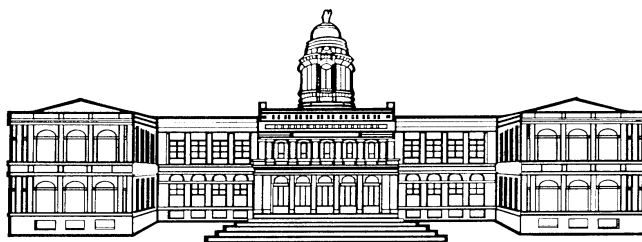


New York City Council



# BUDGET REPORT

Finance Division

March 2009

***Analysis of the  
Fiscal 2010 Preliminary Budget  
and  
Fiscal 2009 Preliminary Mayor's Management Report  
for the  
Department of Finance  
Monday, March 9, 2009***

**Hon. Christine C. Quinn**  
Speaker

**Hon. David I. Weprin**, Chair  
Committee on Finance

**Preston Niblack**, Director

**Jeffrey Rodus**, First Deputy Director

**Jonathan Rosenberg**, Deputy Director

**Anthony Brito**, Legislative Financial  
Analyst

## PREFACE

On March 9, 2009, at 1:15 pm., the Committee on Finance, chaired by the Hon. David I. Weprin, will hold a hearing on the Mayor's Fiscal 2010 Preliminary Budget and Fiscal 2009 Preliminary Mayor's Management Report for the Department of Finance.

Section 236 of the New York City Charter requires the Mayor to submit by January 16<sup>th</sup> a preliminary budget for the upcoming fiscal year.<sup>a</sup> In addition, under section 12 of the City Charter, the Mayor must make public and submit to the Council by January 30<sup>th</sup> the Preliminary Mayor's Management Report (PMMR) for the current fiscal year.<sup>b</sup> Among other things, the PMMR must contain "proposed program performance goals and measures for the next fiscal year reflecting budgetary decisions made as of the date of submission of the preliminary budget."<sup>c</sup> The Charter also requires the Council to hold hearings on the preliminary budget and to submit recommendations to the Mayor by March 25<sup>th</sup>.<sup>d</sup> This year, the Council will hold joint hearings on the Fiscal 2010 Preliminary Budget and the Fiscal 2009 Preliminary Mayor's Management Report.

Beginning with the Fiscal Year 2008 Adopted Budget, the Council and the Mayor's Office of Management and Budget agreed to an additional budget presentation, referred to by OMB as the budget function analysis, and by the Council as the program budget. Two agencies were initially presented in the program budget form. Beginning with the January 2008 Financial Plan (Fiscal 2009 Preliminary Budget), a total of 16 agencies are now in program budget form. The Department of Finance is a program budget agency.

This report was prepared by Anthony Brito, Legislative Financial Analyst, under the supervision of Deputy Director Jonathan Rosenberg.

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<sup>a</sup> The Charter prescribes specific actions that are required as part of the annual budget submission process during a fiscal year. The Charter allows for changes, via local law, in the dates in the submission of the PMMR, as well as an extension for subsequent steps in the budget process. This year, Local Law 03 of 2009 changed the date for the submission of the Preliminary Budget to January 30th, and the date for the Council's Response to the Preliminary Budget to April 8<sup>th</sup>.

<sup>b</sup> Local Law 03 of 2009 changed the date of submission of the PMMR to February 13, 2009.

<sup>c</sup> New York City Charter, §12(b)(2).

<sup>d</sup> *See id.* at §247.

## Department of Finance (836)

The Department of Finance (DOF) collects City revenues, complies with City tax and other revenue laws, values all real property in the City, provides a forum for the public to dispute tax and parking violation liability, and maintains property records.

### PROGRAM TO ELIMINATE THE GAP

Since the Fiscal 2009 Budget was adopted in June, the Office of Management and Budget has twice asked agency heads to submit Programs to Eliminate the Gap (PEGs) proposals. In the first round, in September, OMB sought PEG submissions equal to five percent of agency City tax-levy budgets for Fiscal 2010, with a further seven percent sought in December.

PEGs reduce the City's budget gap either by reducing an agency's City tax-levy Expense Budget spending, or by increasing City revenues. The chart below indicates the proposed PEG amounts for the DOF based on the Fiscal 2010 forecast at the time the Fiscal 2009 Budget was adopted (June 2008).

<b>November and January Plan PEGs for Fiscal 2010</b> <i>(in 000s)</i>	
<b>Fiscal 2010 Forecast at Fiscal 2009 Adoption (June 2008)</b>	<b>\$198,695</b>
<b>Total Fiscal 2010 PEGs</b>	<b>(\$5,804)</b>
PEGs as a Percent of the Fiscal 2010 Forecast	(3%)

### PRELIMINARY BUDGET HIGHLIGHTS

DOF's Fiscal 2010 Preliminary Budget is 3 percent less than the Fiscal 2009 Adopted Budget. Planned spending will decrease primarily in NYCServ Contract Funding (approximately \$7.2 million), and the Property Records Division (approximately \$2.1 million). The decrease in these funding areas is primarily due to the elimination of OTPS contracts for the maintenance of DOF's NYCServ and ACRIS' systems. DOF has decided to maintain these systems in-house. The agency plans to hire 35 new employees in the Audit Division and the Financial Information Technology program area these new hires will perform duties that were once performed by contractors. The net savings of this action is estimated to be approximately \$14.4 million in Fiscal 2010. These new hires reflect the agency's programmatic and budgetary shift from outsourcing technology maintenance to hiring in-house personnel to meet the objectives of the agency and yield net savings. In addition, DOF will undertake an across the board personal services reduction that will include the elimination of 18 positions. The savings from the personal service reduction will be approximately \$1.1 million in Fiscal 2010, \$2.4 million in Fiscal 2011, and \$3.6 million in Fiscal 2012 and the out years. The agency has yet to determine where these 18 layoffs will come from within the agency.

## PROGRAM FUNDING OVERVIEW

Program budgets, as the name suggests, presents an agency's budget and headcount by discrete program areas, in contrast to the broader unit of appropriation breakouts which exist for every agency (see unit of appropriation table below). The tables below present an overview of the DOF budget by those programmatic functions performed by the agency.

Program Funding	2008 Actual Expenses	2009 Adopted Budget	2009 Current Modified	2010 Preliminary Budget
Administration	\$50,020,210	\$48,541,095	\$49,004,767	\$47,725,770
Audit	\$17,662,885	\$18,934,371	\$18,934,371	\$21,709,482
Civil Enforcement	\$14,407,436	\$13,114,910	\$13,114,910	\$13,127,366
Collections	\$16,132,714	\$18,577,856	\$18,578,856	\$19,314,545
Communications & Governmental Services	\$873,441	\$1,776,640	\$1,522,266	\$1,717,428
Customer Relations	\$4,732,202	\$4,870,421	\$3,581,315	\$3,330,503
FIT(Finance Information Technology)	\$30,925,941	\$31,922,995	\$31,092,045	\$34,762,413
Legal & Adjudications	\$14,902,511	\$12,476,510	\$14,379,768	\$14,753,155
NYCSERV Contract Funding	\$18,317,127	\$11,495,180	\$11,495,180	\$4,249,130
Payment Ops & Application Processing	\$15,673,692	\$15,717,999	\$15,716,999	\$14,843,279
Property Records	\$12,102,559	\$10,982,922	\$11,083,200	\$8,846,954
Tax Appeals Tribunal	\$961,009	\$0	\$0	\$0
Treasury	\$7,038,769	\$5,577,470	\$5,584,970	\$5,580,158
Valuing Property	\$11,747,779	\$12,406,969	\$12,361,811	\$13,096,731
<b>Total</b>	<b>\$215,498,274</b>	<b>\$206,395,338</b>	<b>\$206,450,458</b>	<b>\$203,056,914</b>

## PROGRAM HEADCOUNT OVERVIEW

Headcount by Program	2009 Adopted Budget	2009 Current Modified	2010 Preliminary Budget
Administration	190	190	189
Audit	227	227	235
Civil Enforcement	216	216	216
Collections	306	306	306
Communications & Governmental Services	13	13	13
Customer Relations	132	132	132
FIT(Finance Information Technology)	225	225	252
Legal & Adjudications	145	145	128
Payment Ops & Application Processing	277	277	277
Property Records	110	110	110
Treasury	43	43	43
Valuing Property	230	230	230
<b>Total</b>	<b>2,114</b>	<b>2,114</b>	<b>2,131</b>

## PROGRAM FUNDING ANALYSIS

### Program Descriptions

The Department of Finance has several program areas which have not experienced any significant changes from the 2009 Adopted budget to the 2010 Preliminary budget. These program areas include: Administration, Civil Enforcement, Collections, Communications & Governmental Services, Customer Relations, Treasury and the Tax Appeals Tribunal. The following program areas have had some significant changes since the Fiscal 2009 budget.

### Audit

This program area includes funding for the agency's Audit Division which provides feedback to taxpayers about the accuracy of their returns. Funding for the Audit unit has increased by approximately \$2.7 million as a result of the planned hiring of eight employees in the Agency's Data Integrity and Mining Group Initiative. The objectives of this initiative are to improve productivity through data analysis techniques and to yield additional revenue from tax compliance. The agency is projecting that the Mining Group Initiative will yield approximately \$2.5 million in additional revenue in Fiscal 2010 and the out years.

The Preliminary Mayor's Management Report cites the work of the Data Integrity and Mining Group Initiative in focusing on resolving recently issued debt and clarifying policies to remove erroneous and uncollectible debt as a primary reason for the Agency's increased ability to resolve outstanding City debt. DOF nearly doubled the amount of resolved outstanding debt in comparison to the prior year.

### Finance Information Technology (FIT)

The program area includes funding to ensure the development and delivery of information and technology solutions that aid the Department of Finance in achieving its goals. Funding for FIT has increased by approximately \$2.8 million since the Fiscal 2009 adopted budget and the headcount has increased by 21. The increase in funding should be more than offset by cost savings in the agency's OTPS budget. The changes to funding in the FIT program area include:

- **ACRIS Consultants:** The DOF will hire five information technology specialists to maintain the City's Automated City Register Information System eliminating the need to outsource the maintenance to outside contractors. The net savings from this action will be \$1,084,000 in Fiscal 2010 and the out years.
- **Mainline Software Maintenance:** The DOF will hire one person to maintain the mainline software rather than outsourcing the maintenance to outside contractor. The net savings from this action will be \$370,000 in Fiscal 2010 and the out years.
- **NYCServ Consultants:** The DOF will hire 11 information technology specialists to replace consultants in order to maintain the New York City On-Line Payment Services (NYCServ). The net savings from this action will be approximately \$615,000 in Fiscal 2009 and \$1,025,000 in Fiscal 2010 and the out years once the hiring of the specialist is fully implemented.

- **Information Technology Efficiencies.** The DOF will reduce spending by implementing various IT efficiency strategies which includes in-sourcing 10 additional maintenance agreements. The net savings from this action will be \$2,050,000 in Fiscal 2010 and the out years.

### **NYCSERV Contract Funding**

This program area includes funding for Other than Personal Services expenses NYCServ Contract. NYCServ is the payment and adjudications engine for all debts, collections, licensing, and permits to the City of New York. The system enables customers to pay taxes and fines or dispute parking tickets and violations in a single location while improving customer service.

Funding of this program area has decreased by approximately \$7.2 million from the Fiscal 2009 Adopted Budget. This decrease is largely due to DOF's initiative to eliminate contracts in the OTPS budget that were responsible for providing maintenance to the NYCServ system which will instead be handled by the hiring of new Information Technology specialists.

### **Legal & Adjudications**

This program area includes funding for the Legal Affairs Division which ensures that laws, rules and regulations are clear, easy to understand and fairly applied to the public, and that DOF has adequate legal support. This program area also funds the Adjudication Division which provides a forum for motorists to challenge their parking or red light tickets.

Approximately \$2.2 million of additional funding has been allocated for this program area in the 2010 Preliminary Budget to fund the anticipated costs associated with legislation that will expand the Red Light Camera Program. The Administration intends to amend State legislation to allow for the expansion of red light cameras to an unlimited number of locations in New York City and to increase the fine amount from \$50 to \$100. The increased funding is primarily for added personal costs for the Administrative Law Judge Division (ALJ) which will be handling a larger caseload if the State legislation is passed.

The Preliminary Mayor's Management Report shows that since Fiscal 2007, the average turnaround time for in-person parking ticket hearings has been approximately 26 while the average time to issue a decision for a parking ticket hearing by mail or the internet has been 36 days. In addition, the average time to issue a decision from the ALJ for parking tickets appeals has been approximately 11 days since Fiscal 2007 and the average time to issue refunds for parking tickets, appeals and towing charges was 15 days in Fiscal 2008. It will be necessary for the ALJ to expand in order to provide for a similar level of customer service as the additional red light cameras are installed around the City.

### **Property Records**

This program area includes funding for the City Register which maintains official records of real and personal property transfers and interests and maintenance of the Automated City Register Information System (ACRIS) which allows anyone to view property-related ownership documents online going back to 1966. The Surveyor, who reports to the City Register, updates and maintains the official tax maps of the City of New York when property owners request the subdivision of large lots into smaller lots (apportionment) or the merging of smaller lots into one large lot (merging).

The funding in this program area has decreased by approximately \$2.1 million from the Fiscal 2009 Adopted Budget to the Fiscal 2010 Preliminary Budget. This decrease is largely due to DOF's initiative to eliminate contacts in the OTPS budget that were responsible for providing maintenance to the ACRIS system which will instead be handled by the hiring of new Information Technology specialist.

### AGENCY FUNDING OVERVIEW

<b>Agency Funding Sources</b>	<b>Fiscal 2009 Adopted Budget</b>	<b>Fiscal 2009 Modified as of 1/30/2009</b>	<b>Fiscal 2010 Preliminary Budget</b>
City	\$202,229,419	\$202,229,419	\$198,850,995
Other Categorical	\$0	\$0	\$0
Capital IFA	\$0	\$0	\$0
State	\$1,960,000	\$1,960,000	\$2,000,000
Community Development	\$0	\$0	\$0
Federal-Other	\$0	\$0	\$0
Intra-City	\$2,205,919	\$2,261,039	\$2,205,919
<b>Total</b>	<b>\$206,395,338</b>	<b>\$206,450,458</b>	<b>\$203,056,914</b>

### HEADCOUNT OVERVIEW

<b>Headcount (Uniform and Civilian)</b>	<b>Fiscal 2009 Adopted Budget</b>	<b>Fiscal 2009 Modified as of 1/30/2009</b>	<b>Fiscal 2010 Preliminary Budget</b>
City	2,102	2,102	2,119
Non-City	12	12	12
<b>Total</b>	<b>2,114</b>	<b>2,114</b>	<b>2,131</b>



## UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The City Charter requires that U/A's represent the amount appropriated for personal services (i.e. salaries) or Other Than Personal Services (i.e. supplies) for a particular program, purpose, activity or institution. The table below presents the DOF budget, comparing the Fiscal 2009 Adopted Budget to the Fiscal 2010 Preliminary Budget. The Fiscal 2009 Modified Budget reflects this year's budget at the time this financial plan was released.

U/A#	U/A Name	Fiscal 2009 Adopted Budget	Fiscal 2009 Modified as of 1/30/2009	Fiscal 2010 Preliminary Budget	Percent Change from Adoption
001	Administration & Planning	\$34,145,151	\$34,145,151	\$38,059,209	11.46%
002	Operations	\$22,483,242	\$22,483,242	\$22,410,738	-0.32%
003	Property	\$18,815,901	\$18,815,901	\$19,548,695	3.89%
004	Audit	\$20,962,074	\$20,962,074	\$22,342,089	6.58%
005	Legal	\$3,840,694	\$3,840,694	\$3,800,378	-1.05%
007	Parking Violations Bureau	\$9,961,284	\$9,961,284	\$10,152,972	1.92%
009	City Sheriff	\$12,961,179	\$12,961,179	\$12,873,204	-0.68%
	<b>Total PS</b>	<b>\$123,169,525</b>	<b>\$123,169,525</b>	<b>\$129,187,285</b>	<b>4.89%</b>
011	Administration & Planning	\$68,135,392	\$68,135,392	\$59,417,598	-12.79%
022	Operations	\$4,434,000	\$4,434,000	\$4,434,000	0.00%
033	Property	\$6,043,990	\$6,099,110	\$3,894,990	-35.56%
044	Audit	\$414,000	\$414,000	\$1,814,000	338.16%
055	Legal	\$127,790	\$127,790	\$127,790	0.00%
077	Parking Violations Bureau	\$450,000	\$450,000	\$560,610	24.58%
099	City Sheriff	\$3,620,641	\$3,620,641	\$3,620,641	0.00%
	<b>Total OTPS</b>	<b>\$83,225,813</b>	<b>\$83,280,933</b>	<b>\$73,869,629</b>	<b>-11.24%</b>
	<b>Total Agency</b>	<b>\$206,395,338</b>	<b>\$206,450,458</b>	<b>\$203,056,914</b>	<b>-1.62%</b>

### PRELIMINARY BUDGET ACTIONS (in 000s)

The following table is a summary of the Preliminary Plan actions for Fiscal 2009 and Fiscal 2010 that are described in the Program Budget section above. The Non-City actions include State, Federal, Other Categorical, Intra-City and Capital Inter-Fund Agreement (IFA) funding changes for DOF.

Description	Fiscal 2009			Fiscal 2010		
	City	Non-City	Total	City	Non-City	Total
<b>Agency Budget as per the November Plan</b>	<b>\$208,677</b>	<b>\$4,166</b>	<b>\$212,843</b>	<b>\$199,341</b>	<b>\$4,206</b>	<b>\$203,547</b>
<b>January Plan Programs to Eliminate the Gap (PEGs)</b>						
Across-the-Board PS Reduction Layoffs	\$0	\$0	\$0	(\$1,168)	\$0	(\$1,168)
Additional IT Efficiencies	\$0	\$0	\$0	(\$2,050)	\$0	(\$2,050)
Data Integrity and Mining Group-Round II	\$0	\$0	\$0	\$350	\$0	\$350
In-Sourcing ACRIS Consultants	\$0	\$0	\$0	(\$1,084)	\$0	(\$1,084)
In-Sourcing Mainline Maintenance	\$0	\$0	\$0	(\$370)	\$0	(\$370)
In-Sourcing of NYC Serv Consultants	\$0	\$0	\$0	(\$1,025)	\$0	(\$1,025)
Reduce ALJ Hearings inf Brooklyn and Manhattan	\$0	\$0	\$0	(\$400)	\$0	(\$400)
Reduce ALJ Hearings in SI	\$0	\$0	\$0	(\$57)	\$0	(\$57)
<b>Total PEGs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,804)</b>	<b>\$0</b>	<b>(\$5,804)</b>
<b>January Plan New Needs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total New Needs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>January Plan Other Adjustments</b>						
BCS-DOF MOU Tax NYC Report	\$0	\$55	\$55	\$0	\$0	\$0
CB-CWA 1180 RIP	\$164	\$0	\$164	\$223	\$0	\$223
CB-DC37	\$2,823	\$0	\$2,823	\$4,294	\$0	\$4,294
Collective Bargaining-Special Officers	\$33	\$0	\$33	\$81	\$0	\$81
Legislation to Expand Red Light Camera Program	\$0	\$0	\$0	\$716	\$0	\$716
<b>Total Other Adjustments</b>	<b>\$3,020</b>	<b>\$55</b>	<b>\$3,075</b>	<b>\$5,314</b>	<b>\$0</b>	<b>\$5,314</b>
<b>Total January Plan Budget Changes</b>	<b>\$3,020</b>	<b>\$55</b>	<b>\$3,075</b>	<b>(\$490)</b>	<b>\$0</b>	<b>(\$490)</b>
<b>Agency Budget as per the January Plan</b>	<b>\$211,697</b>	<b>\$4,221</b>	<b>\$215,918</b>	<b>\$198,851</b>	<b>\$4,206</b>	<b>\$203,057</b>

## Department of Finance

2010 January Plan

The Department of Finance (DOF) collects City revenues, complies with City tax and other revenue laws, values all real property in the City, provides a forum for the public to dispute tax and parking violation liability, and maintains property records.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending by Program</b>					
Administration	\$50,020,210	\$48,541,095	\$51,720,838	\$51,470,892	\$47,725,770
Audit	\$17,662,885	\$18,934,371	\$20,511,133	\$20,425,212	\$21,709,482
Civil Enforcement	\$14,407,436	\$13,114,910	\$13,118,877	\$13,124,605	\$13,127,366
Collections	\$16,132,714	\$18,577,856	\$21,191,838	\$21,271,044	\$19,314,545
Communications & Governmental Services	\$873,441	\$1,776,640	\$1,527,112	\$1,527,993	\$1,717,428
Customer Relations	\$4,732,202	\$4,870,421	\$5,188,806	\$3,599,380	\$3,330,503
FIT(Finance Information Technology)	\$30,925,941	\$31,922,995	\$31,521,732	\$31,528,340	\$34,762,413
Legal & Adjudications	\$14,902,511	\$12,476,510	\$12,477,832	\$17,044,277	\$14,753,155
NYCSERV Contract Funding	\$18,317,127	\$11,495,180	\$10,460,180	\$10,460,180	\$4,249,130
Payment Ops & Application Processing	\$15,673,692	\$15,717,999	\$16,137,505	\$15,774,713	\$14,843,279
Property Records	\$12,102,559	\$10,982,922	\$10,983,801	\$11,103,904	\$8,846,954
Tax Appeals Tribunal	\$961,009				
Treasury	\$7,038,769	\$5,577,470	\$5,592,459	\$5,594,221	\$5,580,158
Valuing Property	\$11,747,779	\$12,406,969	\$12,410,936	\$12,993,428	\$13,096,731
<b>Total</b>	<b>\$215,498,274</b>	<b>\$206,395,338</b>	<b>\$212,843,049</b>	<b>\$215,918,189</b>	<b>\$203,056,914</b>
<b>Funding</b>					
City Funds	NA	\$202,229,419	\$208,677,130	\$211,697,150	\$198,850,995
Intra City	NA	\$2,205,919	\$2,205,919	\$2,261,039	\$2,205,919
State	NA	\$1,960,000	\$1,960,000	\$1,960,000	\$2,000,000
<b>Total</b>	<b>NA</b>	<b>\$206,395,338</b>	<b>\$212,843,049</b>	<b>\$215,918,189</b>	<b>\$203,056,914</b>
<b>Full-Time Positions</b>	<b>2,030</b>	<b>2,114</b>	<b>2,124</b>	<b>2,124</b>	<b>2,131</b>
<b>Contracts</b>	<b>NA</b>	<b>72</b>	<b>71</b>	<b>71</b>	<b>68</b>

**Administration**

Administrative services not elsewhere classified include the Commissioner's office and other executive offices which plan and coordinate the agency's different operations and serve as the department's liaisons to City oversight agencies. The administrative departments providing agency wide services such as purchasing and payroll are also included in this category.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Personal Services	\$12,683,558	\$11,176,858	\$11,209,671	\$10,959,725	\$10,964,617
Other Than Personal Services	\$37,336,652	\$37,364,237	\$40,511,167	\$40,511,167	\$36,761,153
<b>Total</b>	<b>\$50,020,210</b>	<b>\$48,541,095</b>	<b>\$51,720,838</b>	<b>\$51,470,892</b>	<b>\$47,725,770</b>
<b>Funding</b>					
City Funds	NA	\$48,541,095	\$51,720,838	\$51,470,892	\$47,725,770
<b>Total</b>	<b>NA</b>	<b>\$48,541,095</b>	<b>\$51,720,838</b>	<b>\$51,470,892</b>	<b>\$47,725,770</b>
<b>Full-Time Positions</b>	<b>211</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>189</b>
<b>Contracts</b>	<b>NA</b>	<b>21</b>	<b>19</b>	<b>19</b>	<b>18</b>
Cleaning Services	NA	4	4	4	4
Contractual Services - General	NA	3	3	3	3
Maintenance and Repairs - General	NA	5	5	5	5
Printing Services	NA	1	1	1	1
Prof. Services - Accounting Services	NA	1	1	1	1
Prof. Services - Computer Services	NA	1	1	1	1
Prof. Services - Other	NA	1	1	1	
Security Services	NA	2	2	2	2
Temporary Services	NA	2			
Training Program for City Employees	NA	1	1	1	1

**Audit**

DOF conducts in-depth audits of business and personal income, excise and other tax returns. It identifies non-filing and delinquent businesses, and, when appropriate, assesses additional taxes and/or seeks civil penalties.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$17,358,797	\$18,655,371	\$18,832,133	\$18,746,212	\$20,030,482
Other Than Personal Services	\$304,088	\$279,000	\$1,679,000	\$1,679,000	\$1,679,000
<b>Total</b>	<b>\$17,662,885</b>	<b>\$18,934,371</b>	<b>\$20,511,133</b>	<b>\$20,425,212</b>	<b>\$21,709,482</b>
<b>Funding</b>					
City Funds	NA	\$18,934,371	\$20,511,133	\$20,425,212	\$21,709,482
<b>Total</b>	<b>NA</b>	<b>\$18,934,371</b>	<b>\$20,511,133</b>	<b>\$20,425,212</b>	<b>\$21,709,482</b>
<b>Full-Time Positions</b>	<b>254</b>	<b>227</b>	<b>231</b>	<b>231</b>	<b>235</b>

<b>Contracts</b>	NA	1	1	1
Contractual Services - General	NA	1	1	1

**Performance Measures**

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Field audit cases closed within 1 year (%)	Efficiency	20%	33%	20%	36%	20%	28%	20%	20%
Average amount collected from a field audit case (\$000)	Output	\$275	\$366	\$275	\$632	\$275	\$849	NA	NA

**Civil Enforcement**

The Office of the Sheriff enforces civil law court orders and judgments by serving court orders, seizing property, executing evictions, and making arrests. It also tows cars for parking violations and auctions towed cars if their owners do not pay their judgment debt to redeem their vehicles.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$10,968,451	\$9,359,269	\$9,363,236	\$9,368,964	\$9,371,725
Other Than Personal Services	\$3,438,985	\$3,755,641	\$3,755,641	\$3,755,641	\$3,755,641
<b>Total</b>	<b>\$14,407,436</b>	<b>\$13,114,910</b>	<b>\$13,118,877</b>	<b>\$13,124,605</b>	<b>\$13,127,366</b>
<b>Funding</b>					
City Funds	NA	\$10,908,991	\$10,912,958	\$10,918,686	\$10,921,447
Intra City	NA	\$2,205,919	\$2,205,919	\$2,205,919	\$2,205,919
<b>Total</b>	<b>NA</b>	<b>\$13,114,910</b>	<b>\$13,118,877</b>	<b>\$13,124,605</b>	<b>\$13,127,366</b>
<b>Full-Time Positions</b>	<b>149</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>
<b>Contracts</b>	<b>NA</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Contractual Services - General	NA	1	1	1	1
Maintenance and Repairs - General	NA	1	1	1	1
Security Services	NA	1	1	1	1
Telecommunications Maintenance	NA	1	1	1	1
Training Program for City Employees	NA	2	2	2	2

**Collections**

DOF processes business income tax returns, collects remittances and issues refunds for this and other taxes, and bills the real property tax. It also collects non-tax revenue and provides taxpayer assistance.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Personal Services	\$15,157,565	\$14,692,856	\$14,707,838	\$14,787,044	\$15,429,545
Other Than Personal Services	\$975,148	\$3,885,000	\$6,484,000	\$6,484,000	\$3,885,000
<b>Total</b>	<b>\$16,132,714</b>	<b>\$18,577,856</b>	<b>\$21,191,838</b>	<b>\$21,271,044</b>	<b>\$19,314,545</b>
<b>Funding</b>					
City Funds	NA	\$18,577,856	\$21,191,838	\$21,271,044	\$19,314,545
<b>Total</b>	<b>NA</b>	<b>\$18,577,856</b>	<b>\$21,191,838</b>	<b>\$21,271,044</b>	<b>\$19,314,545</b>
<b>Full-Time Positions</b>	<b>275</b>	<b>306</b>	<b>306</b>	<b>306</b>	<b>306</b>
<b>Contracts</b>	<b>NA</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Contractual Services - General	NA	1	1	1	1
Financing Costs	NA	1	1	1	1
Maintenance and Repairs - General	NA	1	1	1	1
Training Program for City Employees	NA	1	1	1	1

**Communications & Governmental Services**

Through this program, DOF communicates information about property taxes, parking violations, and other services to the general public.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Personal Services	\$644,565	\$1,191,840	\$1,196,686	\$1,197,567	\$1,198,728
Other Than Personal Services	\$228,876	\$584,800	\$330,426	\$330,426	\$518,700
<b>Total</b>	<b>\$873,441</b>	<b>\$1,776,640</b>	<b>\$1,527,112</b>	<b>\$1,527,993</b>	<b>\$1,717,428</b>
<b>Funding</b>					
City Funds	NA	\$1,776,640	\$1,527,112	\$1,527,993	\$1,717,428
<b>Total</b>	<b>NA</b>	<b>\$1,776,640</b>	<b>\$1,527,112</b>	<b>\$1,527,993</b>	<b>\$1,717,428</b>
<b>Full-Time Positions</b>	<b>17</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Contracts</b>	<b>NA</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Maintenance and Repairs - General	NA	1	1	1	1
Security Services	NA	1	1	1	1



## Customer Relations

In recent years, a significant share of DOF expenditures have been devoted to general taxpayer assistance, improving outreach and communications with customers and working with the 311 Citizen Service (call-in) Center.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$4,732,202	\$4,870,421	\$4,877,912	\$3,288,486	\$3,293,613
Other Than Personal Services		\$0	\$310,894	\$310,894	\$36,890
<b>Total</b>	<b>\$4,732,202</b>	<b>\$4,870,421</b>	<b>\$5,188,806</b>	<b>\$3,599,380</b>	<b>\$3,330,503</b>
<b>Funding</b>					
City Funds	NA	\$4,870,421	\$5,188,806	\$3,599,380	\$3,330,503
<b>Total</b>	<b>NA</b>	<b>\$4,870,421</b>	<b>\$5,188,806</b>	<b>\$3,599,380</b>	<b>\$3,330,503</b>
<b>Full-Time Positions</b>	<b>101</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>

## Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Average response time for email correspondence (days)	Service Quality	NA	28.4	7.0	22.2	7.0	6.5	7.0	7.0
Average response time for mail correspondence (days)	Service Quality	NA	33.7	30.0	21.5	7.0	8.0	7.0	7.0
Average wait time on customer assistance helpline (minutes)	Service Quality	10.0	7.7	5.0	6.0	5.0	10.0	5.0	5.0

**FIT(Finance Information Technology)**

DOF's MIS operations entail managing the selection, development, and implementation of technologies to meet the needs of the department's different operations and further the agency's goals of improving services.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Personal Services	\$16,272,778	\$16,298,571	\$16,728,258	\$16,734,866	\$19,968,939
Other Than Personal Services	\$14,653,163	\$15,624,424	\$14,793,474	\$14,793,474	\$14,793,474
<b>Total</b>	<b>\$30,925,941</b>	<b>\$31,922,995</b>	<b>\$31,521,732</b>	<b>\$31,528,340</b>	<b>\$34,762,413</b>
<b>Funding</b>					
City Funds	NA	\$31,922,995	\$31,521,732	\$31,528,340	\$34,762,413
<b>Total</b>	<b>NA</b>	<b>\$31,922,995</b>	<b>\$31,521,732</b>	<b>\$31,528,340</b>	<b>\$34,762,413</b>
<b>Full-Time Positions</b>	<b>199</b>	<b>225</b>	<b>231</b>	<b>231</b>	<b>252</b>
<b>Contracts</b>	<b>NA</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
Contractual Services - General	NA	10	10	10	10
Maintenance and Repairs - General	NA	11	11	11	11
Printing Services	NA	1	1	1	1
Prof. Services - Computer Services	NA	2	2	2	2

**Legal & Adjudications**

The Legal division advises the department on all legal, legislative, and regulatory issues involving both tax and non-tax revenue. It works with the Tax Policy unit in drafting legislation, administers real property tax exemptions and policies, and attempts to negotiate settlements to taxpayer disputes in order to avoid the disputes having to be heard by the Tax Tribunal.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Personal Services	\$14,347,657	\$11,898,720	\$11,900,042	\$16,466,487	\$14,064,755
Other Than Personal Services	\$554,854	\$577,790	\$577,790	\$577,790	\$688,400
<b>Total</b>	<b>\$14,902,511</b>	<b>\$12,476,510</b>	<b>\$12,477,832</b>	<b>\$17,044,277</b>	<b>\$14,753,155</b>
<b>Funding</b>					
City Funds	NA	\$12,476,510	\$12,477,832	\$17,044,277	\$14,753,155
<b>Total</b>	<b>NA</b>	<b>\$12,476,510</b>	<b>\$12,477,832</b>	<b>\$17,044,277</b>	<b>\$14,753,155</b>
<b>Full-Time Positions</b>	<b>177</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>128</b>
<b>Contracts</b>	<b>NA</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Contractual Services - General	NA		1	1	
Temporary Services	NA	1			1
Training Program for City Employees	NA	2	2	2	2

**NYCSERV Contract Funding**

The NYCServ ePayment Center enables residents to pay various New York City taxes and other charges using the Internet. It is available 24 hours a day, 7 days a week.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Other Than Personal Services	\$18,317,127	\$11,495,180	\$10,460,180	\$10,460,180	\$4,249,130
<b>Total</b>	<b>\$18,317,127</b>	<b>\$11,495,180</b>	<b>\$10,460,180</b>	<b>\$10,460,180</b>	<b>\$4,249,130</b>
<b>Funding</b>					
City Funds	NA	\$11,495,180	\$10,460,180	\$10,460,180	\$4,249,130
<b>Total</b>	<b>NA</b>	<b>\$11,495,180</b>	<b>\$10,460,180</b>	<b>\$10,460,180</b>	<b>\$4,249,130</b>
<b>Contracts</b>	<b>NA</b>	<b>2</b>	<b>2</b>	<b>2</b>	
Prof. Services - Computer Services	NA	2	2	2	

## Payment Ops & Application Processing

DOF processes tax returns and remittances, issues refunds, and collects non-tax revenue, other than fines for parking violations.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$14,799,548	\$14,433,999	\$14,452,505	\$14,089,713	\$13,544,279
Other Than Personal Services	\$874,143	\$1,284,000	\$1,685,000	\$1,685,000	\$1,299,000
<b>Total</b>	<b>\$15,673,692</b>	<b>\$15,717,999</b>	<b>\$16,137,505</b>	<b>\$15,774,713</b>	<b>\$14,843,279</b>
<b>Funding</b>					
City Funds	NA	\$14,247,999	\$14,667,505	\$14,304,713	\$13,343,279
State	NA	\$1,470,000	\$1,470,000	\$1,470,000	\$1,500,000
<b>Total</b>	<b>NA</b>	<b>\$15,717,999</b>	<b>\$16,137,505</b>	<b>\$15,774,713</b>	<b>\$14,843,279</b>
<b>Full-Time Positions</b>	<b>292</b>	<b>277</b>	<b>277</b>	<b>277</b>	<b>277</b>

<b>Contracts</b>	NA	1	1
Temporary Services	NA	1	1

## Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Average time to issue decision for a parking ticket by mail/web (days)	Service Quality	60.0	86.4	60.0	34.1	40.0	43.0	40.0	40.0
Average time to issue decision for parking ticket appeals (days)	Service Quality	NA	10.0	20.0	11.0	17.0	12.3	17.0	17.0
Average time to issue refunds for parking ticket appeals and towing charges (days)	Service Quality	NA	NA	NA	NA	10.0	11.8	10.0	10.0
Average time to process refunds - Parking ticket appeals (days)	Service Quality	5.0	2.0	2.0	2.0	2.0	NA	NA	NA
Average time to process refunds - Towing charges (days)	Service Quality	5.0	2.0	2.0	2.0	2.0	NA	NA	NA
Average turnaround time for in-person parking ticket hearings (minutes)	Service Quality	NA	60	45	24	45	26	45	45

## Property Records

The Department updates and maintains official maps of New York City, and maintains the City Register, which records, files, and preserves all records of property transfers, such as deeds, mortgages, and leases, for all boroughs except Staten Island.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$7,095,698	\$6,484,822	\$6,485,701	\$6,505,526	\$6,512,854
Other Than Personal Services	\$5,006,861	\$4,498,100	\$4,498,100	\$4,598,378	\$2,334,100
<b>Total</b>	<b>\$12,102,559</b>	<b>\$10,982,922</b>	<b>\$10,983,801</b>	<b>\$11,103,904</b>	<b>\$8,846,954</b>
<b>Funding</b>					
City Funds	NA	\$10,982,922	\$10,983,801	\$11,048,784	\$8,846,954
Intra City	NA			\$55,120	\$0
<b>Total</b>	<b>NA</b>	<b>\$10,982,922</b>	<b>\$10,983,801</b>	<b>\$11,103,904</b>	<b>\$8,846,954</b>
<b>Full-Time Positions</b>	<b>150</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>Contracts</b>	<b>NA</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Prof. Services - Computer Services	NA	1	1	1	1

## Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Average time to record and index property documents - Bronx (days)	Service Quality	14.0	2.8	5.0	1.6	2.0	1.6	2.0	2.0
Average time to record and index property documents - Brooklyn (days)	Service Quality	14.0	1.3	5.0	1.6	2.0	1.0	2.0	2.0
Average time to record and index property documents - Manhattan (days)	Service Quality	14.0	4.2	5.0	2.8	2.0	1.5	2.0	2.0
Average time to record and index property documents - Queens (days)	Service Quality	14.0	3.3	5.0	1.2	2.0	1.0	2.0	2.0

**Tax Appeals Tribunal**

The Tax Appeals Tribunal provides taxpayers with an independent process to hear and resolve appeals relating to city-administered non-property taxes.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$764,106				
Other Than Personal Services	\$196,903				
<b>Total</b>	<b>\$961,009</b>				
<b>Full-Time Positions</b>	<b>0</b>				

**Treasury**

DOF's Treasury administers the City's network of bank accounts, manages the cash flow of the City's investments, and holds all cash bail until it is ordered to be refunded.

	<b>2008 Actuals</b>	<b>2009 Adopted Budget</b>	<b>2009 November Plan</b>	<b>2009 January Plan</b>	<b>2010 January Plan</b>
<b>Spending</b>					
Personal Services	\$2,672,988	\$2,510,719	\$2,518,208	\$2,519,970	\$2,521,907
Other Than Personal Services	\$4,365,781	\$3,066,751	\$3,074,251	\$3,074,251	\$3,058,251
<b>Total</b>	<b>\$7,038,769</b>	<b>\$5,577,470</b>	<b>\$5,592,459</b>	<b>\$5,594,221</b>	<b>\$5,580,158</b>
<b>Funding</b>					
City Funds	NA	\$5,577,470	\$5,592,459	\$5,594,221	\$5,580,158
<b>Total</b>	<b>NA</b>	<b>\$5,577,470</b>	<b>\$5,592,459</b>	<b>\$5,594,221</b>	<b>\$5,580,158</b>
<b>Full-Time Positions</b>	<b>40</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>Contracts</b>	<b>NA</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>
Bank Charges - Public Assistance Accounts	NA		1	1	
Financing Costs	NA	1	1	1	1



## Valuing Property

In its assessment program, DOF determines the taxable value of more than 900,000 parcels of NYC real estate each year. It oversees the computer-assisted mass appraisal system (CAMA) to enhance data collection and the accuracy of assessments for small residential properties.

	2008 Actuals	2009 Adopted Budget	2009 November Plan	2009 January Plan	2010 January Plan
<b>Spending</b>					
Personal Services	\$11,448,499	\$11,596,079	\$11,600,046	\$12,227,696	\$12,285,841
Other Than Personal Services	\$299,279	\$810,890	\$810,890	\$765,732	\$810,890
<b>Total</b>	<b>\$11,747,779</b>	<b>\$12,406,969</b>	<b>\$12,410,936</b>	<b>\$12,993,428</b>	<b>\$13,096,731</b>
<b>Funding</b>					
City Funds	NA	\$11,916,969	\$11,920,936	\$12,503,428	\$12,596,731
State	NA	\$490,000	\$490,000	\$490,000	\$500,000
<b>Total</b>	<b>NA</b>	<b>\$12,406,969</b>	<b>\$12,410,936</b>	<b>\$12,993,428</b>	<b>\$13,096,731</b>
<b>Full-Time Positions</b>	<b>165</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>230</b>

<b>Contracts</b>	<b>NA</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
Contractual Services - General	NA	1	1	1	1
Maintenance and Repairs - General	NA	3	3	3	3
Prof. Services - Engineering and Architectural Services	NA	1	1	1	1
Security Services	NA	1	1	1	1
Training Program for City Employees	NA	1	1	1	1

## Performance Measures

	Type of Measure	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 Annual Actual	2009 Annual Target	2010 Annual Target
Filed property assessment appeals resulting in reductions (%)	Outcome	NA	14%	NA	11%	NA	12%	NA	NA