

**PERFORMANCE BASED BUDGET  
FISCAL YEAR TO DATE THROUGH FEBRUARY 2008**

**MANAGEMENT, ADMINISTRATION, AND COUNSEL**

<b>Performance Goal</b>	<b>Status</b>
<b>Achieve 100% participation in the Leadership Training Program. This program is designed for mid- and high-level departmental managers to enhance skills and plan for succession and knowledge transfer in the face of heavy attrition and rapid technological changes.</b>	Through the ninth month of the Leadership Academy year, which runs from June 1, 2007 through May 31, 2008, 72% of managers and leaders have participated in the Leadership Academy Program.
<b>Respond to 95% of Disclosure and Government Exchange requests for information within targeted deadlines.</b>	Requests for information were answered 98.4% of the time within targeted deadlines through February.
<b>Process 99% of travel vouchers within two weeks of receipt.</b>	Travel vouchers were processed within two weeks 100% of the time through February.
<b>Process 98% of accounts payable invoices within 30 days of merchandise invoice receipt date.</b>	Accounts payable invoices were processed within 30 days 98.9% of the time through February.
<b>Identify method of procurement for 98% of requisitions within two weeks of Budget Unit approval.</b>	A method of procurement was identified within two weeks of Budget Unit approval 97.1% of the time through February.
<b>Submit 85% of responses for internal and external requests for legal advice and guidance to Deputy Commissioner and Counsel within 60 days.</b>	Internal and external requests for legal advice were forwarded to the Deputy Commissioner and Counsel within 60 days 71% of the time through February.
<b>Prepare tax-related budget bills and amendments accurately and on time.</b>	Tax related budget bills and amendments were prepared accurately and timely 100% of the time through February.
<b>Resolve 95% of legislatively referred constituent problems within 15 days.</b>	Legislatively referred constituent problems were resolved within 15 days 93.9% of the time through February.

## AUDIT, COLLECTION, AND ENFORCEMENT

Performance Goal	Status
<b>Collect 100% of the Audit Plan collection target.</b>	Audit collected 145% of the fiscal year-to-date Audit Plan collection target through February.
<b>Complete 100% of planned desk audits.</b>	Through February 2008, 79% of planned fiscal year-to-date desk audits were completed.
<b>Complete 100% of planned corporation tax and income tax field audits.</b>	Audit completed 107% of planned fiscal year-to-date corporation and income tax field audits through February.
<b>Complete 100% of planned sales tax field audits.</b>	Through February 2008, 90% of planned fiscal year-to-date sales tax field audits were completed.
<b>Complete 100% of planned transaction and transfer tax field audits.</b>	Audit completed 79% of planned fiscal year-to-date transaction and transfer tax field audits through February.
<b>Open 100% of planned multi-tax audits.</b>	Through February 2008, 127% of planned fiscal year-to-date multi-tax audits were opened.
<b>Meet or exceed Collection Plan target in total cash collections.</b>	The fiscal year-to-date target for total cash collections was exceeded by 4.9%.
<b>Increase the collections recovery rate by 3% over a 5-year period from 2006-07 baseline levels. The recovery rate is the percentage of average inventory collected on an annual basis.</b>	The 12 month rolling recovery rate for February collections was 27.79% compared to 25.61% baseline level for the same period last year.
<b>Tax Collections Operations:</b> <ul style="list-style-type: none"> <li>• Complete 100% of case contacts as projected in the Tax Collections Plan (Call Center and district office incoming and outgoing telephone contacts and public counter).</li> <li>• File 100% of warrants as projected in the Tax Collections Plan.</li> <li>• Complete 100% of other enforcement actions (levies served, income executions, and business seizures) as projected in the Tax Collections Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Through February, Collections and Civil Enforcement completed 94.15% of its fiscal year-to-date case contact target.</li> <li>• Tax Collections Operations filed 98.52% of the fiscal year-to-date warrant target.</li> <li>• For other enforcement activities, 148.41% of the fiscal year-to-date target was met.</li> </ul>
<b>Child Support Enforcement Operations:</b> <ul style="list-style-type: none"> <li>• File 100% of warrants as projected in the Child Support Operations Plan.</li> <li>• Complete 100% of other enforcement actions (levies served, income executions, and business seizures) as projected in the Child Support Operations Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Child Support Enforcement Operations filed 128.71% of the fiscal year-to-date warrant target through February.</li> <li>• For other enforcement activities, 137.91% of the fiscal year-to-date target was met.</li> </ul>
<b>Achieve an average quality score of more than 90% in annual Call Center Quality Review, an annual customer service/quality review of recorded calls.</b>	The 2007-2008 annual Call Center Quality Review completed by the Operation Analysis Record Management Bureau (OARM), resulted in a total of 270 calls reviewed with an overall score of 91.7% and a confidence level of 90% plus or minus 5%.

## CONCILIATION AND MEDIATION

Performance Goal	Status
<b>Acknowledge 95% of:</b> <ul style="list-style-type: none"><li>• <b>accepted cases within 14 days</b></li><li>• <b>rejected cases within 14 days</b></li><li>• <b>dismissed cases within 22 days</b></li></ul>	In the Bureau of Conciliation and Mediation Services (BCMS) through February: <ul style="list-style-type: none"><li>• accepted cases were acknowledged within 14 days 99.7% of the time</li><li>• rejected cases were acknowledged within 14 days 97.3% of the time</li><li>• dismissed cases were acknowledged within 22 days 96.5% of the time</li></ul>
<b>Schedule 90% of cases for conference within 180 days.</b>	BCMS scheduled 98.7% of the cases for conference within 180 days through February.
<b>Issue 85% of decisions within three months of conference date.</b>	Decisions were issued within three months of the conference date 86.1% of the time through February.

**TECHNOLOGY AND INFORMATION SERVICES**

Performance Goal	Status
<p><b>Continue the development, construction, and implementation of the e-MPIRE integrated tax system, thereby allowing complete migration off the existing, antiquated UNISYS platform.</b></p>	<p><b>Release 3</b></p> <p>Additional Release 3 Personal Income Tax functionality will be deployed throughout 2008 including enhanced functionality related to viewing data from electronically filed returns and processing of Estimated Tax payments. Full deployment of the comprehensive returns processing systems will occur in January 2009.</p> <p>User Testing is in full swing with almost 40 percent of the 10,400 test conditions reviewed and passed - - 50 to 80 percent in core areas. Defects levels remain at acceptable levels. Updated coding for functionality related to CISS, Workflow Monitor and Annual Cycle was moved to User Testing late in the month and should enable testing in those areas to move forward. We anticipate that testing of several core areas will be complete by April 30<sup>th</sup> and that all testing should be complete by the end of May.</p> <p>While progress has been made, we continue to face some challenges in our ability to quickly move updated code into the User Testing and other environments without affecting the stability of the existing code.</p> <p>We expect to kick off another round of performance tests in early March using test files and subsets of actual production data. Tests of the back end processes supporting Account Settlement have been conducted with good results. Validation of the performance of the application through Returns Processing and overall (end to end) has yet to be validated and remains a high priority.</p> <p>Significant progress has been made in the transition of the e-MPIRE staff and functions back into the Department's permanent organizational structure. This will be completed by the end of March. Physical relocation of staff will be governed by overall space planning by the Operations Support Bureau.</p> <p>e-MPIRE and Information Technical Services (ITS) have worked closely since January to manage the downsizing of the consultant workforce based on the Executive Budget released in January. This downsizing represents a reduction of almost 60 percent of all the e-MPIRE and ITS consultants and will be completed by March 31<sup>st</sup>.</p>
<p><b>Ensure access to major online systems during 99% of normal work hours.</b></p>	<p>Through February, major online systems were available 99% of the time during normal work hours.</p>

<b>Ensure availability of network resources during 99% of normal work hours.</b>	Through February, network resources were available 99% of the time during normal work hours.
<b>Complete and/or advance the portfolio of discrete technology projects within 10% of its final schedule baseline and 10% of its final non-personal service budget.</b>	Through February, fourteen projects were completed. Ten projects (71%) finished within 10% of the final schedule baseline. Ten projects did not have any non-personal service costs. Three out of the four projects with non-personal service costs (75%) finished within 10% of the final budgeted non-personal service cost.

## TAX POLICY, REVENUE ACCOUNTING, AND TAXPAYER GUIDANCE

Performance Goal	Status
<b>Issue all tax forms and instructions on time with 100% accuracy.</b>	Through February, all tax forms and instructions were issued timely and accurately 100% of the time.
<b>Issue taxpayer guidance on Tax Law and Department policy changes (publications, regulations, notices, TSB-Ms and NYT-Gs) at least 30 days prior to effective date, if applicable, or within six weeks of the Department becoming aware of need.</b>	Publications issued for taxpayer guidance on Tax Law changes were issued timely 100% of the time through February.
<b>Issue advisory opinions within 90 days of receiving a completed petition.</b>	Advisory opinions were issued within 90 days of receiving a completed petition 8.3% of the time through February 2008.
<b>Prepare 100% of fiscal notes within four weeks of request.</b>	Through February 2008, fiscal notes were prepared 97.5% of the time within four weeks of receiving a request.
<b>Continue a multi-year phased program of forms and instructions redesign and simplification.</b>	Through February eight forms were redesigned.
<b>Develop and pursue a multi-year work plan for the issuance of more publications for all taxes, especially new industry-specific sales tax publications, and guidance.</b>	<p>The following publications have been issued:</p> <ul style="list-style-type: none"> <li>• 825-Guide to Sales Tax for Broadcasters</li> </ul> <p>The following 12 documents have been issued:</p> <ul style="list-style-type: none"> <li>• TSB-M on sales tax on telecommunications purchased by Internet service providers</li> <li>• TSB-M on sales tax on wood pellets for home heating</li> <li>• TSB-M on Listed Transactions, Certain Charitable Deductions</li> <li>• TSB-M on sales, excise, and petroleum business tax treatment of Nonroad, Locomotive, and Marine Diesel Fuels</li> <li>• TSB-M on requirements for Certificates of Registration for Highway Use Tax</li> <li>• TSB-M on combined reporting</li> <li>• TSB-M on changes to the New York City local sales and use taxes on clothing</li> <li>• TSB-M on policy regarding surrender of Highway Use Tax Certificates of Registration</li> <li>• TSB-M summary of budget bill personal income tax changes enacted in 2007</li> <li>• Regulation: income from repurchase agreements and securities lending agreements</li> <li>• TSB-M: supplemental summary of PIT legislative changes enacted in 2007</li> <li>• TSB-M: summary of corporation tax legislative changes for 2007</li> </ul>

## CENTRALIZED OPERATIONS SUPPORT

<b>Performance Goal</b>	<b>Status</b>
<b>One hundred percent (100%) of under-utilized or overlapping telecommunication services will have orders written for disconnection within two weeks of identification.</b>	Under-utilized or overlapping telecommunication services had orders written for disconnection within two weeks of identification 100% of the time through February.
<b>One hundred percent (100%) of new service requests will have division level executive management sign-off prior to processing.</b>	Through February, new service requests had division level executive management sign-off 100% of the time prior to processing.
<b>Achieve a 5% savings in department telecommunications costs by 3/31/2009, assuming agency-wide implementation of Voice over IP (VoIP) is in place.</b>	The agency has not converted to Voice over IP (VoIP) at this time.
<b>Prior to processing, provide a cost analysis to the Office of Budget and Management Analysis and executive management for 100% of any unscheduled print and mail workload (where Tax is asked to absorb related charges) and receive their approval.</b>	Operations Support Bureau received an Executive Management request to print 408 pages, approximately 100 copies of the annual Division of the Budget Twenty One Day Financial report. A cost analysis was done by OSB and submitted to Office of Budget and Management Analysis for the entire expenditure of \$733.51.
<b>Mail 100% of all timely received documents by requested deadlines.</b>	All timely received documents were mailed within deadlines 98% of the time through February 2008.
<b>Maintain 100% error free inventory control of seized alcohol and tobacco products.</b>	Inventory control of seized alcohol and tobacco products was error free 100% of the time through February 2008.

**TREASURY MANAGEMENT**

<b>Performance Goal</b>	<b>Status</b>
<b>Prepare 99% of monthly reconciliations within 30 days of bank statement receipt.</b>	Through February 2008, Treasury prepared reconciliations within 30 days 96.8% of the time.
<b>Mail 100% of general checking account checks on time.</b>	General checking account checks were mailed on time 100% of the time through February 2008.
<b>Issue 100% of vendor checks requested by paper warrants within two days.</b>	Treasury issued vendor checks requested by paper warrants within two days 100% of the time through February 2008.
<b>Issue 100% of vendor checks requested electronically the same day.</b>	Vendor checks requested electronically were issued timely 100% of the time through February 2008.
<b>Issue 99% of personal income tax replacement checks within a week of receiving affidavit.</b>	Personal income tax replacement checks were issued within one week of receiving the affidavits 98.8% of the time through February 2008.
<b>Complete 99% of daily trades by 1 PM.</b>	Daily trades were completed by 1 PM 99.7% of the time through February 2008.
<b>Deposit and report 99.9% of checks received within 24 hours.</b>	Treasury deposited and reported checks within 24 hours 100% of the time through February 2008.
<b>Input 100% of investment information correctly into EVARE (Portfolio Management &amp; Investment Accounting System).</b>	The percentage of investment trade information that was posted correctly to EVARE, through February 2008 was 98.9%.

## REVENUE PROCESSING AND RECONCILIATION

Performance Goal	Status
<p>Process approximately 24 million returns (including 8 million coupon returns) and more than \$85 billion in state and local tax payments on time with 100% accuracy.</p>	<p>More than \$105 billion in state and local tax payments and 22,697,425 returns were processed on time with 99.99% accuracy through February 2008.</p>
<p>Reduce exception rates for the four major tax types (income, corporate, sales and withholding) through systems improvements and enhanced taxpayer guidance and assistance provided through written material, telephone support, and the Internet.</p>	<p>The exception rate for the four major tax types was 3.82% through February 2008. This was a decrease of .85% compared to the same period last year.</p>
<p>Increase personal income tax electronic return filing (including extensions) 20%.</p>	<p>Through February 2008, personal income tax electronic filing increased 20.78% over the same period last year.</p>
<p>Increase electronic funds payments received for personal income tax (including return, estimated tax and extension payments) by 100%.</p>	<p>The number of personal income tax electronic payments through February 2008 have decreased by 1.26% over the same period last year.</p>
<p>Receive 10% of corporation tax receipts via electronic funds payments.</p>	<p>Less than 2% of corporation tax payments were received via electronic funds through February 2008.</p>
<p>Send 100% of timely filed personal income tax refund requests to the Office of the State Comptroller no later than 10 days before the interest free period ends.</p>	<p>Through February, personal income tax refund requests were sent timely to the Office of the State Comptroller 99.98% of the time.</p>
<p>Deposit 99.5% of tax receipts within one day of receipt.</p>	<p>Tax receipts were deposited 99.77% of the time within one day of receipt through February 2008.</p>
<p>Maintain average age of protest inventories at or below target levels:</p> <ul style="list-style-type: none"> <li>• Personal Income Tax - 60 days</li> <li>• Corporation Tax - 60 days</li> <li>• Sales Tax - 60 days</li> <li>• Withholding Tax - 60 days</li> </ul>	<p>The average age of protest inventories at the end of February is outlined below:</p> <ul style="list-style-type: none"> <li>• Personal Income Tax – 26 days</li> <li>• Corporation Tax - 60 days</li> <li>• Sales Tax - 38 days</li> <li>• Withholding Tax -37 days</li> </ul>
<p>Maintain average age of exception inventories at or below target levels:</p> <ul style="list-style-type: none"> <li>• Personal Income Tax - 45 days</li> <li>• Corporation Tax - 60 days</li> <li>• Sales Tax - 60 days</li> <li>• Withholding Tax - 60 days</li> </ul>	<p>The average age of exception inventories at the end of February is outlined below:</p> <ul style="list-style-type: none"> <li>• Personal Income Tax - 9 day</li> <li>• Corporation Tax - 9 days</li> <li>• Sales Tax - 32 days</li> <li>• Withholding Tax - 28 days</li> </ul>
<p>Answer 85% of personal income tax information telephone inquiries within an average of 5 minutes and limit the average number of call attempts to 1.5 attempts or less.</p>	<p>Through February 2008, 91.18% of personal income tax information telephone inquiries were answered within 5 minutes. The average number of call attempts was 1.12.</p>

<b>Answer 85% of business tax information telephone inquiries within an average of 2 minutes, and limit the average number of call attempts to 1.1 attempts or less.</b>	Through February 2008, 76.27% of the business tax information telephone inquiries were answered within 2 minutes. The average number of call attempts was 1.07.
<b>Achieve an average quality score of more than 90% on the annual Call Center Quality Review, an annual customer service/quality review of recorded calls.</b>	The Operation Analysis Records Management (OARM) Bureau evaluated 384 personal income tax calls, which resulted in a calculated average quality score of 94.9% using a confidence level of 95%.
<b>Resolve 90% of written inquiries (including protests) within 90 days.</b>	The percentage of written inquiries resolved within 90 days through February for business tax was 77.27% and 94.73% for personal income tax.
<b>Process sales tax registrations within 5 days of receipt.</b>	On average, sales tax registrations were processed within 3.69 days of receipt through February 2008.
<b>Assist taxpayers in legally dissolving or reinstating corporations within 15 days of receipt.</b>	Taxpayers were assisted in dissolving or reinstating corporations in an average of 10 days through February 2008.
<b>Process cigarette retail license applications and renewals within 10 days.</b>	Cigarette retail license applications and renewals were processed on average within 6.18 days through February 2008.
<b>Convert 90% of the "no tax due" sales tax tele-filers to web filers by the end of 2007-08.</b>	Generally sales tax tele-filers file annually in March.
<b>Receive 25% of the wage reporting records via e-file by the end of 2007-08.</b>	E-file for wage reporting is not yet operational.
<b>Reduce the average number of repeat calls from taxpayers inquiring about the status of their refunds by 10%.</b>	The average number of repeat calls from taxpayers inquiring about the status of their refunds was reduced by 4.15% through February, over the same period last year.
<b>Reduce the number of taxpayers who call regarding their refund by 5%.</b>	The number of taxpayers who called regarding their refund increased by 6.56% through February, over the same period last year.