

ANNUAL REPORT 2023-24

Finance



MESSAGE FROM THE MINISTER

As Minister of Finance, I am pleased to present my department's 2023-24 Annual Performance Report. In accordance with the **Transparency and Accountability Act**, this report compares actual to planned performance results as provided in the corresponding fiscal year of the 2023-2026 Strategic Plan. My signature below attests to my accountability for the actual results reported within.

The strategic issues guiding the objectives of the 2023-26 reporting period are: the financial health and well-being of the Province, its businesses, and people; access to accurate and unbiased information that supports evidence-based decision making; and a long-term strategy to ensure financial capacity at every level in government. Significant progress has been made toward achieving these commitments and the enclosed report provides details on these and other accomplishments of the 2023-24 fiscal year.

I would like to take this opportunity to acknowledge the commitment of the employees in the Department of Finance. I am appreciative of these hard-working and skilled professionals who work diligently every day to ensure strong financial management, and I look forward to their continued support and dedication.

Sincerely,

A handwritten signature in black ink, appearing to read "Siobhan Coady".

Hon. Siobhan Coady
Deputy Premier and Minister of Finance

Table of Contents

Departmental Overview	1
Organizational Structure	1
Staff and Budget	1
Vision	2
Mandate	2
Lines of Business	2
Highlights and Partnerships	3
Highlights	3
Partnerships	4
Report on Performance	6
Issue #1: Financial Health and Well Being	6
Issue #2: Evidence-based Decision Making	10
Issue #3: Strengthening Financial Capacity	14
Opportunities and Challenges	18
Financial Information	20

Departmental Overview

Organizational Structure

The Department of Finance (the Department) is primarily located in the Confederation Building, East Block, with other office locations in Corner Brook, Grand Falls-Windsor, and 5 Mews Place in St. John's. Contact information is available online at www.gov.nl.ca/fin.

As of March 31, 2024, the Department had 141 employees. At that time, approximately 55 per cent of employees were female and 45 per cent were male. Staff are allocated across the following branches and divisions:

Staff and Budget

Division	# of Employees	Budget (\$)
Economics and Statistics	38	3,650,900
Tax and Fiscal Policy	68	5,326,500
Treasury Management and Budgeting	20	2,492,300
Executive Support and Administration	15	2,073,000
Total Executive and Support Services	141	13,542,700

The Department's Executive and Support Services budget for the 2023-24 fiscal year was \$13,542,700. The total budgeted net expenditure for the Department was \$66,144,700, which includes \$32.6 million for the funding of Federal Programs and \$20.0 million for government rebate programs. Funding for Federal Programs were transferred during the fiscal year to departments and crown agencies for various initiatives which are fully or partially funded by the Government of Canada. Please refer to the last page of this report for detailed information on the Program Expenditure and Revenues of the Consolidated Revenue Fund for the year ended March 31, 2024 (unaudited).

Vision

The vision of the Department is of a sustainable financial management framework that supports a vibrant, self-reliant provincial economy and prosperous people.

Mandate

The Department is responsible for the development of fiscal, financial, statistical, and economic policy. These responsibilities are primarily achieved by providing timely analysis and advice to Cabinet, the Committees of Cabinet, government departments, and agencies, boards, and commissions (ABCs). The Department is responsible for the development and oversight of the annual provincial budget, administration of provincial tax statutes, management of provincial borrowing and debt, project analysis, economic and fiscal forecasting, negotiation of Federal transfers, and representing the Province on national fiscal, economic, and statistical matters. Additional information is available on the Department's website at www.gov.nl.ca/fin.

Lines of Business

The primary lines of business of the Department are as follows:

- Supporting government's provincial revenue and expenditure planning processes;
- Providing economic and treasury impact analysis;
- Analyzing and forecasting the macroeconomic environment;
- Conducting statistical research, analysis and data development;
- Supporting the analysis, updating and negotiation of Federal transfer programs;
- Management of the Province's borrowing and debt servicing programs, including cash management and the investment of sinking fund and future fund assets; and
- Policy analysis, development, and advice, administration and audit of various provincial taxes, rebates and credits.

Highlights and Partnerships

Highlights

The Department would like to highlight the following accomplishments for the 2023-24 fiscal year.

- Budget 2023 increased the exemption threshold for the Health and Post-Secondary Education Tax (HAPSET) from \$1.3 million to \$2.0 million, effective January 1, 2023. During the year, the Department undertook a thorough review of all HAPSET accounts and applied adjustments to the tax based on the new exemption threshold. This resulted in the termination of 267 accounts which were no longer taxable in 2023, and it is estimated that the increase in the exemption threshold provided benefits to a total of 1,694 taxpayers.
- In August 2023, global credit rating agency DBRS Morningstar updated the Provincial Government's long-term debt from A(low) to A and changed the trend on all long-term ratings to stable. This marked the first time in 12 years that the province received an upgraded credit rating and demonstrates that the province's financial situation is moving in the right direction.
- The Department has improved debt management and fiscal responsibility with an additional \$129.4 million in contributions to the Newfoundland and Labrador Future Fund, bringing the total contributions to \$286.5 million by March 31, 2024. The investment of these funds will benefit future generations and improve the Province's ability to adapt and support economic growth.
- Budget 2024 was announced on March 21, 2024, and demonstrated the Provincial Government's commitment to transforming and improving our health, our economy, and our province. Budget 2024 delivered a record high investment in health care, seniors, housing, and poverty reduction and committed to no new taxes, tax increases or fee increases. Newfoundland and Labrador is forecast to have one of the highest rates of economic growth for 2024 among provinces.

Partnerships

The following are examples of how the Department worked with its internal and external partners during the 2023-24 fiscal year to address common priorities to achieve provincial outcomes.

- Following the announcement of the All-Spend Film and Video Production Tax Credit program in Budget 2022 and filing of regulations in April 2023, the Department proceeded to implement this program in fiscal 2023-24, in partnership with PictureNL. This resulted in the approval of two productions, involving anticipated expenditures within the province of approximately \$8.9 million.
- Worked with the Department of Immigration, Population Growth and Skills in preparation for the Federal, Provincial, and Territorial Finance Ministers' meeting held in December 2023 to advocate for continued top up funding to Labour Market Development Agreements. The Department also worked with Transportation and Infrastructure in preparation for advocacy work relating to increased and flexible Federal funding for infrastructure.
- Collaborated with finance officials from the Federal Government and other Harmonized Sales Tax (HST) participating provinces as part of the Revenue Allocation Sub-Committee (RASC). The sub-committee meets multiple times a year to discuss and ensure the HST system functions as it was designed in the interests of the Federal Government and the participating provinces.
- Introduced a regulated and responsible space for online gaming in the province. Atlantic Lottery is a partnership comprised of the provincial governments of Newfoundland and Labrador, Nova Scotia, New Brunswick and Prince Edward Island. Atlantic Lottery's platform provides a responsible alternative for residents who currently have access to hundreds of online gaming sites, none of which are legal or regulated.
- In partnership with the Department of Industry, Energy, and Technology (IET) and credit unions throughout Newfoundland and Labrador, the Department announced the Small Business Loan Guarantee Pilot Program. A two-year pilot project intended to assist small businesses with growth and expansion, the program will provide loan guarantees for term loans issued by credit unions under their existing loan

programs. The Provincial Government will issue guarantees up to \$5 million in total for the duration of the program.

- On August 30, 2023, IET announced that four bids from four companies were selected through the Crown Land Call for Bids for Wind Energy Projects to receive wind application recommendation letters and have been granted the exclusive right to pursue the development of their project through the Provincial Government's Crown land application and approval process. The Department was engaged to assess the financial viability of these projects, including the economic and treasury impact analysis; thus ensuring the province's renewable energy resources are used in a manner that results in the greatest long-term benefits to the people of Newfoundland and Labrador.

Report on Performance

Issue #1: Financial Health and Well Being

Budget 2023 focused on improving health – physical, mental, financial and economic. The primary strategic issue of the Department for the 2023-2026 reporting period is supporting the financial health and well-being of the Province, its businesses, and people.

As referenced in the Minister's mandate letter, the Government of Newfoundland and Labrador looks to the Department of Finance to lead the Government's strides towards solid financial footing. The Department provides strategic leadership in provincial revenue and expenditure planning, which includes developing, implementing and monitoring fiscal government policies, as well as negotiating Federal transfer funding.

Goal

By March 31, 2026, the Department of Finance will have led measures that improve the financial health and well-being of the Province, its businesses, and people.

2023-24 Objective

By March 31, 2024, the Department of Finance will have demonstrated prudent fiscal governance while implementing measures to promote the financial well-being of residents.

The following progress was achieved towards the Department's performance indicators of success:

Implemented and supported economic measures that address the cost of living.

Throughout the reporting period, the Department has maintained its commitment to supporting the financial health and well-being of the province by implementing and maintaining measures that address the cost of living. The Department announced the

continuation of the Home Heating Supplement Program for 2023 to assist residents of the province who directly incurred costs for the purchase of furnace and stove oil to heat their principal residence. More than 21,000 applicants received support and given the success of the program it was extended in Budget 2024. The Department also introduced a 5 per cent increase to the Income Supplement and Seniors' Benefit, representing a 15 per cent increase in both benefits over the past two years. The Income Supplement benefits more than 150,000 individuals and families and the Seniors' Benefit assists almost 50,000 seniors and their families.

Several cost of living initiatives were maintained to support the financial well-being of residents. These measures included: the extension of the tax reduction on gasoline and diesel which lowered the price at the pump by 8.05 cents per litre (including HST); the 50 per cent reduction off the cost of registering passenger vehicles, trucks and taxis; and the elimination of the 15 per cent retail sales tax on home insurance.

As part of a five-point plan to improve availability of affordable housing, a provincial HST rebate was announced to match both the existing and enhanced Federal rebates on new purpose-built rental housing. In addition, the Rental Housing Development Loan Program was announced with up to \$50 million in low interest loan financing available to qualified property developers to encourage the construction of new rental housing. The loan program will be delivered by the Innovation and Business Investment Corporation and administered by IET with the Department providing analysis and assessment of the Phase I and Phase II submissions.

Challenged and performed analysis on additional spending requests during the fiscal year.

During the annual budget process, many new spending requests were submitted. These requests underwent extensive analysis by several levels of management and executive, and departments went through significant questioning before continuing through the budget process. Analysis was completed based on responses from departments and

recommendations from executive to inform decision makers of new requests, and potential impacts to government's fiscal forecast, human resources, etc. Budget analysts completed a review of spending, budget requests and approvals from the prior year budget to assess the reasonableness and potential sources of funding for current year budget requests.

Supported departments and agencies to ensure appropriate allocation of expenditures for the upcoming fiscal year through the annual budget process.

The Department provided departments and agencies with budget guidelines prior to the beginning of the annual budget process highlighting the Department's expectations on budget theme, spending targets, required deliverables and key deadlines. A thorough review of each departments' zero-based budgeting submission was completed during the early stages of the process, enabling the Department to determine if funding levels for each area were appropriate. Feedback and guidance were provided to departments and entities based on recommendations made from the analysis performed and Cabinet approvals made throughout the budget process.

Advocated for changes to the Federal Equalization Program.

Federal Budget 2023 announced technical and data updates to the Federal Equalization Program. The Department actively participated in consultation with the Federal Government and advocated for improvements to the formula that would result in additional revenue to the Province. In 2024-25, the Province is receiving \$218 million in equalization revenue but the concerns with the equalization formula were not addressed. On May 25, 2023, the Minister of Finance sent a letter to the Federal Finance Minister continuing to request and providing support for the removal of the fiscal capacity cap from the formula and requesting the cost of delivering public services be considered in the program. Further, since the end of the reporting period, the Provincial Government has launched a constitutional challenge regarding the Government of Canada's Equalization Program, asserting that the program is not functioning in a way that reflects how it is outlined in the Constitution Act of 1982.

Summary of Results

The following is a summary of the indicators showing success toward achieving this objective:

- Implemented and supported a broad array of economic measures to address the cost of living for residents;
- Ensured prudent management of provincial funds through thorough analysis and challenging of additional spending requests;
- Supported departments and agencies to ensure appropriate allocation of expenditures through the annual budget process; and
- Advocated for improvements to the equalization formula that would result in additional revenue to the Province.

Planned Results for 2024-25

During the 2024-25 fiscal year, the Department will continue to work towards its goal of improving the financial health and well-being of the Province, its businesses, and people. To this end, the following objective was established:

By March 31, 2025, the Department of Finance will have advanced efforts to manage the cost of borrowing and collaborated with other departments to improve the business environment.

The Department's success towards achieving this objective will be measured by the following indicators:

- Proficient management of the Newfoundland and Labrador Government Sinking Fund and the Newfoundland and Labrador Future Fund;
- Expansion of relationships with domestic and international institutional investors;
- Amendments to the **Revenue Administration Act** to facilitate the introduction of a wind-hydrogen electricity tax component of the fiscal framework; and
- Support business growth and prosperity by advancing supportive measures for small businesses in the province.

Issue #2: Evidence-based Decision Making

The Government of Newfoundland and Labrador is committed to improving access to accurate and unbiased information that supports evidence-based decision making.

Today's economy is one that is data driven. Industry publications are consistently reporting on the data economy and the exponential increases in the creation of data throughout the world. Emphasis is growing internationally on the importance of the unique role statistics agencies play in government to ensure accurate and unbiased information for evidence-based, transparent, and accountable decision making.

The Economics and Statistics Branch (ESB) is the central point within government for the collection, management and distribution of economic, social, demographic, and fiscal data relating to Newfoundland and Labrador. The **Statistics Agency Act** ensures information collected is without influence, unobstructed, provided truthfully, and protected from disclosure as to ensure the integrity of the statistical system. This ensures the public can have confidence in the integrity of the provincial statistical office and in the data it produces.

As government faces pressure to make decisions and deliver services faster than ever there is also a persistent focus to improve accountability and transparency in decision-making. The ESB's role in providing high-quality and timely data is critical for inclusive and unbiased policy research, monitoring and providing advice on the development of programs and services provided to the public and businesses. For government to be responsive to the needs of the province and its people, the ESB must anticipate decision-makers' need for statistical and economic data that is easily accessible, contextualized, and actionable.

Goal

By March 31, 2026, the Department of Finance will have improved the collection, development, and distribution of statistical and economic information to support evidence-based decision-making across departments.

2023-24 Objective

By March 31, 2024, the Department of Finance will have provided quantitative support to the implementation of Government priorities while evaluating the statistical system and identifying opportunities for advancement.

The following progress was achieved towards the Department's performance indicators of success:

Updated methodologies to reflect the changing demographics and economic environment of the Province.

The Market Basket Measure (MBM) threshold calculates the basic cost of a pre-determined basket of goods and services within a defined community. A person is defined as in low income when the disposable income falls below the MBM threshold. The ESB has been developing the Newfoundland and Labrador MBM since 2003, and a periodic review is necessary to ensure the components are as current as possible and that the NLMBM is aligned with the national MBM where appropriate.

While the ESB annually produces provincial and regional level population projections, a new methodology was developed to estimate future community level populations. Developing these methods at this lower level of geography provides analysts with better data to inform decision making. Accurate, unbiased data is critical to the development of programs and services that are needed in communities across the province.

Provided quantitative support to the Province's immigration and population growth strategies and the implementation of the provincial Health Accord.

Newfoundland and Labrador has faced significant demographic challenges, and immigration provides an important opportunity for economic growth. In 2023, as a result of record high net in-migration, the province had its largest population increase since 1975. Timely, accurate population projections are key to determining future labour supply, a key factor in preparing for the future successful labour market. The ESB

provided updated provincial and regional population projections to support the related strategic initiatives.

The Health Accord is a 10-year plan to reimagine health and health care in Newfoundland and Labrador. To support the development of a well-being framework, the ESB developed domain-specific presentations on the major contributors to well-being. The indicators selected for the framework will help track progress towards improving the well-being of Newfoundlanders and Labradorians.

Provided training and increased awareness to officials across government and government entities on the existing data systems such as Community Accounts.

Community Accounts is a publicly accessible information system providing users with a single comprehensive source of community, regional, and provincial data. The ESB updated the visuals for Community Accounts to improve the interface and modernize graphics, improving the user experience. A presentation to Deputy Ministers outlined the existing data systems and the statistical services offered by ESB to departments. On May 16, 2023, a training session was provided to over 100 officials across government on the use of the Community Accounts to support evidence-based decision making. This presentation included a discussion of the types of data available, data comparison features, mapping features, and popular data topics as well as a walk-through of the interface.

Consulted with departmental officials to identify current and future potential gaps in the statistical system.

As a part of the budget process, departments were asked to assess quantitative priorities and engage with the ESB. During the reporting year, ESB administered surveys for departments and agencies to collect data gaps in program areas such as tourism, fisheries, health, and public sector demographics. ESB partnered with the Office of Women and Gender Equality to provide statistical support for the province's data requirements under the National Action Plan to End Gender Based Violence

Results Framework, and partnered with the Department of Fisheries, Forestry and Agriculture to provide data and analytical support to spatially analyze 20 years of forest fire data.

Summary of Results

The following is a summary of the indicators showing success toward achieving this objective:

- Developed a new methodology to estimate community level populations and reviewed the methodology for the NL Market Basket Measure;
- Updated provincial and regional population projections and developed presentations to support the implementation of the provincial Health Accord;
- Improved the user interface of the Community Accounts data systems and provided training to officials across government and government entities; and
- Identified gaps in the statistical system through consultations and collaboration with departmental officials and provided the required data and analytical support.

Planned Results for 2024-25

During the 2024-25 fiscal year, the Department will continue to work towards its goal of improving the collection, development, and distribution of statistical and economic information to support evidence-based decision making across departments. To this end, the following objective was established:

By March 31, 2025, the Department of Finance will have improved the capacity of policy officials across government in accessing and using data-driven evidence to formulate policies and deliver public services.

The Department's success towards achieving this objective will be measured by the following indicators:

- Identified and provided key social and economic data in support of government policy priorities, key initiatives and plans;
- Completed surveys undertaken to address key policy and program questions;
- Broader dissemination of key data and indicators to external stakeholders; and
- Providing key presentations on priority areas or initiatives identified by departments.

Issue #3: Strengthening Financial Capacity

To meet the Department's vision of a sustainable financial management framework that supports a self-reliant provincial economy, there must be long-term strategies in place that encourage strong financial decisions at every level of government and instill confidence in the public over the stewardship of public funds.

Government relies on financial professionals in every department to provide the financial expertise and advice necessary to support government operations and decision-making. For this collaboration to be effective, the Department must ensure the budget process not only supports the needs of the Department, but also the needs of the users outside the Department. Information must be presented clearly and at the level of the user, and users must be trained to understand their responsibilities.

This is especially important given the recruitment of qualified individuals for roles requiring high levels of financial competency has been challenging. Financial expertise is in high demand across departments and with current workforce demographics, job competitions for financial management roles have increasingly proceeded to external advertising to attract talent from a broader applicant pool.

Strengthening financial competency throughout government will help build this desired expertise and lay the groundwork for the succession planning needed to effectively manage public funds in the future.

Goal

By March 31, 2026, the Department of Finance will have developed methods and implemented changes to improve long-term financial competency within government departments.

2023-24 Objective

By March 31, 2024, the Department of Finance will have documented baseline data and engaged internal partners on the development and implementation of an education and training program for financial professionals.

The following progress was achieved towards the Department's performance indicators of success:

Gathered and evaluated baseline data of self-identified and certified financial professionals across government.

Departmental Controllers throughout government were asked to provide a list of positions in their departments that were financially focused. This list was expanded as employees shared the professional development opportunities with their team members and the Department reached out to financial professionals in non-financial roles through their membership in other groups and associations. By referencing this list of employees against organizational charts and the membership registries for Chartered Professional Accountants (CPA) Newfoundland and Labrador and the Institute of Internal Auditors, the information available is more detailed and more reliable.

Engaged a significant percentage of the target employees in professional development training.

Similar to most professional certifications, CPAs and Certified Internal Auditors require continuing professional education to maintain their association membership in good standing. During fiscal 2023-24 the Department, in partnership with Treasury Board Secretariat, planned three sessions of professional development training to staff across government. The three sessions were held virtually and consisted of four, one-hour

presentations on a variety of topics including change management, professional ethics, cybersecurity, and accounting standards. Two thirds of employees invited to each session attended, with 87 per cent of the targeted group attending at least one of the twelve presentations given during the reporting period.

Evaluated and identified opportunities for growth in the existing education and training offerings and methods.

The Department evaluated its approach to delivering professional development to ensure the methods undertaken best engaged the target employees. Adjustments were made to the scheduling of the sessions and a different virtual platform was selected to make attending the sessions more convenient and collaborative. The evaluation of opportunities for growth was focused on how the Department could contribute to education opportunities for financial professionals over and above the education and training that is currently offered. It was confirmed that formalized training for executives across government regarding their role in the budget process and fiscal responsibilities is desired, and the Department will work with the Centre for Learning and Development on its formation.

Established a long-term plan for continued professional development opportunities for financial professionals in the public service.

The Department is committed to ensure the professional development sessions discussed above continue annually and that attendance is supported by departmental executive throughout government. The development of training for executives regarding their role in the budget process and fiscal responsibilities will formalize ad-hoc training sessions and materials for repeated and continued use.

During the year the Department worked closely with Treasury Board Secretariat to develop a competency profile for Departmental Controllers. This profile will guide learning programs and link employee development to the critical knowledge, skills, and behaviors needed for employees to be successful. Continuing this work into 2024-25,

an eligibility list competition for Departmental Controllers was conducted to identify candidates who possess the desired competencies and to identify potential candidates who can become strong candidates in the future. This long-term view to developing candidates will build financial competency throughout government. The Department also will continue to strengthen capacity in government through its support of the CPA Student and Graduate Recruit Programs.

Summary of Results

The following is a summary of the indicators showing success toward achieving this objective:

- Collected baseline data to identify financial professionals employed within government;
- Provided professional development training for financial professionals;
- Reviewed and evaluated opportunities for growth in existing education and training offerings; and
- Collaborated with Treasury Board Secretariat on a future-focused approach to developing candidates.

Planned Results for 2024-25

During the 2024-25 fiscal year, the Department will continue to develop methods and implement changes to improve the long-term financial competency within government departments. To this end, the following objective was established:

By March 31, 2025, the Department of Finance will have provided executive training sessions and improved interdepartmental information sharing in relation to the annual budget process.

The Department's success towards achieving this objective will be measured by the following indicators:

- Enhancing the analytical review of budget initiatives;
- Review and re-evaluate the budget process through the lens of users outside the Department ensuring their needs have been addressed;
- Work with the Centre for Learning and Development to develop training for executives across government; and
- Ensure communications from the Department are tested and shown to be understood by the people for whom they are intended.

Opportunities and Challenges

Newfoundland and Labrador has faced generations of financial uncertainty impacting the Provincial Government's ability to invest in services, programs, and infrastructure. The Department's 2023-2026 Strategic Plan identified opportunities to improve financial health and well-being; increase access to accurate and unbiased information; and ensure financial capacity at every level in government.

While much progress has been made in the transformation and modernization of government, there is still much to do to ensure better results for the people of the province. Supporting business growth and development through collaboration with other departments is paramount to continued economic and financial success. As is the strong management of the Newfoundland and Labrador Government Sinking Fund and the Newfoundland and Labrador Future Fund. This year, for the first time in 12 years, the Province received an upgraded credit rating. Yet the unpredictable nature of the investment market will continue to be a challenge. Proficient management will be required to ensure that the investment strategy maximizes the rate of return earned on the investment portfolio, while at the same time protecting the security of the funds.

As government faces pressure to make decisions and deliver services faster than ever, there is also a persistent focus to improve accountability and transparency in decision making. Identifying and providing key social and economic data in support of government policy priorities, key initiatives and plans will improve the capacity of

officials across government to formulate policies and deliver public services.

Similarly, the financial expertise of these officials is in high-demand across departments. While the recruitment of qualified individuals for roles requiring high levels of financial competency has been challenging, there are opportunities to improve long-term financial competency within government and help build this desired expertise, laying the groundwork for the succession planning needed to effectively manage public funds in the future.

Financial Information

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2024 (unaudited).

	<u>Actual</u> \$	Amended \$	Original \$
EXECUTIVE AND SUPPORT SERVICES			
Minister's Office			
1.1.01 Minister's Office	241,345	257,700	257,700
Total: Minister's Office	<u>241,345</u>	<u>257,700</u>	<u>257,700</u>
General Administration			
1.2.01 Executive Support	696,053	880,800	886,700
1.2.02 Departmental Operations	11,337,285	12,187,500	12,181,600
1.2.03 Administrative Support	166,605	216,600	216,600
1.2.04 Administrative Support – Capital	-	100	100
Total: General Administration	<u>12,199,943</u>	<u>13,285,000</u>	<u>13,285,000</u>
Government Rebate Programs			
1.3.01 Government Rebate Program	11,177,933	20,000,000	20,000,000
Total: Government Rebate Programs	<u>11,177,933</u>	<u>20,000,000</u>	<u>20,000,000</u>
TOTAL: EXECUTIVE AND SUPPORT SERVICES	<u>23,619,221</u>	<u>33,542,700</u>	<u>33,542,700</u>
FINANCIAL ADMINISTRATION			
Federal Programs			
2.1.01 Federal Programs	-	21,256,000	32,602,000
Total: Federal Programs	<u>-</u>	<u>21,256,000</u>	<u>32,602,000</u>
TOTAL: FINANCIAL ADMINISTRATION	<u>-</u>	<u>21,256,000</u>	<u>32,602,000</u>
TOTAL: DEPARTMENT	<u>23,619,221</u>	<u>54,798,700</u>	<u>66,144,700</u>