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Executive Policy Manager
Marcell R. Todd, Jr.
Director, City Planning Commission
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TO: Art Thompson, Chief Information Officer
            Department of Innovation and Technology (DOIT)

FROM: David Whitaker, Director
            Legislative Policy Division

DATE: March 9, 2022

RE: 2022-2023 Budget Analysis

Attached is our budget analysis regarding your department's budget for the 2022-2023 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Monday, March 14, 2022 at 11:00 a.m.**   We would then appreciate a written response to the issues/questions at your earliest convenience before or after your budget hearing. Please forward a copy of your responses to the Council members, the City Clerk's Office, and the Legislative Policy Division.

Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

Attachments:
Issues and Questions
Agency Plan: Mission, Goals and Activity Summary
Budget Summary
Appropriation and Cost Center Expenditures
Positions

cc: Councilmembers
        Auditor General's Office
        Jay Rising, CFO
        Tanya Stoudemire, Chief Deputy CFO-Policy & Administration Dire
        Steven Watson, Deputy CFO/Budget Director
        Felix O' Aku, Agency CFO for Governmental Operation Departments
        Gail Fulton, Mayor's Office

Department of Innovation and Technology (31)
FY 2022-23 Budget Analysis by the Legislative Policy Division

Budget Issues and Questions

1.   Please briefly explain the DOIT's new expense initiatives, new capital funding requests, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented in FY 2023. Please provide which appropriation/cost center the new initiative/request/proposal is impacting in FY 2023.

2.   Briefly describe the activities of the cost centers that report to appropriation 29310 Efficient and Innovative Operations Support- DOIT.

3.   DOIT's General Fund recommended budget for FY 2023 totals $35.6 million, a $13 million increase (58%) from the FY 2022 budget of $22.6 million; please explain.

4.   Please explain the increase in Salary & Wages, from $10.8 million in FY 2022 to $13.8 million in FY 2023; a $3 million, 28% increase. Is the increase due to general wage and merit increases? Does the city pay a competitive wage for technology positions?

5.   Why do Employee Benefits decrease in FY 2024 by 6% when salary and wages are increasing?

6.   For FY 2023, Professional and Contractual Services totals $8.4 million, an increased of $4.9 million; 1.5 times more than the FY 2022 budget of $3.4 million; please explain. Are we increasing contractual staff/consultants, if so for what purpose?   What new enterprise application investment is the city making in FY 2023?

7.   Please explain what is involved in the consolidation of the Police department information technology activity into DOIT. Why is this limited to non-personnel cost?

8.   Please provide details on the $3.8 million cost for Police body camera cloud storage.

9.   Please explain why Operating Supplies decrease from $2.9 million in FY 2022 to $1.4 million in the recommended FY 2023 budget when you are consolidating activity (see question 4 above).

10. Why is Operating Services increasing in FY 2023 to $7.3 million from $1.3 million in FY 2023.

11. Briefly describe the city-wide replacement program of technology hardware- PC/laptops/printers, etc.

12. Is the Police Department the only department that has not been brought into the new UltiPro Payroll system? When is the expected completion date for the Police Department's payroll integration into the new system?

13. According to the Office of the Chief Financial Officer (OCFO), as of December 31, 2021, the department had 24 vacancies. Please briefly describe the difficulty of filling the vacancies. Also, please briefly explain the department's strategy to fill vacant positions.

14. The FY 2023 DOIT recommended budget includes 145 positions, a net decrease of 2 positions from the 147 budgeted in FY 2022; position changes involved increases/decreases in several cost centers, please explain this shift in position assignments. The Public Safety cost center 310220

positions decreased by 9 positions, please explain.   GIS cost center 310180 positions increase by 3 positions in FY 2023, what new activity is the division engaged in or is this due to demand for more GIS services?

15. Please provide an update on cyber security improvements to protect City's computer system infrastructure and prevent breaches and hacking? This is now more important than ever before as a large portion of City's employees are working remotely and may continue in a hybrid manner for the near future.   Are there any physical infrastructure improvements the city can make to protect our sensitive assets from cyber intrusions?

16. Please explain how the city is working with the community on the "Digital Divide".

DEPARTMENT OF INNOVATION & TECHNOLOGY (31)

Department Overview

MISSION:

The Department of Innovation and Technology (DoIT) empowers City agencies, partners and citizens to achieve their goals; and innovates by delivering reliable, timely, cost-effective, appropriate technology and solutions.

DoIT is a central staff agency responsible for developing and providing information technology and consulting services to City agencies that will innovate on how they deliver services and interact with citizens. The responsibilities of DoIT include: strategic technology planning, business needs solutions, information management, Cyber Security, special project management, application development and implementation, system/application maintenance and support, telecommunications, data center operations, technology acquisition, data security and other services to empower agencies to use technology to improve operations and the quality of services provided.

STRATEGIC PRIORITIES:

1. Improve citizens' experience with and access to information.
2. Add content and continue to publish existing data to the Open Data Portal to demonstrate value to all Detroiters.
3. Improve information security, cyber hygiene, management and sharing across City departments and divisions.
4. Improve service delivery and customer service between DoIT and City departments.
5. Utilize research and public private partnerships to develop a comprehensive digital inclusion strategy to help bridge Detroit's digital divide.

Operating Programs

- **Innovation and Emerging Technology** provides research and analysis and development services.
- **Enterprise Technology Operations** includes Data, Server and Network Management, Client Services Division, and Enterprise Applications Management.
- **Departmental Technology Services** is responsible for records management, GIS services, and support for government and department operations and independent customer agency support.
- **Public Safety and Cyber Security** includes applications, infrastructure, and radio and field technicians.
- **Project Management Office** handles special projects.

DEPARTMENT OF INNOVATION & TECHNOLOGY (31)

Operating Budget Highlights:

- Includes $7.9 million consolidation of existing Police Department Technical Services Bureau IT non-personnel funding into DoIT.
- Includes $3.8 million in new funding for police body camera cloud storage

Department Name: Department of Innovation & Technology

Department #:   31

Budget Summary:

	FY2021 Actual		FY2022 Adopted		FY2023 Mayor Recommend	
	General Fund	**All Funds**	**General Fund**	**All Funds**	**General Fund**	**All Funds**
Total Revenues	31,893	31,893	-	-	-	-
Total Expenditures	18,824,631	22,201,209	22,607,795	22,607,795	35,633,180	35,633,180
Net Tax Cost	**18,792,738**	**22,169,316**	**22,607,795**	**22,607,795**	**35,633,180**	**35,633,180**

	FY2024 Forecast		FY2025 Forecast		FY2026 Forecast	
	General Fund	**All Funds**	**General Fund**	**All Funds**	**General Fund**	**All Funds**
Total Revenues	-	-	-	-	-	-
Total Expenditures	36,048,748	36,048,748	36,819,072	36,819,072	37,376,558	37,376,558
Net Tax Cost	**36,048,748**	**36,048,748**	**36,819,072**	**36,819,072**	**37,376,558**	**37,376,558**

Positions (by FTE):	1/1/2022 Actual	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
General Fund	123	147	145	145	145	145
Non-General Fund	-	-	-	-	-	-
Total Positions	**123**	**147**	**145**	**145**	**145**	**145**

CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Summary Category	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
31 - Department of Innovation & Technology	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**
Salaries & Wages	10,849,623	13,791,930	14,067,769	14,349,126	14,492,616
Employee Benefits	4,120,215	4,722,386	4,451,263	4,519,516	4,574,502
Professional & Contractual Services	3,411,806	8,358,382	8,558,983	8,764,399	8,939,687
Operating Supplies	2,899,653	1,359,610	1,392,240	1,425,655	1,454,169
Operating Services	1,251,498	7,325,872	7,501,693	7,681,733	7,835,368
Other Expenses	75,000	75,000	76,800	78,643	80,216
Grand Total	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**

CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Summary Category	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
31 - Department of Innovation & Technology	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**
1000 - General Fund	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**
Salaries & Wages	10,849,623	13,791,930	14,067,769	14,349,126	14,492,616
Employee Benefits	4,120,215	4,722,386	4,451,263	4,519,516	4,574,502
Professional & Contractual Services	3,411,806	8,358,382	8,558,983	8,764,399	8,939,687
Operating Supplies	2,899,653	1,359,610	1,392,240	1,425,655	1,454,169
Operating Services	1,251,498	7,325,872	7,501,693	7,681,733	7,835,368
Other Expenses	75,000	75,000	76,800	78,643	80,216
Grand Total	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**

CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
31 - Department of Innovation & Technology	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**
1000 - General Fund	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**
25310 - Safer Neighborhoods - DoIT	**4,827,268**	**16,034,665**	**16,315,390**	**16,684,497**	**16,975,823**
310220 - Public Safety	4,827,268	16,034,665	16,315,390	16,684,497	16,975,823
29310 - Efficient and Innovative Operations Support - DoIT	**17,780,527**	**19,598,515**	**19,733,358**	**20,134,575**	**20,400,735**
310010 - Office of the CIO	817,643	1,541,150	1,547,048	1,577,469	1,596,366
310020 - Departmental Technical Services	2,487,871	1,679,767	1,713,172	1,752,798	1,785,045
310050 - DoIT Transportation & Public Works	614,373	734,134	734,322	748,183	756,053
310060 - DoIT Neighborhood, Community, & Econ Dev	1,248,439	1,239,397	1,239,713	1,263,117	1,276,404
310070 - DoIT Government Operations	929,459	1,102,197	1,102,476	1,123,289	1,135,104
310080 - DoIT Legislative & Individual Agency Operations	537,675	640,030	640,193	652,279	659,138
310090 - DoIT Client Services	961,616	1,211,599	1,212,453	1,235,462	1,248,687
310100 - DoIT Auxiliary Services	247,799	276,974	277,729	283,123	286,387
310110 - Data Strategy & Analytics	690,842	966,061	966,308	984,551	994,908
310120 - DoIT Program Management	698,711	886,842	887,067	903,814	913,321
310130 - Enterprise Technology Operations	695,180	803,162	803,818	819,093	827,897
310140 - Data & Server Management	744,566	936,909	937,148	954,840	964,883
310150 - Network Services	1,688,810	860,626	860,844	877,096	886,322
310170 - Enterprise Applications Support	4,105,932	4,499,134	4,585,260	4,690,594	4,775,514
310180 - Geospatial Information Systems	373,381	1,130,626	1,130,962	1,152,322	1,164,463
310190 - Web Administration	644,750	896,427	896,721	913,665	923,305
310200 - Enterprise Information Management	293,480	193,480	198,124	202,880	206,938
Grand Total	**22,607,795**	**35,633,180**	**36,048,748**	**36,819,072**	**37,376,558**

CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
31 - Department of Innovation & Technology	**147**	**145**	**145**	**145**	**145**
1000 - General Fund	**147**	**145**	**145**	**145**	**145**
25310 - Safer Neighborhoods - DoIT	**47**	**38**	**38**	**38**	**38**
310220 - Public Safety	**47**	**38**	**38**	**38**	**38**
112124 - Information Technology Specialist Systems Analyst	1	0	0	0	0
11302103 - Director, Public Safety and Cyber Security	1	1	1	1	1
15112102 - Information Technology Specialist Systems Analy	0	1	1	1	1
15112233 - Information Technology Specialist Information Se	3	0	0	0	0
15113304 - Information Technology Specialist Software Engi	2	2	2	2	2
15114104 - Information Technology Specialist Database Adm	1	1	1	1	1
15114202 - Information Technology Specialist Systems Admi	3	2	2	2	2
15114203 - Information Technology Specialist Systems Admi	2	2	2	2	2
15114204 - Information Technology Specialist Systems Admi	1	1	1	1	1
15114214 - Supervisory Information Technology Specialist Sy	4	3	3	3	3
15114302 - Information Technology Specialist Net Enterprise	1	0	0	0	0
15114304 - Information Technology Specialist Net Enterprise	1	0	0	0	0
15114314 - Supervisory Information Technology Specialist Ne	1	0	0	0	0
15115102 - Info Technology Tech II	6	6	6	6	6
15115103 - Info Technology Tech III	4	4	4	4	4
15115104 - Info Technology Tech IV	9	9	9	9	9
15115112 - Supv Info Technology Tech II	2	2	2	2	2
15115122 - Info Technology Tech Mgr II	2	2	2	2	2
15119104 - Information Technology Specialist IV	1	0	0	0	0

CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
15119133 - Information Technology Specialist Gis Analyst III	1	0	0	0	0
43601102 - Administrative Assistant II	1	1	1	1	1
43601103 - Administrative Assistant III	0	1	1	1	1
29310 - Efficient and Innovative Operations Support - DoIT	**100**	**107**	**107**	**107**	**107**
310010 - Office of the CIO	**4**	**8**	**8**	**8**	**8**
013376 - Executive Administrative Assistant II	1	1	1	1	1
112124 - Information Technology Specialist Systems Analyst	2	1	1	1	1
112224 - Information Technology Specialist Information Secu	0	1	1	1	1
15112233 - Information Technology Specialist Information Se	0	2	2	2	2
15114214 - Supervisory Information Technology Specialist Sy	0	1	1	1	1
931640 - Chief Information Officer	1	1	1	1	1
932014 - Executive Management Team - Mayor's Office	0	1	1	1	1
310020 - Departmental Technical Services	**2**	**2**	**2**	**2**	**2**
11302102 - Director, Innovation and Emerging Technology	1	1	1	1	1
43601105 - Administrative Assistant II	1	1	1	1	1
310050 - DoIT Transportation & Public Works	**6**	**6**	**6**	**6**	**6**
15112102 - Information Technology Specialist Systems Analy	2	2	2	2	2
15115103 - Info Technology Tech III	2	2	2	2	2
15115224 - Dept Tech Svcs Mgr	1	1	1	1	1
15119003 - Information Technology Specialist Systems Engin	1	1	1	1	1
310060 - DoIT Neighborhood, Community, & Econ Dev	**13**	**10**	**10**	**10**	**10**
15112102 - Information Technology Specialist Systems Analy	1	1	1	1	1
15115102 - Info Technology Tech II	1	1	1	1	1
15115103 - Info Technology Tech III	4	4	4	4	4

CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
15115224 - Dept Tech Svcs Mgr	2	2	2	2	2
15119003 - Information Technology Specialist Systems Engin	2	2	2	2	2
15119112 - Information Technology Specialist Gis Analyst II	2	0	0	0	0
15119133 - Information Technology Specialist Gis Analyst III	1	0	0	0	0
310070 - DoIT Government Operations	**9**	**9**	**9**	**9**	**9**
15112102 - Information Technology Specialist Systems Analy	2	2	2	2	2
15115102 - Info Technology Tech II	3	3	3	3	3
15115103 - Info Technology Tech III	1	1	1	1	1
15115224 - Dept Tech Svcs Mgr	2	2	2	2	2
15119003 - Information Technology Specialist Systems Engin	1	1	1	1	1
310080 - DoIT Legislative & Individual Agency Operations	**5**	**5**	**5**	**5**	**5**
15112102 - Information Technology Specialist Systems Analy	1	1	1	1	1
15115102 - Info Technology Tech II	1	1	1	1	1
15115103 - Info Technology Tech III	1	1	1	1	1
15115224 - Dept Tech Svcs Mgr	1	1	1	1	1
15119003 - Information Technology Specialist Systems Engin	1	1	1	1	1
310090 - DoIT Client Services	**13**	**13**	**13**	**13**	**13**
025031 - Senior Data Processing Equipment Operator	2	2	2	2	2
15113333 - Information Technology Specialist Software Engin	1	1	1	1	1
15115102 - Info Technology Tech II	3	3	3	3	3
15115103 - Info Technology Tech III	4	4	4	4	4
15115104 - Info Technology Tech IV	2	1	1	1	1
15115122 - Info Technology Tech Mgr II	1	1	1	1	1
15119003 - Information Technology Specialist Systems Engin	0	1	1	1	1

CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
310100 - DoIT Auxiliary Services	**3**	**2**	**2**	**2**	**2**
13111604 - Program Analyst IV Records and Compliance Spe	1	0	0	0	0
13111628 - Supervisory Records Management Specialist Prog	1	1	1	1	1
15111603 - Program Analyst III Records And Compliance Spe	1	1	1	1	1
310110 - Data Strategy & Analytics	**6**	**7**	**7**	**7**	**7**
11302104 - Director, Enterprise Technology Operations	1	1	1	1	1
13111103 - Program Analyst III	0	1	1	1	1
15111433 - Information Technology Specialist Data Engineer	1	1	1	1	1
15111443 - Information Technology Specialist Data Librarian	1	1	1	1	1
15111463 - Information Technology Specialist Data Visualizat	1	1	1	1	1
15119104 - Information Technology Specialist IV	1	1	1	1	1
43601103 - Administrative Assistant III	1	0	0	0	0
830320 - Urban Government Intern II Limited Service	0	1	1	1	1
310120 - DoIT Program Management	**5**	**6**	**6**	**6**	**6**
11302106 - Program Management Officer	1	1	1	1	1
13111002 - Project Manager Analytics Specialist II	0	1	1	1	1
13111104 - Program Analyst IV	1	0	0	0	0
15111004 - Project Manager Analytics Specialist IV	3	4	4	4	4
310130 - Enterprise Technology Operations	**4**	**4**	**4**	**4**	**4**
11302101 - Chief Information Officer	1	1	1	1	1
13114324 - Information Technology Specialist NetworkEnter	2	2	2	2	2
43601104 - Administrative Assistant IV	1	1	1	1	1
310140 - Data & Server Management	**7**	**7**	**7**	**7**	**7**
15114102 - Information Technology Specialist Database Adm	2	1	1	1	1

CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
15114103 - Information Technology Specialist Database Adm	1	1	1	1	1
15114202 - Information Technology Specialist Systems Admi	0	1	1	1	1
15114203 - Information Technology Specialist Systems Admi	3	3	3	3	3
15114214 - Supervisory Information Technology Specialist Sy	1	1	1	1	1
310150 - Network Services	**4**	**6**	**6**	**6**	**6**
15114302 - Information Technology Specialist Net Enterprise	2	2	2	2	2
15114304 - Information Technology Specialist Net Enterprise	1	2	2	2	2
15114314 - Supervisory Information Technology Specialist Ne	0	1	1	1	1
15114333 - Information Technology Specialist NetworkEnter	1	1	1	1	1
310170 - Enterprise Applications Support	**8**	**6**	**6**	**6**	**6**
15113302 - Information Technology Specialist Software Engir	4	2	2	2	2
15113304 - Information Technology Specialist Software Engir	2	2	2	2	2
15113314 - Supervisory Information Technology Specialist So	1	1	1	1	1
15113333 - Information Technology Specialist Software Engir	1	1	1	1	1
310180 - Geospatial Information Systems	**6**	**9**	**9**	**9**	**9**
119114 - Supervisory Information Technology Specialist Gis A	1	1	1	1	1
15115102 - Info Technology Tech II	3	2	2	2	2
15119104 - Information Technology Specialist IV	0	1	1	1	1
15119112 - Information Technology Specialist Gis Analyst II	0	2	2	2	2
15119133 - Information Technology Specialist Gis Analyst III	2	3	3	3	3
310190 - Web Administration	**5**	**7**	**7**	**7**	**7**
15112102 - Information Technology Specialist Systems Analy	0	1	1	1	1
15113403 - Back-End - Web Developer III	3	3	3	3	3
15113404 - Back-End - Web Developer IV	1	1	1	1	1

CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2022 Adopted	FY2023 Mayor Recommend	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
15113414 - Supervisory Web Developer IV	1	1	1	1	1
15115103 - Info Technology Tech III	0	1	1	1	1
Grand Total	**147**	**145**	**145**	**145**	**145**