u>	<u>Salary Base (Standard)</u>	<u>Salary Base (Special)</u>	<u>Allocated Costs</u>	<u>Rates</u>
AGING				
Balance of Department	\$ 2,960,600	\$ 3,075,509	\$ 1,752,465	49.05%
Special Fund (Title V)	1,823,677	1,823,677	85,224	4.67%
ANIMAL SERVICES	19,301,841	19,824,833	12,330,910	59.99%
BUILDING and SAFETY	81,759,786	82,969,633	43,559,173	47.61%
CITY ADMINISTRATIVE OFFICER				
Proprietary, Capital Projects (Physical Plant)	1,556,253	1,556,253	710,118	39.13%
Disaster Grants Coordination	239,267	239,267	106,142	37.86%
CITY ATTORNEY				
Criminal	48,642,693	48,642,693	23,025,841	43.58%
Direct, at User's Site	15,009,833	15,009,833	6,690,997	40.82%
Direct, in City Space	4,706,224	4,706,224	2,081,527	40.48%
CITY CLERK				
Elections	3,599,897	4,811,323	2,439,827	68.10%
Special Assessment Section	1,091,410	1,091,410	605,839	57.00%
CONTROLLER				
Direct, at User's Site	810,149	810,149	459,401	49.86%
Direct, in City Space	919,197	919,197	499,843	47.53%
CULTURAL AFFAIRS	4,128,650	5,837,453	3,207,966	65.64%
DEPARTMENT on DISABILITY	1,499,370	1,499,370	859,696	48.62%
ECONOMIC and WORKFORCE DEVELOPMENT				
Balance of Department	12,271,614	12,271,614	6,547,991	45.31%
As Needed Employees	203,052	203,052	-	0.00%
EL PUEBLO de LOS ANGELES	1,029,050	1,298,950	841,054	81.74%
EMERGENCY MANAGEMENT				
Emergency Preparedness Policy & Public Information	991,653	991,653	484,543	46.47%

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**CITY OF LOS ANGELES, CALIFORNIA**  
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 Based on the Fiscal Year Ended June 30, 2017  
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<u>DEPARTMENT/Cost Center</u>	<u>Salary Base (Standard)</u>	<u>Salary Base (Special)</u>	<u>Allocated Costs</u>	<u>Rates</u>
<b>FINANCE</b>				
Revenue Collections	\$ 19,855,039	\$ 20,330,551	\$ 11,224,284	52.29%
Cash Management and Investment	964,018	964,018	405,185	37.89%
<b>FIRE</b>				
Civilian	29,535,932	29,715,065	16,944,847	53.12%
Sworn	357,089,681	357,089,681	300,326,217	78.71%
<b>GENERAL SERVICES</b>				
Materials Testing	7,089,412	7,089,412	3,308,991	45.95%
Print Shop	2,405,838	2,405,838	1,341,428	55.03%
<b>HOUSING + COMMUNITY INVESTMENT DEPARTMENT</b>				
Grant Funded & Special Programs	18,425,581	18,585,822	9,473,672	44.05%
Enforcement	24,448,345	24,578,673	14,029,212	50.02%
Internal Administration	7,574,747	7,658,310	3,972,542	45.07%
<b>LIBRARY</b>	61,998,927	64,697,657	37,895,675	55.57%
<b>CONVENTION &amp; TOURISM DEVELOPMENT</b>	1,241,028	1,241,028	939,253	68.38%
<b>MAYOR</b>				
Executive Policy	8,039,519	8,039,519	2,286,769	44.83%
Grant Funded & Special Programs	6,862,912	6,862,912	1,665,789	40.65%
<b>NEIGHBORHOOD EMPOWERMENT</b>	1,770,823	1,830,190	1,152,381	53.50%
<b>PERSONNEL</b>				
Custody Care (Jails)	3,889,688	4,820,239	2,388,874	57.39%
Grant-Funded & Special Programs	529,644	599,571	339,264	60.37%
<b>PLANNING</b>	29,171,043	29,483,768	15,770,309	45.03%
<b>POLICE</b>				
Civilian	152,514,942	152,514,942	78,084,165	49.28%
Sworn	903,836,898	915,778,780	704,792,090	75.81%

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 Based on the Fiscal Year Ended June 30, 2017  
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<u>DEPARTMENT/Cost Center</u>	<u>Salary Base (Standard)</u>	<u>Salary Base (Special)</u>	<u>Allocated Costs</u>	<u>Rates</u>
PUBLIC WORKS				
Board				
Public Services	\$ 965,088	\$ 965,088	\$ 485,954	47.41%
Contract Administration				
Construction Inspection	20,088,049	20,619,046	11,817,804	49.83%
Engineering				
Clean Water Infrastructure	32,322,571	32,322,571	15,159,745	44.31%
Development Services	11,383,201	11,383,201	5,402,843	44.88%
Mobility	17,174,457	17,363,217	7,921,423	43.52%
Public Buildings & Open Spaces	13,733,579	13,733,579	6,364,411	43.75%
Sanitation				
Solid Waste Program	90,741,955	96,330,278	57,284,351	56.59%
Cleanwater and Stormwater	108,799,685	110,202,660	60,263,970	49.17%
Street Lighting	20,873,093	22,728,375	11,820,835	48.56%
Street Services	70,517,514	72,076,041	42,310,350	55.09%
RECREATION AND PARKS	87,868,717	124,074,332	56,352,322	58.93%
TRANSPORTATION	107,039,746	111,297,771	65,745,229	55.92%
ZOO	14,225,533	15,845,793	9,384,803	60.85%

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**CITY OF LOS ANGELES, CALIFORNIA**  
Fringe Benefits Cost Allocation Plan 41  
Schedule of Salary Base, Allocated Costs,  
And Rates Including Overtime by Department  
Based on the Fiscal Year Ended June 30, 2017  
To Be Applied in Fiscal Year 2018-2019

<b>DEPARTMENT/Cost Center</b>	<b>Salary Base (Special)</b>	<b>Overtime</b>	<b>Salary Base Including Overtime</b>	<b>Allocated Costs</b>	<b>Rates</b>
AGING					
Balance of Department	\$ 3,075,509	\$ 5,768	\$ 3,081,277	\$ 81,970	2.66%
Special Fund (Title V)	1,823,677	-	1,823,677	27,638	1.52%
ANIMAL SERVICES	19,824,833	216,346	20,041,179	1,364,820	6.81%
BUILDING and SAFETY	82,969,633	11,340,416	94,310,049	2,543,717	2.70%
CITY ADMINISTRATIVE OFFICER					
Proprietary, Capital Projects (Physical Plant)	1,556,253	1,464	1,557,717	24,389	1.57%
Disaster Grants Coordination	239,267	2,864	242,131	3,618	1.49%
CITY ATTORNEY					
Criminal	48,642,693	14,227	48,656,920	1,386,155	2.85%
Direct, at User's Site	15,009,833	80	15,009,913	403,902	2.69%
Direct, in City Space	4,706,224	-	4,706,224	119,593	2.54%
CITY CLERK					
Elections	4,811,323	423,696	5,235,019	181,630	3.47%
Special Assessment Section	1,091,410	2,569	1,093,979	22,630	2.07%
CONTROLLER					
Direct, at User's Site	810,149	2,399	812,548	15,777	1.94%
Direct, in City Space	919,197	5,720	924,917	17,260	1.87%
CULTURAL AFFAIRS	5,837,453	7,976	5,845,429	244,982	4.19%
DEPARTMENT on DISABILITY	1,499,370	9,178	1,508,548	24,119	1.60%
ECONOMIC and WORKFORCE DEVELOPMENT					
Balance of Department	12,271,614	77,096	12,348,710	390,523	3.16%
As Needed Employees	203,052	-	203,052	-	0.00%
EL PUEBLO de LOS ANGELES	1,298,950	11,364	1,310,314	31,875	2.43%
EMERGENCY MANAGEMENT					
Emergency Preparedness Policy & Public Information	991,653	24,314	1,015,967	32,159	3.17%

The accompanying notes are an integral part of this schedule.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Fringe Benefits Cost Allocation Plan 41  
 Schedule of Salary Base, Allocated Costs,  
 And Rates Including Overtime by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<b>DEPARTMENT/Cost Center</b>	<b>Salary Base (Special)</b>	<b>Overtime</b>	<b>Salary Base Including Overtime</b>	<b>Allocated Costs</b>	<b>Rates</b>
<b>FINANCE</b>					
Revenue Collections	\$ 20,330,551	\$ 127,638	\$ 20,458,189	\$ 880,081	4.30%
Cash Management and Investment	964,018	-	964,018	15,211	1.58%
<b>FIRE</b>					
Civilian	29,715,065	1,671,854	31,386,919	1,535,701	4.89%
Sworn	357,089,681	190,161,478	547,251,159	46,101,967	8.42%
<b>GENERAL SERVICES</b>					
Materials Testing	7,089,412	866,550	7,955,962	102,292	1.29%
Print Shop	2,405,838	192,696	2,598,534	113,123	4.35%
<b>HOUSING + COMMUNITY INVESTMENT DEPARTMENT</b>					
Grant Funded & Special Programs	18,585,822	25,776	18,611,598	295,996	1.59%
Enforcement	24,578,673	24,305	24,602,978	738,606	3.00%
Internal Administration	7,658,310	6,347	7,664,657	209,052	2.73%
LIBRARY	64,697,657	120,140	64,817,797	1,862,302	2.87%
<b>CONVENTION &amp; TOURISM DEVELOPMENT</b>					
	1,241,028	-	1,241,028	263,882	21.26%
<b>MAYOR</b>					
Executive Policy	8,039,519	-	8,039,519	166,905	2.08%
Grant Funded & Special Programs	6,862,912	-	6,862,912	3,161	0.05%
NEIGHBORHOOD EMPOWERMENT	1,830,190	6,335	1,836,525	118,904	6.47%
<b>PERSONNEL</b>					
Custody Care (Jails)	4,820,239	151,145	4,971,384	171,874	3.46%
Grant Funded & Special Programs	599,571	-	599,571	23,223	3.87%
PLANNING	29,483,768	626,387	30,110,155	647,340	2.15%
<b>POLICE</b>					
Civilian	152,514,942	5,051,704	157,566,646	7,916,539	5.02%
Sworn	915,778,780	98,741,397	1,014,520,177	95,774,983	9.44%

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**CITY OF LOS ANGELES, CALIFORNIA**  
 Fringe Benefits Cost Allocation Plan 41  
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 And Rates Including Overtime by Department  
 Based on the Fiscal Year Ended June 30, 2017  
 To Be Applied in Fiscal Year 2018-2019

<b>DEPARTMENT/Cost Center</b>	<b>Salary Base (Special)</b>	<b>Overtime</b>	<b>Salary Base Including Overtime</b>	<b>Allocated Costs</b>	<b>Rates</b>
PUBLIC WORKS					
Board					
Public Services	\$ 965,088	\$ 4,371	\$ 969,459	\$ 26,781	2.76%
Contract Administration					
Construction Inspection	20,619,046	1,029,144	21,648,190	712,521	3.29%
Engineering					
Clean Water Infrastructure	32,322,571	108,177	32,430,748	602,195	1.86%
Development Services	11,383,201	295,908	11,679,109	214,562	1.84%
Mobility	17,363,217	287,976	17,651,193	316,826	1.79%
Public Buildings & Open Spaces	13,733,579	16,984	13,750,563	253,396	1.84%
Sanitation					
Solid Waste Program	96,330,278	12,039,813	108,370,091	5,982,650	5.52%
Cleanwater and Stormwater	110,202,660	4,621,114	114,823,774	4,137,932	3.60%
Street Lighting	22,728,375	1,217,087	23,945,462	554,511	2.32%
Street Services	72,076,041	11,394,924	83,470,965	4,422,289	5.30%
RECREATION AND PARKS	124,074,332	1,719,688	125,794,020	7,804,748	6.20%
TRANSPORTATION	111,297,771	16,563,755	127,861,526	7,736,227	6.05%
ZOO	15,845,793	148,783	15,994,576	554,464	3.47%

The accompanying notes are an integral part of this schedule.



**CITY OF LOS ANGELES, CALIFORNIA**  
Cost Allocation Plan 41  
For Central Services and Fringe Benefits  
Notes to Schedules  
For the Fiscal Year Ended June 30, 2017

**Note 1 - Accounting Policies**

The City of Los Angeles (City) prepares its Cost Allocation Plan (CAP) in accordance with Title 2 in the Code of Federal Regulations (CFR), Subtitle A, Chapter II, Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards". The costs allocated in the Central Services and Fringe Benefits CAPs, except for pension and retirement costs (See Note 3), represent the actual costs incurred in fiscal year ended June 30, 2017 as reported in the City's accounting system, Financial Management System (FMS), adjusted by the "carryforward" amounts as described below. Costs reported in FMS are accounted for on the cash basis method of accounting. Actual costs incurred during fiscal year ended June 30, 2017 are then added to "carryforward" amounts, which represent the difference between the costs theoretically recovered in fiscal year ended June 30, 2017 and the costs entitled to be recovered in fiscal year ended June 30, 2017. The sum of the actual and carryforward costs (i.e., total allocated costs) is divided by departmental salary bases (see Notes 2 and 3) to calculate overhead rates for each department's cost center (see Note 4). Overhead rates are calculated for "direct" departments, which are departments that do not provide services to other City departments, and for "support" departments with direct cost objectives. Overhead rates of support departments are only calculated for the "direct" component of such departments.

Overhead rates presented in the accompanying schedules will be negotiated with the U.S. Department of Housing and Urban Development (HUD), the City's CAP cognizant agency. Final overhead rates to be applied in fiscal year ending June 30, 2019 will be developed, and approved by HUD based upon this negotiation process. During the fiscal year ended June 30, 2018, HUD contracted with the U.S. Department of Health and Human Services (HHS) to negotiate the overhead rates. It is expected HHS will continue to perform the negotiation of the City's CAP for fiscal year ending June 30, 2019.

**Note 2 - Central Services CAP – Salary Bases and Overhead Rates**

The Central Services overhead rates are calculated and presented under two different methods:

- The first method utilizes a denominator of total salaries excluding overtime.
- The second method uses a denominator of total salaries including overtime.

Total salaries include salaries for all City employees included in each department's respective cost centers. The overhead rates determined using total salaries excluding overtime are utilized for a majority of grant projects. For certain Federal and/or State projects, overhead rates using total salaries including overtime are allowed. Overtime rates were created with overtime costs in the salary base; costs allocated included gas (natural gas utility), petroleum products, water & electricity, and communication lease.

**Note 3 - Fringe Benefits CAP - Salary Bases and Overhead Rates**

The Fringe Benefits overhead rates are calculated and presented under two different methods:

- The first method utilizes three salary bases:
  - 1) The standard Fringe Benefits salary base, which does not include overtime, represents total salaries subject to retirement. Salaries subject to retirement equal total salaries less part-time and temporary employees' salaries.

**CITY OF LOS ANGELES, CALIFORNIA**  
Cost Allocation Plan 41  
For Central Services and Fringe Benefits  
Notes to Schedules  
For the Fiscal Year Ended June 30, 2017  
(Continued)

**Note 3 - Fringe Benefits CAP - Salary Bases and Overhead Rates (Continued)**

- 2) The special salary base is equal to the standard Fringe Benefits salary base unless the amount of part-time and temporary employees' salaries exceed 0.5% of the total salary base, in which case the salary base is then adjusted to include salaries for all employees (total salaries), including part-time and temporary employees.
- 3) The fringe benefit salary base for Retirement Benefits for civilian employees is arrived at differently from all other cost elements. The information source used for that cost pool is the latest Budget Estimate for the coming fiscal year. To calculate the Retirement portion of the Fringe Benefit rate, the salary base (denominator of rate formula) must be from the same time period as the cost information (i.e. the upcoming fiscal year). Since all other salaries are based on actual payroll from the previous fiscal year, the salary base for Retirement must be prepared separately. The source of those civilian salaries is the Budget Estimate information provided by the City Administrative Officer.
  - The second method uses a denominator of the special salary base plus overtime.

The overhead rates determined using the standard salary base, special salary base, and the fiscal year ending June 30, 2019, proposed salary base are utilized for a majority of grants projects. For certain Federal and/or State projects, overhead rates using a salary base including overtime are allowed. Overtime rates were created with overtime costs in the salary base. Costs allocated included Workers' Compensation, Medicare, and Unemployment.

The Fringe Benefits overhead rates computed with salary bases, which do not include overtime, are determined by calculating the Fringe Benefits rates for each individual cost pool (i.e., retirement, pensions, health insurance, etc.) and aggregating such rates to determine the final Fringe Benefits overhead rate for each department/cost center presented in the accompanying schedule. These individual cost pool rates, except for those relating to Medicare, Workers' Compensation, and Unemployment, are calculated by dividing the individually allocated cost pool costs by the standard Fringe Benefits salary base. The Medicare, Workers' Compensation, and Unemployment individual cost pool rates are calculated by dividing the allocated Medicare, Workers' Compensation, and Unemployment costs by the special salary base.

As in the prior year's CAP, Fire and Police Pension System costs are based on estimated rather than actual amounts. The Fire and Police Pension System is the City's pension system for all sworn police, fire, and paramedic employees. The City contributes to the Fire and Police Pension System in conformance with the requirements of the City Charter, Articles 17, 18 and 35. This estimate represents the pension costs in the City's fiscal year ending June 30, 2019, budget. Historically, actual expenditures have approximated the budgeted amount.

A budget-based estimate is used rather than using actual costs from the two-year fiscal year, because the method of determining the amount of pension contribution to be paid by the City is based on actuarial computations and investment performance results, which may vary dramatically from year to year. Therefore, this cost is not at all well predicted by the actual costs from the prior fiscal periods.

**CITY OF LOS ANGELES, CALIFORNIA**  
Cost Allocation Plan 41  
For Central Services and Fringe Benefits  
Notes to Schedules  
For the Fiscal Year Ended June 30, 2017  
(Continued)

**Note 3 - Fringe Benefits CAP - Salary Bases and Overhead Rates (Continued)**

To be consistent with the estimate used for the pension costs, the City used an estimate for the Police and Fire sworn salary rate base for the Pension cost pool in the Fringe Benefits rate computation. This salary estimate is based on the salaries in the City's fiscal year ending June 30, 2019, budget.

**Note 4 - Cost Centers and Cost Categories**

Cost centers and cost categories are constantly reviewed for changes and updates in order to more accurately allocate costs to the proper organizational units, and to accommodate the inclusion of allowable but heretofore unrecovered costs.

The following are changes from CAP 40 to CAP 41.

1. The Flex Benefit Program has been renamed **LAWELL**.
2. The Emergency Preparedness Department is re-named the **Emergency Management Department**.
3. The **General Services Department (GSD)** renamed one of their programs from Supply Services to Supply Management. The cost center name is now **Supply Management**.
4. In the **Information Technology Agency (ITA)**, various programs have undergone name changes in the past few years. CAP cost pool names are revised to reflect the most current names.
  - a. **IT Services** remains an appropriate summary name for the various programs operating in this group.
  - b. The Communications Division is renamed **Communication Services**, as it is more descriptive of the service nature of this group, and it is the name that already exists in most of the CAP files. This group manages communication devices such as telephones and radio, and the Communication Services budgetary account. This account covers the City's telephone bill, along with various other leased communication systems, and is allocated separately in the CAP via the **Communication Leases** cost pool.
  - c. The Telecommunications Division is renamed **Channel 35**. ITA has reorganized their divisions and no longer uses the Telecommunications name. **Channel 35** is the City's cable television channel, and staff produces and airs City Council meetings and other Civic events. A portion of this cost pool provides direct services to the public. The direct portion (as reported by ITA) continues to be allocated to Other to avoid allocation to City departments.
5. A separate cost pool named **Audit Contracts, Controller**, for Internal Audit contracts in the Controller's Office was established. It is similar to Depreciation and Leases, as these costs should not be allocated any supporting costs from indirect cost pools. This cost pool was established at the request of the federal negotiator.
6. The **Emergency Operations Board (EOB)** is restored as an indirect cost pool in CAP 41, as we now have data to support allocations of their costs to benefitting cost centers. This City entity does not have any staff. It consists of representatives of various City departments, chaired by the Chief of Police, which direct the approximately \$1,000,000 expenditures out of the Emergency Operations Fund. The

**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 4 - Cost Centers and Cost Categories (Continued)**

City's Emergency Management Department duties include coordinating the responsibilities of the EOB and the departments affiliated with the EOB. As such, the Emergency Management Department's report of staff time and effort is applicable and would be a reasonable basis to allocate the EOB costs. The carry forward is adjusted to account for this change.

7. **City Attorney Employee Relations** costs are now allocated based on the time attributed to each cost center instead of by hours per cost center, as their work order system is a better indicator of the time spent with each cost center. The carryforward is adjusted to account for this change.

**Note 5 – Central Services CAP – Cost Allocation Bases**

The City developed a Central Services CAP to allocate indirect City overhead costs to City departments. The bases used to allocate these costs are as follows:

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
Audit Contracts, Controller	Report of contract expenditures for outside auditors from the Office of the City Controller.
Building Lease	Report of expenditures from the Department of General Services (GSD) Property Management account, plus Public Works Financial Management and Personnel Services report of lease payments from special funds by department.
Building Depreciation	Based on GAAP Depreciation expenses net of federal funding and allocated to departments based on square feet occupied. Library, Recreation & Parks, and Zoo allocations have been reduced to include only that portion of building which are used for administrative purpose.
Communications Lease	Information Technology Agency's report by department of leased services costs.
Computer Assets Depreciation	Based on GAAP Depreciation expenses net of federal funding by department. In CAP 40, the threshold was lowered to \$5,000 from \$250,000.
Equipment Expense Under \$5,000	Actual expenditures from department equipment accounts.
Equipment Depreciation	GAAP depreciation expenses net of federal funding by department.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 5 – Central Services CAP – Cost Allocation Bases (Continued)**

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
Gas (Utilities Expenditures)	Based on gas company billings itemized by building, then allocated by square footage occupied by each department.
General City Purposes	Equivalent personnel, all departments, reduced for proprietary departments who do not benefit from annual City audit.
Insurance	Occupancy by each department in insured space, and assignment of insured equipment.
Internal Service Units (ISU) Fringe Benefits	Cost of Fringe Benefits for indirect cost pools, determined by the Fringe Benefit Plan step-down report.
Liability Claims	Based on actual payments authorized by the City Attorney.
Petroleum Products	GSD's record of usage by each department.
Vehicle Depreciation	GAAP depreciation expenses net of federal funding by department.
Water and Electricity	Report of GSD's payments itemized by building, then allocated by square footage occupied by each department.
Emergency Operations Board	Emergency Management Department's report of staff time and effort.
City Administrative Officer (CAO)	
Budget	CAO report of staff time and effort. Five percent (5%) is allocated to "Council, City Administration."
Employee Relations	CAO timekeeping records, remainder by equivalent personnel, to all departments except Department of Water & Power (DWP).
General Support	Equivalent personnel, excluding the proprietary Departments.
Management & Policy Analysis and Department Liaison	CAO timekeeping records.
Municipal Facilities	Average of Building Depreciation for single and multiple department uses.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 5 – Central Services CAP – Cost Allocation Bases (Continued)**

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
<b>City Attorney</b>	
Civil Litigation & Workers' Compensation	City Attorney report of staff time and effort for the Civil Liability Section combined with the report of Workers' Compensation claims paid.
Employee Relations	City Attorney report of staff time and effort, excluding the Airports, Harbor and Water and Power.
Municipal Counsel & Legislative Services	City Attorney report of staff time and effort.
Land Use	City Attorney report of staff time and effort.
Police Division	Allocated entirely to Police Department.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
<b>City Clerk</b>	
Council & Public Services	Allowable portion is allocated to the Council, the Mayor, and to all departments, based on the City Clerk's report on staff time and effort. Portion serving departments are allocated based on equivalent personnel. Direct portion is allocated to "Other."
Records Management	Count of boxes stored in the records center, which represents the amount of space occupied by each department's records.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
<b>City Ethics Commission</b>	Ethics Commission report of staff time and effort.
<b>Controller</b>	
Accounts Payable	Weighted average of Payment Voucher (PV) line items, PV Receivers and Revenue Refund Line Items.
Budget and General Accounting	Average of transactions count distributed among all departments.
Cost Allocation Plan	Cost pool is allocated evenly among all cost centers.
FMS	Count of documents keyed into FMS.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 5 – Central Services CAP – Cost Allocation Bases (Continued)**

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
<b>Controller (Continued)</b>	
Internal Audit	Department record of audit hours, adjusted to exclude Internal Audit costs disallowed under the revised Code of Federal Regulations, starting in CAP 40.
Payroll/Fiscal Systems	Equivalent personnel, with no allocation to DWP.
Single Audit	Cost pool is allocated in two parts. One portion is allocated by actual grant funds received by departments as stated in the "Schedule of Grant Receipts and Recovered Indirect Costs." The remainder is allocated to other Controller cost centers. The split between these two portions is based on the actual documented work done by the section.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
<b>Emergency Management</b>	
City Dept. Emergency Management Coordination	Emergency Management Department report of staff time and effort.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
Employee Relations Board	Equivalent personnel, all departments.
<b>Finance</b>	
Citywide Collections	Based on number of active and completed accounts in each department as reported by the Office of Finance.
Cash & Debt Administration	The Cash Administration cost pool is allocated to the City departments based on work orders, number of cash receipts processed, number of outgoing wires issued, number of ACHs issued, and actual bank fees by department. The Debt Administration cost pool is allocated based on bond value and number of coupons/bonds issued by department.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
<b>General Services (GSD)</b>	
Assets Management & Leasing	An average of three statistics: Building Depreciation - Single, Building Depreciation - Multiple, and Building Leases.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 5 – Central Services CAP – Cost Allocation Bases (Continued)**

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
General Services (GSD) (Continued)	Based on actual costs incurred, split out by building and benefiting department.
Building Services	
Construction Projects	Report of maintenance project costs from GSD Construction Division.
Fleet Services	GSD Vehicle Management System records of service provided.
Mail and Messenger Services	Report of postage costs maintained by General Services.
Parking Services	Square footage of space occupancy in City buildings having nearby City parking lots.
Supply Management	Proportional cost reports from GSD combining purchasing order amounts and warehousing costs.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
Information Technology Agency (ITA)	
IT Services	Work order report of costs by department.
Communications Services	Work order report of costs by department.
Channel 35	ITA records of staff time and effort.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
Mayor	
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
Personnel	
Support Services	Equivalent personnel, all departments with weights assigned to civilian and sworn, and allocations to DWP reduced to acknowledge that DWP provides certain support services in-house.



**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 5 – Central Services CAP – Cost Allocation Bases (Continued)**

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
<b>Personnel (Continued)</b>	
Workers' Comp. & Safety	Report of Workers' Compensation awards provided by Personnel Department with weights assigned to civilian and sworn.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
<b>Police</b>	
Security Services, Sworn & Civilian	Report from Police Department detailing staffing and contract payments for security services at City buildings. Allocated to departments based on square footage occupied in these buildings.
Internal Admin.	Departmental analysis of administrative support provided to each cost center.
<b>Public Works, Board Office</b>	
Commission & Department Management	Equivalent Personnel allocated to Public Works Bureaus and offices only.
Financial Mgt. & Personnel Services	Equivalent Personnel allocated to Public Works Bureaus and offices only.
Board Office, Internal Admin.	Board Office analysis of administrative support provided to each cost center.
<b>Public Works, Contract Administration</b>	
Office of Contract Compliance	Contract Administration report of staff time and effort.
Con. Admin., Internal Admin.	Bureau analysis of administrative support provided to each cost center.
Pensions, Police and Fire, Overhead	Full-time equivalent personnel for Fire Sworn and Police Sworn. This cost pool contains only the overhead costs allocated to Pensions. Pensions' costs are in Fringe Benefits.
City Employees Retirement System (CERS) Overhead	Full-time equivalent personnel excluding Police and Fire, Sworn, Airports, Harbor, and DWP. This cost pool contains only the overhead costs allocated to CERS. Retirement costs are in Fringe Benefits.

**CITY OF LOS ANGELES, CALIFORNIA**  
 Cost Allocation Plan 41  
 For Central Services and Fringe Benefits  
 Notes to Schedules  
 For the Fiscal Year Ended June 30, 2017  
 (Continued)

**Note 6 – Fringe Benefits CAP – Cost Allocation Bases**

<u><b>COST CATEGORY</b></u>	<u><b>COST ALLOCATION BASIS</b></u>
Retirement	"Salaries Subject to Retirement" as included in the Budget Estimate for all civilian employees.
Pensions	"Salaries Subject to Pensions" as included in the Budget Estimate for sworn Police and Fire personnel.
LAWELL Program	Allocated to departments based on full time equivalent personnel by department of personnel receiving these benefits (formerly Flex Benefits program prior to CAP 41).
Employee Assistance	Allocated to Police and Fire Sworn cost centers based on amounts provided by Personnel. Allocated to all civilian employees based on total full time equivalent personnel.
Ordinance Life Insurance	Allocated to departments based on the amount of premiums paid.
Medicare	Allocated to departments based on payroll records of Medicare payments by department.
Social Security	Allocated to departments based on payroll records of Social Security payments by department. Direct departments are excluded from the allocation, except Aging Title V, EWDD As Needed, and Fire and Police Sworn employees.
Part Time, Seasonal Temporary (PST)	Allocated to departments based on payroll records of PST payments by department. Direct departments are excluded from the allocation, except Aging Title V, EWDD As Needed, and Fire and Police Sworn employees.
Union Sponsored Benefits	Allocated to departments based on Personnel Department records of payments by Memorandum of Understanding groups. Allocations to cost centers in multiple cost center departments are based on bargaining unit membership.
Unused Sick/Vacation	Allocated to departments based on payroll records of payments by department.
Unemployment Insurance	Allocation is based on Personnel Department records of claim payments.

**CITY OF LOS ANGELES, CALIFORNIA**  
Cost Allocation Plan 41  
For Central Services and Fringe Benefits  
Notes to Schedules  
For the Fiscal Year Ended June 30, 2017  
(Continued)

**Note 6 – Fringe Benefits CAP – Cost Allocation Bases (Continued)**

<b><u>COST CATEGORY</u></b>	<b><u>COST ALLOCATION BASIS</u></b>
Workers' Compensation	Personnel Department database report of claim payments per department. Allocations to cost centers in multiple cost center departments are based on equivalent personnel in office-work type cost centers. For departments with field workers, departments identify the cost center involved.
Hiring Hall Fringe Benefits	Allocated to departments based on expenditures in departmental Hiring Hall Fringe Benefits Accounts. Direct departments are excluded from the allocation.