



DEPARTMENT OF FINANCE

David M. Frankel, Commissioner

Key Public Service Areas

- ✓ Bill and collect property and other taxes.
- ✓ Bill and collect parking tickets.
- ✓ Respond to customers in a timely and efficient manner.

Scope of Agency Operations

The Department of Finance (DOF) collects City revenues efficiently and fairly; enforces compliance with City tax laws; values all real property in the City; maintains accurate property records; serves as a board member of the Fire and Police Pension Funds and the City's Deferred Compensation Fund; and advises on the performance of the City's pension funds and Deferred Compensation Plan. The Department also provides an independent forum for the public to contest parking violations and, through the Sheriff's Office, serves as the chief civil law enforcement body for New York City.

Critical Objectives

- Make it as simple as possible to make payments to New York City.
- Collect money owed to the City efficiently and cost effectively, and increase compliance with City and State tax laws.
- Aggressively pursue people and businesses that do not pay what they owe.
- Achieve performance targets for processing payments, refunds, tax returns, and parking violations hearings.
- Achieve performance targets for recording publicly filed documents and increase the number of property documents available on-line.

Preliminary Performance Highlights

- The average amount collected from a closed audit rose to \$73,000 from \$45,000 a year ago. In large part, this increase was accomplished through strategic changes in the Department's audit selection process, including using data mining tools to develop audit cases that were likely to produce deficiencies, and increased efforts to detect tax shelters and other areas of more sophisticated tax compliance abuses. On average, audits were completed in 655 days compared to 626 days during the July to October 2010 period.
- On average, Finance issued parking ticket refunds more quickly, trimming nearly four days from its processing times for a low of 9.3 days, surpassing its 10-day target for the first time. Organizational changes contributed to this improvement and were also responsible for the faster turnaround times for business tax refunds, with refund issuance times averaging 31 days, seven days faster than a year ago.
- Compared to the same four months in Fiscal 2011, average response times to both hard mail and email correspondence increased by approximately 5 days and did not meet their respective performance targets. The longer response times are due, in part, to a nearly 12 percent increase in correspondence.



Performance Report

✓ Bill and collect property and other taxes.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Percent of City debt resolved	42.6%	42.0%	39.6%	*	*	16.9%	18.0%
★ Percent of property taxes billed that are paid	98.1%	98.1%	97.0%	*	*	NA	NA
- Percent paid on time	93.3%	95.0%	95.0%	*	*	95.0%	94.2%
Property assessments reduced by the Tax Commission (%) (calendar year)	11%	12%	9%	*	*	NA	NA
Audits closed within 1 year (%)	NA	33.3%	35.5%	*	*	31.8%	34.5%
★ Average turnaround time for audits (days)	NA	598	612	*	*	626	655
Average amount collected from a closed audit (\$000)	NA	\$68	\$90	*	*	\$45	\$73
★ Percent increase in tax liability as a result of audits	7.4%	18.6%	26.9%	*	*	19.4%	12.0%
Percent of tax conciliation cases decided within 6 months	78%	68%	76%	65%	65%	69%	68%
Number of properties receiving 90-day lien sale notice	24,111	24,963	25,462	*	*	NA	NA
Percent of originally noticed properties sold in lien sale	20%	19%	20%	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report

✓ Bill and collect parking tickets.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Percent of parking tickets issued that are paid within 90 days	62.0%	61.1%	63.3%	*	*	63.0%	64.0%
★ Percent of parking tickets issued that are dismissed within 90 days	12.9%	13.8%	13.1%	*	*	12.5%	12.4%
★ Percent of parking ticket appeals granted a reversal	14.4%	15.1%	15.6%	*	*	16.8%	10.6%
Parking summonses received (000)	10,662	10,709	9,845	*	*	3,350	3,232
Parking summonses paid online (%)	28.5%	34.8%	36.9%	*	*	39.7%	40.2%
★ Average time to issue refunds for parking tickets, appeals and towing charges (days)	15.6	15.0	12.3	10.0	10.0	12.8	9.3

★ Critical Indicator "NA" - means Not Available in this report

✓ Respond to customers in a timely and efficient manner.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated FY12	FY13		
★ Average wait time to see a cashier at payment centers (minutes)	4.8	5.5	8.7	6.0	6.0	9.1	8.3
Average response time for mail and e-mail correspondence (days)							
- E-mail	6.7	2.9	5.5	7.0	7.0	2.6	7.9
- Correspondence	9.9	6.4	9.8	10.0	10.0	6.9	11.7
★ Average time to issue a property tax refund (days)	14	19	22	20	20	19	20
★ Average time to issue a business tax refund (days)	44	39	39	45	45	38	31
★ Average turnaround time for in-person parking ticket hearings (minutes)	28	25	23	40	40	23	19
★ Average time to issue decision for parking ticket hearing-by-mail/web (days)	31.4	36.2	29.4	40.0	40.0	31.2	31.5

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Performance Statistics	Actual			Target		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	Updated			
				FY12	FY13		
★ Average time to issue decision for parking ticket appeals (days)	11.2	11.0	11.0	15.0	15.0	11.0	11.0
Average time to record and index property documents (days) - Citywide	0.9	0.8	0.8	*	*	0.6	1.6
Payment method (%) - Cash	NA	5.2%	6.2%	*	*	4.7%	4.6%
- Check/money order	NA	56.5%	50.9%	*	*	49.1%	42.7%
- Credit card	NA	21.6%	26.4%	*	*	21.3%	34.6%
- Electronic (ACH/EFT)	NA	16.7%	16.5%	*	*	24.8%	18.1%

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Agency Customer Service

The Department of Finance provides service to its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	DOF Jul-Oct FY11	Citywide Jul-Oct FY11	DOF Jul-Oct FY12	Citywide Jul-Oct FY12	DOF Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	10:49	1:38	11:29	1:47	6%	10%
Average response time for email correspondence (days)	3	5	8	8	167%	60%
Average response time for letters/mail correspondence (days)	7	11	12	9	71%	-18%
Number of 311 inquiries (to MMR agencies)	376,931	2,467,532	330,536	2,245,344	-12%	-9%

311 Customer Service Center Inquiries

Top DOF-related Inquiries	Total Jul-Oct FY11	% of DOF Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of DOF Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Parking Ticket Lookup - Ticket or Plate Number Known	61,004	16%	1	53,810	16%	1
Find a Towed Vehicle - Plate Number Known	45,764	12%	2	35,518	11%	2
Property Tax Account Assistance	27,129	7%	3	22,567	7%	3
Parking Ticket Payment Problem or Penalty Adjustment	24,588	7%	4	16,295	5%	4
SCRIE - Status Lookup	10,503	3%	6	12,467	4%	5

Agency Resources

Agency Resources	Actual			September 2011 MMR FY12	Updated FY12 ¹	FY13 ¹	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) ²	\$225.1	\$230.9	\$219.7	\$223.5	\$228.7	\$224.6	\$85.9	\$85.3
Revenues (\$ millions)	\$691.9	\$709.6	\$679.2	\$702.8	\$665.1	\$667.2	\$233.4	\$219.9
Personnel	2,058	1,930	1,756	2,038	2,080	2,081	1,924	1,785
Overtime paid (\$000)	\$297	\$349	\$355	*	*	*	\$63	\$123

¹January 2012 Financial Plan

"NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



Noteworthy Changes, Additions or Deletions

- Four-month data Fiscal 2012 data for the two measures that report on parking ticket payment and dismissal rates within 90 days is based on activity from July to September 2011.

For more information please visit the website at: www.nyc.gov/dof