

DEFERRED COMPENSATION PLAN

ANNUAL REPORT

BOARD OF DEFERRED COMPENSATION ADMINISTRATION

2003

ELECTED OFFICIALS

of the
CITY OF LOS ANGELES
CALIFORNIA

JAMES K. HAHN
MAYOR

ROCKARD J. DELGADILLO
CITY ATTORNEY

LAURA CHICK
CONTROLLER

MEMBERS OF THE CITY COUNCIL

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PRESIDENT
SEVENTH DISTRICT

CYNTHIA MISCIKOWSKI
PRESIDENT PRO TEMPORE
ELEVENTH DISTRICT

ERIC GARCETTI
ASSISTANT PRESIDENT PRO TEMPORE
THIRTEENTH DISTRICT

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First District

WENDY GREUEL
Second District

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Third District

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Fourth District

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Fifth District

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Ninth District

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Tenth District

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Fourteenth District

JANICE HAHN
Fifteenth District

**BOARD OF
DEFERRED COMPENSATION
ADMINISTRATION**

for the

**CITY OF LOS ANGELES
DEFERRED COMPENSATION PLAN**

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Chairperson

Representing the City Employees' Retirement System

MICHAEL J. GALVIN

Vice-Chairperson

Certified Organized Labor Representative

JOYA C. DE FOOR

City Treasurer

MICHAEL CARTER

Representing Fire & Police Pension System

JAVIER ROMERO

Representing Department of Water and Power Retirement Plan Board

BETTY J. PORTER

Representing Retired Plan Participants

MARGARET M. WHELAN

General Manager Personnel Department

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COMPENSATION
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CHAIRPERSON
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CITY OF LOS ANGELES
CALIFORNIA



JAMES K. HAHN
MAYOR

**PERSONNEL DEPARTMENT
EMPLOYEE BENEFITS DIVISION**
200 NORTH SPRING STREET, ROOM 867
LOS ANGELES, CA 90012
(213) 485-4846

April 7, 2004

The Honorable James K. Hahn, Mayor
Honorable Council of the City of Los Angeles
Deferred Compensation Plan Participants

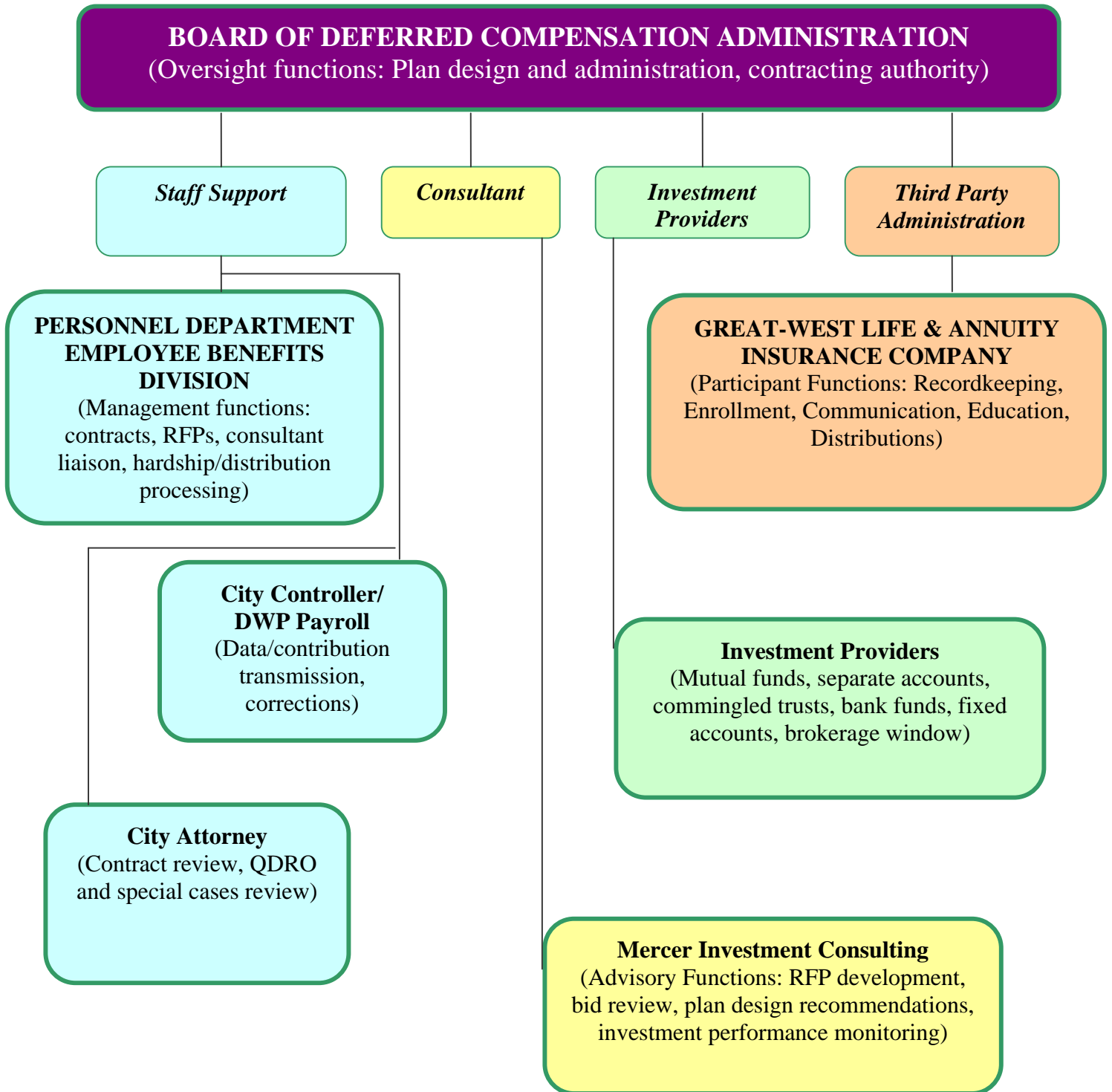
On behalf of the Board of Deferred Compensation Administration, I am pleased to submit the City of Los Angeles Deferred Compensation Plan Annual Report for 2003. The past year was one of long-awaited investment recovery for the Plan and its participants. A much anticipated rebound in the equity markets helped participant accounts to regain significant ground from losses experienced during the 2000-2002 bear market. Plan assets and participation increased to record levels, and new investment funds introduced by the Board in May delivered stellar performance while encouraging greater investment diversity overall.

Despite the economic, legislative and financial upheavals of recent years, the Board is proud that the City's Plan has continued to experience steady growth in enrollment and broad participant satisfaction. As the Board looks forward to 2004, we see more opportunities to improve investment offerings, expand and enhance services, and deliver a program that can deliver an attractive choice for City employees to build their future wealth.

Respectfully submitted,

Shelley I. Smith, Chairperson
Board of Deferred Compensation Administration

DEFERRED COMPENSATION PLAN ADMINISTRATIVE STRUCTURE

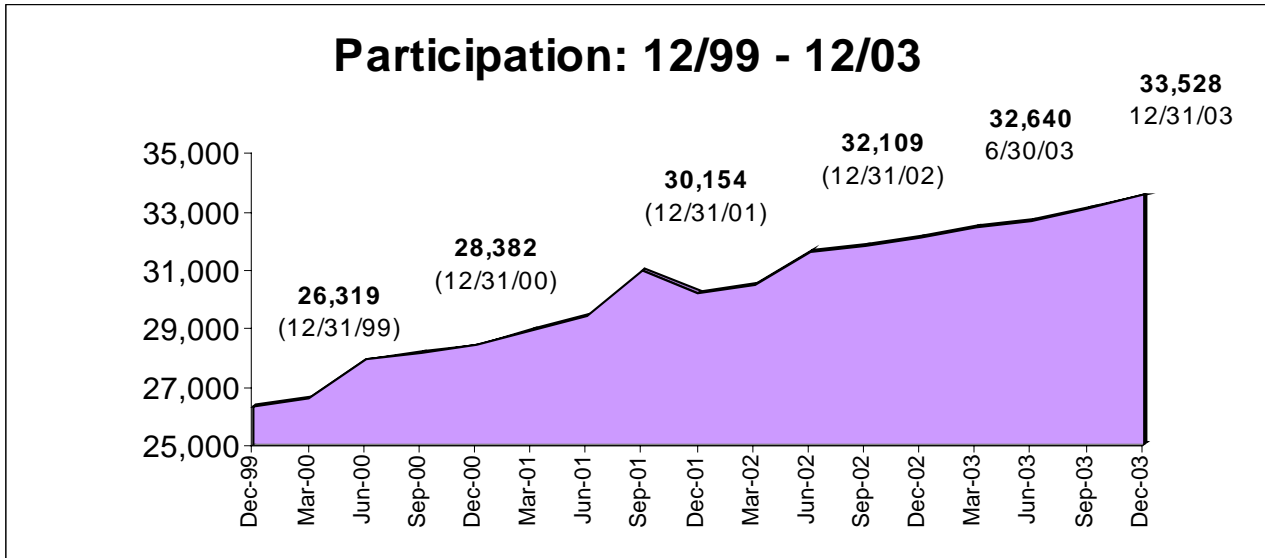


SIGNIFICANT EVENTS & ACCOMPLISHMENTS 2003

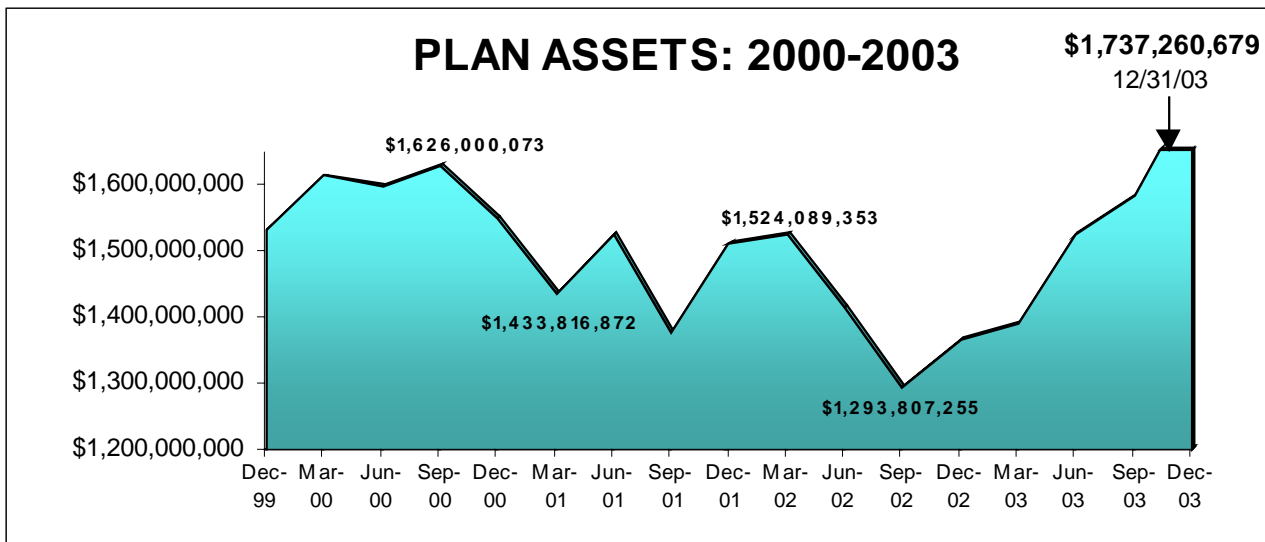
- ❖ **Loan Program** – In 2003 new federal regulations were issued providing Section 457 plans with the opportunity to implement loan programs, which have always been available in private sector 401(k) and school district 403(b) plans. The Board studied the merits of offering loans and eventually adopted such a program for the City's Plan, revising its Plan Document and directing staff to coordinate the necessary changes to the City Controller/DWP payroll systems. Loans will be available as of April 1, 2004.
- ❖ **Investment Menu Changes** – The City's Plan introduced two investment funds replacing its incumbent core offerings in the actively managed Large-Cap and Small-Cap categories. Initial performance of these two funds was outstanding, as both outperformed their peers in the City's Plan in 2003.
- ❖ **Communication** – Program staff initiated a comprehensive outreach program to City employees to boost participation levels in the City's Plan, particularly among those employees in service and maintenance classes which have historically experienced low participation rates. As part of this effort staff worked together with the Plan Administrator to develop a custom communication brochure and targeted group enrollment meetings.
- ❖ **Education** – Staff worked closely with the Plan Administrator to develop two custom prototype training modules regarding the Deferred Compensation Plan and financial planning. These modules were piloted on several test audiences for refinement and broader use in 2004.
- ❖ **Legislative Activity** – The Bush Administration introduced a proposal to consolidate various employer-sponsored retirement savings plans while expanding the ability of individuals to independently save on a tax-exempt basis. However, these proposals made little headway in the 2003 Congress.
- ❖ **Administrator/Insurance Contracts** – The Board and staff worked closely with the Plan consultant to develop a bargaining position with respect to the Deferred Compensation's Plan contractual relationship with Hartford Life Insurance, the provider of fixed/variable annuity products for the Plan. The Board and its staff also conducted a review and planning process for placing the Plan's administrative services contract out to bid in 2004.
- ❖ **City Attorney** – As a result of an internal restructuring, all support services providing by the City Attorney's Office, including both contract review and procedural issues (e.g. divorce and beneficiary claims), were consolidated under one City Attorney's Office unit; the effective date will be in 2004.
- ❖ **Plan Audit** – The Board conducted its first ever audit of the Deferred Compensation Plan, utilizing the services of the firm Macias, Gini & Company. The audit noted several minor issues to be addressed but found no substantial errors with respect to Plan processes and recordkeeping.
- ❖ **529 Plans** – The Board responded to a City Council initiative to utilize the services of program staff to help facilitate payroll deductions to the State of California Section 529 Scholarshare Plan. The Board, which had been independently reviewing 529 plans, will continue its consideration of 529 plans within the scope of a potentially expanded array of financial-planning programs/services.

PLAN STATISTICS

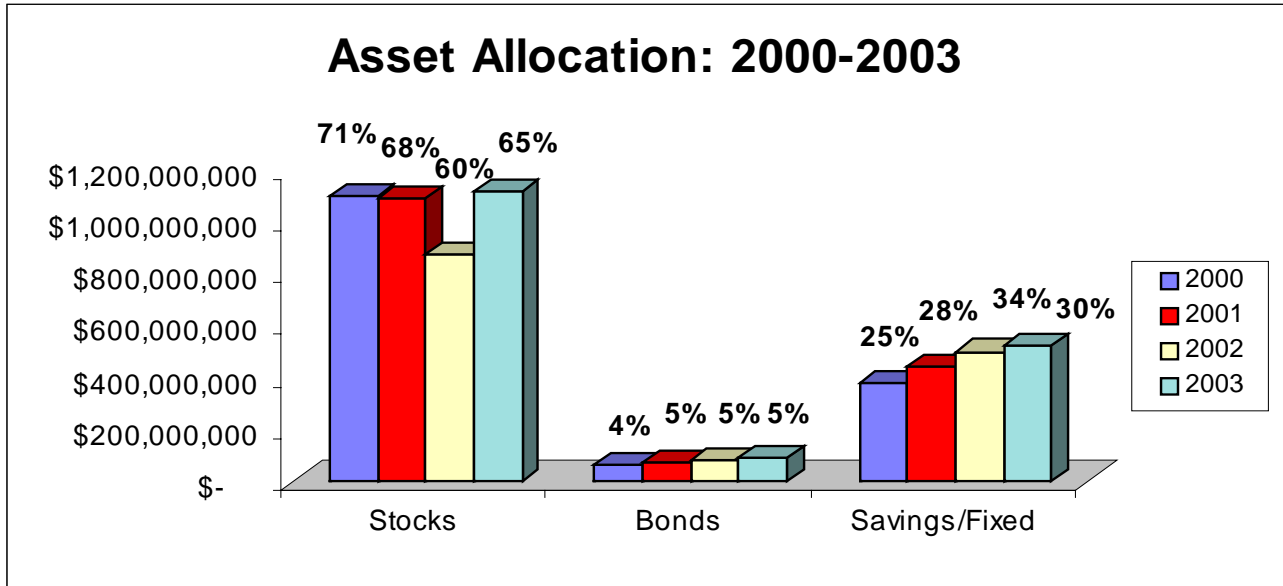
Participation - As of December 31, 2003, the City's Plan had a total of 33,528 participant accounts, a 4.7% increase from the prior year. Great-West recorded 2,207 new enrollments during this period. The total number of contributing participants represents 56.6% of the eligible employee population, up from the prior-year percentage of 52.9% (a complete breakdown of departmental participation rates is provided as an Appendix to this report). The chart below shows total enrollment levels from 1999 through 2003:



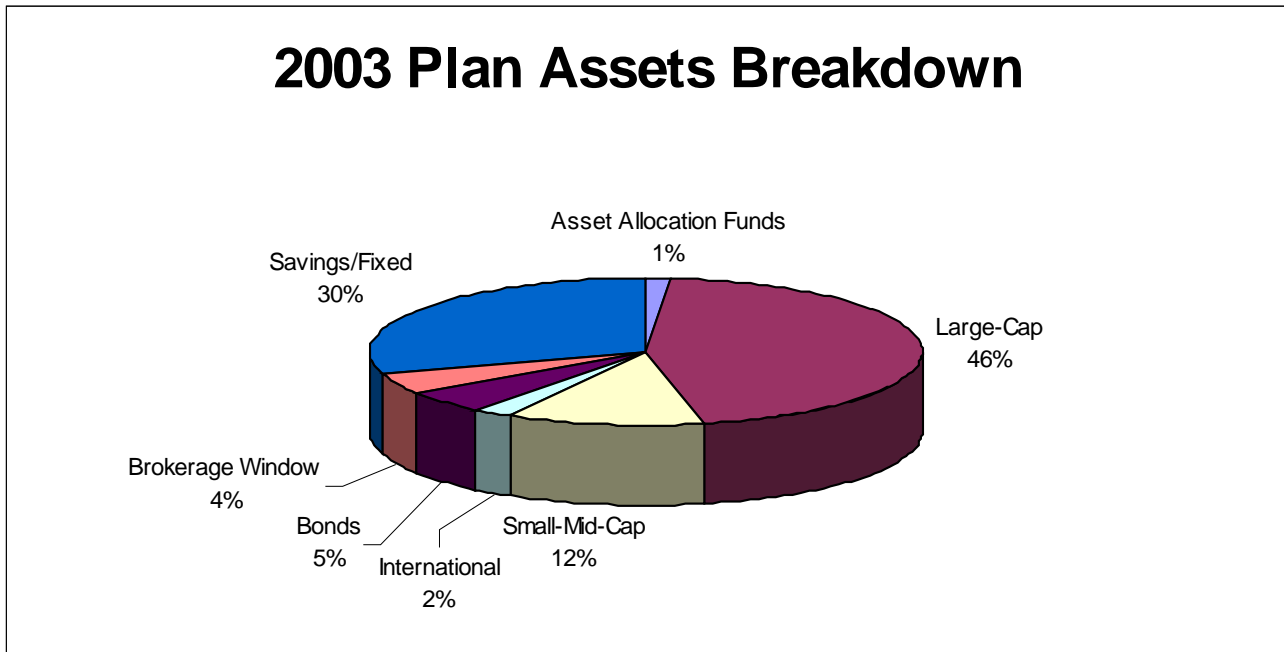
Plan Assets - Year-end total Plan assets were \$1,737,260,679, vs. \$1,373,444,396 at year-end 2002. This is the highest asset total ever recorded for the City's Plan and reflects the significant rebound in the equity markets in 2003. The previous asset total peak occurred in 2000, shortly before the subsequent '00-'02 bear market.



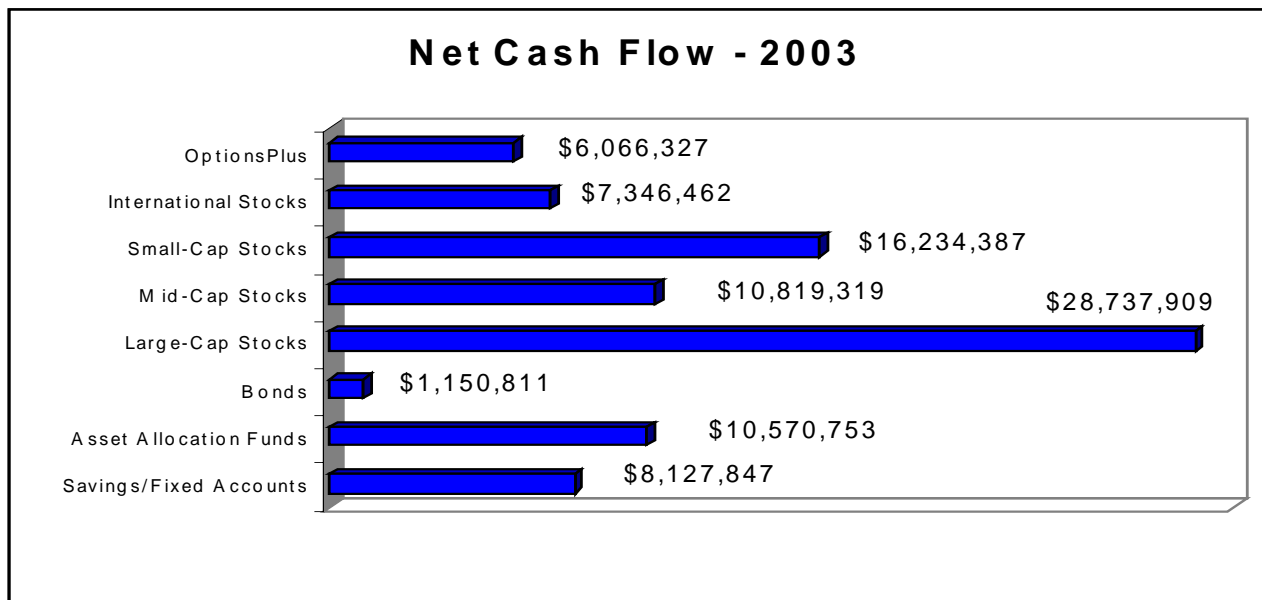
Asset Allocation – The graph below tracks the Plan’s change in asset allocation through the beginning of the last bear market in 2000 through the stock market recovery in 2003. The percentage of stocks held relative to guaranteed investments (savings and fixed accounts) is now approaching its 2000 levels. Interestingly, the percentage of assets invested in bonds did not substantially change during this period, despite having been the best-performing asset class during the bear market:



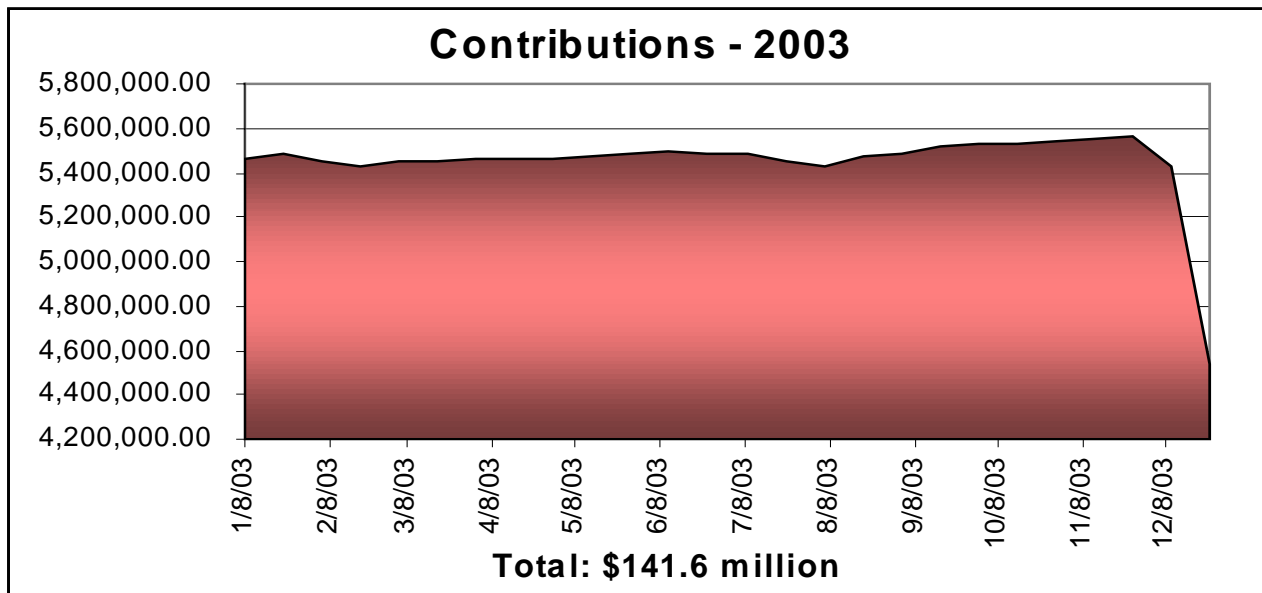
A more detailed breakdown of Plan asset categories is illustrated below:



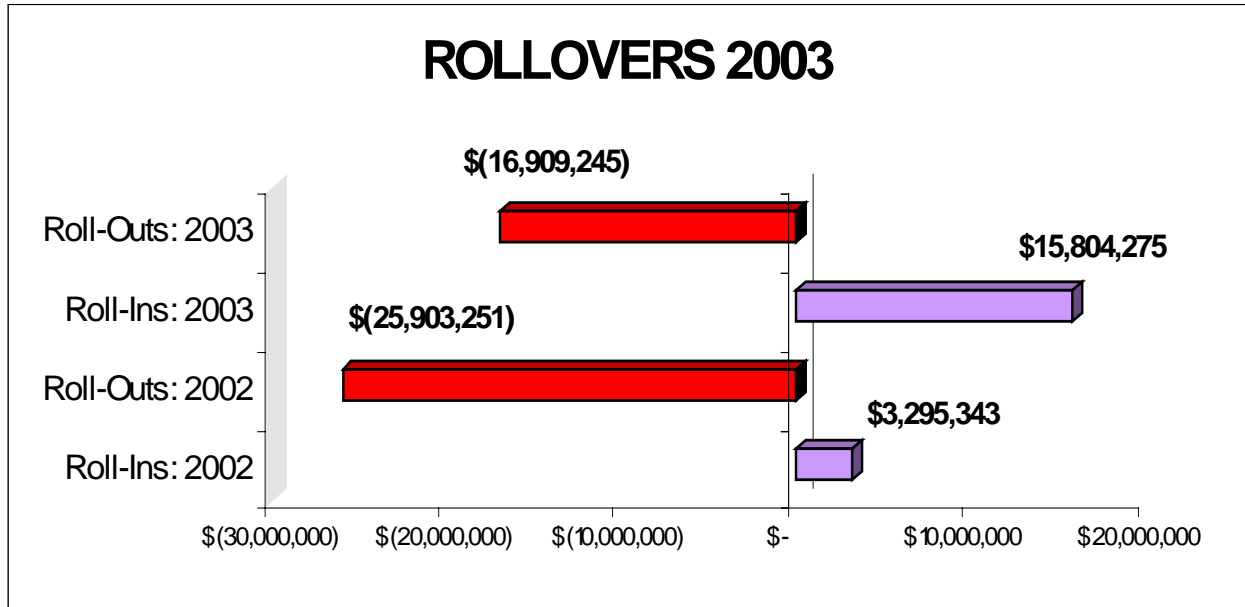
Net Cash Flows – All asset categories experienced positive net cash flows in 2003. The Plan’s cumulative positive cash flow was \$89 million, which includes contributions and rolled-in amounts net of distributions and rolled-out amounts.



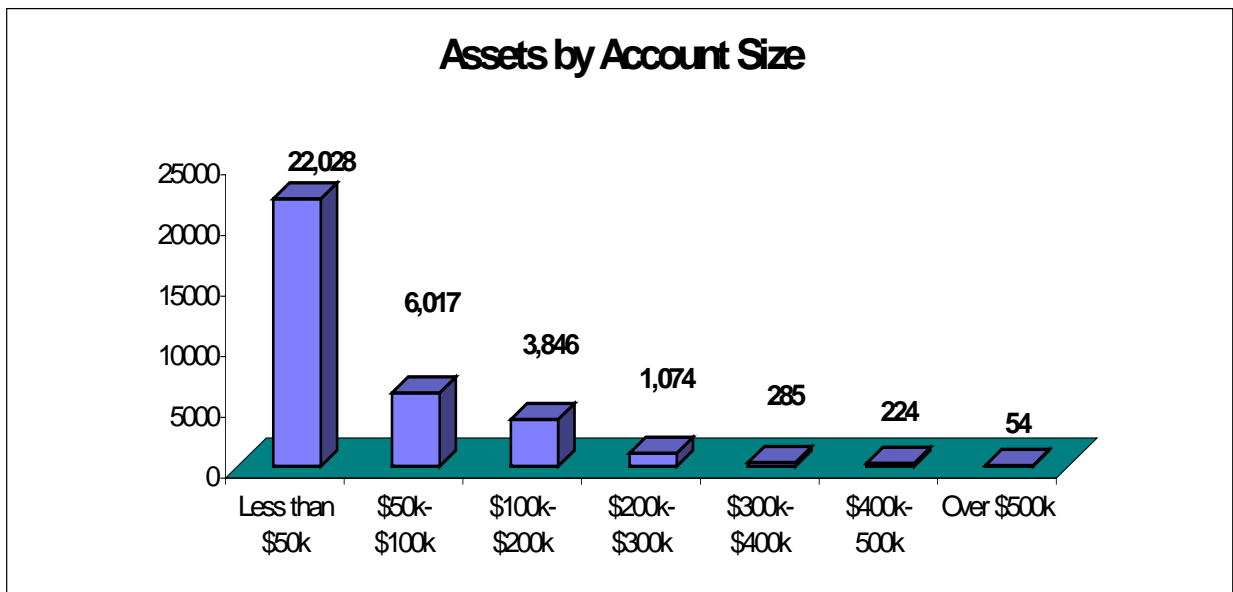
Contributions – Salary deferrals were strong in 2003 as many participants increased contributions to take advantage of higher annual limits. Cumulative salary deferrals topped \$141.6 million. The sharp drop displayed below in the last payday of the year reflects the fact that most participants making maximum annual contributions do so over 25, not 26 pay periods.



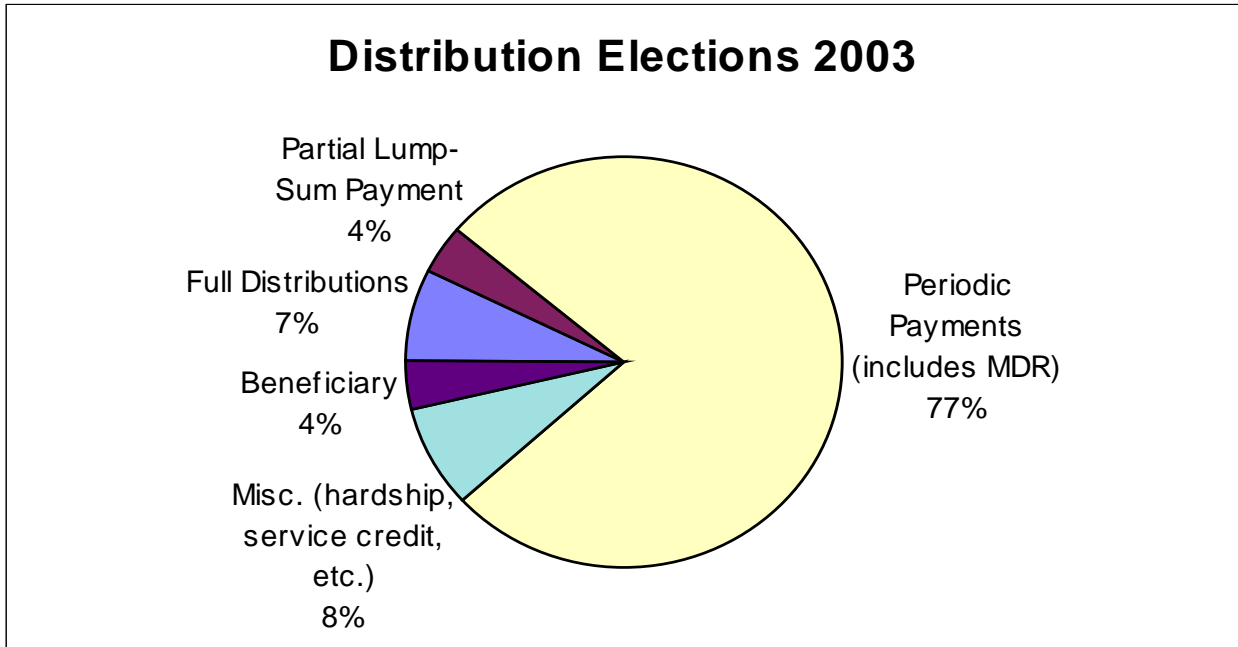
Rollovers – Rollover activity showed a sharp reversal in 2003 compared to the prior year. Funds rolled out of the Plan shrank from \$26 million to \$17 million, while funds rolled in leapt by almost 500%, to \$16 million. For rollovers to be virtually balanced on a net basis is unusual for large plans, and is likely an indicator of the attractiveness of (a) 457 plans generally and (b) the City’s program design, investments and fees specifically.



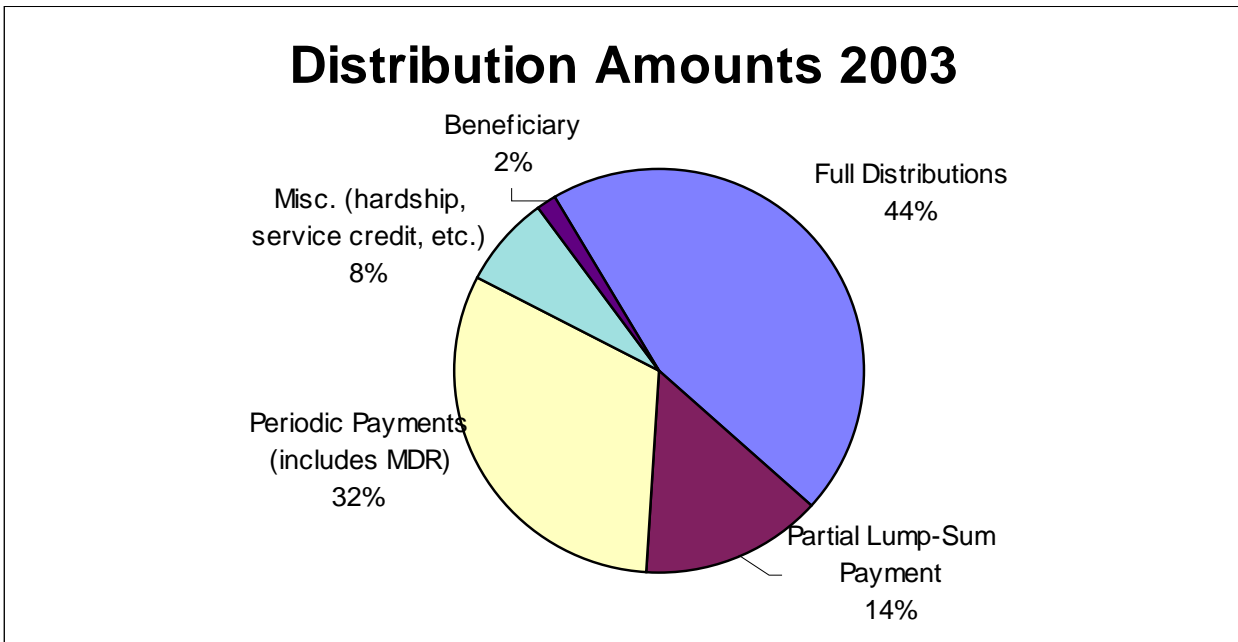
Plan Assets by Participant/Balance Levels – The graph below breaks down Plan assets by the number of participants at particular balance levels. Relative to the prior year, the number of participants with less than \$50,000 shrank slightly while the number between \$50-\$100,000 grew, another sign of rising account values due to strong stock market returns.



Distributions - The table below breaks down distribution elections by type. The vast majority of participants elect some type of periodic payment. Only 11% in 2003 elected a full or partial lump-sum distribution.



However, in dollars, participant distributions are much more evenly divided, suggesting that many of those receiving periodic payments are receiving smaller streams of income:



Hardships - Staff processed 57 hardship applications in 2003. Of these, 43 were approved and 14 were denied.

Performance Returns – As a whole, the total return for all Plan assets in 2002 was **17.8%**. The following table provides performance summary returns for the Plan for calendar year 2003 as well as three, five and ten year periods:

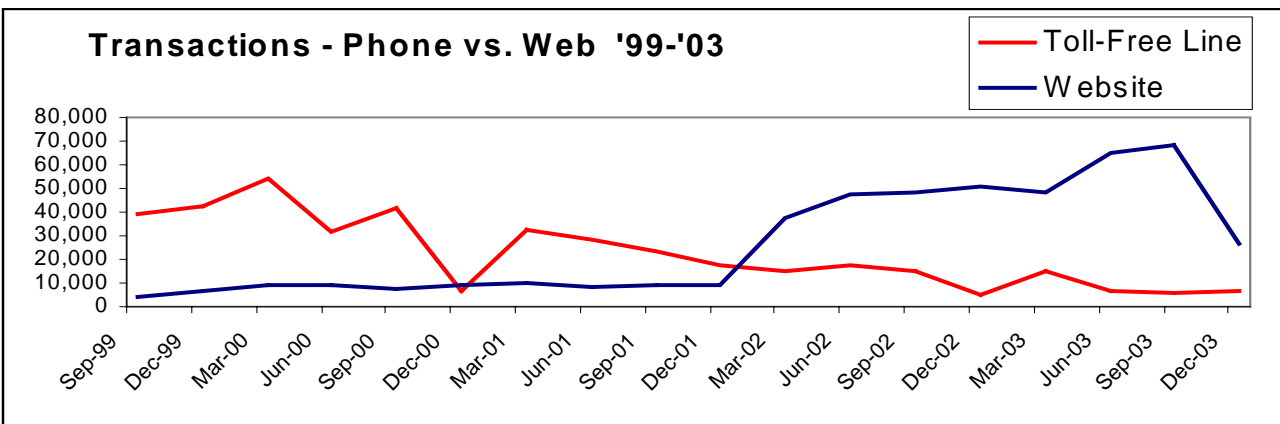
SAVINGS ACCOUNTS	Annualized Yield for Quarter				
	12/31/2003	9/30/2003	6/30/2003	3/31/2003	
Washington Mutual Liquid Account	0.31%	0.27%	0.43%	0.56%	
1-yr CD	0.59%	0.30%	0.73%	0.93%	
2-yr CD	1.24%	0.60%	1.18%	1.52%	
3-yr CD	1.91%	1.00%	1.63%	1.99%	
4-yr CD	2.60%	1.37%	2.07%	2.43%	
5-yr CD	2.99%	1.75%	2.49%	2.86%	
FIXED ACCOUNTS	Average Annualized Returns				
Stable Value	1 Year	3 Years	5 Years	10 Years	Since Inception
Galliard Stable Value Fund	4.55%	5.52%	5.77%	6.03%	n/a
General Account	Declared New Money Rates Only				
	12/31/2003	9/30/2003	6/30/2003	3/31/2003	
Hartford General Account	4.75%	4.75%	4.75%	4.75%	n/a
STOCK & BOND FUNDS	Average Annualized Returns				
	1 Year	3 Years	5 Years	10 Years	Since Inception
BONDS					
MSIF Fixed Income Fund INST	5.65%	0.15%	6.49%	6.85%	9.54%
Vanguard Total Bond Market Index Fund	4.10%	6.99%	6.30%	n/a	7.00%
BALANCED					
Hartford Advisers HLS	18.37%	-0.97%	1.25%	9.11%	n/a
LARGE-CAP STOCKS					
Hartford Stock HLS	26.35%	-5.71%	-1.40%	10.28%	n/a
Investment Company of America	26.31%	1.01%	4.52%	12.01%	n/a
Fidelity Magellan Fund	24.82%	-5.58%	-1.08%	9.17%	19.31%
Growth Fund of America	32.90%	-3.13%	7.32%	13.50%	15.74%
Capital Guardian U.S. Equity Fund	n/a	n/a	n/a	n/a	n/a
Vanguard Institutional Index Fund	28.66%	-4.05%	-0.51%	11.13%	11.24%
MID-CAP STOCKS					
Hartford Capital Appreciation HLS	42.23%	1.99%	10.51%	14.08%	n/a
SMALL-CAP STOCKS					
Lotsoff Small Capital Equity	n/a	n/a	n/a	n/a	n/a
State Street Russell 2000 Index Trust Fund C	45.75%	5.53%	n/a	n/a	7.65%
INTERNATIONAL STOCKS					
Fidelity Diversified International Fund	42.38%	3.93%	9.02%	11.11%	10.73%
Scudder EAFE Equity Index Fund	36.45%	-3.80%	-0.70%	n/a	3.02%
PROFILE PORTFOLIOS					
Conservative	13.56%	n/a	n/a	n/a	5.86%
Moderate	20.83%	n/a	n/a	n/a	5.66%
Aggressive	27.10%	n/a	n/a	n/a	5.38%

Administrative Fee Trust Fund - The Deferred Compensation Plan Administrative Fee Trust Fund ended 2003 with a surplus of \$278,019, a slight increase from the prior-year balance of \$245,936. An activity summary follows:

ADMINISTRATIVE FEE TRUST FUND			
CALENDAR YEAR-ENDING 12/31/03			
REVENUES/FEES		<u>2003</u>	<u>2002</u>
Prior Year-End Balance	\$	335,629.56	\$ 376,919.30
Total City Admin Fees	\$	258,269.50	\$ 249,109.00
Total DWP Admin Fees	\$	53,933.50	\$ 50,121.50
Total Interest Earned	\$	16,331.99	\$ 15,348.58
TOTAL REVENUE/FEES	\$	664,164.55	\$ 691,498.38
EXPENDITURES			
Reimbursements to Treasurer/Personnel	\$	(226,931.02)	\$ (196,451.58)
Contractual Services	\$	(42,487.50)	\$ (139,560.50)
NAGDCA/Education	\$	(18,951.43)	\$ (15,727.17)
Office & Admin	\$	(6,474.81)	\$ (4,129.57)
Auditor	\$	(38,600.00)	\$ -
TOTAL EXPENDITURES	\$	(333,444.76)	\$ (355,868.82)
ACTUAL BALANCE AS OF YEAR-END	\$	330,719.79	\$ 335,629.56
ENCUMBRANCES/LIABILITIES			
Reimbursements to Treasurer/Personnel	\$	(52,701.24)	\$ (89,693.36)
TOTAL LIABILITIES	\$	(52,701.24)	\$ (89,693.36)
NET BALANCE	\$	278,018.55	\$ 245,936.20

Plan Services Statistics – The following table breaks out primary Plan services statistics (e.g. phone calls, web hits, local calls, etc.) for 2003, while the graph below the table illustrates how Plan participants have, since 1999, gradually favored the website over the toll-free line to accomplish account transactions:

Plan Services Statistics - 2003	1Q '03	2Q '03	3Q '03	4Q '03	Total
"Keytalk" (transactional toll-free line)	15,404	6,251	6,114	6,497	34,266
Website Transactions	48,085	65,379	68,701	26,425	208,590
L.A. Service Center (local staff toll-free line)	8,410	8,904	7,916	11,326	36,556
Walk-ins	474	446	439	487	1,846
Number of Meetings	43	42	35	42	162
Attendance at Meetings	1,350	877	716	1,031	3,974
Enrollments	534	616	577	480	2,207



LOOKING AHEAD TO 2004

2004 promises to be another exciting year of change for the Deferred Compensation Plan. Some of what is slated for the current calendar year includes:

- Introduction of the new loan program in April
- A Request for Proposal for Plan administrative services in the first half of 2004
- Consolidation of fixed investment options into a blended product in the second half of 2004
- Review and possible restructuring of Plan investment options
- Refinement/expansion of policies regarding mutual fund trading
- Review of potential for investment advice/management services for Plan participants

The Board will continue its efforts to further enhance the benefits of the City's Deferred Compensation Plan to its participants. Together with the City's retirement benefits, the City's Plan provides employees with opportunities to achieve financial security in retirement. With new features such as loans and better coordination with other savings programs such as 529 plans, the City's Plan can also help employees achieve success in other financial goals as well. The Board's objective is to use each year to bring new and better opportunities.

DEFERRED COMPENSATION PLAN									
CONTRIBUTION RATES BY DEPARTMENT CODE – YEAR-END 2003									
Dept #	Department Name	Previous Eligible 12/02	Previous Contrib 12/02	Previous % Contrib 12/02	Current Eligible 12/03	Current Contrib. 12/03	Current % Contrib. 12/03	% Difference	# Difference
0101	AIRPORTS	2,551	1,055	41.4%	2,823	1,074	38.0%	(3.31%)	19
0201	ANIMAL SERVICES	278	110	39.6%	266	123	46.2%	6.67%	13
0301	AGING	62	33	53.2%	61	36	59.0%	5.79%	3
0401	BLDG & SAFETY MANAGEMENT	18	11	61.1%	18	11	61.1%	0.00%	0
0402	BLDG & SAFETY DEV SERVS BUR	80	36	45.0%	94	44	46.8%	1.81%	8
0403	BLDG & SAFETY RSRCE MGMT BUR.	125	60	48.0%	87	41	47.1%	(0.87%)	(19)
0404	BLDG & SAFETY ENGINEERING	156	90	57.7%	154	89	57.8%	0.10%	(1)
0405	BLDG & SAFETY INSPECTION BUR.	281	114	40.6%	291	122	41.9%	1.36%	8
0406	BLDG & SAFETY CD ENFORCE BUR	183	98	53.6%	187	106	56.7%	3.13%	8
0801	CITY ADMIN OFFICER	124	88	71.0%	122	82	67.2%	(3.75%)	(6)
1111	STATUS OF WOMEN	10	4	40.0%	13	6	46.2%	6.15%	2
1201	ATTORNEY	414	172	41.5%	411	188	45.7%	4.20%	16
1202	ATTORNEY - ATTY	427	260	60.9%	445	272	61.1%	0.23%	12
1203	ATTORNEY - PROPRIETARY	85	52	61.2%	87	53	60.9%	(0.26%)	1
1204	ATTORNEY - GRANT REIMB	60	25	41.7%	62	31	50.0%	8.33%	6
1301	EMERGENCY PREPAREDNESS DEPT	17	13	76.5%	15	12	80.0%	3.53%	(1)
							0.00%		0
1601	CITY CLERK	126	74	58.7%	123	70	56.9%	(1.82%)	(4)
1631	CITY CLERK - GENERAL	3	0	0.0%	4	0	0.0%	0.00%	0
1701	CITY ETHICS COMM/STAFF	23	16	69.6%	25	20	80.0%	10.43%	4
1801	RETIREMENT SYSTEM	95	60	63.2%	101	58	57.4%	(5.73%)	(2)
1900	CDD EXECUTIVE MANAGEMENT	7	5	71.4%	8	5	62.5%	(8.93%)	0
1901	CDD HUMAN RESOURCES DIVISION	14	3	21.4%	12	3	25.0%	3.57%	0
1910	CDD FINANCIAL MANAGEMENT	55	40	72.7%	55	39	70.9%	(1.82%)	(1)
1921	CDD ADMINISTRATIVE SVCS DIV	33	19	57.6%	46	32	69.6%	11.99%	13
1941	CDD HUMAN SVCS & FAM DEV DIV	77	37	48.1%	75	41	54.7%	6.61%	4
1951	CDD WORKFORCE DEVLPMNT DIV	185	54	29.2%	85	38	44.7%	15.52%	(16)
1961	CDD COMPUTER SYSTEMS DIVISION	14	6	42.9%	14	6	42.9%	0.00%	0
1971	CDD INDSTL & COMRCL DEVLPMNT	33	14	42.4%	29	17	58.6%	16.20%	3
1977	CDD NEIGHBORHOOD DEVLPMNT DIV	20	14	70.0%	16	13	81.3%	11.25%	(1)
1978	CDD LA BRIDGES DIVISION	15	8	53.3%	16	9	56.3%	2.92%	1
2001	PERSONNEL C S 1	413	240	58.1%	397	258	65.0%	6.88%	18
2101	DEPT ON DISABILITY	19	6	31.6%	23	7	30.4%	(1.14%)	1

2201	COLISEUM	32	15	46.9%	2	2	100.0%	53.13%	(13)
2401	COMM ON CHILD & YOUTH	24	9	37.5%	17	5	29.4%	(8.09%)	(4)
2501	CULTURAL AFFAIRS	73	40	54.8%	73	38	52.1%	(2.74%)	(2)
2601	CONTROLLER	176	115	65.3%	176	129	73.3%	7.95%	14
2701	INFO TECHNOLOGY AGENCY	418	298	71.3%	415	310	74.7%	3.41%	12
2703	IT A - COMMUNICATION	279	159	57.0%	292	173	59.2%	2.26%	14
2801	COUNCIL	79	25	31.6%	78	19	24.4%	(7.29%)	(6)
2802	COUNCIL AS NEEDED	264	45	17.0%	253	48	19.0%	1.93%	3
2901	EMPLOYEE RELATIONS	3	1	33.3%	3	1	33.3%	0.00%	0
3001	FIRE - FIREFIGHTERS	3,383	2,587	76.5%	3,405	2,732	80.2%	3.76%	145
3002	FIRE CIVILIAN	324	164	50.6%	310	156	50.3%	(0.29%)	(8)
3201	HARBOR	590	294	49.8%	614	304	49.5%	(0.32%)	10
3301	GSD EXECUTIVE	9	6	66.7%	8	5	62.5%	(4.17%)	(1)
3302	GSD FINANCE/SPEC PROJ	7	4	57.1%	8	5	62.5%	5.36%	1
3303	GSD ACCOUNTING	24	19	79.2%	23	19	82.6%	3.44%	0
3304	GSD PERSONNEL SERVICES	14	9	64.3%	14	9	64.3%	0.00%	0
3305	GSD MIS	11	8	72.7%	10	7	70.0%	(2.73%)	(1)
3306	GSD SPECIAL OPERATIONS	4	2	50.0%	3	0	0.0%	(50.00%)	(2)
3331	GSD ASSET MANAGEMENT	36	21	58.3%	34	23	67.6%	9.31%	2
3332	GSD FUEL SVCS/ENV COMPL	15	9	60.0%	14	9	64.3%	4.29%	0
3351	GSD FLEET SERVICES	496	218	44.0%	497	229	46.1%	2.12%	11
3352	GSD PARKING SVCS AS NEEDED	26	3	11.5%	26	4	15.4%	3.85%	1
3361	GSD CUSTODIAL SERVICES	415	54	13.0%	432	70	16.2%	3.19%	16
3362	GSD CONSTRUCTION FORCES	113	31	27.4%	99	30	30.3%	2.87%	(1)
3363	GSD PARKING SERVICES	27	3	11.1%	26	4	15.4%	4.27%	1
3364	GSD BUILDING MAINTENANCE	193	72	37.3%	184	81	44.0%	6.72%	9
3365	GSD SECURITY SERVICES	90	26	28.9%	111	50	45.0%	16.16%	24
3366	GSD MAIL/MESSENGER SERVICES	27	12	44.4%	27	16	59.3%	14.81%	4
3367	GSD CONSTRUCTION ADMIN	1		0.0%	1	0	0.0%	0.00%	0
3371	GSD STANDARDS	98	51	52.0%	98	61	62.2%	10.20%	10
3381	GSD SUPPLY SERVICES	216	80	37.0%	232	100	43.1%	6.07%	20
3382	GSD PAYMENT SERVICES	46	20	43.5%	51	27	52.9%	9.46%	7
3383	GSD OPERATIONS ANALYSIS	14	5	35.7%	18	10	55.6%	19.84%	5
3384	GSD PRIMA PROJECT	7	4	57.1%	5	4	80.0%	22.86%	0
3501	LIBRARY	1,171	275	23.5%	1,132	289	25.5%	2.05%	14
3503	LIBRARY BRANCH CONSTRUCTION	7	4	57.1%	6	4	66.7%	9.52%	0
3651	MAYOR	97	17	17.5%	106	29	27.4%	9.83%	12
3652	MAYOR GRANT REIMBURSED	23	8	34.8%	19	8	42.1%	7.32%	0
3654	MAYOR - AS NEEDED	28	10	35.7%	18	5	27.8%	(7.94%)	(5)
3701	ENVIRONMENTAL AFFAIRS	28	14	50.0%	33	21	63.6%	13.64%	7
3900	EXECUTIVE MANAGEMENT	28	16	57.1%	27	17	63.0%	5.82%	1
3901	RENT STABILIZATION	70	36	51.4%	97	51	52.6%	1.15%	15
3902	ADMINISTRATIVE SERVICES	55	41	74.5%	56	45	80.4%	5.81%	4
3903	HOUSING DEVELOPMENT	44	20	45.5%	43	23	53.5%	8.03%	3
3904	NEIGHBORHOOD	48	27	56.3%	56	31	55.4%	(0.89%)	4

	REVITALIZATION								
3906	ENFORCEMENT	163	67	41.1%	161	74	46.0%	4.86%	7
3907	HOME OWNERSHIP	11	7	63.6%	13	7	46.0%	(17.67%)	0
4001	L A CONVENTION CENTER	158	74	46.8%	156	81	51.9%	5.09%	7
4182	EL PBLO LA HIST MNT AUT	32	7	21.9%	33	8	24.2%	2.37%	1
4201	PLANNING	266	146	54.9%	253	148	58.5%	3.61%	2
4301	POLICE OFFICERS	9,039	6,566	72.6%	9,037	6,944	76.8%	4.20%	378
4302	POLICE CIVILIAN	3,073	1,471	47.9%	3,094	1,544	49.9%	2.03%	73
4401	GSD PRINT SHOP/REVOLVING	42	11	26.2%	41	11	26.8%	0.64%	0
4701	NEIGHBORHOOD EMPOWERMENT	40	18	45.0%	48	20	41.7%	(3.33%)	2
4901	HUMAN RELATIONS COMM	12	5	41.7%	11	6	54.5%	12.88%	1
5001	P W GENERAL OFFICE	54	28	51.9%	55	29	52.7%	0.88%	1
5101	P W MGT EMPL SERVICE	22	16	72.7%	21	17	81.0%	8.23%	1
5201	P W ACCOUNTING	84	57	67.9%	89	63	70.8%	2.93%	6
5251	FIRE POLICE PEN	71	43	60.6%	84	51	60.7%	0.15%	8
6001	CONTRACT ADMINS	334	172	51.5%	344	189	54.9%	3.44%	17
6201	P W ENGINEERING	980	569	58.1%	965	587	60.8%	2.77%	18
7001	EXECUTIVE DIVISION	10	7	70.0%	9	8	88.9%	18.89%	1
7002	SOLID RESOURC RCYCLG/COLLCTN	819	142	17.3%	2	0	0.0%	(17.34%)	(142)
7004	WASTEWATER COLL SYSTEM	262	73	27.9%	257	74	28.8%	0.93%	1
7005	TERMINAL IS TREAT PLAN	57	26	45.6%	61	38	62.3%	16.68%	12
7006	ADMINISTRATION DIVISION	161	83	51.6%	152	82	53.9%	2.39%	(1)
7007	HYPERION TREAT PLANT	358	180	50.3%	371	193	52.0%	1.74%	13
7008	INFORMATION & CONTROL SYSTEMS	63	40	63.5%	60	42	70.0%	6.51%	2
7010	LA-GLENDALE WATER RECLM	22	13	59.1%	24	12	50.0%	(9.09%)	(1)
7011	SOLID RESOURCES DISP & ENGRG	92	37	40.2%	121	45	37.2%	(3.03%)	8
7012	D C TILLMAN WATER RECLM	63	33	52.4%	57	34	59.6%	7.27%	1
7013	INDUSTRIAL WASTE MANAGEMENT	129	61	47.3%	134	65	48.5%	1.22%	4
7014	ENVIRONMENTAL MONITORING DIV	113	58	51.3%	113	57	50.4%	(0.88%)	(1)
7016	WASTEWATER ENGINEERG SVCS	55	27	49.1%	44	22	50.0%	0.91%	(5)
7020	HUMAN RESOURCES DEV	46	28	60.9%	45	27	60.0%	(0.87%)	(1)
7023	REGULATORY AFFAIRS DIV	19	15	78.9%	22	13	59.1%	(19.86%)	(2)
7024	FINANCIAL MGMT DIV	56	27	48.2%	67	37	55.2%	7.01%	10
7025	WATERSHED PROTECTION DIV	44	28	63.6%	51	26	51.0%	(12.66%)	(2)
7026	INTEGRATED SOLID WSTE MGMT DIV	30	20	66.7%	37	23	62.2%	(4.50%)	3
7301	STREET LIGHTING	218	129	59.2%	226	123	54.4%	(4.75%)	(6)
7401	STREET MAINT GENERAL	392	90	23.0%	366	97	26.5%	3.54%	7
7402	STREET USE INSPECTION	71	28	39.4%	66	26	39.4%	(0.04%)	(2)
7403	LOT CLEANING	109	35	32.1%	92	33	35.9%	3.76%	(2)
7404	STREET TREE DIVISION	238	47	19.7%	228	59	25.9%	6.13%	12
7405	STREET SERVICES ADMINISTRATION	80	44	55.0%	83	45	54.2%	(0.78%)	1
7406	ST SRV FACILITIES MAINTENANCE	13	8	61.5%	9	6	66.7%	5.13%	(2)
7407	STREET SERVICES EXECUTIVE	26	15	57.7%	22	13	59.1%	1.40%	(2)
7411	RESURF & RECONSTR DIV	257	67	26.1%	261	76	29.1%	3.05%	9

7412	SPECIAL PROJ CONSTR DIV	283	66	23.3%	248	80	32.3%	8.94%	14
7490	STREET IMPROVEMENT DIV	42	30	71.4%	41	25	61.0%	(10.45%)	(5)
7901	REC PARKS REG FULL TIME	1,753	518	29.5%	1,690	494	29.2%	(0.32%)	(24)
7904	R&P GRANTS FD FULL TIME	85	32	37.6%	63	29	46.0%	8.38%	(3)
8301	ITA - TELECOMMUNICATIONS	27	5	18.5%	33	9	27.3%	8.75%	4
8501	TRANSPORTATION	1,497	772	51.6%	1,500	804	53.6%	2.03%	32
8600	OFC OF FINANCE(EXEC & ADMN)	14	11	78.6%	42	22	52.4%	(26.19%)	11
8601	TREASURY	34	25	73.5%	28	20	71.4%	(2.10%)	(5)
8602	RISK MANAGEMENT	15	7	46.7%	85	60	70.6%	23.92%	53
8603	TAX & PERMIT(REV COLLECTION)	263	142	54.0%	189	112	59.3%	5.27%	(30)
8606	OFC OF FINANCE (TAPS 2000)	12	7	58.3%	12	8	66.7%	8.33%	1
8701	LOS ANGELES ZOO	223	77	34.5%	212	77	36.3%	1.79%	0
	TOTALS--->	37,568	20,004	53.2%	36,845	20,904	56.7%	3.49%	900
WX XX	DWP	7,721	3,963	51.3%	8,010	4,500	56.2%	4.85%	537
	TOTALS--->	45,289	23,967	52.9%	44,855	25,404	56.6%	3.72%	1,437