

ANNUAL REPORT 2019/20



Office of the Chief Information Officer



MESSAGE FROM THE MINISTER

As the Minister responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2019-2020 Annual Report covering the Office's annual objectives for April 1, 2019 to March 31, 2020 and the goals included in the 2017-20 Strategic Plan.

This fiscal year was the third and final year of the 2017-20 Business Plan, and the OCIO implemented objectives identified in the plan. Over the past fiscal year, the OCIO moved MyGovNL from a pilot project to a fully operational digital service delivery platform. This enabled citizens of the province of Newfoundland and Labrador to avail of online services at the time of their choosing, and avoid waiting in line at our service centres.

We are committed to making all services as accessible as possible to all residents of the province. The Provincial Government has progressively transformed the way services are delivered in Newfoundland and Labrador, and online service options have been useful in complementing traditional services. Through the OCIO, we will continue our government's plan to enhance online service delivery for residents and businesses.

I also acknowledge the efforts of OCIO employees in ensuring government has the necessary tools and technologies to conduct its business and provide services to the public

My signature below indicates my accountability for the results reported herein.

A handwritten signature in black ink that reads "Sarah Stoodley". The signature is written in a cursive, flowing style.

Hon. Sarah Stoodley
Minister Responsible for the
Office of the Chief Information Officer

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Organizational Overview

The Office of the Chief Information Officer (OCIO) provides professional information technology (IT) and information management (IM) capability, which is aligned to support the business of the Government of Newfoundland and Labrador. Further information about the OCIO, including its vision, mandate and client departments, can be found by visiting www.gov.nl.ca/ocio.

Organizational Structure

The OCIO is comprised of three branches: Application and Information Management Services, Operations and Security, and Corporate Services and Projects.

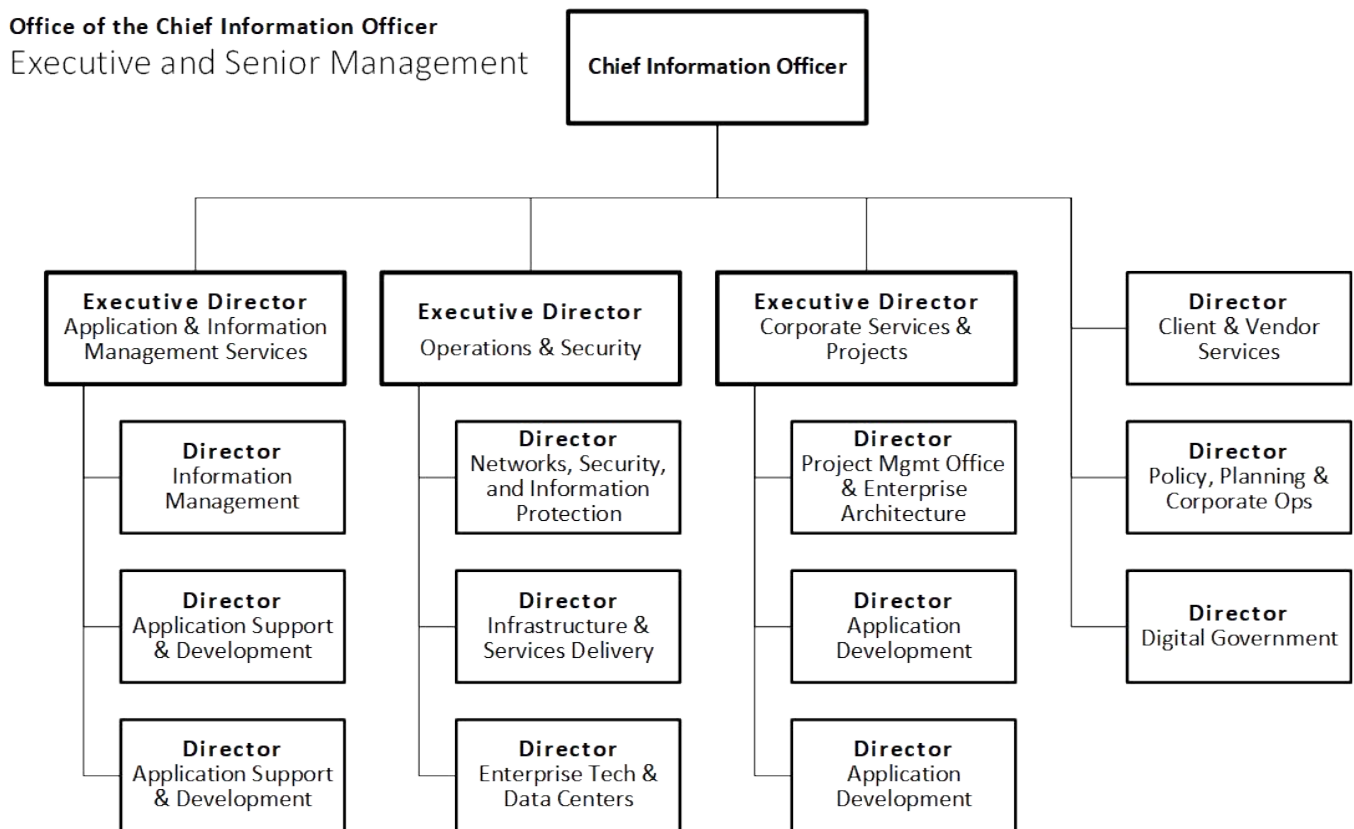


Figure 1 - OCIO Executive and Senior Management

Application and Information Management Services Branch: provides overall leadership and vision for the support, enhancement, maintenance, protection and database administration of government's portfolio of applications. The branch also develops information management directives, standards, procedures and guidelines, and provides advisory services and support to government departments and other supported public bodies. In addition, the branch is responsible for the administration of the **Management of Information Act**, providing government-wide advice and guidance on IM activities and initiatives.

Operations and Security Branch: provides support, maintenance, and security services to ensure the integrity and availability of government's IT infrastructure. This includes computers, mobile devices, networking, storage, data backup, server infrastructure, enterprise data centre, enterprise infrastructure applications and related technologies. In addition, the branch is responsible for the OCIO's Information Protection (IP) program and related advisory services that support government-wide IP initiatives.

Corporate Services and Projects Branch: comprised of four divisions: Corporate Services, Client and Vendor Services, Projects, and Digital Government.

Corporate Services Division is responsible for business operations, financial management (budget preparation and monitoring), contract management, human resource planning, IT procurement oversight, cabinet support, and Occupational Health and Safety.

Client and Vendor Services Division is primarily responsible for engaging and collaborating with departments to set strategic IT direction, assisting in the prioritization of departmental IT spend, managing the interests of client departments and supported agencies, acting as a liaison with the local IT industry, and managing vendor relationships. The division has additional responsibility for planning, monitoring and reporting for the OCIO.

Projects Division is responsible for the delivery of IT solutions to government departments and supported entities using project management best practices and standards and striving to reduce technology complexity by promoting integration of systems and data, reducing duplication, and supporting standardization of processes and systems.

Digital Government Division is responsible for leading, defining, and delivering the overall government-wide digital strategy and digital channel in support of a more efficient public sector and government-wide service delivery change for residents and businesses.

The OCIO's main office is located at 40 Higgins Line in St. John's. Several staff are located in alternate offices throughout the city and there are six regional offices located in: Clarenville, Corner Brook, Gander, Grand Falls-Windsor, Happy Valley-Goose Bay, and Stephenville.

Please visit www.gov.nl.ca/ocio for more information.

Staff and Budget

The majority of the OCIO's employees are located in offices throughout St. John's. Employees are also distributed among the OCIO's regional offices in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander and Clarenville.

Budget

The 2019-20 budget for the OCIO, including revenues, was \$47,930,100.

Branch	# of Employees	Budget
Application and Information Management Services	106	\$9,808,500
Operations and Security	123	\$23,175,600
Corporate Services and Projects	70	\$14,946,000
Total	299	\$47,930,100

Highlights and Partnerships

The OCIO works in partnership with government departments, supported public bodies, and the IT industry on initiatives that address the IT and IM/IP needs of the Government. Through these shared commitments, the OCIO addresses the key strategic objectives outlined in its 2017-20 Business Plan with a focus on delivering services that are digital by design.

During 2019-20, the OCIO continued to work with its managed service provider to partner with 113 private sector IT vendors to maximize opportunities to meet the needs of government.

The OCIO also continued to maintain engagement and communication with the broader IT sector, and participated in techNL (formerly Newfoundland and Labrador Association of Technology Industries) events.

Highlights

During 2019-20, the OCIO was responsible for managing over 25 projects for 18 client departments and supported public bodies. Nineteen (19) projects and 44 new websites were delivered for client departments.

The Digital by Design roadmap is government's plan to increase the number of government services delivered online for residents and businesses, and enhance the overall experience and satisfaction of Newfoundlanders and Labradorians as clients of provincial government services. Some significant outcomes of the Digital by Design roadmap this fiscal include:

- The OCIO moved MyGovNL to a fully operational digital service delivery platform available to all citizens of the province. MyGovNL was established as the portal enabling government digital services, as envisioned in the Digital by Design roadmap.
- The OCIO, in partnership with the Department of Digital Government and Service NL (formerly ServiceNL), delivered Motor Registration Division (MRD) services including online renewals of vehicle and driver licences via MyGovNL, to all citizens of the province. The services combined many foundational components including online Payment integration and real-time data access.
- The Lotteries application was the first application to be delivered as part of the Digital by Design program. This application can be found at this location: www.gov.nl.ca/dgsnl/lotteries.

Security of citizens' information remains a top priority for the OCIO. Through the implementation of new technologies, the OCIO has enhanced government's ability to manage cyber security risks by detecting and mitigating known vulnerabilities, as well

as restricting the flow of malicious attacks via internet traffic to and from government's applications.

Partnerships

The OCIO engaged with IT partners and vendors to address several key areas including the following:

- Provision of opportunities for 113 registered private sector IT vendors through government's managed service provider (MSP). These vendors work on government IT initiatives requiring specialized IT skills not available in-house or to supplement short-term staffing gaps. The OCIO also engaged with additional vendors as required to meet the technology service needs of government.
- Management of the government's data centre, mainframe services and midrange services (large and medium size servers).
- Management of government's wide area network (WAN) and shared Internet service.
- Support and maintenance for government's enterprise Oracle Financial Management and Human Resource Management Systems (including payroll), as well as Oracle databases.
- Support and maintenance for government's enterprise Microsoft technologies including e-mail, server enterprise applications and file server operating systems.

The following table outlines major expenditures to/through IT vendors:

Service	Vendor	Total Expenditure for 2019-20
Professional Services	Managed Service Provider (MSP)	\$7,771,483
	Non MSP	\$871,075
Data Centre	Bell Canada	\$4,143,104
WAN	Bell Canada	\$1,422,850
Oracle Support	Oracle Canada ULC	\$1,370,399
Microsoft	Microsoft	\$1,443,715
Total		\$17,022,626

Report on Performance

March 31, 2020 concluded the period covering the department's Strategic Plan for 2017-20. In consideration of the mandate and financial resources of the department, three issues were identified as the department's key priorities in its Strategic Plan: Value; Service; and, Security. This section reports on the goals for each issue, as well as the annual objectives for 2019-20 in support of those goals.

Issue 1: Value

In today's context of ongoing change, investments, assets and approaches should continuously adapt to maximize business value. With this strategic plan, the OCIO sets out a clear path to achieve the maximum benefit out of the money it spends on IT for government departments and agencies under its mandate.

2017-20 Goal Statement

By March 31, 2020, the Office of the Chief Information Officer will have optimized the value of information technology expenditures by adapting its investments, assets and approaches to maximize cost effectiveness.

2017-20 Goal Reporting

Indicator (Planned)	Accomplishments (Actual)
Developed and began to implement technology roadmaps and investment plans for several core infrastructure platforms and select applications.	Technology roadmaps were created for the AMANDA licencing and permitting solution, Human Resource Management System (HRMS/PeopleSoft), and the five-year digital government strategy. Investment plans were created for technology infrastructure acquisitions.
Refined and communicated the technology reuse model to departments and agencies under its mandate.	<p>The refined reuse model was communicated to Planning Service Delivery Committees and other benefiting stakeholders.</p> <p>The OCIO successfully reused several applications to provide technology solutions and/or enhancements including a grants management system, helpdesk system, fleet management system, ice monitoring solution, online publishing portal and enterprise website templates.</p>
Provided guidance on standardized business capabilities to departments and agencies under its mandate.	The OCIO communicated standards and provided guidance to departments and agencies in the areas of information and records management, information protection, document collaboration, wireless standards, international travel with mobile devices, cloud usage and online security.

2019-20 Objective

By March 31, 2020, the Office of the Chief Information Officer will have continued to implement and draft technology roadmaps and investment plans for core infrastructure platforms and select applications.

2019-20 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Continued to implement technology roadmaps for several core infrastructure platforms and applications.	<p>The Human Resource Management System (PeopleSoft) technology roadmap was used to:</p> <ul style="list-style-type: none"> ○ Initiate a PeopleSoft Tools/Application upgrade, based on Oracle’s certification path ○ Increase the user-base of the PeopleSoft platform ○ Analyze implementation of the Human Resource Management System (PeopleSoft) for the Royal Newfoundland Constabulary (RNC) <p>The AMANDA Licencing and Permitting roadmap was used to:</p> <ul style="list-style-type: none"> ○ Implement Electrical Permits ○ Replace Mineral Rights Administration System (MIRIAD) ○ Plan the next permits and licencing applications to be replaced, in alignment with the application portfolio rationalization review.
Continued to apply the technology reuse model.	<p>The technology reuse model was used to develop:</p> <ul style="list-style-type: none"> ○ A Fleet Management system ○ Badger Ice Monitoring System <p>The technology reuse model was used to enhance:</p> <ul style="list-style-type: none"> ○ Child Care Directory Online Publishing Portal

	<ul style="list-style-type: none"> ○ Request Portal for Immigration’s Provincial Nominee Program ○ Grants Management System ○ Helpdesk Applications <p>Reusable templates were developed for the enterprise website platform to be used by all government stakeholders.</p>
<p>Continued to provide guidance on standardized business capabilities.</p>	<p>The OCIO continued to communicate standards and provide guidance to departments and agencies in the following areas:</p> <ul style="list-style-type: none"> ○ Information Management Advisory Services ○ Information Protection Advisory Services ○ Records Management ○ Document Collaboration ○ IT Systems Security Requirements for Cloud and COTS Solutions ○ Staying Safe on Social Media ○ Password Management Directive ○ Remote Access and Administration Standard ○ Working Remotely – Information Management and Protection Tips

Discussion of Results

Between April 1, 2017 and March 31, 2020, the Office of the Chief Information Officer successfully met its goal of “optimizing the value of information technology expenditures by adapting its investments, assets and approaches to maximize cost effectiveness.”

The OCIO developed and implemented technology roadmaps for several core infrastructure platforms and select applications. The AMANDA licencing and permitting roadmap was completed and used to implement electrical permits, replace a mineral

rights system and set the groundwork for development of future permits, licencing and inspections applications using a standardized approach to increase efficiencies in the deployment of these services. The Human Resource Management System was also enhanced to accommodate a larger user base. The OCIO also developed an investment plan for a core infrastructure platform.

The technology reuse model was refined and communicated to departments and the beneficiaries of the model. The OCIO continued to apply its technology reuse framework to deliver new and enhance existing services. The OCIO continued to provide guidance on standardized business capabilities in the areas of information management and information protection to ensure consistency and a coordinated approach towards IM and IT services.

Issue 2: Service

Today, citizens expect technology that provides the best service to them, when and where they need it, and in a client-centric manner. They expect to be assured that departments and agencies are using the best available data to make evidence-based decisions with respect to policies, programs and services that affect them.

2017-20 Goal

By March 31, 2020, the Office of the Chief Information Officer will have enabled government’s foundation for digital service delivery.

2017-20 Goal Reporting

Indicator (Planned)	Accomplishments (Actual)
Facilitated Digital by Design within government.	The MyGovNL dashboard was developed providing a secure online location for the management of several Motor Registration activities including driver’s licence and

	<p>vehicle registration renewals, notice of sale, and change of address. The digital by design initiative also developed standardization of online payment processing, created an online lottery application and standardized the framework to enable a common look and feel of 44 government websites.</p>
<p>Expanded online service delivery for departments and agencies under its mandate.</p>	<p>The OCIO expanded several areas of online service delivery including help desks, audit systems, public land use atlas, Human Resource Management System (HRMS/PeopleSoft) functionality, a new online immigration request portal, tourism operator portal, Support Enforcement application viewer services, and usage of cloud solutions.</p>
<p>Simplified identity verification to government services.</p>	<p>MyGovNL offers credential management functionality to allow citizens to access online services.</p>
<p>Supported mobile workforce and innovative work arrangements for departments and agencies under its mandate.</p>	<p>The AMANDA licencing and permitting solution team finalized a proof of concept for mobile inspections.</p> <p>The OCIO planned, organized and facilitated the rapid deployment of required functionality and the necessary devices to enable a remote workforce in the face of a global pandemic securing continuity in the delivery of government services and programs to citizens.</p>

2019-20 Objective

By March 31, 2020, the Office of the Chief Information Officer will have begun to implement the credential management solution and continued to increase online services.

2019-20 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Continued to facilitate Digital by Design within government.	<p>The second year of the five-year digital government plan was successfully completed. This includes:</p> <ul style="list-style-type: none"> ○ Standardization of online payment processing. ○ Implementation of the following services via MyGovNL: <ul style="list-style-type: none"> ▪ Motor Registration Division services: <ul style="list-style-type: none"> • Notice of Vehicle Sale • Change of Address • Vehicle Registration Renewal • Driver’s Licence Renewal ▪ Lottery Applications ○ 44 websites upgraded and standardized
Continued to expand online service delivery.	<p>The OCIO successfully completed the following:</p> <ul style="list-style-type: none"> ○ Upgraded the PowerSchool K-12 system, consolidated for all schools in the province and moved to a cloud environment ○ Enhanced Support Enforcement recalculation services and online processes
Implemented a credential management solution for accessing online services.	<p>Credential management functionality was implemented with MyGovNL, which now accepts the public user’s credentials for access to online services.</p>

Discussion of Results

Between April 1, 2017 and March 31, 2020, the Office of the Chief Information Officer was successful in “enabling government’s foundation for digital service delivery.”

The digital government plan successfully developed the option to perform select Motor Registration services via MyGovNL, including driver’s licence renewal, vehicle registration renewal, notice of vehicle sale, and change of address. An online lottery application was completed and enterprise website development was streamlined.

The OCIO expanded and implemented several online services including an improved online portal, new services to the immigration sponsorship application program, and a tourism operator portal, which enabled the structured collection of data and the management of tourism operator accounts online.

The AMANDA program finalized a proof of concept for mobile inspections to support options for innovative work arrangements for departmental inspection programs.

The OCIO organized and implemented a plan to provide tools and technologies enabling secure remote work capabilities for the provincial government, minimizing disruption in the provision of government programs and services to the citizens of Newfoundland and Labrador during a global pandemic.

Issue 3: Security

Citizens and businesses entrust their confidential information to government. In so doing, they trust that the government is taking the protection and security of that information seriously and making every effort to ensure that information is not compromised.

2017-20 Goal

By March 31, 2020, the Office of the Chief Information Officer will have enhanced cyber security capacity to ensure that the information that citizens and businesses share with government is secure and protected.

2017-20 Goal Reporting

Indicator (Planned)	Accomplishments (Actual)
Implemented solutions that augment protection against security threats to government technology, networks and data.	The OCIO implemented/improved the following security technologies: <ul style="list-style-type: none"> ○ Web Application Firewall ○ Application Scanning ○ Vulnerability Scanning ○ Email Gateway
Improved threat identification and protection for critical endpoints.	The OCIO deployed a new endpoint security system to workstations and servers enabling enhanced threat analysis, web filtering, malware protection, and internet access management.
Increased cyber security education and awareness communications.	The OCIO conducts regular Information Protection education and awareness activities. These activities include: <ul style="list-style-type: none"> ○ Cyber Security Awareness Month Activities ○ Print Materials for Departments and Agencies ○ Targeted Communication Campaigns ○ Education Sessions and Online Courses

2019-20 Objective

By March 31, 2020, the Office of the Chief Information Officer will have continued to augment protection against security threats to government technology networks and data, increased cyber security education and awareness communications and performed annual network perimeter security scans.

2019-20 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Continued to improve threat identification and protection for critical endpoints.	<p>The OCIO continued to increase its capability in threat analysis, malware protection and internet access management with the implementation of increased security controls and the maturing of the endpoint protection system for workstations and servers. New security technologies were implemented, enabling improved malware detection for network traffic. Security controls were increased to limit the possibility of malware being able to spread across the government network. The following activities were included in the work completed this year:</p> <ul style="list-style-type: none"> ○ A next generation firewall was implemented to improve malware detection and advance threat protection for all network traffic travelling through the government network. ○ Increased security controls including local firewalls on all workstations, restricted use of remote desktop protocol, restricting the use of macros, and continued reduction in the number of user accounts with administrative privileges.

	<ul style="list-style-type: none"> ○ Vulnerability scanning continued to be enhanced for both operational support and project transition models.
<p>Continued to increase cyber security education and awareness.</p>	<p>The OCIO's approach to education and communication included:</p> <ul style="list-style-type: none"> ○ Cyber Security Awareness Month <ul style="list-style-type: none"> ● Cyber awareness ● Social engineering ● Password management ○ Targeted Communication Campaigns, with focus on phishing and mobile device security ○ Education Sessions
<p>Continued to improve the security of the internal government network.</p>	<p>The OCIO continued to improve the security of the internal government network through the implementation of enhanced firewall technology, additional security controls, and improved patching of workstations and servers.</p>

Discussion of Results

Between April 1, 2017 and March 31, 2020, the Office of the Chief Information Officer “will have enhanced cyber security capacity to ensure that the information that citizens and businesses share with government is secure and protected.”

This was accomplished by improving government's application security posture and managing cybersecurity risks. The OCIO implemented new security technologies enabling improved visibility into all encrypted traffic and unknown files entering and leaving the government network and advanced threat detection for all government online services.

The OCIO deployed a new endpoint security system, and prepared and delivered a cybersecurity awareness program.

The OCIO provides ongoing awareness campaigns regarding the evolving cyber threat landscape as it relates to application development/support, mobile devices and wireless technologies, and general computing platforms.

Opportunities and Challenges

During 2019-20, the OCIO worked to meet the objectives in its 2017-20 Business Plan, and provided IT support to departments as they increased the number of services delivered online to Newfoundlanders and Labradorians.

Opportunities

Digital Government

Making digital by design service delivery a priority is an opportunity for this government to modernize government services to meet the evolving needs of our citizens, create greater efficiencies in how we do business, provide better services, and contribute to better outcomes for all Newfoundlanders and Labradorians. The OCIO continues to invest in the implementation of digital services which can be accessed remotely anywhere, anytime – especially beneficial in situations such as the current global pandemic environment.

Challenges

Technological Change and Investment

The OCIO continues to be challenged with maintenance and modernization of IT infrastructure, equipment and applications. The rapid evolution of technology demands significant investment to ensure the secure, continuous delivery of government's programs and services.

IT Resource Supply and Demand

The current technology resource landscape in Newfoundland and Labrador can present issues with recruitment and retention. The IT industry is highly competitive, which can present a challenge for the OCIO to attract and retain skilled IT professionals.

Cyber Security

Continuous evolution of cyber threats requires a proactive approach to ensure government data remains uncompromised. Protection of government's information assets from unauthorized or inappropriate access or use remains paramount. Threats are more advanced than ever, while the availability of skilled Cyber professionals is limited.

Financial Information

Expenditure and revenue figures included in this document are unaudited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2020. Audited financial statements are a requirement at the government level and made public through the Public Accounts process; however, the OCIO is not required to provide a separate audited financial statement.

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	Actual	Estimates	
		Amended	Original
	\$	\$	\$
OFFICE OF THE CHIEF INFORMATION OFFICER			
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<i>CURRENT</i>			
4.1.01. CORPORATE SERVICES AND PROJECTS			
01. Salaries	4,701,389	4,765,200	4,665,200
Operating Accounts:			
<i>Employee Benefits</i>	15,905	16,000	13,300
<i>Transportation and Communications</i>	185,527	249,800	249,800
<i>Supplies</i>	680,432	709,700	709,700
<i>Professional Services</i>	880,486	1,369,300	898,000
<i>Purchased Services</i>	246,060	281,200	281,200
<i>Property, Furnishings and Equipment</i>	387,644	424,200	221,200
02. Operating Accounts	2,396,054	3,050,200	2,373,200
Total: Corporate Services and Projects	7,097,443	7,815,400	7,038,400
4.1.02. APPLICATION AND INFORMATION MANAGEMENT SERVICES			
01. Salaries	8,139,552	8,157,000	8,063,000
Operating Accounts:			
<i>Employee Benefits</i>	-	8,800	8,800
<i>Transportation and Communications</i>	4,934	5,000	4,500
<i>Supplies</i>	25,465	24,100	4,100
<i>Professional Services</i>	1,474,026	1,707,300	1,707,300
<i>Purchased Services</i>	46,114	73,000	93,500
<i>Property, Furnishings and Equipment</i>	10,167	-	-
02. Operating Accounts	1,560,706	1,818,200	1,818,200
	9,700,258	9,975,200	9,881,200
02. Revenue - Provincial	(16,967)	(72,700)	(72,700)
Total: Application and Information Management Services	9,683,291	9,902,500	9,808,500

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	Actual	Estimates	
		Amended	Original
	\$	\$	\$
OFFICE OF THE CHIEF INFORMATION OFFICER			
OFFICE OF THE CHIEF INFORMATION OFFICER			
<i>CURRENT</i>			
4.1.03. OPERATIONS AND SECURITY			
01. Salaries	7,702,769	7,719,100	7,873,100
Operating Accounts:			
<i>Employee Benefits</i>	-	11,500	11,500
<i>Transportation and Communications</i>	1,520,858	1,533,500	1,533,500
<i>Supplies</i>	7,145,143	7,159,300	7,396,300
<i>Professional Services</i>	231,548	237,200	237,200
<i>Purchased Services</i>	5,011,559	5,105,600	5,105,600
<i>Property, Furnishings and Equipment</i>	967,451	1,040,900	803,900
02. Operating Accounts	14,876,559	15,088,000	15,088,000
	22,579,328	22,807,100	22,961,100
02. Revenue - Provincial	(256,717)	(343,500)	(343,500)
Total: Operations and Security	22,322,611	22,463,600	22,617,600
<i>CAPITAL</i>			
4.1.04. CORPORATE SERVICES AND PROJECTS			
01. Salaries	971,090	1,000,000	1,000,000
Operating Accounts:			
<i>Transportation and Communications</i>	5,890	39,000	39,000
<i>Supplies</i>	186,163	233,400	233,400
<i>Professional Services</i>	5,859,647	5,955,200	5,645,200
<i>Purchased Services</i>	12,224	-	-
<i>Property, Furnishings and Equipment</i>	301,916	990,000	990,000
02. Operating Accounts	6,365,840	7,217,600	6,907,600
Total: Corporate Services and Projects	7,336,930	8,217,600	7,907,600
4.1.05. OPERATIONS AND SECURITY			
Operating Accounts:			
<i>Property, Furnishings and Equipment</i>	558,000	558,000	558,000
02. Operating Accounts	558,000	558,000	558,000
Total: Operations and Security	558,000	558,000	558,000
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	46,998,275	48,957,100	47,930,100
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	46,998,275	48,957,100	47,930,100
TOTAL: EXECUTIVE COUNCIL	86,585,002	90,952,900	89,682,800

