

**PERFORMANCE BASED BUDGET  
FISCAL YEAR TO DATE THROUGH MAY 2007**

**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>	For the second year of the Leadership Academy year, which runs from June 1, 2006 through May 31, 2007, 86% of the 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 98.9% of the time within targeted deadlines through May.
<b>Process 99% of travel vouchers within two weeks of receipt.</b>	Travel vouchers were processed within two weeks 100% of the time through May.
<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 May.
<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 94.9% of the time through May.
<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 75% of the time through May.
<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 May.
<b>Resolve 95% of legislatively referred constituent problems within 15 days.</b>	Legislatively referred constituent problems were resolved within 15 days 78.3% of the time through May.

## AUDIT, COLLECTION, AND ENFORCEMENT

Performance Goal	Status
<b>Collect 100% of the Audit Plan collection target.</b>	Audit collected 103% of the fiscal year-to-date Audit Plan collection target through May.
<b>Complete 100% of planned desk audits.</b>	Through May 2007, 52% 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 80% of planned fiscal year-to-date corporation and income tax field audits through May.
<b>Complete 100% of planned sales tax field audits.</b>	Through May 2007, 73% 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 63% of planned fiscal year-to-date transaction and transfer tax field audits through May.
<b>Open 100% of planned multi-tax audits.</b>	Through May 2007, 53% 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 3.4%.
<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 May collections was 26.17% compared to the 24.78% 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 Collection Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Through May, Collections and Civil Enforcement completed 106.7% of its fiscal year-to-date case contact target.</li> <li>• Tax Collections Operations filed 76.8% of the fiscal year-to-date warrant target.</li> <li>• For other enforcement activities, 184.2% 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 130.7% of the fiscal year-to-date warrant target through May.</li> <li>• For other enforcement activities, 123.4% 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 2007-08 annual Call Center Quality Review has not been started.

## 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 (BCMS) through May: <ul style="list-style-type: none"><li>• accepted cases were acknowledged within 14 days 99.6% of the time</li><li>• rejected cases were acknowledged within 14 days 100% of the time</li><li>• dismissed cases were acknowledged within 22 days 100% of the time</li></ul>
<b>Schedule 90% of cases for conference within 180 days.</b>	BCMS scheduled 99.8% of the cases for conference within 180 days through May.
<b>Issue 85% of decisions within three months of conference date.</b>	Decisions were issued within three months of the conference date 83% of the time through May.

## 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>Stage 4 code continues to be tested while Returns Processing (RP) finishes the coding for Stage 5.</p> <p>Stage 5 coding is in great shape for Tax Account (TA), Revenue Accounting (RA) and Taxpayer Information (TI).</p> <p>An IBM Special Weapons and Tactics (SWAT) team was brought on-site to work with the ESD and e-MPIRE teams the week of May 11<sup>th</sup>. This is a critical time in the development cycle and we need to implement solutions for application and architecture issues as soon as possible.</p> <p>Work continues to progress with the new version of Monitor. A pilot is being developed with the sales tax application to migrate the current Monitor capabilities to the new version. We are also looking to IBM to provide expertise in assisting the teams in developing the appropriate portals and report capabilities for Release 3.</p> <p>Offsite performance testing (at the IBM High Performance On Demand Solutions (HIPODS) group location) is scheduled to begin at the end of June/early July.</p> <p>User testing will be building test scripts throughout the summer. Those activities are currently on schedule.</p> <p>Business Rule review and approval by the Core Team continues to be on schedule. Actual entry of the rules into RAM began in mid-May.</p> <p><b>Resources</b></p> <p>COGNOS experts have been obtained for a short period, to assist eMPIRE personnel on technical issues that have been encountered due to the new version of COGNOS, 8.1. These experts will also assist us in reaching the goals set for R3.</p> <p>Transition of contractors to the new contract continues. Transition of the "technical" staff from Keane to UNISYS remains unsettled and is being closely monitored.</p> <p><b>Release 4</b></p> <p>The Release 4 Functional Design began on schedule. The Core Team has been assigned and the requirements review is underway.</p> <p>The Functional Design is on schedule to be completed at the end of June.</p>

<b>Ensure access to major online systems during 99% of normal work hours.</b>	Through May, major online systems were available 99% of the time during normal work hours.
<b>Ensure availability of network resources during 99% of normal work hours.</b>	Through May, 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 May, four projects were completed. All four projects (100%) finished within 10% of the final schedule baseline. Three projects did not have any non-personal service costs. The other project finished within 10% of the final non-personal service budget.

## TAX POLICY, REVENUE ACCOUNTING, AND TAXPAYER GUIDANCE

Performance Goal	Status
<b>Issue all tax forms and instructions on time with 100% accuracy.</b>	Through May, 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 May.
<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 9.1% of the time through May.
<b>Prepare 100% of fiscal notes within four weeks of request.</b>	Through May 2007, fiscal notes were prepared 97.7% 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 May 2007, there were no forms or instructions redesign projects.

## 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 May.
<b>One hundred percent (100%) of new service requests will have division level executive management sign-off prior to processing.</b>	Through May, new service requests had division level executive management sign-off 100% of the time prior to processing.
<b>Achieve a 5% savings in department telecommunication 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>	The Operation Support Bureau will continue to provide costing projections to Office of Budget and Management Analysis and Executive management for unscheduled print/mail workloads where applicable. Once approval is received, the requested action is initiated.
<b>Mail 100% of all timely received documents by requested deadlines.</b>	All timely received documents were mailed within deadlines 99.6% of the time through May 2007.
<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 May 2007.

**TREASURY MANAGEMENT**

<b>Performance Goal</b>	<b>Status</b>
<b>Prepare 99% of monthly reconciliations within 30 days of bank statement receipt.</b>	Through May 2007, Treasury prepared reconciliations within 30 days 98.7% 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 May 2007.
<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 May 2007.
<b>Issue 100% of vendor checks requested electronically the same day.</b>	Vendor checks were issued electronically and on time 100% of the time through May 2007.
<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 99.0% of the time through May 2007.
<b>Complete 99% of daily trades by 1 PM.</b>	Daily trades were completed by 1 PM 99.5% of the time through May 2007.
<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 May 2007.
<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 May 2007 was 98.8%.

## REVENUE PROCESSING AND RECONCILIATION

Performance Goal	Status
<p>Process approximately 24 million returns (including 8 million coupon returns) and more than \$93 billion in state and local tax payments on time with 100% accuracy.</p>	<p>More than \$16 billion in state and local tax payments and 7,404,283 returns were processed on time with 100% accuracy through May 2007.</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 3.27% through May 2007. This was a decrease of 1.1% compared to the same period last year.</p>
<p>Increase personal income tax electronic return filing (including extensions) 20%.</p>	<p>Through May 2007, personal income tax electronic filing increased 24.65% 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 May 2007 increased 13.05% over the same period last year.</p>
<p>Receive 10% of corporation tax receipts via electronic funds payments.</p>	<p>Less than 1% of corporation tax payments were received via electronic funds through May 2007.</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 May, personal income tax refund requests were sent timely to the Office of the State Comptroller 100% of the time.</p>
<p>Deposit 99.5% of tax receipts within one day of receipt.</p>	<p>Tax receipts were deposited 100% of the time within one day of receipt through May 2007.</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 May is outlined below:</p> <ul style="list-style-type: none"> <li>• Personal Income Tax - 20 days</li> <li>• Corporation Tax - 91 days</li> <li>• Sales Tax - 20 days</li> <li>• Withholding Tax - 45 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 May is outlined below:</p> <ul style="list-style-type: none"> <li>• Personal Income Tax - 24 days</li> <li>• Corporation Tax - 82 days</li> <li>• Sales Tax - 26 days</li> <li>• Withholding Tax - 39 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 May 2007, 85.5% of personal income tax information telephone inquiries were answered within 5 minutes. The average number of call attempts was 1.23.</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 May 2007, 86% of the business tax information telephone inquiries were answered within 2 minutes. The average number of call attempts was 1.10.
<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 was in contact with the Taxpayer Contact Center (TCC) on the call center review. In preparation for review of calls it was determined that 384 calls would need to be evaluated for a 95% confidence level and in May have begun selecting these calls randomly from lists of all calls recorded on the UltraSelect system.
<b>Resolve 90% of written inquiries (including protests) within 90 days.</b>	The percentage of written inquiries resolved within 90 days through May for business tax was 76% and 92% for personal income tax.
<b>Process sales tax registrations within 5 days of receipt.</b>	On average, sales tax registrations were processed within 2.5 days of receipt through May 2007.
<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 11 days through May 2007.
<b>Process cigarette retail license applications and renewals within 10 days.</b>	Cigarette retail license applications and renewals were processed on average within 3 days through May 2007.
<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 12.71% through May, 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 4.13% through May, over the same period last year.