

# THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson  
Speaker of the Council

Hon. Daniel Dromm  
Chair, Committee on Finance



Report of the Finance Division on the  
Fiscal 2020 Preliminary Plan and the  
Fiscal 2019 Preliminary Mayor's Management Report for the  
**Department of Finance**

March 27, 2019

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## Department of Finance Overview

According to the Department of Finance (DOF or the Department), the mission of the agency is to administer the tax and revenue laws of the City fairly, efficiently and transparently to instill public confidence and encourage compliance while providing exceptional customer service.

### DOF Program Areas

- Administration
- Audit
- Civil Enforcement
- Collections
- Communications and Governmental Services
- Financial Plan Savings
- FIT (Finance Information Technology)
- Legal and Adjudications
- NYCSEV Contract Funding
- Payment Ops and Application Processing
- Property Records
- Treasury
- Valuing Property

#### DOF's activities include:

- Collecting approximately \$49.9 billion in revenue for the City and assessing the value of more than one million properties each year;
- Recording and maintaining public property records related to ownership, deeds, and mortgages;
- Administering exemption and abatement programs that provide \$6.9 billion in relief to taxpayers, including \$4.3 in sales tax programs, \$2.3 in affordable housing programs, and \$932 million in direct homeowner/renter assistance;
- Adjudicating and collecting parking tickets as well as providing time-saving programs to eligible drivers and businesses;
- Managing the City's treasury with operating cash balances of more than \$14 billion;
- Acting as the City's chief civil law enforcement entity through the Office of the Sheriff; and
- Advising the Administration on the City's \$194 billion pension system and \$17 billion deferred compensation plan.

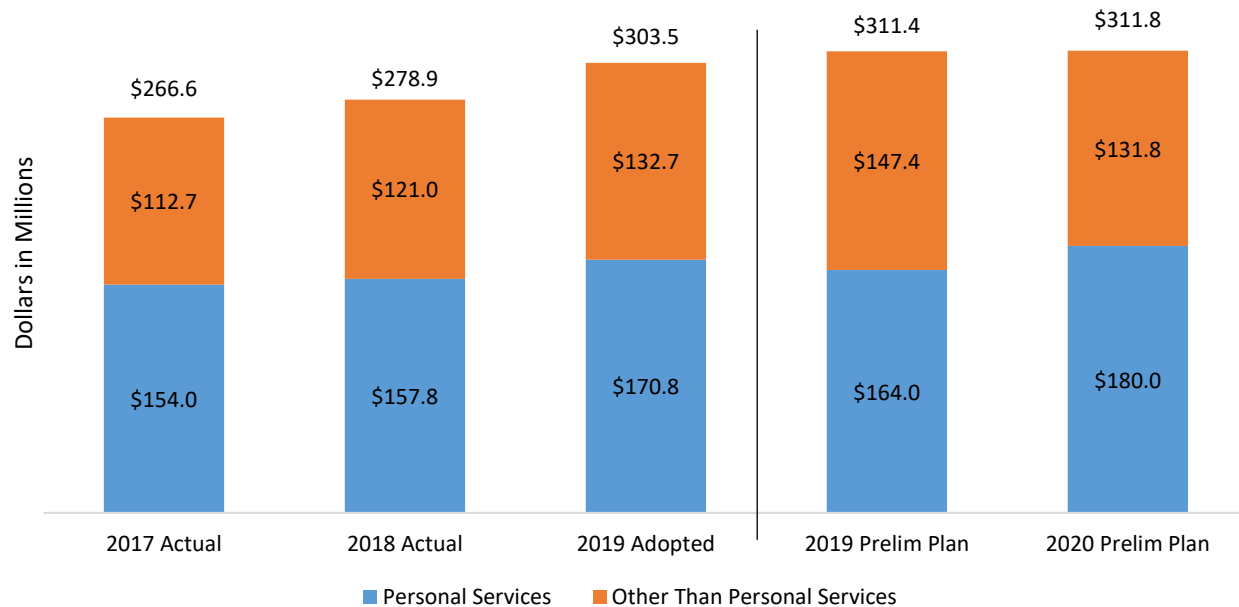
## Fiscal 2020 Preliminary Budget

The Department of Finance's Fiscal 2020 Preliminary Budget totals \$311.8 million (including City and non-City funds). The Department's budget is divided into 13 program areas, listed above, which reflect the major functions and operations of the DOF.

DOF's Fiscal 2020 Preliminary Budget is \$8.3 million, or approximately 2.7 percent, more than the Fiscal 2019 Adopted Budget of \$303.5 million. For Fiscal 2020, 58 percent of DOF's budget, or \$180 million, is for Personal Services (PS), and 42 percent, or \$131.8 million, is for Other Than Personal

Services (OTPS). PS includes all full-time and part-time positions costs as well as overtime. OTPS includes property, equipment, supplies, and services contracted out to private entities. Since the Fiscal 2019 Adopted Budget, PS spending for Fiscal 2020 increased by \$9.2 million, or five percent, while OTPS spending has decreased by \$900,000, or just under one percent.

### DOF Fiscal 2020 Budget Overview



The changes introduced in the Preliminary Financial Plan as well as changes included in the November 2018 Financial Plan are listed in Appendix A on page 24. The major changes introduced in DOF's Fiscal 2020 Preliminary Financial Plan include the following.

#### *New Needs*

- **Postage and Moving Services.** The Fiscal 2020 Preliminary Plan includes \$2.8 million in Fiscal 2019 only for this new need. Of that amount, \$1.8 million is for the move to DOF's new offices at Pearl Street and the remainder is for increased postage costs.
- **Property Tax System Post-Production Support.** The Fiscal 2020 Preliminary Plan includes \$1.5 million in Fiscal 2019 for technical assistance from the system's vendor as the new Property Tax System goes live.

#### *Other Adjustments*

- **Collections Modernization.** The Fiscal 2020 Preliminary Plan includes \$2.3 million in Fiscal 2020 and in the outyears for collections modernization. This funding will allow DOF to bring in McKenzie & Company to review and advise DOF's collections unit. The modernization cost includes funding to restructure staffing and support for tertiary debt collections, thereby allowing DOF to submit uncollected debt for a third round of collection beyond the current two rounds.

- **Collective Bargaining.** The Fiscal 2020 Preliminary Plan includes \$3.7 million in Fiscal 2019, \$6.4 million in Fiscal 2020 and \$6.8 million in Fiscal 2021 and in the outyears for collective bargaining agreements.
- **Sheriff Road Unit.** The Fiscal 2020 Preliminary Plan includes \$202,000 in Fiscal 2019, \$548,000 in Fiscal 2020, \$466,000 in Fiscal 2021, and approximately \$500,000 in the outyears for the Sheriff Road Unit. This increase will launch a five-borough pilot program to enhance enforcement of the commercial vehicle tax.
- **Lease Auditing.** The Fiscal 2020 Preliminary Plan includes a savings of \$455,000 in Fiscal 2019 due to a credit on DOF's Queens Business Center lease after an audit review by DCAS.

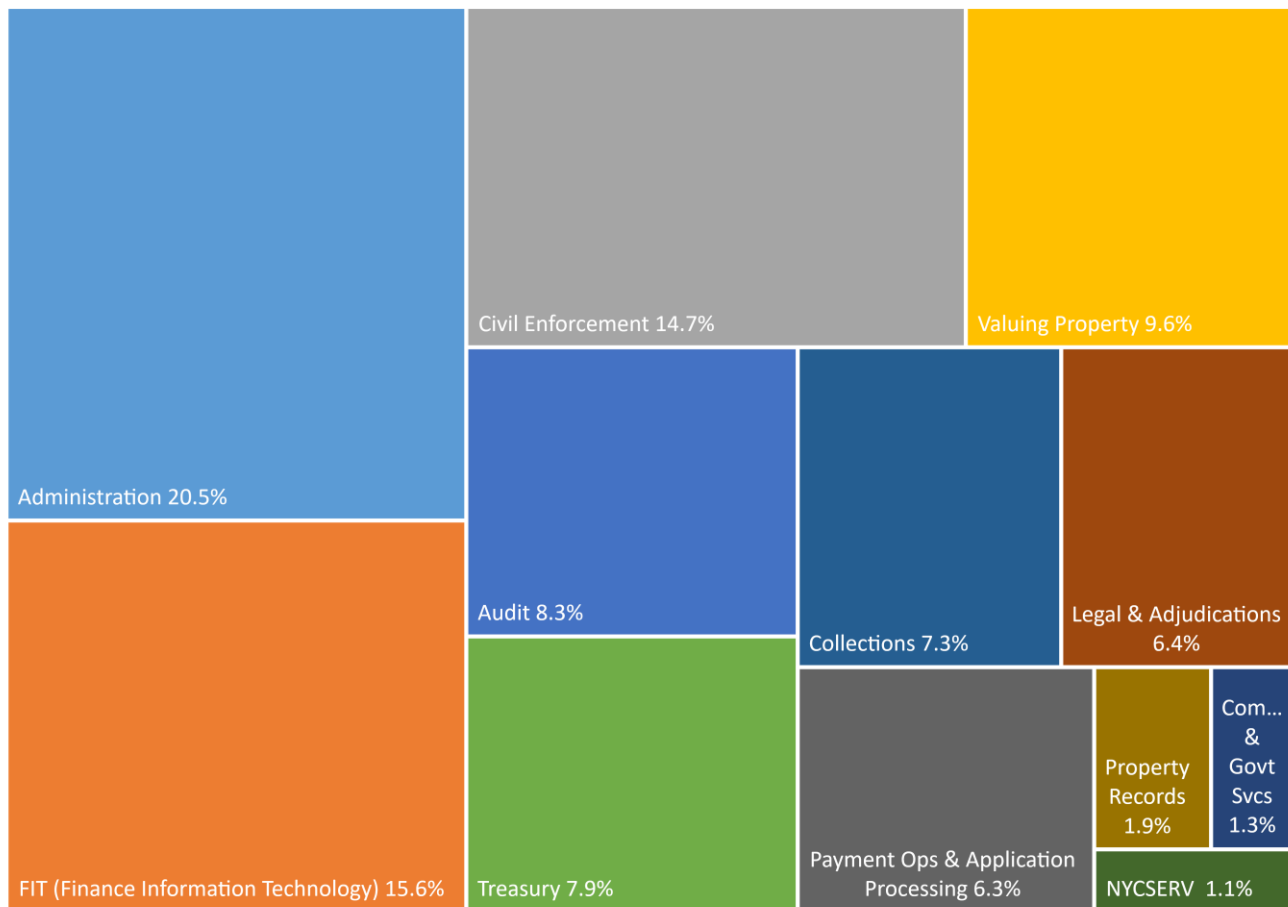
## Financial Plan Summary

**Table 1: Department of Finance Financial Summary**

Dollars in Thousands	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 – 2020
<b>Spending</b>						
Personal Services	\$112,655	\$157,849	\$170,834	\$163,959	\$180,033	\$9,199
Other Than Personal Services	153,968	121,010	132,676	147,401	131,763	(913)
<b>TOTAL</b>	<b>\$266,623</b>	<b>\$278,860</b>	<b>\$303,510</b>	<b>\$311,360</b>	<b>\$311,796</b>	<b>\$8,286</b>
<b>Budget by Program Area</b>						
Administration	\$53,590	\$54,441	\$63,747	\$69,222	\$63,923	\$176
Audit	19,268	19,899	24,070	22,460	25,894	1,824
Civil Enforcement	40,594	40,993	44,992	43,386	45,988	996
Collections	14,057	13,091	20,152	19,884	22,814	2,662
Communications & Governmental Svcs	3,268	3,458	3,836	3,788	3,958	122
Financial Plan Savings	-	-	(2,964)	(7,964)	(2,964)	0
FIT (Finance Information Technology)	44,209	50,080	48,629	60,564	48,762	113
Legal & Adjudications	17,968	19,071	19,195	19,287	19,902	707
NYCSERV Contract Funding	4,543	3,193	3,356	4,141	3,356	0
Payment Ops & Application Processing	16,185	17,722	19,182	18,612	19,687	505
Property Records	5,530	6,290	5,623	5,685	5,769	146
Treasury	24,336	26,186	24,667	24,439	24,741	74
Valuing Property	23,075	24,435	29,026	27,856	29,967	942
<b>TOTAL</b>	<b>\$266,623</b>	<b>\$278,860</b>	<b>\$303,510</b>	<b>\$311,360</b>	<b>\$311,796</b>	<b>\$8,286</b>
<b>Funding</b>						
City Funds			\$298,234	\$306,017	\$306,520	\$8,286
State			438	438	438	0
Intra City			4,839	4,905	4,839	0
<b>TOTAL</b>	<b>\$266,623</b>	<b>278,860</b>	<b>\$303,510</b>	<b>\$311,360</b>	<b>\$311,796</b>	<b>\$8,286</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,931	1,882	2,198	2,198	2,210	12

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

## DOF Program Areas



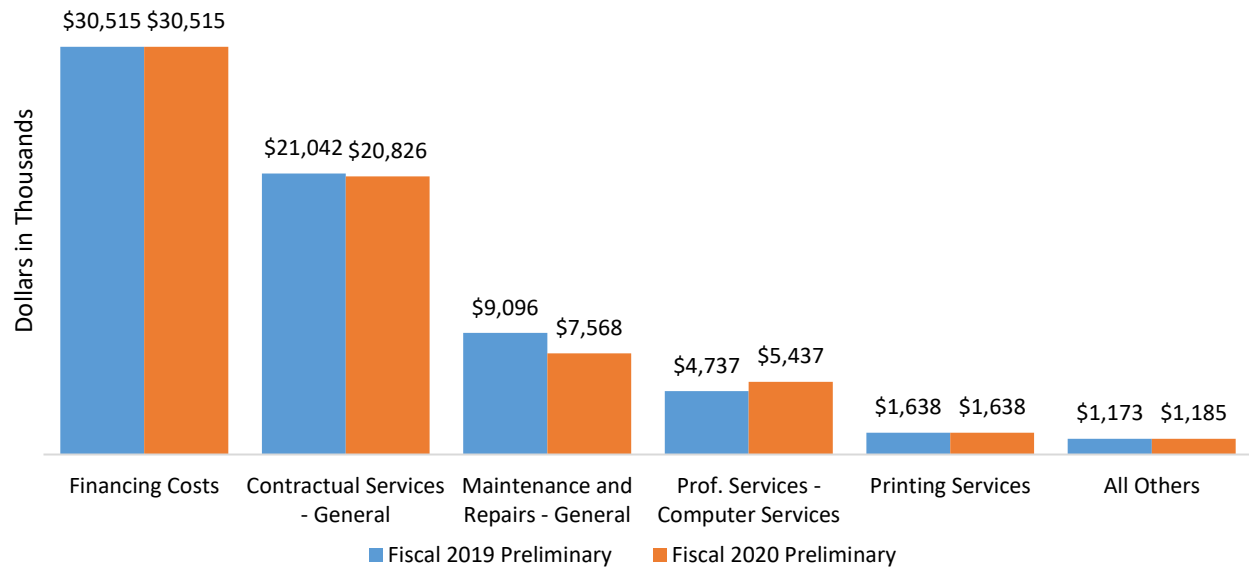
The manner in which the budget is allocated across DOF's agency program areas can provide insight into which programs are priorities and how the budget impacts program outcomes. As illustrated in the chart above, the Department's functions are broken down into 13 program areas. For Fiscal 2020, three of those program areas - Administration, Civil Enforcement, and Finance Information Technology - make up over 50 percent of the agency's funding.

## Contract Budget

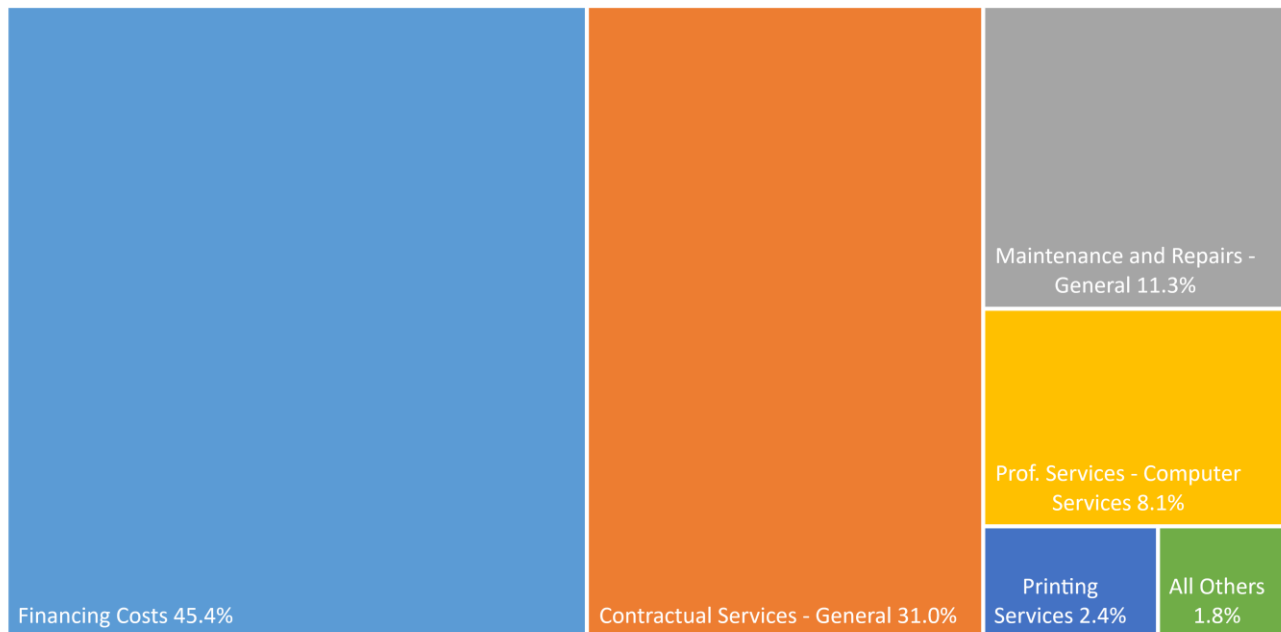
The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City's Expense Budget. The Fiscal 2020 Preliminary Contract Budget totals \$15.9 billion for procurement expenditures across all City agencies with over 17,655 contracts.

The Department's Fiscal 2019 contract budget totals \$67.2 million, a decrease of \$1 million or 1.5 percent, when compared to the Fiscal 2019 Adopted Budget of \$68.2 million. Overall, financing costs comprise nearly half of the agency's contract spending at \$30.5 million, or 45.4 percent. This includes all payments to financial advisors, board and disclosure counsel, fees paid to credit-rating agencies, and all other costs. The number of contracts remains unchanged when compared to the Fiscal 2019 Adopted Budget, standing at 64 contracts. For a breakdown, see Appendix B on page 20.

## DOF Contract Budget



## DOF Fiscal 2020 Contract Budget



## Miscellaneous Revenue

DOF generates revenue from a variety of activities. These “miscellaneous” revenues are not used to support the operations of the Department specifically which is why they are not reflected in the Department’s Financial Plan Summary shown above. Instead, these revenues go into the City’s general fund to support operations of agencies citywide. Miscellaneous revenue is comprised of several categories including licenses/permits, interest income, charges for services, fines and forfeitures, and miscellaneous sources.

DOF collects miscellaneous revenue from interest on sales tax, sheriff fees, credit card fees, city register fees, marshal booting, RPIE late penalties, motor vehicle fines, bus lane camera fines, speed camera fines, Environmental Control Board (ECB) collections, rent stabilization fees, and parking violations which makes up 68 percent of DOF \$794 million miscellaneous revenue budget.

### DOF Fiscal 2020 Miscellaneous Revenue

Dollars in Thousands

■ Licenses, Permits & Franchises    ■ Interest Income    ■ Charges for Services  
■ Fines and Forfeitures    ■ Miscellaneous



Major changes in the Preliminary Plan's miscellaneous revenue forecast for DOF include the following:

- Revenue from Interest on the sales tax is projected to increase by \$1.7 million in Fiscal 2020 compared to Fiscal 2019.
- Credit card convenience fees are projected to decrease by \$3 million in Fiscal 2020.
- City register fees are projected to increase by \$4.8 million in Fiscal 2020.
- Speed camera fines are projected to decrease by \$11.7 million in Fiscal 2020.
- Parking violation fines are projected to increase by \$3.1 million in Fiscal 2020.
- ECB collections are projected to increase by \$2.3 million in Fiscal 2020.



The below chart outlines the revenue source categories in DOF's miscellaneous revenue with details of individual sources and past fiscal years in the accompanying table.

**Table 2: DOF Miscellaneous Revenue**

<i>Dollars in Thousands</i>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<b>Revenue Sources</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Licenses, Permits &amp; Franchises</b>						
Cigarette License Fees	\$42	\$38	\$67	\$50	\$50	\$0
<b>Subtotal</b>	<b>\$42</b>	<b>\$38</b>	<b>\$67</b>	<b>\$50</b>	<b>\$50</b>	<b>\$0</b>
<b>Interest Income</b>						
Interest-Court & Fine Trust	\$200	\$249	\$423	\$830	\$920	\$90
Interest on Sales Tax	829	1,742	3,979	7,170	8,900	1,730
<b>Subtotal</b>	<b>\$1,028</b>	<b>\$1,991</b>	<b>\$4,402</b>	<b>\$8,000</b>	<b>\$9,820</b>	<b>\$1,820</b>
<b>Charges for Services</b>						
Sheriff Desk Fees & Poundage	\$5,219	\$4,538	\$3,566	\$4,754	\$4,754	\$0
Court & Trust Fees	2,466	3,163	2,436	1,600	1,600	0
On-Line Title Access Fees	150	161	152	150	150	0
Credit Card Convenience Fee	11,563	12,754	13,922	11,000	8,000	(3,000)
City Register Fees	28,111	30,122	26,022	29,780	34,598	4,818
Marshal Booting	16,565	14,711	14,679	14,000	14,000	0
State Admin Reimbursement	72	75	71	88	88	0
City Collector Misc Fees	1,327	1,364	1,049	925	925	0
Lower Manhattan Project	71	54	112	100	100	0
<b>Subtotal</b>	<b>\$65,545</b>	<b>\$66,940</b>	<b>\$62,010</b>	<b>\$62,397</b>	<b>\$64,215</b>	<b>\$1,818</b>
<b>Fines and Forfeitures</b>						
RPIE Late Penalty	\$9,087	\$7,440	\$8,104	\$5,000	\$5,000	\$0
RPIE Late Penalty	941	890	1,325	1,300	400	(900)
Motor Vehicle Fines	23,810	19,974	23,991	19,000	19,000	0
Bus Lane Camera Fines	11,102	12,426	11,390	16,400	15,500	(900)
Speed Camera Fines	59,227	65,107	52,000	50,739	39,039	(11,700)
Redlight Camera Fines	25,938	23,868	22,806	23,000	23,000	0
Parking Violation Fines	545,431	515,539	566,620	534,181	537,281	3,100
Collection Unit-ECB Fines	61,121	91,680	67,308	70,000	72,348	2,348
Cash Bail Forfeiture	607	391	561	500	490	(10)
<b>Subtotal</b>	<b>\$737,263</b>	<b>\$737,314</b>	<b>\$754,104</b>	<b>\$720,120</b>	<b>\$712,058</b>	<b>(\$8,062)</b>
<b>Miscellaneous</b>						
Treasury MISC Fees	\$258	\$960	\$224	\$750	\$425	(\$325)
Rent Stabilization Fees	8,895	7,533	8,089	7,700	7,700	0
<b>Subtotal</b>	<b>\$9,154</b>	<b>\$8,492</b>	<b>\$8,313</b>	<b>\$8,450</b>	<b>\$8,125</b>	<b>(\$325)</b>
<b>TOTAL</b>	<b>\$813,031</b>	<b>\$814,777</b>	<b>\$828,896</b>	<b>\$799,017</b>	<b>\$794,268</b>	<b>(\$4,749)</b>

## Headcount

**Table 3: DOF Headcount Changes & Vacancy Rate**

	Fiscal 2019 Adopted Headcount	Fiscal 2019 Budgeted Headcount	Actual Headcount	Under / (Over)	Fiscal 2020 Budgeted Headcount	FY20-FY19 Difference	Vacancy Rate
Full-Time Positions	<b>2,198</b>	2,198	1876	322	<b>2,210</b>	<b>12</b>	<b>14.6%</b>

*Note: Actuals are as of January 2019*

As shown in the table above, DOF's headcount for Fiscal 2020 has increased by 12, for a total of 2,210 positions, when compared to the Fiscal 2019 Adopted Budget. The net increase is entirely due to the

addition of 12 positions for the Audit program area. These positions are discussed further in the Audit Program Area section. DOF currently has 322 vacancies, higher than the 302 vacancies at the start of the fiscal year.

**Table 4: DOF Program Area Vacancies**

Program Area	Fiscal 2019 Budgeted Headcount*	Actual Headcount	Under / (Over)	Vacancy Rate
Administration	199	190	9	4.5%
<b>Audit</b>	340	282	58	<b>17.1%</b>
<b>Civil Enforcement</b>	325	256	69	<b>21.2%</b>
<b>Collections</b>	122	97	25	<b>20.5%</b>
Communications & Gov't Services	43	41	2	4.7%
<b>FIT(Finance Information Technology)</b>	302	250	52	<b>17.2%</b>
Legal & Adjudications	144	141	3	2.1%
Payment Ops & Application Processing	232	212	20	8.6%
Property Records	94	90	4	4.3%
Treasury	27	30	-3	-11.1%
<b>Valuing Property</b>	416	314	102	<b>24.5%</b>
Grand Total*	2,198	1,903	322	14.6%

\*Total Headcount includes 46 positions removed in savings plan that are not attributed to program areas. This will cause program areas not to add up to totals.

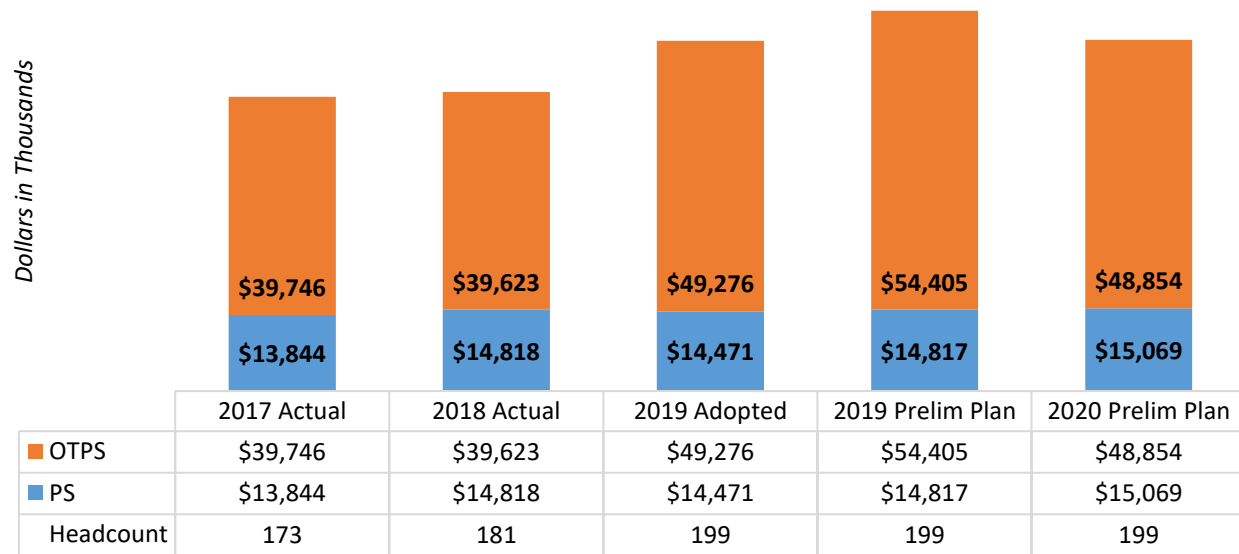
The chart above highlights in which program areas the vacancies are located. Audit, Civil Enforcement, Collections, FIT, and Valuing Property all have vacancy rates over 17 percent and account for 90 percent of vacancies, but only 67 percent of budgeted headcount.

## Program Areas

### Administration

This program area includes funding for the Executive Division and the Administration and Planning Divisions, including the Employee Services Division, Financial Management, the Agency Chief Contracting Officer (ACCO), and the Facilities and Warehouse Units. These functional areas provide support services to DOF employees and management of the agency's budget, headcount, leased space, and facilities.

### Administration

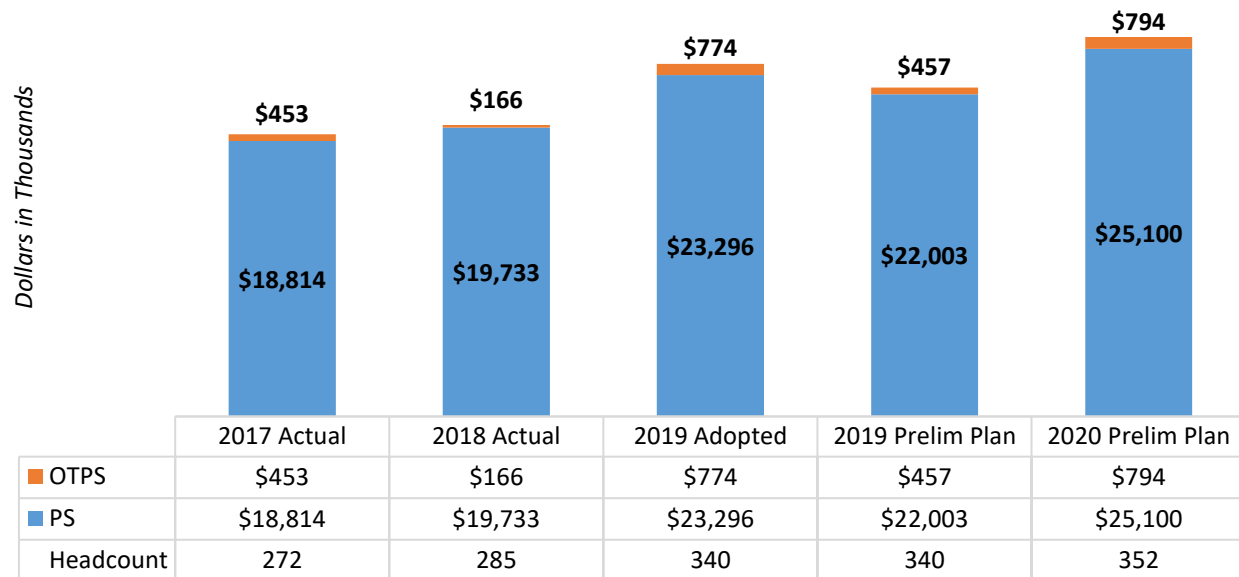


The Administration budget for Fiscal 2020 totals \$63.9 million, an increase of approximately \$176,000 when compared to the Fiscal 2019 Adopted Budget. The modest increase is primarily due to the collective bargaining adjustment. The headcount is unchanged when compared to the Fiscal 2019 Adopted Budget amounts.

## Audit

This program area includes funding for DOF employees who conduct in-depth audits of business, personal income, excise, and other tax returns. The Audit Division identifies non-filing and delinquent businesses, and, when appropriate, assesses additional taxes and/or seeks civil penalties.

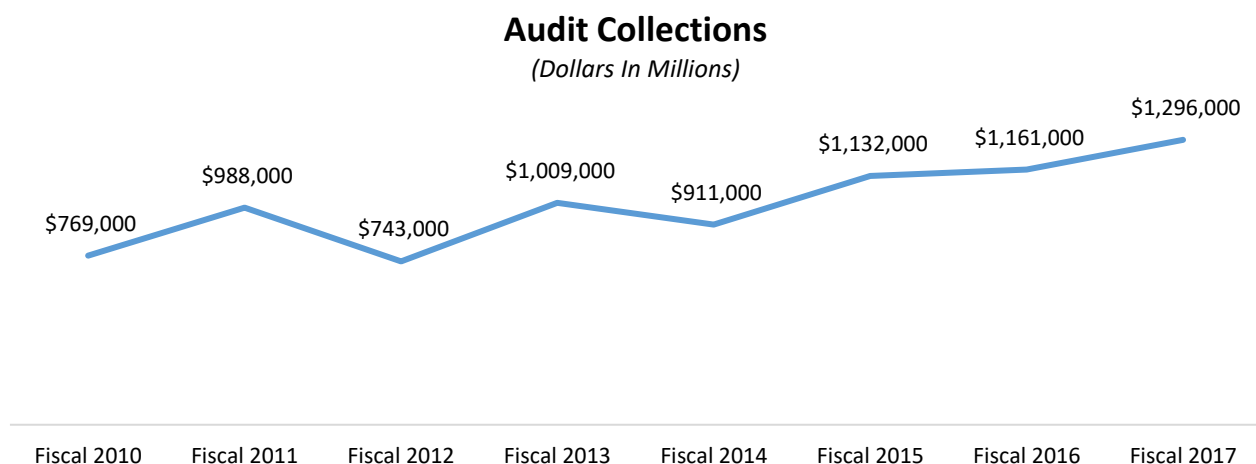
### Audit



The Audit program area budget for Fiscal 2020 totals \$25.9 million, an increase of approximately \$1.8 million when compared to the Fiscal 2019 Adopted Budget. The corresponding funding and headcount increases are primarily due to the hiring of 12 additional positions. The additional staff will support auditing focused on compliance and revenue for the Personal Income Tax, General Corporation Tax, Sales, Tax, Utility Tax, Unincorporated Business Tax, Commercial Rent Tax, Hotel Tax, and Business Income Tax.

Between Fiscal 2010 and Fiscal 2017 DOF collected a total of \$8 billion from auditing tax returns. An increase in tax auditor personnel has advanced collection efforts.

**Figure 6: Tax Audit Collections: Fiscal 2010 –2017**



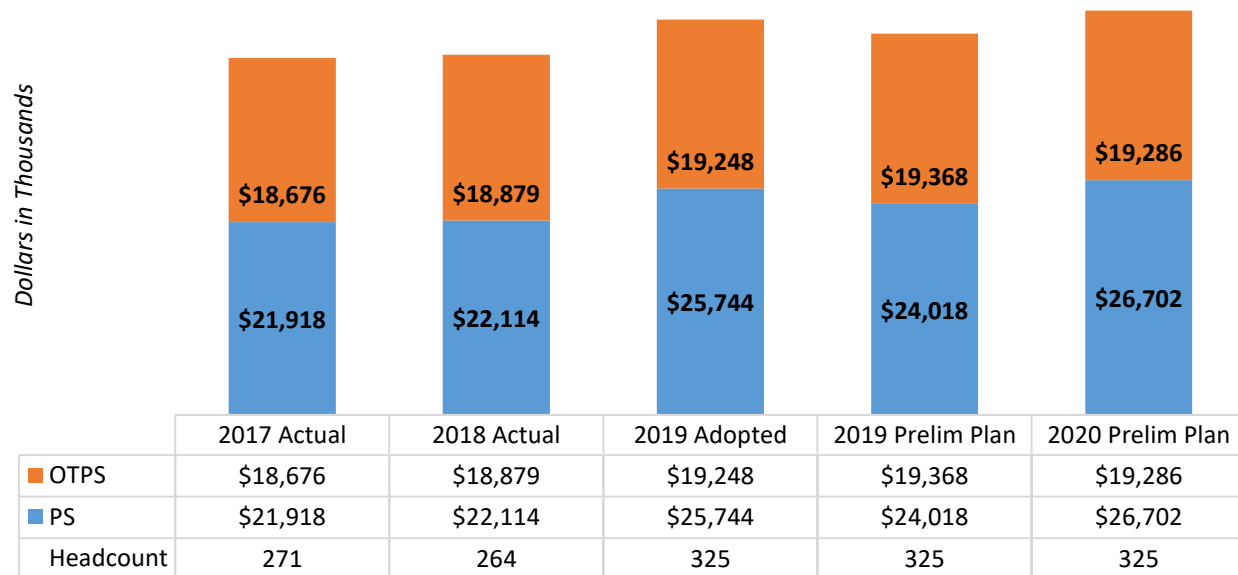
**PMMR Performance Measures:**

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Average turnaround time for field audits (days)	504	435	324	*	*	421	317
Average turnaround time for non-field audits (days)	220	165	175	*	*	167	163
Increase in tax liability as a result of audits (%)	25.80%	25.90%	23.10%	*	*	32.10%	12.30%

In the first four months of Fiscal 2019, the average turnaround time for audits decreased from 421 days to 317 days, or 24.7 percent, and the percent of increase in tax liability as a result of audits decreased from 31.1 percent to 12.3 percent when compared to the same four-month period in Fiscal 2017. This was due to extremely large changes in liability of General Corporation Tax and Unincorporated Business Tax and non-filer cases closed for the 4 months period of July 2017 through October 2017.

**Civil Enforcement**

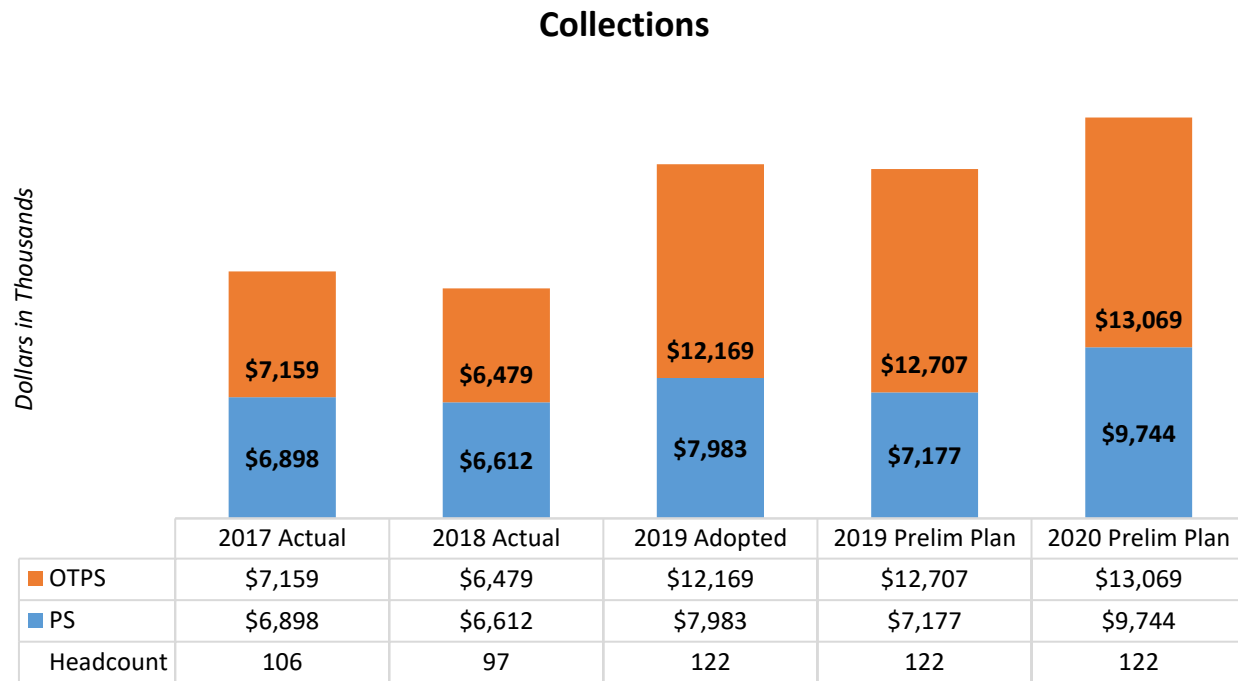
This program area includes funding for the Tax Enforcement Division which seeks to ensure that all taxpayers pay their fair share and provides enforcement against those who intentionally do not. This program area also includes funding for the Office of the Sheriff, which promotes public safety and enforces court orders, including those for the collection of judgment debt.

**Civil Enforcement**

The Civil Enforcement area budget increased by approximately \$996,000, from \$45 million to \$46 million, in the Fiscal 2020 Preliminary Budget. This overall increase is mostly due to collective bargaining increases for full-time salaried civilian staff. Over the past several fiscal years, DOF has utilized the Office of the Sheriff to better enforce court mandates, orders, warrants of arrest, property seizures, and conduct investigations of deed fraud, the sale of illegal untaxed tobacco products, and the sale of synthetic cannabinoids. Headcount remains unchanged.

## Collections

This program area is responsible for management and collection of outstanding debt, including marshal enforcement measures like vehicle booting to encourage people to pay on time.



The Collections program area budget for Fiscal 2020 totals \$22.8 million, an increase of approximately \$2.6 million from the \$20.2 million in the Fiscal 2019 Adopted Budget. After a large increase in the 2019 Adopted Budget for this program area, headcount remained unchanged for Fiscal 2020. The funding increase is primarily due to collections modernization, as described in the new needs section above.

On January 22, 2016, the Mayor signed into law Intro. No. 489-B (Local Law 11). This bill requires the Department of Finance to report annually to the City Council on outstanding ECB judgements. This is the third year DOF is reporting on this data. The total outstanding debt inventory in terms of number of summonses and dollar amount of violations is noted in the table above for the three fiscal years the report has been produced. The total amount outstanding for Fiscal 2018, takes into account an allowance for bad debt of \$835 million. The Allowance for Bad Debt is not a write-off. It is a valuation used to determine the portion of outstanding debt that may ultimately be uncollectible. Individual and businesses whose debt is determined to be uncollectible are still liable for their outstanding violations for a period of eight years after the judgment was filed.

**Total Outstanding Debt Inventory** (*Violations Issued through Various City Agencies*)

Components (Dollars in Thousands)	FY16 Amount	FY17 Amount	FY18 Amount
Base Fine	\$479,801	\$465,276	\$452,199
Penalty	704,021	685,375	652,065
Interest	406,534	383,333	372,297
<b>Subtotal:</b>	<b>\$1,590,356</b>	<b>\$1,533,984</b>	<b>\$1,476,561</b>
Allowance for Bad Debt*	(\$608,665)	(\$719,000)	(\$834,614)
<b>Total Amount Due:</b>	<b>\$981,691</b>	<b>\$814,984</b>	<b>\$641,947</b>
<b>Total # of Summons:</b>	<b>1,394,399</b>	<b>1,294,695</b>	<b>1,207,180</b>

\*Bad Debt is outstanding debt that DOF has determined to be uncollectible. It must either be 1) judgment violations issued against property owners that were worked by two separate collection agencies in succession and are older than three years or 2) judgment violations issued against individuals and docketed more than three years ago.

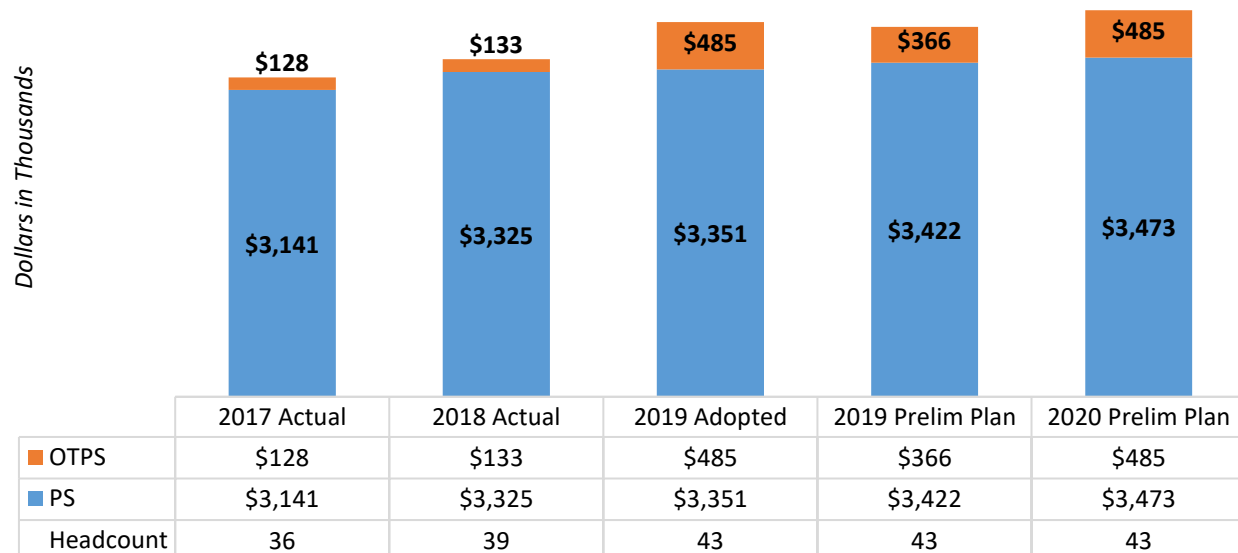
**Total Number of Judgments Statutorily Expiring**

ECB judgment violations have a lifespan of eight years. Therefore, violations older than eight years are considered expired and excluded from inventory. For Fiscal 2018, the total amount due by issuing agency considered expired totaled \$131 million consisting of over 188,310 summonses. For Fiscal 2017 and Fiscal 2016, the amounts considered expired are \$93.62 million and \$83.7 million, respectively for 167,896 and 163,154 summonses.

Fiscal Year of Docket Date	# of Summons	\$ Amount Due
FY18	55	\$138,025
FY17	71	\$81,325
FY16	32	\$42,432
FY15	8	\$11,300
FY14	5	\$6,177
FY13	-	\$0
FY12	1	\$1,000
FY11	-	\$0
FY10	188,138	\$130,515,639
<b>Total</b>	<b>188,310</b>	<b>\$130,795,898</b>

**Communications and Governmental Services**

This program area ensures that DOF provides clear and timely information and assistance to the public, and effectively promotes the agency's policies and programs on behalf of its operating divisions.

**Communications & Governmental Services**

The Fiscal 2020 Preliminary Budget for the Communications and Governmental Services program area totals \$3.9 million and remains essentially unchanged with a modest increase of \$122,000 when compared to the Fiscal 2019 Adopted Budget. The increase is due to collective bargaining adjustment.

**PMMR Performance Measures:**

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Customer Experience	FY16	FY17	FY18	FY19	FY20	FY18	FY19
E-mails responded to in 14 days (%)	71%	73%	64%	85%	85%	67%	76%
Letters responded to in 14 days (%)	87%	91%	89%	85%	85%	91%	87%
Completed customer requests for interpretation	5,453	7,699	7,584	*	*	2,891	666
CORE customer experience rating (0-100)	81	96	98	90	90	NA	NA

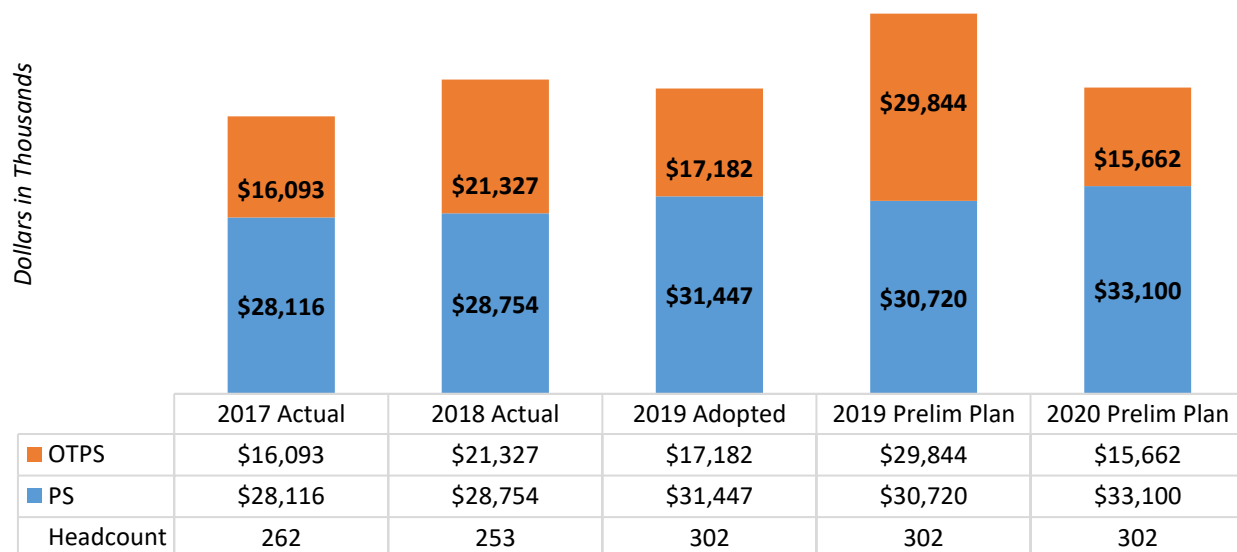
In the first four months of Fiscal 2019, the percentage of e-mails responded to in 14 days or less increased to 76 percent from 67 percent, and the percentage of letters responded to in 14 days increased to 87 percent from 91. The increase in emails responses is due a gradual reduction of backlogged emails.

Additionally, in the first four months of Fiscal 2019, the number of completed customer requests for interpretation dramatically decreased to 666 from 2,891 for the same four-month period in Fiscal 2018. This is because DOF did not having a contract for interpretation services in place from August 1<sup>st</sup> to September 30th. In the past few fiscal years, DOF has made efforts to increase the accessibility of documents that it provides to the public by offering the documents in multiple languages on-line.

### Finance Information Technology (FIT)

This program area ensures the development and delivery of information and technology solutions that aid the agency in achieving its goals.

### Finance Information Technology



The Finance Information Technology program area budget for Fiscal 2020 totals \$48.8 million, an increase of \$133,000 when compared to the Fiscal 2019 Adopted Budget. The headcount for this

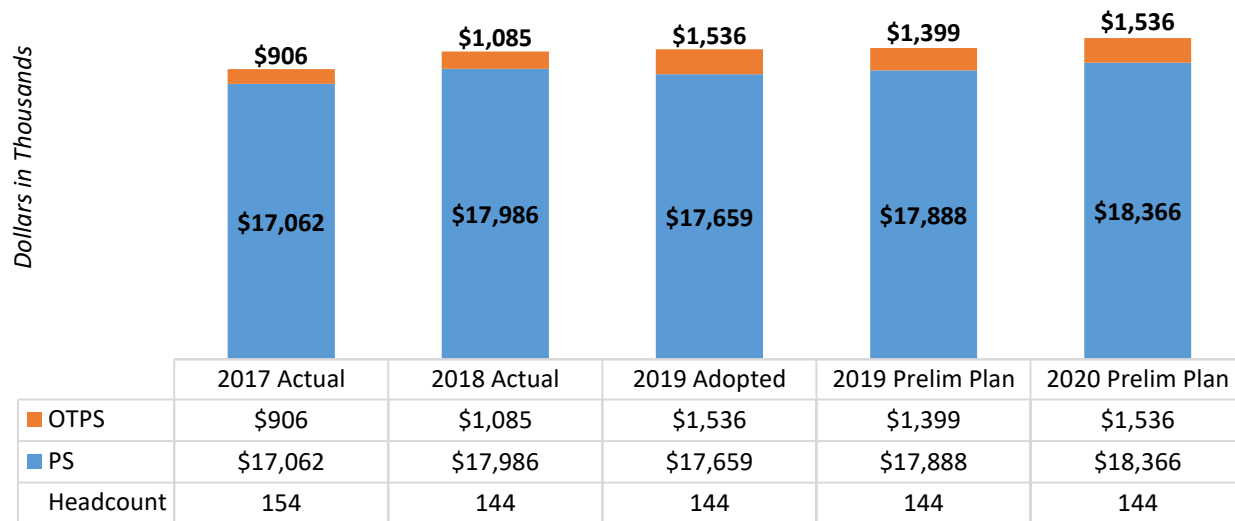


program area remains unchanged. The funding increase of \$1.7 million for full-time salaried staff is due to collective bargaining. It was offset mostly by a reduction of \$1.5 million in contractual services due to a drop in consulting costs from winding down implementation of the new Property Tax System. In addition, the Preliminary Budget added \$12.7 million in Fiscal 2019 for OTPS costs, mostly in contractual services, for the new Property Tax System.

### Legal and 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 driving tickets.

### Legal and Adjudications



The Fiscal 2020 Preliminary Budget for the Legal and Adjudications program area remains essentially unchanged with a small increase of \$707,000 for staff due to collective bargaining.

#### PMMR Performance Measures:

DOF Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Parking tickets resolved within 90 days (000)	8,813	8,472	9,283	*	*	3,159	3,082
* Parking tickets issued that are paid within 90 days (%)	66.80%	66.10%	63.30%	65.00%	65.00%	59.30%	64.20%
Parking tickets issued that are dismissed within 90 days (%)	12.90%	12.90%	15.80%	*	*	20.10%	13.40%
Summonses adjudicated (000)	2,037	1,988	2,421	*	*	789	810
* Parking ticket hearings - Total	978,447	978,574	1,126,557	*	*	375,353	367,958
– In-person hearings	220,221	216,695	216,106	*	*	79,327	68,146
– Hearings-by-mail	343,601	318,373	347,045	*	*	121,466	101,307
– Online hearings	414,625	443,506	563,406	*	*	174,560	198,505
Parking ticket “pay or dispute” app transactions	NA	NA	620,882	*	*	101,979	344,095
Parking ticket appeals reviewed	58,939	30,375	39,466	*	*	11,302	11,989
Parking ticket appeals granted a reversal (%)	10.00%	21.00%	24.00%	*	*	22.80%	25.00%

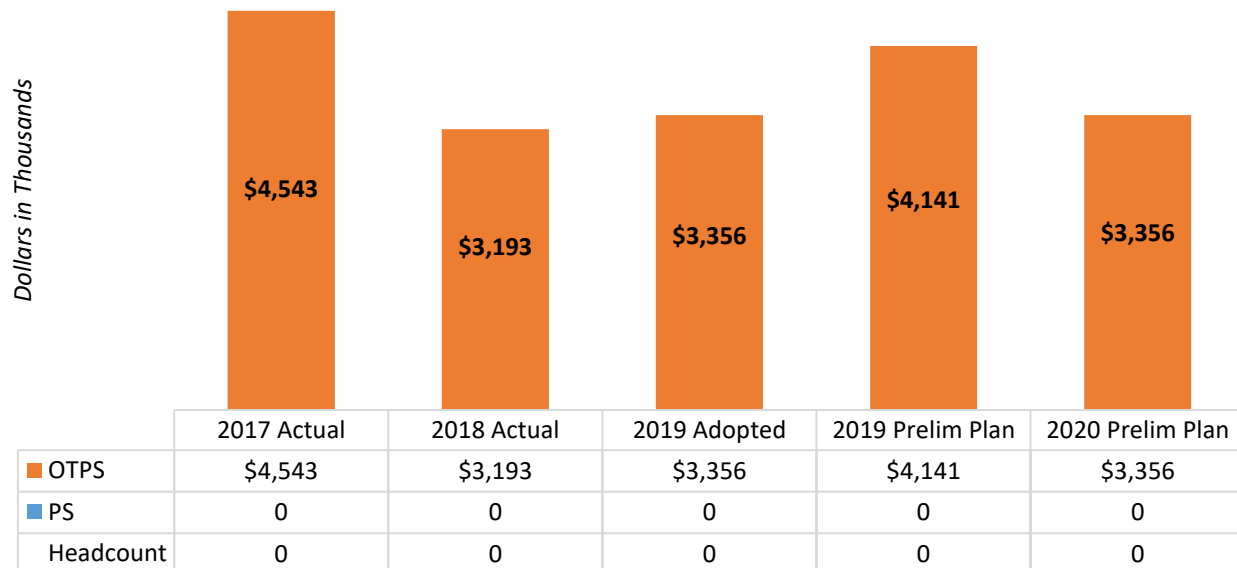
In the first four months of Fiscal 2019, the percent of parking tickets paid increased from 59.3 percent to 64.2 percent while the percent of tickets dismissed dropped from 20.1 to 13.4 percent from the same reporting period in Fiscal 2018. Comparing the same four-month period, there is a drop for in-person hearings, from 79,327 to 68,146, and a drop in hearings by mail, from 121,466 to 101,307. This can be attributed to the large increase in online hearings from 174,560 to 198,505.

Additionally, during this time, the number of parking tickets that were paid or disputed via the app rose over 300 percent from 101,979 to 344,095 transactions.

### NYCSERV Contract Funding

This program area includes funding for OTPS expenses of the NYCSERV Contract. NYCSERV is the payment and adjudications engine for debts, collections, licensing, and permits payments owed to the City of New York. It enables customers to pay taxes and fines or dispute parking tickets and violations in a single location while improving customer service.

### NYCSERV Contract Funding

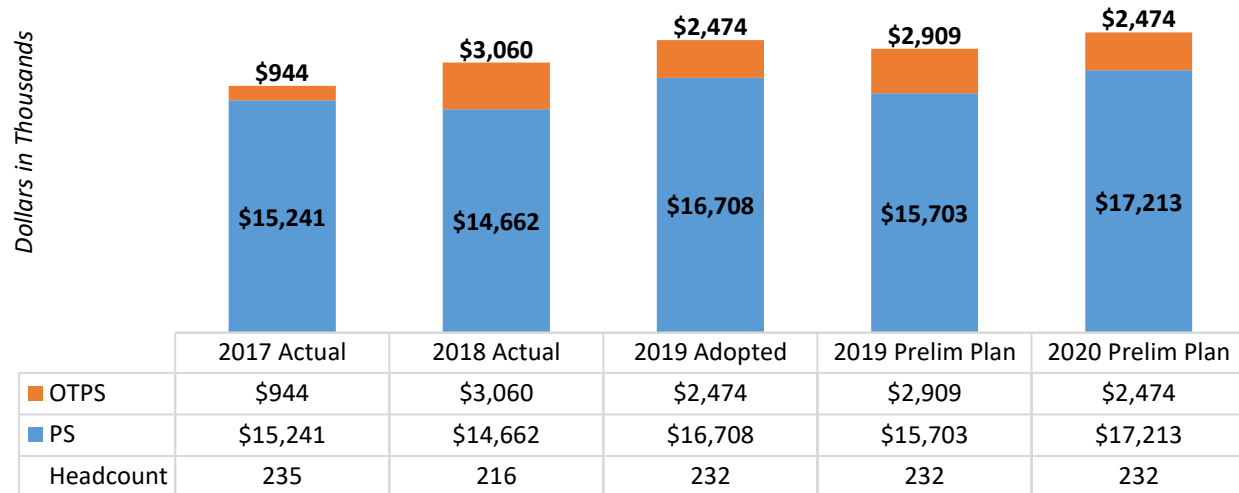


The Fiscal 2020 Preliminary Budget for the NYCSERV program area remains unchanged from the Fiscal 2019 Adopted Budget. However, for 2019 there is an increase in contractual services totaling \$1.9 million in OTPS funding.

### Payment Operations and Application Processing

This program area includes funding for Payment Operations and Application Processing, which attempts quick and accurate processing of payments, returns exemptions and business tax refunds, while providing people with convenient options to pay and file.

## Payment Operations and Application Processing



The Fiscal 2020 Preliminary Budget for the Payment Operations and Application Processing program area totals \$19.7 million, an increase of \$505,000 when compared to the Fiscal 2019 Adopted Budget. In addition, the Fiscal 2019 Budget reflects a decrease of \$1 million in PS expenditures.

### PMMR Performance Measures:

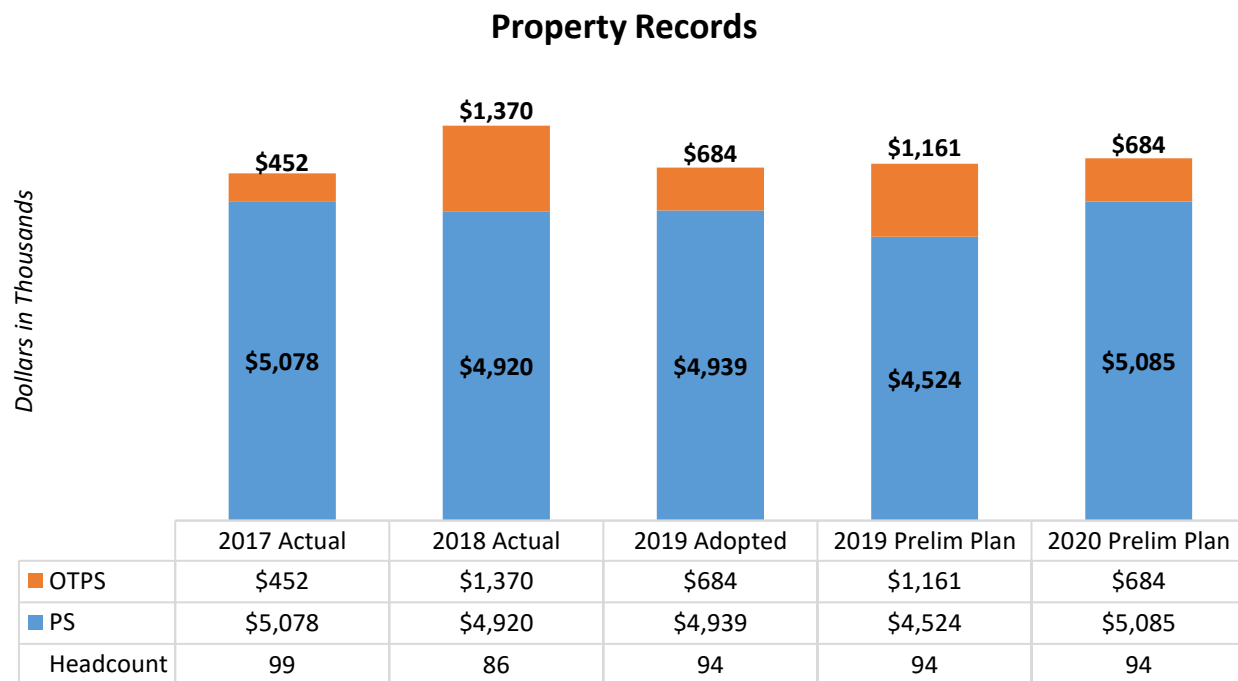
Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,951	8,289	8,432	*	*	3,000	2,682
* Average time to process initial SCRIE applications (days)	4.7	3	5	10	10	4.6	4.2
SCRIE renewal applications received	27,760	25,091	28,932	*	*	9,257	9,347
* Average time to process renewal SCRIE applications (days)	6.9	5.2	7.7	10	10	8.9	5
Disability Rent Increase Exemption (DRIE) - Initial applications received	2,594	2,143	1,822	*	*	604	555
* Average time to process initial DRIE applications (days)	7.5	3.4	6	10	10	5.9	5
DRIE renewal applications received	5,816	6,141	6,856	*	*	2,314	2,172
* Average time to process renewal DRIE applications (days)	7.6	4.2	5.7	10	10	6.2	4.7
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received			18,340	*	*	3,395	1,408
* Average time to process initial SCHE applications (days)			30.2	downwards	downwards	18	15.8
SCHE - Number of renewal applications received			1,696	*	*	1,004	43
* Average time to process renewal SCHE applications (days)			127.4	downwards	downwards	78.6	13
Disability Homeowners' Exemption (DHE) - Number of initial applications received			1,038	*	*	72	134
* Average time to process initial DHE applications (days)			30.2	downwards	downwards	15	17.3
DHE - Number of renewal applications received			195	*	*	104	5
* Average time to process renewal DHE applications (days)			159.7	downwards	downwards	158.1	10.5

In the first four months of Fiscal 2019, renewal applications slightly increased while the average time to process a SCRIE renewal decreased from 8.9 days to five days compared to the same period in Fiscal 2018. During this same time period, the average time to process a DRIE renewal decreased from 6.2 to 4.7 days compared to the same period in Fiscal 2018, however, the number of renewal applications received dropped from 2,314 to 2,172. The time to process initial DRIE and SCRIE applications dropped slightly in 2019 for the first four-month comparative period accompanying a drop in initial applications for both programs. DOF attributes this decrease to their cross training of staff initiative.

In the first four months of Fiscal 2019, the average time to process a SCHE renewal decreased dramatically from 78.6 to 13 days compared to the same period in Fiscal 2018. During this comparative period DHE renewal processing dropped from 158.1 days to 10.5 days. For SCHE the decrease in processing time, and the drop in renewals, is attributed to Fiscal 2018 being the first year that new biannual renewal for SCHE was required. A large surge is expect next year as well. Fiscal 2018 was also the first year the new income thresholds for both programs took place, leading to a surge in eligible applicants.

### Property Records

The function of this program area is to fund the City Register which is the office that maintains official records of real and personal property transfers and interests. ACRIS, the Automated City Register Information System, 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 property lots into smaller lots (apportionment) or the merging of smaller lots into one large lot (merging).

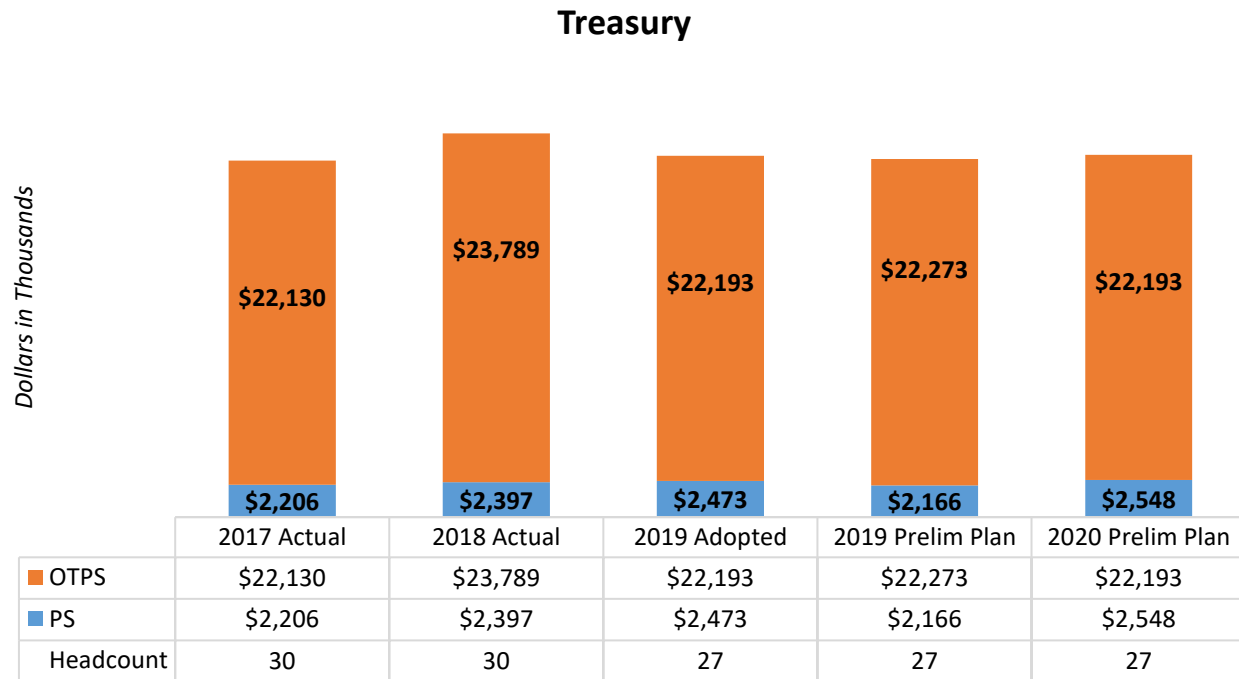


The Fiscal 2020 Preliminary Budget for the Property Records program area totals \$5.8 million, an increase of \$146,000 when compared to the Fiscal 2019 Adopted Budget amount of \$5.6 million. The

increase is primarily PS spending associated with collective bargaining. The headcount for this program area remains unchanged when compared to the Fiscal 2019 Adopted Budget.

### Treasury

The Treasury Division manages and safeguards cash assets for the City of New York.



The Fiscal 2020 Preliminary Budget for the Treasury program area totals \$24.7 million, an increase of \$74,000 when compared to the Fiscal 2019 Adopted Budget. The increase is for PS spending associated with collective bargaining. The headcount for this program area remains unchanged when compared to the Fiscal 2019 Adopted Budget.

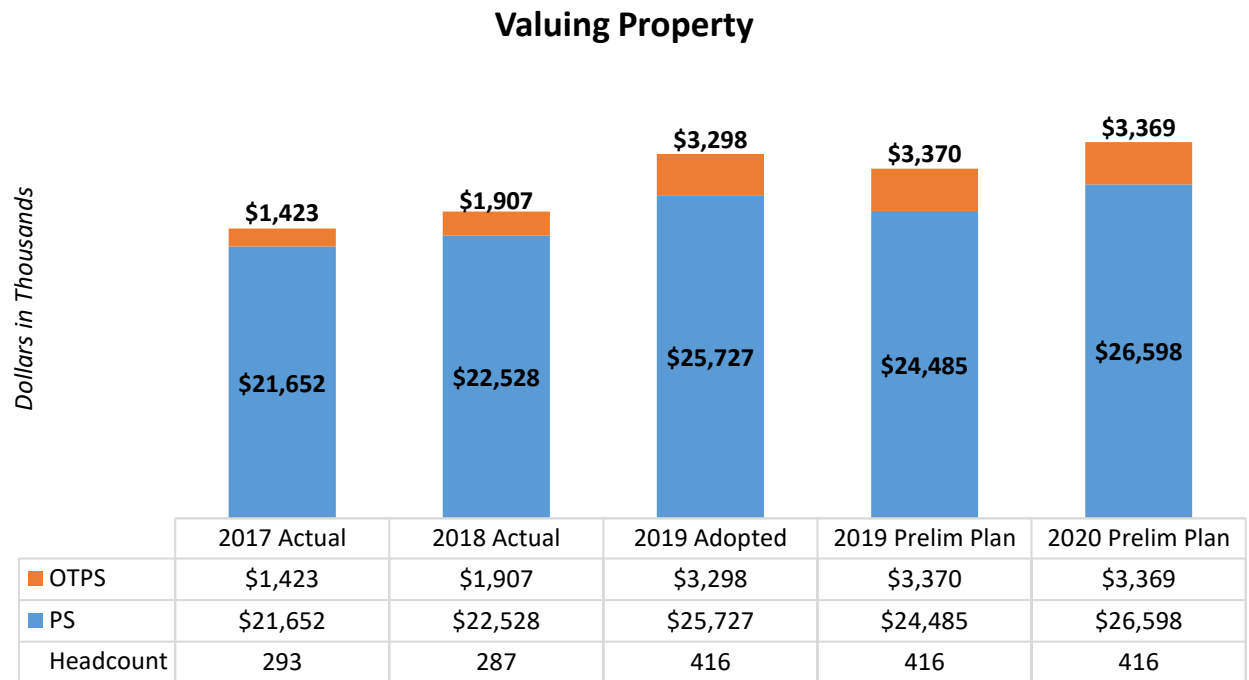
The Treasury Division of the Department of Finance also provides administrative support to the Banking Commission. As of November 30, 2017, the following 26 banks were approved and still serve as NYC Designated Banks, which are the only banks that can hold City deposits.

Amalgamated Bank	MUFG Union Bank
Bank of America, N.A.	People's United Bank
Bank of the Ozarks	PNC Bank
BankUnited, N.A.	Popular Community Bank
Capital One N.A.	Signature Bank
Citibank, N.A.	Spring Bank
East West Bank	State Street Bank
Flushing Bank	Sterling National Bank
HAB Bank	TD Bank
HSBC Bank USA	The Bank of New York Mellon
IDB Bank	U.S. Bank
JPMorgan Chase Bank	Victory State Bank
Modern Bank	Well Fargo Bank*

*\*Conditionally Designated. This subjects the bank to specific conditions including the inability to renew current contracts after they expire.*

## Valuing Property

The Property Division values all New York City properties.



The Fiscal 2020 Preliminary Budget for the Valuing Property program area budget totals approximately \$30 million, an increase of \$871,000 when compared to the Fiscal 2019 Adopted Budget. The increase is primarily due to collective bargaining adjustment and a \$71,000 increase in OTPS for supplies. The current Fiscal 2019 Budget for this program area reflects a decrease of \$1.2 million in PS spending and a decrease in OTPS spending of \$1.2 million.

## Appendices

### A. Budget Actions in the November and the Preliminary Plans

	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
<b>FY19 Adopted Plan</b>	<b>\$298,234</b>	<b>\$5,277</b>	<b>\$303,511</b>	<b>\$301,161</b>	<b>\$5,276</b>	<b>\$306,437</b>
<b>New Needs</b>						
Postage and Moving Services	\$2,826		\$2,826	\$0	\$0	\$0
Property Tax System Post-Production Support	1,470	0	1,470	0	0	0
<b>Total New Needs</b>	<b>\$4,296</b>	<b>\$0</b>	<b>\$4,296</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Adjustments</b>						
Collections Modernization	\$0	\$0	\$0	\$2,300	\$0	\$2,300
Collective Bargaining	3,740	0	3,740	6,418	0	6,418
Lease Auditing	(455)	0	(455)	0	0	0
OTPS Adjustment	0	66	66	0	0	0
Sheriff Road Unit	202	0	202	548	0	548
Vacancy Reductions	0	0	0	(3,907)	0	(3,907)
<b>Total Other Adjustments</b>	<b>\$3,487</b>	<b>\$66</b>	<b>\$3,553</b>	<b>\$5,359</b>	<b>\$0</b>	<b>\$5,359</b>
<b>Total All Changes</b>	<b>\$7,783</b>	<b>\$66</b>	<b>\$7,849</b>	<b>\$5,359</b>	<b>\$0</b>	<b>\$5,359</b>
<b>FY19 November</b>	<b>\$306,017</b>	<b>\$5,343</b>	<b>\$311,360</b>	<b>\$306,520</b>	<b>\$5,276</b>	<b>\$311,796</b>

### B. DOF Contract Budget

<b>DOF Fiscal 2020 Preliminary Contract Budget</b>				
<i>Dollars in Thousands</i>				
<b>Category</b>	<b>Fiscal 2019 Preliminary</b>	<b>Number of Contracts</b>	<b>Fiscal 2020 Preliminary</b>	<b>Number of Contracts</b>
Contractual Services - General	\$21,042	17	\$20,826	17
Financing Costs	30,515	3	30,515	3
Maintenance and Repairs - General	9,096	18	7,568	18
Printing Services	1,638	10	1,638	10
Prof. Services - Accounting Services	45	3	45	3
Prof. Services - Computer Services	4,737	4	5,437	4
Prof. Services - Engineering and Architectural Services	13	1	13	1
Security Services	968	3	968	3
Training Program for City Employees	147	5	159	5
<b>TOTAL</b>	<b>\$68,201</b>	<b>64</b>	<b>\$67,169</b>	<b>64</b>

## C. Program Areas

<b>Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan 2019</b>	<b>Preliminary Plan 2020</b>	<b>*Difference 2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$342	\$310	\$283	\$283	\$283	\$0
Fringe Benefits	2	2	0	0	0	0
Full-Time Salaried - Civilian	13,301	14,311	14,186	14,280	14,783	598
Other Salaried	11	21	0	0	0	0
Overtime - Civilian	133	107	2	254	2	0
P.S. Other	6	1	0	0	0	0
Unsalaries	49	65	0	0	0	0
<b>Subtotal</b>	<b>\$13,844</b>	<b>\$14,818</b>	<b>\$14,471</b>	<b>\$14,817</b>	<b>\$15,069</b>	<b>\$598</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$1,302	\$1,372	\$1,354	\$1,943	\$1,354	\$0
Contractual Services - Professional Services	1,010	905	11	431	11	0
Fixed & Misc. Charges	52	86	8	80	8	0
Other Services & Charges	36,100	35,965	46,309	49,698	45,887	(422)
Property & Equipment	365	126	422	888	422	0
Supplies & Materials	916	1,169	1,171	1,365	1,171	0
<b>Subtotal</b>	<b>\$39,746</b>	<b>\$39,623</b>	<b>\$49,276</b>	<b>\$54,405</b>	<b>\$48,854</b>	<b>(\$422)</b>
<b>TOTAL</b>	<b>\$53,590</b>	<b>\$54,441</b>	<b>\$63,747</b>	<b>\$69,222</b>	<b>\$63,923</b>	<b>\$176</b>
<b>Funding</b>						
City Funds			\$63,747	\$69,156	\$63,923	\$176
Intra City			0	66	0	0
<b>TOTAL</b>	<b>\$53,590</b>	<b>\$54,441</b>	<b>\$63,747</b>	<b>\$69,222</b>	<b>\$63,923</b>	<b>\$176</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>173</b>	<b>181</b>	<b>199</b>	<b>199</b>	<b>199</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

<b>Audit</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan 2019</b>	<b>Preliminary Plan 2020</b>	<b>*Difference 2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$0	\$1,318	\$1,657	\$1,657	\$1,657	\$0
Full-Time Salaried - Civilian	1,798	18,294	21,639	20,312	23,437	3,125
Other Salaried	6	78	0	3	6	2
Overtime - Civilian	0	24	0	30	0	(30)
P.S. Other	0	(17)	0	0	0	0
Unsalaries	0	36	0	0	0	0
<b>Subtotal</b>	<b>\$1,804</b>	<b>\$19,733</b>	<b>\$23,296</b>	<b>\$22,003</b>	<b>\$25,100</b>	<b>\$3,098</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$0	\$17	\$28	\$35	\$28	(\$7)
Contractual Services - Professional Services	0	0	0	35	0	(35)
Fixed & Misc. Charges	0	2	0	0	0	0
Other Services & Charges	0	29	329	73	329	257
Property & Equipment	20	80	272	209	292	83
Supplies & Materials	0	37	145	105	145	40
<b>Subtotal</b>	<b>\$20</b>	<b>\$166</b>	<b>\$774</b>	<b>\$457</b>	<b>\$794</b>	<b>\$337</b>
<b>TOTAL</b>	<b>\$1,824</b>	<b>\$19,899</b>	<b>\$24,070</b>	<b>\$22,460</b>	<b>\$25,894</b>	<b>\$3,435</b>
<b>Funding</b>						
City Funds	\$1,824		\$24,070	\$22,460	\$25,894	\$3,435
<b>TOTAL</b>	<b>\$1,824</b>	<b>\$19,899</b>	<b>\$24,070</b>	<b>\$22,460</b>	<b>\$25,894</b>	<b>\$3,435</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>12</b>	<b>285</b>	<b>340</b>	<b>340</b>	<b>352</b>	<b>12</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.



<b>Civil Enforcement</b>						
<i>Dollars in Thousands</i>						
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$1,296	\$1,246	\$1,788	\$1,788	\$1,788	\$0
Fringe Benefits	4	4	30	30	30	0
Full-Time Salaried - Civilian	18,306	18,369	23,351	20,010	24,302	951
Full-Time Salaried - Uniformed	3	0	0	0	0	0
Other Salaried	0	3	0	0	0	0
Overtime - Civilian	2,295	2,467	575	2,185	575	0
<b>Unsalaries</b>	<b>14</b>	<b>25</b>	<b>0</b>	<b>4</b>	<b>7</b>	<b>7</b>
<b>Subtotal</b>	<b>\$21,918</b>	<b>\$22,114</b>	<b>\$25,744</b>	<b>\$24,018</b>	<b>\$26,702</b>	<b>\$958</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$16,808	\$16,282	\$17,073	\$17,242	\$16,981	(\$92)
Contractual Services - Professional Services	0	0	23	23	23	0
Fixed & Misc. Charges	0	1	16	17	16	0
Other Services & Charges	1,032	1,455	1,358	1,239	1,367	9
Property & Equipment	533	689	330	464	437	107
Supplies & Materials	303	453	448	382	462	13
<b>Subtotal</b>	<b>\$18,676</b>	<b>\$18,879</b>	<b>\$19,248</b>	<b>\$19,368</b>	<b>\$19,286</b>	<b>\$37</b>
<b>TOTAL</b>	<b>\$40,594</b>	<b>\$40,993</b>	<b>\$44,992</b>	<b>\$43,386</b>	<b>\$45,988</b>	<b>\$996</b>
<b>Funding</b>						
City Funds			\$40,154	\$38,548	\$41,149	\$996
Intra City			4,838	4,838	4,838	0
<b>TOTAL</b>	<b>\$40,594</b>	<b>\$40,993</b>	<b>\$44,992</b>	<b>\$43,386</b>	<b>\$45,988</b>	<b>\$996</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>271</b>	<b>264</b>	<b>325</b>	<b>325</b>	<b>325</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

<b>Collections</b>						
<i>Dollars in Thousands</i>						
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$278	\$276	\$346	\$346	\$346	\$0
Fringe Benefits - SWB	374	352	467	467	467	0
Full-Time Salaried - Civilian	6,179	5,888	7,155	5,981	8,916	1,761
Other Salaried	0	4	0	1	1	1
Overtime - Civilian	64	87	15	383	15	0
Unsalaries	3	5	0	0	0	0
<b>Subtotal</b>	<b>\$6,898</b>	<b>\$6,612</b>	<b>\$7,983</b>	<b>\$7,177</b>	<b>\$9,744</b>	<b>\$1,762</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$1,136	\$1,077	\$335	\$989	\$335	\$0
Contractual Services - Financing	4,220	3,826	8,514	8,232	8,514	0
Contractual Services - Professional Services	10	0	0	1,200	700	700
Fixed & Misc. Charges	0	3	0	0	0	0
Other Services & Charges	1,167	919	1,714	1,221	1,914	200
Property & Equipment	475	494	584	508	584	0
Supplies & Materials	152	160	1,023	557	1,023	0
<b>Subtotal</b>	<b>\$7,159</b>	<b>\$6,479</b>	<b>\$12,169</b>	<b>\$12,707</b>	<b>\$13,069</b>	<b>\$900</b>
<b>TOTAL</b>	<b>\$14,057</b>	<b>\$13,091</b>	<b>\$20,152</b>	<b>\$19,884</b>	<b>\$22,814</b>	<b>\$2,662</b>
<b>Funding</b>						
City Funds			\$20,152	\$19,884	\$22,814	\$2,662
<b>TOTAL</b>	<b>\$14,057</b>	<b>\$13,091</b>	<b>\$20,152</b>	<b>\$19,884</b>	<b>\$22,814</b>	<b>\$2,662</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>106</b>	<b>97</b>	<b>122</b>	<b>122</b>	<b>122</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

<b>Communications &amp; Governmental Services</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$52	\$67	\$70	\$70	\$70	\$0
Full-Time Salaried - Civilian	3,028	3,145	3,178	3,249	3,300	122
Other Salaried	0	0	95	95	95	0
Overtime - Civilian	44	65	3	3	3	0
Unsalaries	16	48	4	5	5	0
<b>Subtotal</b>	<b>\$3,141</b>	<b>\$3,325</b>	<b>\$3,351</b>	<b>\$3,422</b>	<b>\$3,473</b>	<b>\$122</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$22	\$34	\$50	\$49	\$50	\$0
Contractual Services - Professional Services	0	22	0	84	0	0
Other Services & Charges	66	44	231	104	231	0
Property & Equipment	27	11	2	28	2	0
Supplies & Materials	13	21	202	101	202	0
<b>Subtotal</b>	<b>\$128</b>	<b>\$133</b>	<b>\$485</b>	<b>\$366</b>	<b>\$485</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$3,268</b>	<b>\$3,458</b>	<b>\$3,836</b>	<b>\$3,788</b>	<b>\$3,958</b>	<b>\$122</b>
<b>Funding</b>						
City Funds			\$3,836	\$3,788	\$3,958	\$122
<b>TOTAL</b>	<b>\$3,268</b>	<b>\$3,458</b>	<b>\$3,836</b>	<b>\$3,788</b>	<b>\$3,958</b>	<b>\$122</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>36</b>	<b>39</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>0</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

<b>FIT(Finance Information Technology)</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$648	\$683	\$706	\$704	\$704	(\$2)
Full-Time Salaried - Civilian	27,342	27,926	30,642	29,915	32,295	1,653
Overtime - Civilian	103	121	94	96	96	2
Unsalaries	23	23	5	5	5	0
<b>Subtotal</b>	<b>\$28,116</b>	<b>\$28,754</b>	<b>\$31,447</b>	<b>\$30,720</b>	<b>\$33,100</b>	<b>\$1,653</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$5,346	\$9,243	\$9,177	\$12,092	\$7,672	(\$1,504)
Contractual Services - Professional Services	7,273	8,919	4,200	8,977	4,200	0
Fixed & Misc. Charges	3	3	0	60	0	0
Other Services & Charges	1,315	704	2,008	4,633	1,992	(16)
Property & Equipment	134	76	32	132	32	0
Supplies & Materials	2,023	2,382	1,766	3,949	1,766	0
<b>Subtotal</b>	<b>\$16,093</b>	<b>\$21,327</b>	<b>\$17,182</b>	<b>\$29,844</b>	<b>\$15,662</b>	<b>(\$1,520)</b>
<b>TOTAL</b>	<b>\$44,209</b>	<b>\$50,080</b>	<b>\$48,629</b>	<b>\$60,564</b>	<b>\$48,762</b>	<b>\$133</b>
<b>Funding</b>						
City Funds			\$48,629	\$60,564	\$48,762	\$133
<b>TOTAL</b>	<b>\$44,209</b>	<b>\$50,080</b>	<b>\$48,629</b>	<b>\$60,564</b>	<b>\$48,762</b>	<b>\$133</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>262</b>	<b>253</b>	<b>302</b>	<b>302</b>	<b>302</b>	<b>0</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

<b>Legal &amp; Adjudications</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$698	\$777	\$712	\$712	\$712	\$0
Full-Time Salaried - Civilian	10,458	10,724	11,229	11,212	11,515	286
Other Salaried	0	0	5	5	5	0
Overtime - Civilian	0	3	9	9	9	0
Unsalaries	5,906	6,483	5,705	5,951	6,126	421
<b>Subtotal</b>	<b>\$17,062</b>	<b>\$17,986</b>	<b>\$17,659</b>	<b>\$17,888</b>	<b>\$18,366</b>	<b>\$707</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$802	\$770	\$1,103	\$1,234	\$1,103	\$0
Contractual Services - Professional Services	0	178	0	0	0	0
Fixed & Misc. Charges	0	0	1	1	1	0
Other Services & Charges	27	48	358	54	358	0
Property & Equipment	57	61	58	81	58	0
Supplies & Materials	19	28	16	30	16	0
<b>Subtotal</b>	<b>\$906</b>	<b>\$1,085</b>	<b>\$1,536</b>	<b>\$1,399</b>	<b>\$1,536</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$17,968</b>	<b>\$19,071</b>	<b>\$19,195</b>	<b>\$19,287</b>	<b>\$19,902</b>	<b>\$707</b>
<b>Funding</b>						
City Funds			\$19,195	\$19,287	\$19,902	\$707
<b>TOTAL</b>	<b>\$17,968</b>	<b>\$19,071</b>	<b>\$19,195</b>	<b>\$19,287</b>	<b>\$19,902</b>	<b>\$707</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>154</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>0</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

<b>NYCSERV Contract Funding</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$4,508	\$2,990	\$2,200	\$4,115	\$2,200	\$0
Contractual Services - Professional Services	0	180	500	0	500	0
Other Services & Charges	35	24	656	26	656	0
<b>Subtotal</b>	<b>\$4,543</b>	<b>\$3,193</b>	<b>\$3,356</b>	<b>\$4,141</b>	<b>\$3,356</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$4,543</b>	<b>\$3,193</b>	<b>\$3,356</b>	<b>\$4,141</b>	<b>\$3,356</b>	<b>\$0</b>
<b>Funding</b>						
City Funds			\$3,356	\$4,141	\$3,356	\$0
<b>TOTAL</b>	<b>\$4,543</b>	<b>\$3,193</b>	<b>\$3,356</b>	<b>\$4,141</b>	<b>\$3,356</b>	<b>\$0</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

<b>Payment Ops &amp; Application Processing</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$707	\$692	\$857	\$857	\$857	\$0
Amounts to be Scheduled	0	0	2	2	2	0
Full-Time Salaried - Civilian	14,242	13,619	15,817	14,812	16,323	505
Overtime - Civilian	280	324	31	31	31	0
Unsalaries	12	27	0	0	0	0
<b>Subtotal</b>	<b>\$15,241</b>	<b>\$14,662</b>	<b>\$16,708</b>	<b>\$15,703</b>	<b>\$17,213</b>	<b>\$505</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$648	\$760	\$682	\$1,015	\$682	\$0
Contractual Services - Professional Services	54	69	48	390	48	0
Fixed & Misc. Charges	1	1	1	1	1	0
Other Services & Charges	134	167	193	241	193	0
Property & Equipment	5	7	6	15	6	0
Supplies & Materials	104	2,056	1,544	1,247	1,544	0
<b>Subtotal</b>	<b>\$944</b>	<b>\$3,060</b>	<b>\$2,474</b>	<b>\$2,909</b>	<b>\$2,474</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$16,185</b>	<b>\$17,722</b>	<b>\$19,182</b>	<b>\$18,612</b>	<b>\$19,687</b>	<b>\$505</b>
<b>Funding</b>						
City Funds			\$19,182	\$18,612	\$19,687	\$505
<b>TOTAL</b>	<b>\$16,185</b>	<b>\$17,722</b>	<b>\$19,182</b>	<b>\$18,612</b>	<b>\$19,687</b>	<b>\$505</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>235</b>	<b>216</b>	<b>232</b>	<b>232</b>	<b>232</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

<b>Property Records</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$172	\$169	\$165	\$165	\$165	\$0
Fringe Benefits	0	0	2	2	2	0
Full-Time Salaried - Civilian	4,904	4,735	4,692	4,277	4,838	146
Other Salaried	0	0	0	0	0	0
Overtime - Civilian	1	15	80	80	80	0
<b>Subtotal</b>	<b>\$5,078</b>	<b>\$4,920</b>	<b>\$4,939</b>	<b>\$4,524</b>	<b>\$5,085</b>	<b>\$146</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$203	\$1,215	\$199	\$986	\$199	\$0
Contractual Services - Professional Services	71	19	0	11	0	0
Fixed & Misc. Charges	0	0	1	0	1	0
Other Services & Charges	142	111	468	127	468	0
Property & Equipment	2	8	1	3	1	0
Supplies & Materials	34	17	16	33	16	0
<b>Subtotal</b>	<b>\$452</b>	<b>\$1,370</b>	<b>\$684</b>	<b>\$1,161</b>	<b>\$684</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$5,530</b>	<b>\$6,290</b>	<b>\$5,623</b>	<b>\$5,685</b>	<b>\$5,769</b>	<b>\$146</b>
<b>Funding</b>						
City Funds			\$5,623	\$5,685	\$5,769	\$146
<b>TOTAL</b>	<b>\$5,530</b>	<b>\$6,290</b>	<b>\$5,623</b>	<b>\$5,685</b>	<b>\$5,769</b>	<b>\$146</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>99</b>	<b>86</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

<b>Treasury</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$35	\$37	\$32	\$32	\$32	\$0
Amounts to be Scheduled	0	0	1	1	1	0
Full-Time Salaried - Civilian	2,124	2,273	2,440	2,133	2,514	74
Overtime - Civilian	33	57	0	0	0	0
Unsalaries	14	30	0	0	0	0
<b>Subtotal</b>	<b>\$2,206</b>	<b>\$2,397</b>	<b>\$2,473</b>	<b>\$2,166</b>	<b>\$2,548</b>	<b>\$74</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$61	\$59	\$79	\$144	\$79	\$0
Contractual Services - Financing	22,126	23,711	22,001	22,001	22,001	0
Other Services & Charges	(63)	11	67	123	67	0
Property & Equipment	4	6	45	4	45	0
Supplies & Materials	2	2	2	2	2	0
<b>Subtotal</b>	<b>\$22,130</b>	<b>\$23,789</b>	<b>\$22,193</b>	<b>\$22,273</b>	<b>\$22,193</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$24,336</b>	<b>\$26,186</b>	<b>\$24,667</b>	<b>\$24,439</b>	<b>\$24,741</b>	<b>\$74</b>
<b>Funding</b>						
City Funds			\$24,666	\$24,439	\$24,740	\$74
Intra City			1	1	1	0
<b>TOTAL</b>	<b>\$24,336</b>	<b>\$26,186</b>	<b>\$24,667</b>	<b>\$24,439</b>	<b>\$24,741</b>	<b>\$74</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>30</b>	<b>30</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

<b>Valuing Property</b>						
<i>Dollars in Thousands</i>						
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
				<b>2019</b>	<b>2020</b>	<b>2020-2019</b>
<b>Personal Services</b>						
Additional Gross Pay	\$653	\$629	\$590	\$590	\$590	\$0
Amounts to be Scheduled	0	0	1	1	1	0
Full-Time Salaried - Civilian	20,410	21,223	24,895	23,074	25,765	871
Other Salaried	3	0	0	0	0	0
Overtime - Civilian	542	606	241	820	241	0
Unsalaries	43	70	0	0	0	0
<b>Subtotal</b>	<b>\$21,652</b>	<b>\$22,528</b>	<b>\$25,727</b>	<b>\$24,485</b>	<b>\$26,598</b>	<b>\$871</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$449	\$307	\$478	\$525	\$478	\$0
Contractual Services - Professional Services	21	11	13	13	13	0
Other Services & Charges	24	149	898	535	898	0
Property & Equipment	107	70	75	96	75	0
Supplies & Materials	821	1,371	1,835	2,201	1,906	71
<b>Subtotal</b>	<b>\$1,423</b>	<b>\$1,907</b>	<b>\$3,298</b>	<b>\$3,370</b>	<b>\$3,369</b>	<b>\$71</b>
<b>TOTAL</b>	<b>\$23,075</b>	<b>\$24,435</b>	<b>\$29,026</b>	<b>\$27,856</b>	<b>\$29,967</b>	<b>\$942</b>
<b>Funding</b>						
City Funds			\$28,588	\$27,418	\$29,530	\$942
Intra City			438	438	438	0
<b>TOTAL</b>	<b>\$23,075</b>	<b>\$24,435</b>	<b>\$29,026</b>	<b>\$27,856</b>	<b>\$29,967</b>	<b>\$942</b>
<b>Budgeted Headcount</b>						
<b>Full-Time Salaried - Civilian</b>	<b>293</b>	<b>287</b>	<b>416</b>	<b>416</b>	<b>416</b>	<b>0</b>

\*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.