2015

State of Missouri

Fleet Management Annual Report

Office of Administration

Douglas E. Nelson

Commissioner of Administration

2015

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The Honorable Jeremiah (Jay) W. Nixon and
Members of the General Assembly

I am pleased to submit the Fleet Management Report for the calendar year ended December 31, 2015.

Section 37.450 RSMo. requires the State Fleet Manager to produce an annual report outlining the status of the state vehicle fleet and detailing recommendations for improvements and changes necessary for more efficient management of the fleet. This report includes details of progress made in 2015, the current state of the vehicle fleet, and fleet management goals for 2016.

I believe you will find this report useful and informative. I thank you for your support as we continue our efforts to improve the overall efficiency of the state vehicle fleet. This report is also available on the State Fleet Management website at http://www.oa.mo.gov/gs/fm/index.htm.

Sincerely,

Doug Nelson

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Program Overview

State Fleet Management is assigned to the Division of General Services within the Office of Administration. The State Fleet Manager oversees all aspects of the program and performs the following functions:

- Coordinates statewide fleet management activities
- Develops fleet policies and recommended vehicle practices
- Monitors agency compliance with the State Vehicle Policy (SP-4)
- Administers the State Fleet Information System
- Pre-approves passenger vehicle purchases
- Operates a consolidated carpool serving agencies in the Jefferson City area
- Operates a vehicle maintenance facility serving agencies in the Jefferson City area
- Reports the status of the state vehicle fleet annually to the Governor and General Assembly
- Communicates fleet replacement options to policymakers
- Administers fleet related contracts
- Serves as a resource to state agencies on fleet management issues

Missouri state agencies independently manage their vehicles in accordance with state statutes and the State Vehicle Policy. The Office of Administration develops policies with the input of agency fleet managers. The Fleet Management Advisory Committee (FleetMAC) is comprised of representatives from state agencies who provide valuable input into decisions affecting fleet management within state government. Agency fleet managers serve as a single point of contact between the State Fleet Manager and their respective agency on all fleet related issues. A list of agency fleet managers is presented on the following page.

Agency Fleet Managers

Agriculture	Alan Clements
Attorney General's Office	Arlene Boessen
Auditor's Office	Mark Henley
Conservation	Jeff Arnold
Corrections	Mandie Morriss
Economic Development	Annette Kehner
Elementary & Secondary Education	Rich Villmer
Governor's Office	Judy Murray
Health & Senior Services	Kevin Kolb
Higher Education	Debra Burnette
Insurance, Financial Institutions & Professional Registration	Grady Martin
Labor & Industrial Relations	Tammy Cavender
Mental Health	Mike Haake
Missouri Lottery	Dwight Jones
Missouri State Highway Patrol	Larry Rains
Natural Resources	Leigh Ann Corrigan
Office of Administration	Cynthia Dixon
Public Safety	Stacia Steinman
Revenue	Brenda Davis
Secretary of State	Valerie Heet
Social Services	Broc Kohl
State Courts Administrator	Brian Dowden
State Tax Commission	Stacey Jacobs
Transportation	Jeannie Wilson
Treasurer's Office	Nancy Tennison

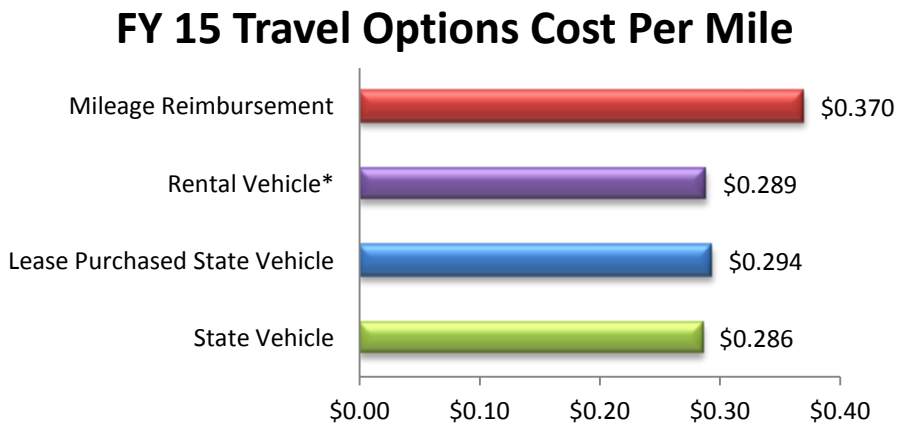
Executive Summary

The State Fleet Management Program is charged with the responsibility to set policy, track utilization, and assist state agencies in the management of the state's vehicular fleet. State agencies determine when and how vehicles should be used to conduct state business in the furtherance of their mission. Fleet Management strives to ensure this vehicular travel is conducted in the most efficient manner possible.

In FY 15, state employees travelled over 169 million miles on state business. Travel is conducted by state vehicles, rental vehicles, or personally-owned vehicles with employees receiving mileage reimbursement. The State Fleet Management Program coordinates a multi-pronged effort aimed at reducing the state's vehicular travel related expenses by redirecting business miles to the lowest cost option – which is almost always the use of a state vehicle.

In most cases, mileage reimbursement is the most costly travel option on a per mile basis. Due to a concerted effort to transfer business miles to lower cost options, such as state and rental vehicles, mileage reimbursement expenditures have declined for the past several years. Nevertheless, state employees were still reimbursed for 20 million business miles in FY 15 at a cost of over $7.4 million.

The State Fleet Management program will continue to promote low cost travel options such as state vehicles.



*The state rental contract offers unlimited in-state miles, making the contract more advantageous to state agencies when employees take long distance trips that are short in duration. The Trip Optimizer identifies those occasions when a rental vehicle is the best choice. For the vast majority of trips, state vehicles are the lowest cost option.

Executive Summary

The condition of the General Revenue passenger vehicle fleet continues to be an ongoing concern. Without sufficient annual funding to replace aging vehicles, the condition of the fleet will deteriorate to a point where agencies are forced to utilize more costly travel options. By the end of FY 16, 49% of the GR passenger vehicle fleet will exceed the 120,000 mile minimum replacement criteria and 22% of the vehicles will exceed 150,000. [1]

The OA Carpool, managed by the State Fleet Management Program, continues to streamline pool operations in Jefferson City. Jefferson City based pool vehicles were consolidated into the OA Carpool resulting in a 44% reduction in the number of vehicles necessary to accommodate travel requirements. To date, 128 pool vehicles have been eliminated. Consolidating these smaller carpools reduced the number of required vehicles from 288 to 160, increased administrative efficiencies, maximized vehicle utilization and minimized the necessity to redirect business miles to more expensive options.

The State Fleet Management Program monitors state fleet data through the State Fleet Information System. The highlights for FY 15 include:

- Total business miles driven remain below 170 million miles, a substantial decrease from the all time high of 194 million miles in FY 05
- Maintenance and repair expenditures increased by 2% and fuel costs decreased by 25% compared to FY 14
- Agencies exceeded the statutory requirements for the purchase of alternative fuel vehicles with 84.1% of new eligible vehicle purchases meeting this requirement[2]
- 87% of all business miles driven occurred in a state vehicle, nearly always the lowest cost travel option
- State pool vehicles averaged 21,097 miles in FY 15, which exceeds the 15,000 mile minimum requirement set forth in the State Vehicle Policy and is the highest average since the inception of the State Fleet Management Program
- Licensed, active state vehicle count in FY 15 remained at or below 10,000 vehicles for the third straight year

[1] This projection assumes that there are no GR vehicles replaced during FY 16. Based on prior experience, agencies will replace those critically needed vehicles in certain instances such as when the vehicle is totaled or it is not cost effective to repair. However, we cannot guarantee nor estimate the availability of agency funds for this purpose.

[2] Section 37.455 RSMo. requires the commissioner of administration to ensure that no less than seventy percent of new purchases for the state vehicle fleet are flexible fuel vehicles that can operate on fuel blended with eighty-five percent ethanol.

Executive Summary

Since 2003, the State Fleet Management Program has established a solid track record of capturing, monitoring, and reporting vehicle data, which is the critical foundation behind any effective fleet management program. Sound programmatic data has led to numerous cost containment and efficiency initiatives; and, as a result, the program has been acknowledged with two Governor's Awards for Quality and Productivity since its inception. The State Fleet Management Program will continue to be vigilant in its efforts to effectively manage the state fleet and monitor vehicular travel expenditures. The program will also continue to make recommendations based on fleet utilization data to further improve the efficiency of the state fleet and generate further savings for the State of Missouri.

2015 Accomplishments

The key accomplishments for the State Fleet Management Program in 2015 are listed below. Further discussion of each accomplishment is included in the following pages.

- Reduced mileage reimbursement rates continue to save millions each year
- 87% of business miles are driven in state vehicles as opposed to higher cost options
- Consolidation of Jefferson City based pool vehicles reduced the number of pool vehicles by 44%
- State pool vehicle average miles driven increased to an all time high of 21,097 per year
- Fleets continued to introduce smaller, more fuel efficient compact sedans to take the place of larger sedans
- Conducted a vehicle utilization review of all vehicles driven less than 5,000 miles
- State pool vehicle average reaches an all time high

Reduced Mileage Reimbursement Rates Saves Millions

Under the authority of Section 33.095 RSMo., the Commissioner of Administration sets the mileage reimbursement rate for officials and employees. Additionally, the State Vehicular Travel Policy (SP-12), established a dual mileage reimbursement rate structure consisting of a standard rate and a reduced fleet rate. The lower fleet rate reflects the direct costs to operate a state owned vehicle and is used to reimburse employees for use of their personally owned vehicles when they choose to not use an available state vehicle.

The reduced rates saved over $18.9 million from FY 10 to FY 15. The table below illustrates mileage reimbursement rates for FY 08 – FY 15 and compares the State of Missouri's dual rate structure to the IRS reimbursement rate.

Mileage Reimbursement Rates (cents per mile)								
	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
IRS	48.5	50.5	50.0	51.0	55.0	56.5	56.0	57.5
State of Missouri								
Standard	45.5	47.5	37.0	37.0	37.0	37.0	37.0	37.0
Fleet	25.0	28.0	26.0	26.0	26.0	26.0	26.0	.26

2015 Accomplishments

Continued Redirection of Business Travel to Lowest Cost Option

For the tenth straight year, state agencies have redirected more of their business miles from mileage reimbursement to lower cost state vehicles. Since FY 05, mileage reimbursement miles have dropped 54% (state employee reimbursement only). While total business miles driven have declined 13% over the same period, the percentage of miles driven in state vehicles actually increased from 77% to 87%. Moving from the highest cost option of mileage reimbursement to the lower cost options saved over $1.5 million in FY 15 compared to FY 05 levels. Cumulative savings of redirecting business miles to lower cost state vehicles has totaled $15 million since FY 05.

Jefferson City Pool Consolidation

The State Fleet Management Program consolidated Jefferson City based pool vehicles in 12 agencies. To date, 128 or 44% of Jefferson City based pool vehicles have been eliminated. Consolidating these smaller carpools reduced the number of required vehicles from 288 to 160, increased administrative efficiencies, maximized vehicle utilization and minimized the necessity to redirect business miles to more expensive options. In FY 15, the average annual miles driven in OA Carpool vehicles reached an all-time high of 25,083 miles.

More Fuel Efficient Compact Sedans Take Place of Full Size Sedans

Since FY 13, the State Fleet Management Program requires agencies to justify any sedan purchase larger than a compact during the vehicle preapproval process. Compact sedans on the state contract are less costly and offer higher miles per gallon than the mid or full size sedan options. As a result of this effort, 75 sedans were downsized to compact or mid size sedans from full size sedans. Estimated lifecycle cost savings from purchasing these more fuel-efficient vehicles is estimated at $251,000.

2015 Accomplishments

Vehicle Utilization Review

The State Vehicle Policy requires agencies to annually conduct a review of all vehicles driven less than 5,000 miles a year. State Fleet Management conducted a review of light duty fleet vehicles in the State Fleet Information System that recorded less than 5,000 miles of use.[3] Agencies were asked to justify the continued need for those vehicles.

429 vehicles were initially identified as having recorded less than 5,000 miles. Agencies were asked to review their vehicles and provide justification for retention. Examples of justifications included:

- Regular use in a limited geographic area of operation such as a park, correctional center, mental health facility, or single city
- Essential vehicles with special equipment like radios, offender transport "cages", and emergency response equipment operating in and around correctional or mental health facilities
- Vehicles used for facility maintenance that operate in a limited geographic area and carry necessary technicians, tools, and parts

Agencies satisfactorily justified all but approximately 125 of the 429 vehicles in the first round of reviews. After further investigation agencies were able to justify retention of a majority of the vehicles. This review prompted several reassignments that will maximize utilization and agencies eliminated at least seven vehicles. Several other vehicles are identified for utilization review follow-ups to see if utilization increases.

State Pool Vehicle Average Increases To All Time High

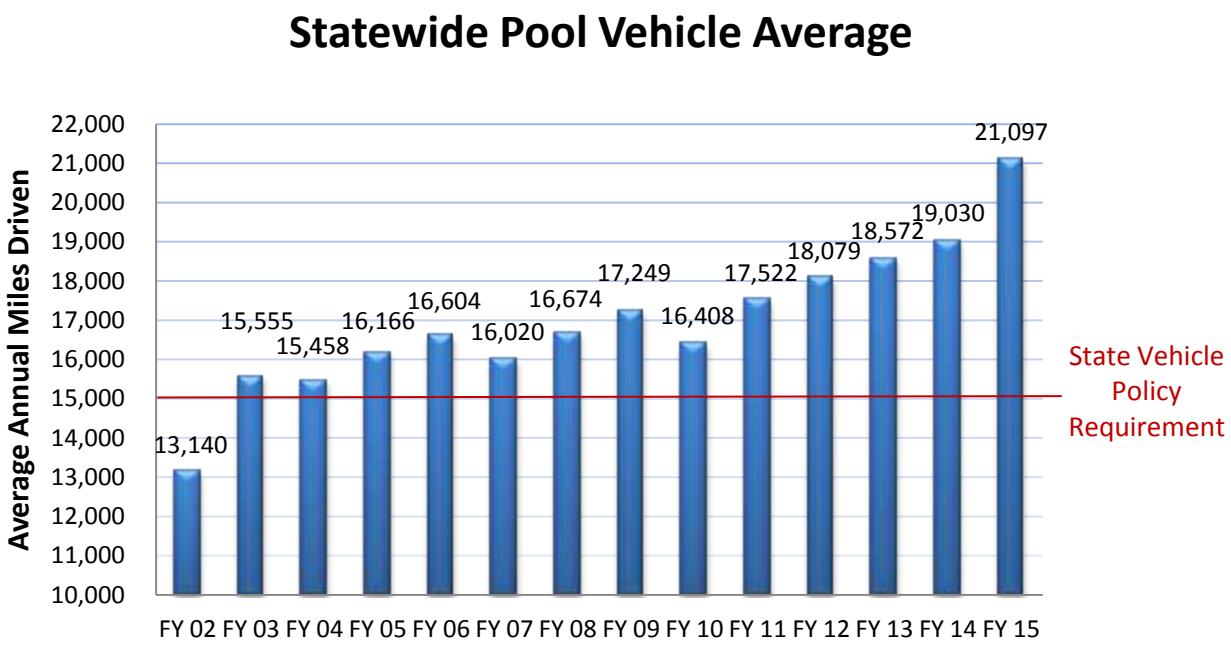
State pool vehicles averaged 21,097 miles in FY 15, which exceeds the 15,000 mile minimum requirement set forth in the State Vehicle Policy - one of the highest standards in the nation compared to other state fleets. This is an increase of over 2,000 miles per year in average utilization over FY 14. Vehicles assigned to a pool are available for use by multiple individuals which increases their utilization. Pool vehicles are a low cost travel option for agencies.

[3] Department of Transportation, Department of Conservation, and Highway Patrol vehicles were not included in the review. Special purpose vehicles and those having a GVWR under 8,500 lbs were also excluded.

2015 Accomplishments

In 2003, the State Fleet Management Program began measuring the average miles driven on agency pool vehicles to determine compliance with the State Vehicle Policy (SP-4). Since that time, agencies have successfully reassigned vehicles from individuals to a pool which increases utilization and ultimately decreases overall travel costs.

The statewide pool average by fiscal year is illustrated in the chart below.



2016 Program Goals

For 2016, the State Fleet Management Program has established the following goals to further improve efficiencies in the state fleet:

- Continue efforts to replace the aging state fleet
- Encourage agencies to purchase compact sedans by requiring additional justification on requests for mid or full size sedans
- Increase agency awareness of vehicle lifecycle cost analysis
- Review new national association benchmarking study to compare costs and practices.
- Evaluate options for enhancement or replacement of the State Fleet Information System to modernize fleet management practices

Condition of the State Vehicle Fleet

Over 169 million miles are driven annually on state business. Therefore, it is critical to control overall expenditures by ensuring state employees utilize the lowest cost travel option, which is most often state vehicles. The state fleet should be replaced in a regular, timely fashion to ensure that state employees have reliable and safe vehicles to conduct state business.

The State Fleet Information System contains data for approximately 3,712 licensed state vehicles owned and operated by all agencies, excluding the Missouri State Highway Patrol and the Departments of Conservation and Transportation. Vehicle acquisition data, including the original funding source, is captured to help facilitate replacement planning. Data has been identified by funding source (general revenue or other) and by two main vehicle categories (passenger and medium/heavy duty). The current and projected condition of both the passenger and medium/heavy duty fleet are presented in the following pages. The table below illustrates the number of vehicles by funding source and vehicle category in the State Fleet Information System.

Vehicle Count by Fund			
Vehicle Category	GR	Other	All Funds
Passenger	1,082	1,755	2,837
Medium/Heavy Duty	360	515	875
Total	1,507	2,270	3,712

Passenger Vehicles

The passenger fleet is comprised of sedans, light duty trucks, station wagons, SUVs and passenger vans which are subject to a 120,000 mile minimum replacement criterion established by the State Vehicle Policy (SP-4). Passenger vehicles are defined as having a gross vehicle weight rating of less than 8,500 lbs. Agencies must seek preapproval from the State Fleet Manager to purchase passenger vehicles with the exception of those that will be operated by POST certified law enforcement officers. Excluding the Missouri Departments of Transportation and Conservation, the Missouri State Highway Patrol, and state colleges and universities the state fleet consists of approximately 2,837 passenger type vehicles.

Condition of the State Vehicle Fleet

Passenger Fleet Condition

The average odometer readings and age of passenger vehicles by funding source are illustrated below and are reflective of the actual or projected condition of the fleet at the end of each fiscal year without replacement. Odometer readings were projected based on the vehicle being driven the same number of miles as in FY 15.

PASSENGER VEHICLES Average Odometer and Age by Funding Source						
	Odometer			Age (in years)		
Fiscal Year	GR	Other	**All Funds**	GR	Other	**All Funds**
FY 15	97,472	67,755	**79,685**	7.3	5.0	**5.9**
FY 16	111,254	82,835	**94,251**	8.3	6.0	**6.9**
FY 17	124,858	97,175	**108,296**	9.3	7.0	**7.9**

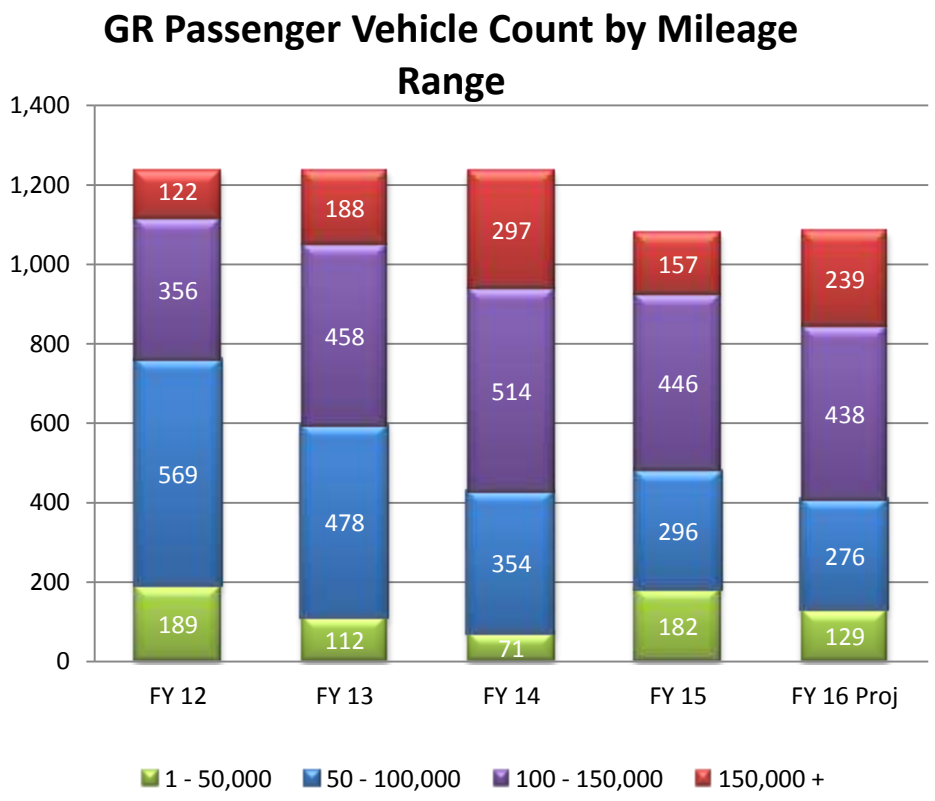
Medium/Heavy Duty Vehicles

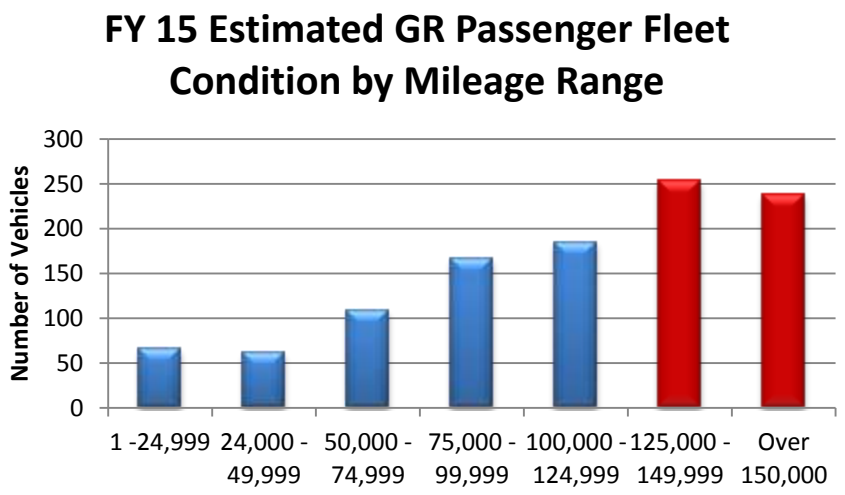
Vehicles considered as medium/heavy duty are not subject to the same minimum replacement criteria as passenger vehicles. It is difficult for the State Fleet Management Program to estimate the condition or replacement needs of the medium/heavy duty fleet as their normal replacement cycles vary widely and are primarily dependent upon the function of the vehicle. Data on medium/heavy duty vehicles is included in this document to inform policy makers of the likely replacement needs for medium/heavy duty vehicles; however, State Fleet Management must defer replacement recommendations for these vehicles to the state agencies. The table below illustrates the estimated condition of the non-passenger vehicle fleet for FY 15 – FY 17.

NON - PASSENGER VEHICLES Average Odometer and Age by Funding Source						
Fiscal	Odometer			Age (in years)		
Year	GR	Other	**All Funds**	GR	Other	**All Funds**
FY 15	81,286	87,597	84,891	13.9	9.7	11.5
FY 16	87,120	95,859	92,111	14.9	10.7	12.5
FY 17	92,878	103,973	99,215	15.9	11.7	13.2

General Revenue Fund Fleet Replacement Needs

The following tables illustrate the projected number of vehicles by mileage range for each fiscal year and FY 16 for all General Revenue (GR) funded passenger vehicles. By the end of FY 16, 49% of the GR passenger vehicle fleet will exceed the 120,000 mile minimum replacement criteria.

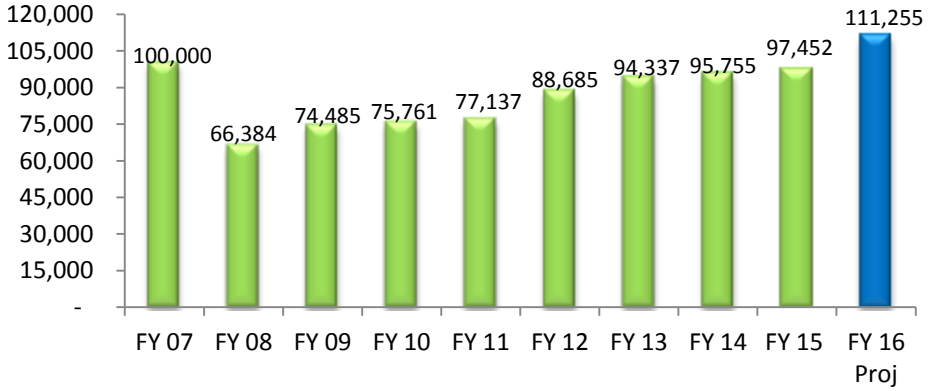




General Revenue Fund Fleet Replacement Needs

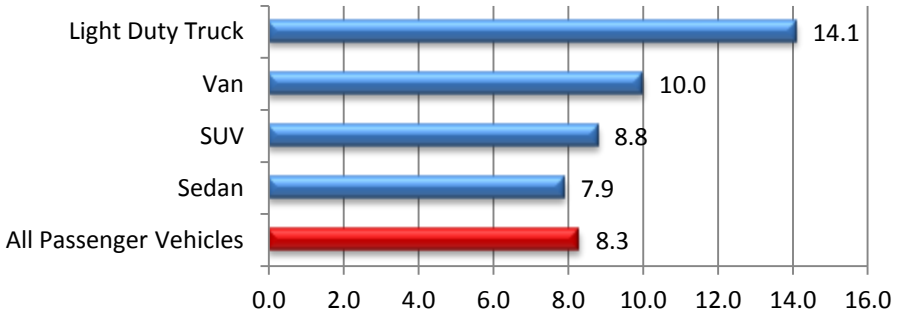
The chart below illustrates the average odometer readings based on actual data at the end of FY 07 – FY 15 and projections for FY 16 assuming no additional funding is provided for replacement vehicles. The average odometer reading of the entire GR passenger fleet decreased significantly in FY 08 due to the replacement of some of the oldest vehicles in the fleet; however, by the end of FY 16 the GR passenger fleet is projected to be in worse condition than the fleet prior to the FY 08 replacements.

Average Odometer Readings
General Revenue Funded Passenger Vehicles



The projected average age for all General Revenue passenger vehicles in FY 16 will be over eight years. Some light duty vehicle categories are in better condition than others. Sedans and minivans are more commonly used for statewide travel and are typically targeted for more frequent replacement. The current minimum replacement criteria for passenger vehicles is 120,000 miles which typically occurs between 6 – 8 years for well-utilized vehicles. We recommend high-use vehicles be replaced on a regular basis to ensure that safe, reliable vehicles are available to meet the majority of state business travel needs.

FY 16 Projected Average Age
General Revenue Funded Passenger Vehicles



General Revenue Vehicle Fleet Budget Requests

Through a one-time purchase program approved by the General Assembly, 324 of the highest mileage GR vehicles were replaced in FY 08. As a result, the condition of the fleet improved significantly by replacing some of the oldest vehicles in the fleet. After the 324 vehicles were purchased in FY 08, the average odometer reading for the General Revenue passenger vehicle fleet declined from 100,000 to 66,384 miles. Without the required investment in the GR fleet, the average odometer readings now exceed the same level prior to the FY 08 purchases.

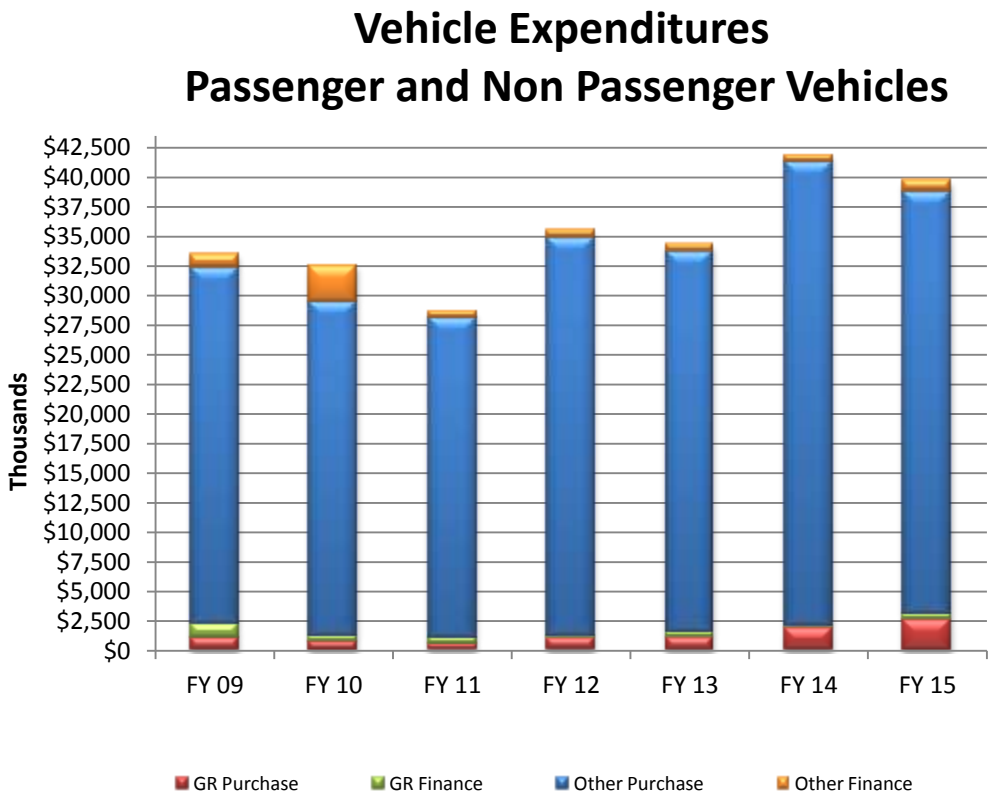
For the FY 16 budget year, OA requested a new decision item to replace high use, general revenue funded passenger vehicles. The request would finance the purchase of 268 vehicles over a three year term replacing vehicles over the minimum replacement standard of 120,000 miles.

State Fleet Data

Vehicle Purchase Data

The state should replace approximately 12% of the fleet each year based on an eight year replacement cycle to avoid large fluctuations in upfront capital required for fleet replacement. The General Revenue investment in the passenger vehicle fleet alone should be at least $2.3 million annually to maintain a regular replacement cycle. However, over the past three years, General Revenue funding has averaged $2.2 million[4] for all vehicle types.

The following chart illustrates total vehicle expenditures compared to General Revenue vehicle expenditures.



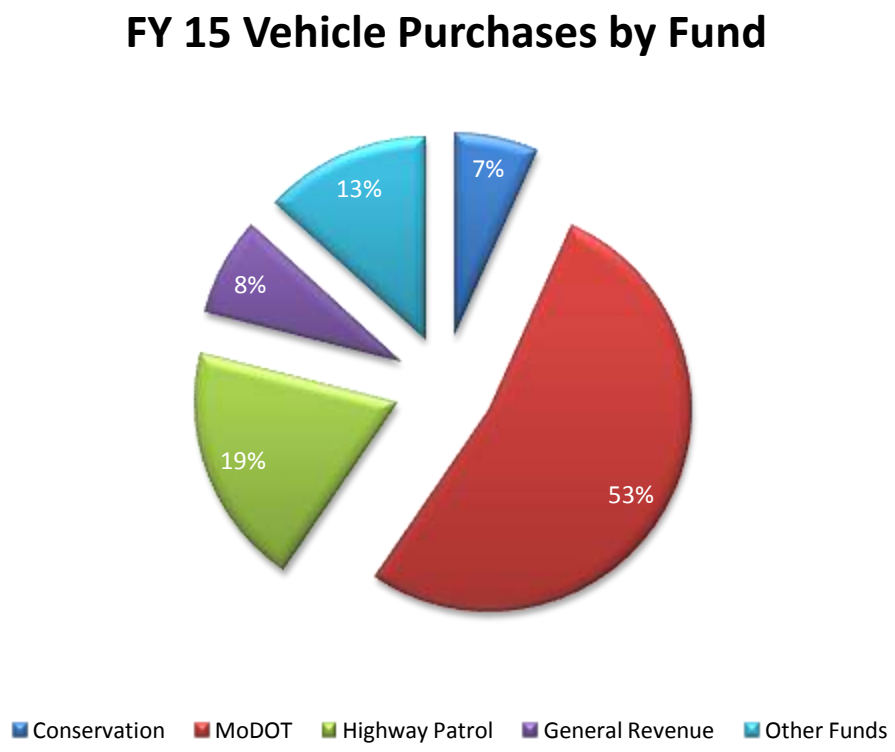
[4] Includes funds for outright purchase and lease purchase payments for GR vehicles

State Fleet Data

Vehicle Purchases by Fund

Vehicle Purchases by Fund*					
Fund Number	Description	FY 14	FY 14 % of Total	FY 15	FY 15 % of Total
0609	Conservation	$3,362,895	80%	$2,655,132	79%
0320	MoDOT/State Road	$17,725,581		$16,315,063	
0644	MoDOT	$4,754,622		$4,681,126	
0695	Highway Patrol	$7,939,170		$7,713,448	
0101	General Revenue	$2,026,635	5%	$3,111,472	8%
Other	All Other Funds	$6,085,396	15%	$5,254,133	13%
ALL FUNDS		$41,894,299		$39,730,374	

*Includes master lease financing of vehicles.



State Fleet Data

Vehicle Purchases by Agency

Vehicle Purchases by Agency (All Funds)*			
	FY 13	FY 14	FY 15
Transportation	$15,013,035	$17,725,581	$16,315,063
Public Safety	$9,841,091	$14,507,629	$13,877,835
Conservation	$3,206,491	$3,362,895	$2,655,132
Corrections	$496,011	$1,187,857	$1,627,720
Social Services	$1,071,464	$692,913	$1,378,899
Natural Resources	$1,576,225	$1,452,414	$981,971
Office of Administration	$597,766	$726,047	$948,929
Agriculture	$912,070	$683,013	$453,256
Mental Health	$585,981	$223,337	$431,832
Revenue	$368,306	$533,980	$320,343
Elem & Sec Education	$202,005	$276,455	$254,213
Health & Senior Services	$72,501	$234,741	$229,989
DIFP	$127,086	$167,298	$129,130
Legislature	$0	$20,801	$40,161
Judiciary	$57,641	$44,892	$38,239
Attorney General	$42,598	$12,299	$32,001
Secretary of State	$20,645	$11,220	$10,381
Higher Education	$0	$0	$5,281
Economic Development	$21,707	$30,928	$0
Labor & Industrial Relations	$141,874	$0	$0
TOTAL	$34,354,497	$41,894,299	$39,730,373

*Includes master lease financing of vehicles.

State Fleet Data

Licensed Vehicles per Agency

At the end of FY 15, the state owned approximately 9,964 licensed motor vehicles.[5] The largest owners of state vehicles are the Departments of Transportation, Public Safety and Conservation. Combined, these three agencies own and operate approximately 64% of the state's licensed motor vehicles. The table below details the number of reported vehicles by agency as of June 30, 2015.

Licensed Vehicles per Agency	
Transportation	3,575
Public Safety	1,640
Conservation	1,158
Corrections	786
Natural Resources	624
Social Services	590
Mental Health	441
Office of Administration	397
Agriculture	251
Elementary & Secondary Education	105
Health & Senior Services	78
Lottery	67
DIFP	59
Revenue	55
Labor & Industrial Relations	30
Economic Development	25
OSCA	22
Attorney General	20
Secretary of State	15
State Tax Commission	12
Supreme Court	5
Legislature	3
Higher Education	2
Treasurer	2
Auditor	1
Governor's Office	1
TOTAL	9,964

[5] Excludes vehicles owned by the state colleges and universities.

State Fleet Data

Vehicles per 100 Employees

One measure of the state fleet's efficiency is the number of licensed vehicles per 100 employees. In FY 15 there were 19.4 vehicles per 100 employees, which was a slight change from 19.2 in FY 14. The table below represents the number of licensed vehicles in FY 15 for every 100 employees by agency.

Licensed Vehicles Per 100 Employees[6]	
Transportation	67.43
Conservation	61.83
Highway Patrol	61.43
Agriculture	58.37
Natural Resources	30.57
Office of Administration[7]	21.51
Judiciary	11.84
Revenue	10.53
DIFP	10.03
Social Services	8.35
Corrections	7.16
Public Safety (not including MSHP)	6.73
Secretary of State	6.22
Mental Health	5.60
Attorney General's Office	5.48
Elementary & Secondary Education	5.31
Health & Senior Services	4.30
Labor & Industrial Relations	3.92
Economic Development	3.58
State Auditor	0.85
Legislature	0.47
STATE AVERAGE	19.40

[6] Excludes agencies with less than 100 employees.

[7] OA vehicle count includes vehicles assigned to the OA Carpool which is a motor pool utilized by other state agencies. If OA Carpool vehicles are excluded the licensed vehicles per 100 employees for OA would be 11.48.

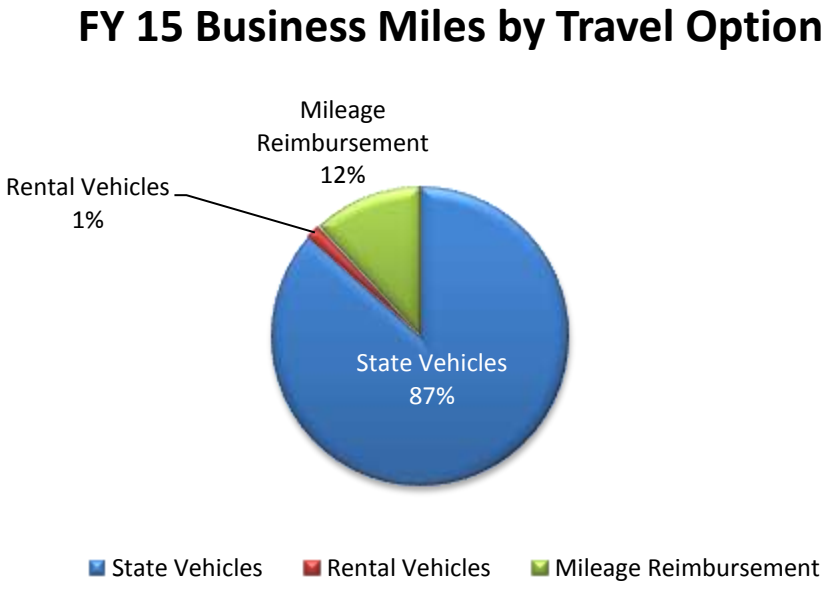
State Fleet Data

Total Business Miles

The total miles driven measurement reflects the total business miles traveled on official state business in licensed vehicles. This includes business miles collected from the following data sources:

- State Fleet Information System
- Self-reported data from MoDOT, Conservation and Highway Patrol
- Estimated miles reimbursed for personally-owned vehicles[8]
- Rental vehicle miles reported by Enterprise Rent-a-Car

	Business Miles Driven by Fiscal Year			
Travel Option	FY 12	FY 13	FY 14	FY 15
State Vehicles	147,978,241	146,189,007	148,380,529	146,384,816
Rental Vehicles	2,611,215	2,065,815	2,140,278	2,603,986
Mileage Reimbursement	20,544,771	19,791,865	19,301,303	20,050,197
TOTAL	171,134,227	168,046,687	169,822,110	169,038,999



[8] Calculated by taking total instate and outstate mileage reimbursement expenditures for state employees only divided by the standard mileage reimbursement rate issued by OA Accounting.

State Fleet Data

Total Business Miles by Agency

The table below includes miles driven in state and rental vehicles as well as miles reimbursed to state employees.

Business Miles Driven by Agency			
Agency	FY 13	FY 14	FY 15
Transportation	49,362,301	52,582,384	49,507,221
Public Safety	34,332,005	34,599,276	35,034,079
Social Services	14,775,170	14,902,564	16,510,324
Conservation	15,950,308	15,302,066	15,470,081
Corrections	11,783,104	12,015,442	11,723,729
Natural Resources	7,256,764	7,138,114	7,357,981
Health & Senior Services	5,578,543	5,531,079	5,918,218
Mental Health	5,808,935	5,471,308	4,884,449
Agriculture	4,098,964	3,838,456	4,107,526
Elementary & Secondary Education	2,450,125	2,532,359	2,647,533
Public Defender	2,567,666	2,405,986	2,615,666
Revenue	2,466,652	2,351,020	2,292,122
DIFP	1,870,375	1,786,444	1,899,978
Judiciary	1,638,348	1,746,775	1,779,780
Office of Administration	2,358,846	2,161,886	1,736,935
Legislature	1,513,864	1,672,890	1,442,702
Economic Development	1,315,207	1,066,105	1,396,434
Attorney General	1,128,666	1,157,704	1,218,456
Labor & Industrial Relations	1,124,179	849,993	763,143
State Auditor	323,622	324,056	364,989
Secretary of State	214,376	220,174	219,298
Higher Education	74,437	71,275	66,075
State Treasurer	41,190	52,568	53,684
Governor	11,475	39,949	19,594
Lt. Governor	1,565	2,237	8,999
TOTAL	168,046,687	169,822,110	169,038,999

State Fleet Data

State Vehicle Use

State vehicles are utilized for a variety of functions. The State Fleet Information System classifies vehicles according to their assignment (pool, function, or individual) and purpose (client transportation, employee transportation, special purpose or task specific).[9] The tables on this page illustrate the various classifications of vehicle assignments along with the associated miles driven per assignment for FY 15.

Primary Assignment	% of Vehicles	Average Miles Driven	% of Miles Driven
Pool	26%	21,097	39%
Function	61%	9,953	43%
Individual	14%	19,085	18%

Primary Purpose	% of Vehicles	Average Miles Driven	% of Miles Driven
Client Transportation	12%	9,501	8%
Employee Transportation	33%	20,446	48%
Special Purpose	24%	13,323	23%
Task Specific	31%	9,649	21%

Fleet purpose descriptions for each agency are available at the end of this report. Examples of state vehicle use are:

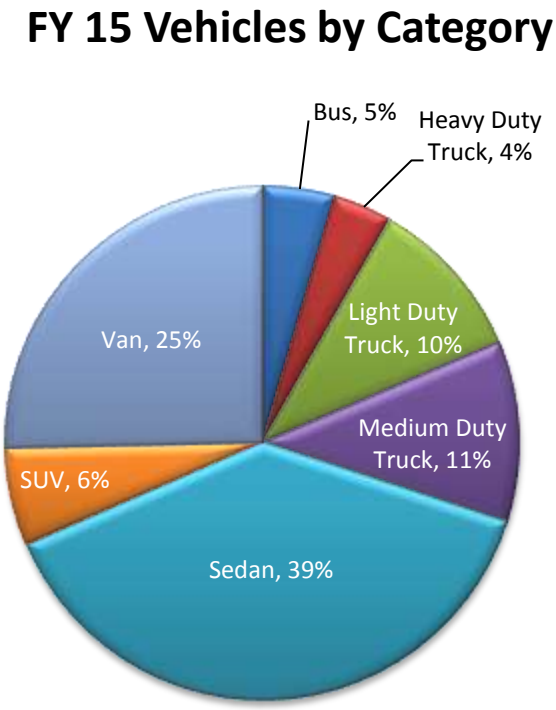
- Law Enforcement
- Caseworkers
- Child Abuse and Neglect Investigations
- Mental Health Client Transportation
- Emergency Response
- Facility Support
- Road and Maintenance Construction
- Meat and Grain Inspections
- Mail Delivery
- Nursing Home Inspections
- Employee Transportation
- Parks Maintenance
- Inmate Transportation
- Environmental Investigations and Enforcement

[9] Data from the Departments of Transportation and Conservation and the Missouri State Highway Patrol are excluded from this analysis.

State Fleet Data

State Fleet Composition

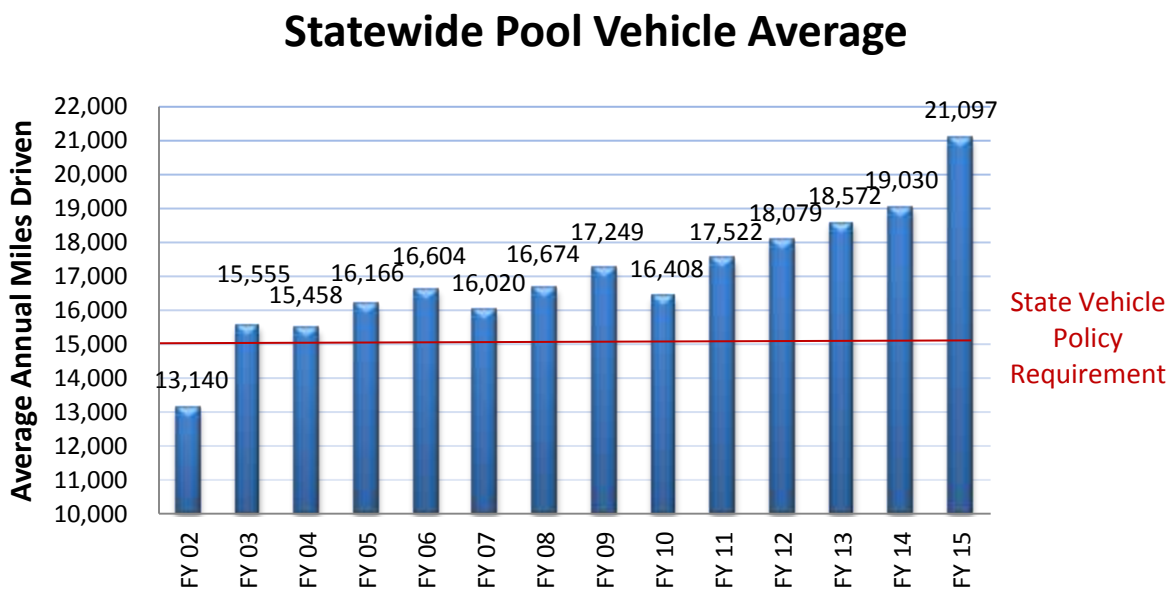
The chart below illustrates the breakdown of licensed vehicles in the state fleet. The data excludes the Departments of Transportation and Conservation and the Missouri State Highway Patrol.



State Fleet Data

Pool Vehicle Utilization

The State Vehicle Policy requires an average of 15,000 annual miles for vehicles assigned to pools. Approximately 26 percent of the vehicles in the state fleet are assigned to a pool as general use vehicles available for multiple individuals. State Fleet Management continues to encourage the use of pool vehicles to maximize the utilization of state vehicles. The following chart reflects the continued high average for state pool vehicles since the inception of the State Fleet Management Program in 2002. Average agency pool utilization for FY 15 is illustrated in the table at the bottom of the page.



FY 15 Average Pool Utilization by Agency			
Social Services	25,499	Elementary & Secondary Ed	15,924
Office of Administration	25,372	OSCA	15,075
Health & Senior Services	22,634	Economic Development	14,767
Revenue	17,878	Public Safety (except MSHP)	14,710
Attorney General	17,597	Conservation	14,440
Corrections	17,114	Secretary of State	13,314
DIFP	16,708	Mental Health	12,922
Highway Patrol	16,520	MoDOT	11,628
State Treasurer	16,109	Labor & Industrial Relations	9,361
STATE AVERAGE			21,097

State Fleet Data

Cost Per Mile

The primary measure in evaluating fleet costs is the total cost per mile. Tracking the cost to own and operate state vehicles is essential to making informed decisions regarding the state fleet. The weighted average cost to own and operate a non-specially equipped sedan in the state fleet was $.2858 per mile in FY 15 which is the lowest cost of all vehicle travel options.

The State of Missouri keeps state vehicle costs low through several cost containment strategies. Vehicles are purchased through state contracts at significant discounts from sticker prices due to fleet incentives from the auto manufacturers. State agencies are able to reduce operating costs of state vehicles by utilizing state maintenance facilities and contracts such as the state tire contract. With a labor rate significantly below other local vendors, the Office of Administration's Vehicle Maintenance Facility in Jefferson City saves state agencies hundreds of thousands of dollars each year. Additionally, the State of Missouri self-assumes liability coverage for motor vehicle accidents through the State Legal Expense Fund and administers motor vehicle claims internally.

As depicted below, the weighted average cost per mile is calculated based on the number of compact, mid, and full size sedans in the fleet.

	Cost Per Mile			
Cost Component	Compact	Mid	Full	Weighted Average
Depreciation	$.0966	$.1036	$.0987	$.0995
Insurance/Fleet Fee	$.0082	$.0082	$.0082	$.0082
Administration	$.0020	$.0020	$.0020	$.0020
Fuel	$.0772	$.1000	$.1096	$.1041
Maintenance/Repair	$.0289[10]	$.0639	$.0547	$.0547
Total	$.2310	$.2957	$.2912	$.2858

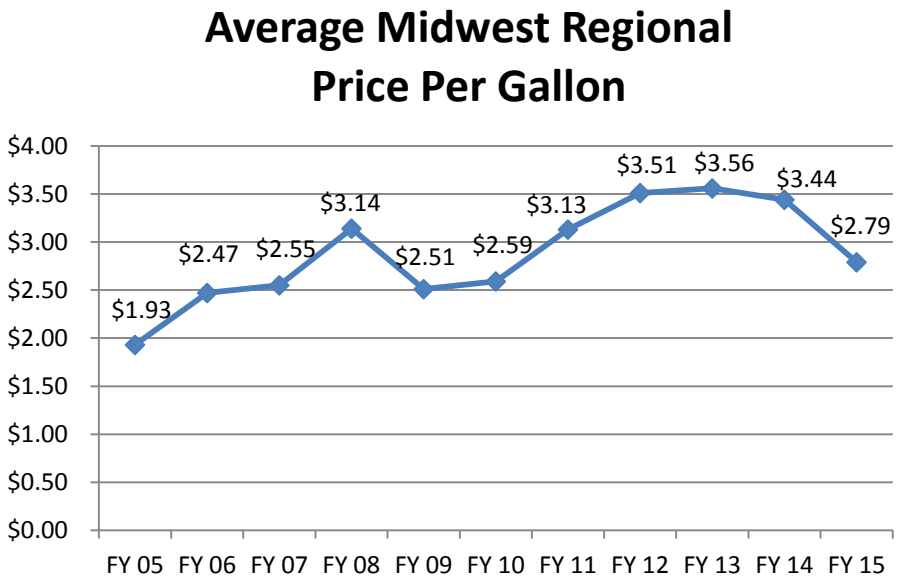
[10] A large number of compact sedans have been introduced to the fleet in recent years resulting in lower maintenance and repair costs due to warranty coverage.

State Fleet Data

Fuel Cost Trends

Fuel prices fell significantly in FY 15. The average annual price per gallon for regular unleaded gasoline and the annual percentage change from the Federal Energy Information Administration are listed below from FY 05 through FY 15.

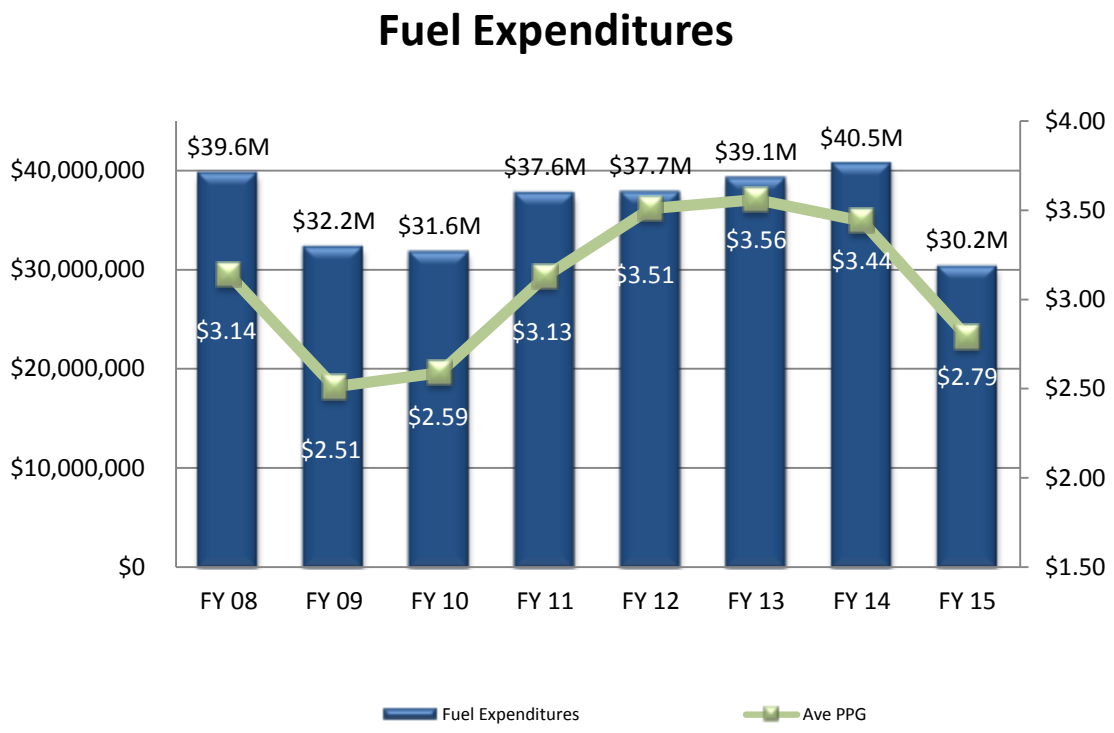
Average Midwest Regional Gas Prices Regular Unleaded Gasoline		
Fiscal Year	Price Per Gallon	% Change Over Prior Year
FY 05	$1.93	
FY 06	$2.47	32%
FY 07	$2.55	3%
FY 08	$3.14	23%
FY 09	$2.51	-20%
FY 10	$2.59	3%
FY 11	$3.13	21%
FY 12	$3.51	12%
FY 13	$3.56	1%
FY 14	$3.44	-3%
FY 15	$2.79	-19%



State Fleet Data

Fuel Expenditures

The total fuel expenditures are illustrated in the following chart along with the average price per gallon for unleaded fuel.

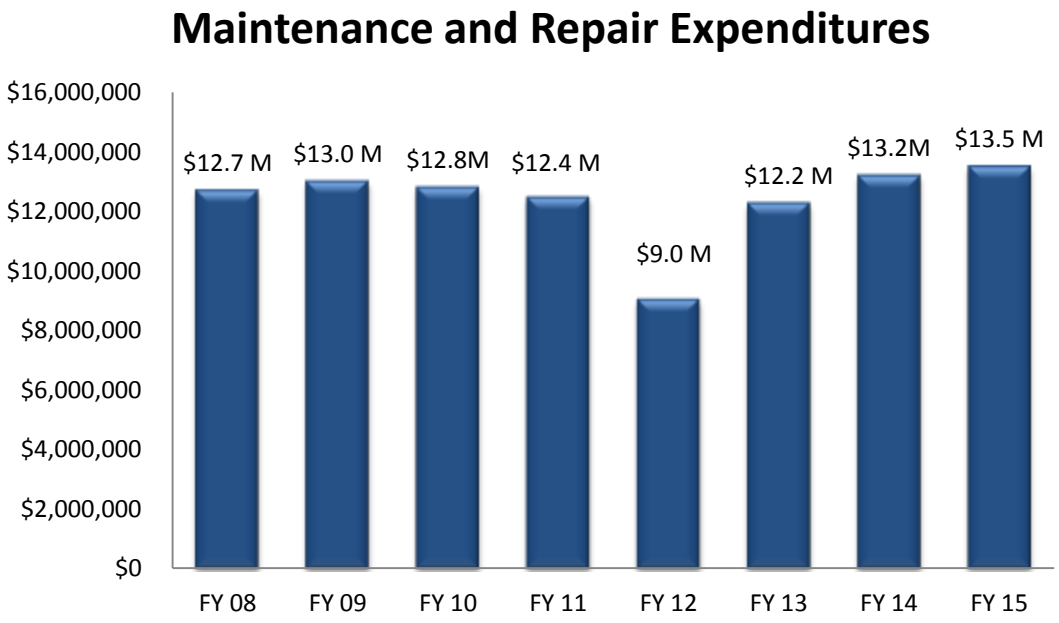


Fuel Expenditures by Agency					
Agency	FY 12	FY13	FY14	FY15	% Change FY 14 – FY 15
Transportation	$18,128,510	$19,325,288	$21,911,722	$15,100,823	-31%
Conservation	$4,127,885	$4,085,230	$3,847,458	$3,109,737	-19%
Highway Patrol	$6,287,649	$6,483,397	$6,256,381	$5,003,971	-20%
All Other Agencies	$9,171,835	$9,226,461	$8,557,056	$7,023,431	-18%
Total	$37,715,879	$39,120,376	$40,572,617	$30,237,962	-25%

State Fleet Data

Maintenance and Repair Expenditures

State agencies reported a 2% increase in maintenance and repair expenditures in FY 15. Expenditures for *licensed vehicles only* are illustrated in the chart and table below.



Maintenance & Repair Expenditures by Agency					
Agency	FY 12	FY 13	FY 14	FY 15	% Change FY 14 – FY 15
Transportation	$3,412,034	$6,263,211	$7,149,966	$7,604,599	6%
Conservation	$1,302,120	$1,304,169	$1,586,616	$1,568,130	-1%
Highway Patrol	$1,004,060	$1,019,726	$1,100,020	$1,262,930	15%
All Other Agencies	$3,333,747	$3,689,211	$3,373,190	$3,080,403	-9%
Total	$9,051,961	$12,276,317	$13,209,792	$13,516,062	2%

State Fleet Data

Fleet Driver Data

A key component of any fleet safety program is assurance that employees operating employer provided vehicles have valid driver's licenses. Many private fleet safety companies offer services to validate licenses against state departments of revenue for a fee per license check. The State Fleet Management Program collaborated with the Department of Revenue to perform this function at no cost to the state.

Since 2006, the State Fleet Information System has provided a mechanism to ensure that state employees operating official vehicles have a valid driver's license. The system interfaces with the Department of Revenue's Missouri Driver's License System on a nightly basis. If the status of an employee's driver's license changes, an email is sent to the designated agency contact person displaying the relevant information so appropriate action can be taken.

Over 2,300 emails were distributed to agencies reporting a change in license status during FY 15. Emails are sent if the driver's status, restrictions, or endorsements change. Many of the license status changes are due to employees allowing their license to expire.

In June 2008, all active state employees in SAM II, with the exception of the Departments of Conservation and Transportation, were added to the State Fleet Information System Driver's Database. The table below illustrates the percentage of employees that had a change in the status of their license that would no longer allow them operate a state vehicle.

Fleet Driver's Database Activity			
Fiscal Year	Number of Active Employees in the System	Emails Sent Due to Invalid License	Percentage of Employees
FY 09	47,880	3,105	6.5%
FY 10	45,793	2,672	5.8%
FY 11	45,178	2,195	4.9%
FY 12	45,151	2,469	5.5%
FY 13	44,670	2,191	4.9%
FY 14	41,916	1,873	4.5%
FY 15	41,798	2,327	5.6%

State Fleet Data

Vehicle Rental Contract Data

The rental services contract plays an important role in state agencies' efforts to reduce travel expenditures. In most circumstances, a rental vehicle is less costly than employee mileage reimbursement. With the reduction in the standard mileage reimbursement rate to $.37 per mile, overall savings from the vehicle rental services contract have diminished. The use of rental vehicles peaked in FY 08 and has generally declined since as agencies have utilized the Smart Lease Vehicle Program to transfer business miles to lower cost state vehicles.

Short-term rentals typically provide a lower cost option to mileage reimbursement when state vehicles are unavailable. Agencies are able to determine whether to utilize the rental contract based on results from the Trip Optimizer, a web-based cost estimating tool that calculates the lowest cost travel option for each trip. The state rental contract offers unlimited in-state miles, making the contract more advantageous to state agencies when employees take long distance trips that are short in duration. The following table illustrates rental contract utilization and estimated savings per mile compared to the standard mileage reimbursement rate.

Fiscal Year	Trips	Rental Days	Miles Driven	Average Rental Cost Per Mile	Standard Mileage Rate	Savings Per Mile	Total Estimated Savings
2004	1,386	3,077	481,722	$.310	$.33	$.020	$9,654
2005	2,972	6,612	1,042,712	$.324	$.345	$.021	$21,491
2006	4,574	9,803	1,588,935	$.328	$.375	$.047	$74,924
2007	8,013	17,979	2,640,526	$.349	$.415	$.066	$174,599
2008	10,040	25,726	4,190,264	$.336	$.455	$.119	$498,902
2009	9,286	20,254	3,118,260	$.350	$.475	$.125	$390,563
2010	6,335	14,821	2,143,456	$.344	$.37	$.026 - $.156	$260,615[11]
2011	4,837	13,282	1,774,422	$.36	$.37	$.01	$17,651
2012[12]	5,395	21,511	2,611,125	$.387	$.37	-$.017	($44,298)
2013	5,035	12,248	2,065,815	$.324	$.37	$.046	$94,253
2014	5,420	12,647	2,203,181	$.322	$.37	$.048	$105,045
2015	6,019	14,234	2,603,986	$.289	$.37	$.081	$211,701

[11] Savings calculated based on reimbursement rate in effect on the date of the rental.

[12] Use of long term rentals in FY 12 increased dramatically due to response to the Joplin tornado and floods which increased the average cost per mile for rental vehicles.

Agency Fleet Compliance

Fleet Management Statute

Section 37.450 RSMo. authorizes the Commissioner of Administration to issue policies governing the acquisition, assignment, use, replacement, and maintenance of state-owned vehicles. The State Vehicle Policy (SP-4) promulgates these policies. State Fleet Management monitors agency compliance with the Fleet Management Statute and the State Vehicle Policy. A report of agency compliance follows.

Reporting of State Vehicle Data

As required under Section 37.450 RSMo.[13], the State Fleet Information System was implemented on July 1, 2003. Agencies are required to submit vehicle data in a format and frequency requested by the State Fleet Manager. The following agencies maintain their own fleet systems and do not submit detailed vehicle data to the Office of Administration. Prior attempts to retrieve this detailed information were unsuccessful.

- Department of Transportation
- Department of Conservation
- Missouri State Highway Patrol

Without detailed vehicle data, State Fleet Management is unable to confirm agency compliance with minimum utilization standards outlined in the State Vehicle Policy (SP-4) for the Departments of Transportation and Conservation and the Missouri State Highway Patrol. These agencies do submit summary level fleet data to OA on an annual basis.

State Vehicle Fleet Fee

The fleet management statute[14] requires each state agency to pay a state vehicle fleet fee, as determined by the Office of Administration, for each vehicle it owns. Fee assessments

[13] Section 37.450 RSMo. (3) The Fleet Manager shall institute and supervise a state fleet vehicle tracking system in which the cost of owning and operating each state vehicle is documented by the agency owning the vehicle. All state agencies shall report the purchase and the sale of any vehicle to the fleet manager and provide any additional information requested by the Fleet Manager in the format, manner and frequency determined by the Office of Administration….

[14] Section 37.450 RSMo. (7) Each agency shall pay a state vehicle fleet fee, as determined by the Office of Administration for each vehicle it owns for the purpose of funding the state fleet vehicle tracking system and for other administrative expenses incurred in management of the state vehicle fleet. Any agency that owns at least one thousand vehicles shall receive a credit against the state vehicle fleet fee for the internal fleet management services performed by such agency, provided such agency furnishes all information required by the Fleet Manager.

are issued in July based on the number of active vehicles recorded in the State Fleet Information System as of June 30th each year.

Fleet Management Statute

The purpose of the fleet fee is to fund the Fleet Information System and other administrative expenses incurred in management of the state fleet. Since the Office of Administration developed the State Fleet Information System in-house, agencies are not billed for system development or ongoing system support costs as part of the fee. Administrative costs including the salaries and benefits of staff assigned to Fleet Management and minor expense and equipment are included in the fee calculation. In FY 15, the state fleet fee was $26.50 per licensed active vehicle.

Vehicle counts as of June 30, 2015 were used to calculate each agency's total fleet fee. Since the Departments of Transportation and Conservation and the Missouri State Highway Patrol have fleets in excess of 1,000 vehicles, their fleet fee was reduced to half of the regular fee as allowed by statute.

The Department of Transportation has refused to pay the fleet fee because they believe a full credit of the fee should apply. MoDOT will not authorize agency funds to pay for services which they believe are redundant to those provided by their own agency.

The Department of Conservation has not paid the fleet fee and questioned the benefit the department would receive from State Fleet Management.

State Colleges and Universities

In July 2003, discussions with the Department of Higher Education led to the determination that state colleges and universities were responsible for following the State Vehicle Policy, but they would be exempt from the vehicle pre-approval process. Although State Fleet Management distributed the State Vehicle Policy to state colleges and universities, the ability to monitor compliance is limited due to lack of resources as well as a lack of data since none of the colleges and universities have agreed to utilize the State Fleet Information System.

Agency Fleet Compliance

State Vehicle Policy

Agency Non-Compliance Issues

The following are areas in which agencies are currently not compliant with the State Vehicle Policy.

The policy requires an average annual minimum utilization of 15,000 miles for pool vehicles. Listed below are the agencies with averages below the minimum requirement.

- Department of Natural Resources[15]
- Department of Mental Health[16]
- Department of Transportation
- Department of Labor and Industrial Relations[17]

The Department of Transportation has previously communicated their intent not to adhere to the following statewide fleet management policies:

- Track individual trip information
- Obtain preapproval to purchase passenger vehicles
- Obtain approval to expand the size of their fleet

The Department of Conservation has previously communicated their intent not to adhere to the following statewide fleet management policies:

- Track individual trip information
- Obtain preapproval of passenger vehicles

[15] DNR has two pool vehicles. DNR indicated they would direct more travel to one pool vehicle that fell below the policy standard.

[16] DMH has numerous pool vehicles around the state. DMH submitted a detailed analysis and plan of action for their pool vehicle utilization. Vacancies, poor vehicle condition, limited geographical use areas all contributed to lower utilization. DMH will set forth plans to increase vehicle usage and replace aging vehicles that employees do not feel comfortable driving.

[17] DOLIR anticipates additional miles for FY 16 but most travel is related to caseloads. Some vehicles will be reassigned for greater use. Additionally, SFM sent recommendations to DOILR for their consideration to more effectively utilize pool vehicles.

Agency Fleet Purpose Descriptions

Since the State of Missouri fleets operate in a decentralized fashion, the following fleet profiles were submitted by state agencies to present an overview of how their fleet is utilized.

Attorney General

- Provide a pool of vehicles for attorneys to travel to court appearances throughout the state and for use on official business
- Mail delivery

Secretary of State

- Operate a carpool used by employees of the office in the routine duties of their positions, which includes but is not limited to securities investigations, consulting with libraries throughout the state, making management visits to out-state Secretary of State offices, completing local records activities, performing on-site visits associated with sub-recipient monitoring of federal funds, and performing various other work activities
- Delivery and retrieval of records
- Mail pickup and delivery

State Auditor

- One vehicle designated for local courier

State Treasurer

- Operate a carpool used by employees of the office in their routine duties, which include unclaimed property and linked deposit bank and business visits, unclaimed property and linked deposit booths, and presenting and attending seminars throughout the State of Missouri
- Mail pickup and delivery

Agriculture

- Weights, Measures & Consumer Protection Division: Fuel, scale inspections, and land survey, etc.
- Grain Inspection and Warehousing Division: Grain inspections and audits, etc.
- Plant Industry Division: Nursery inspection, invasive pest control, pesticide inspection, and boll weevil control, etc.
- Animal Health Division: Meat inspection, food safety, brucellosis inspections, animal identification, etc.

Agency Fleet Purpose Descriptions

- Agriculture Business Development Division: Travel relating to program activity, marketing, grants, loans, market reporting and scholarship awards, etc.
- State Milk Board: Travel related to the inspection of milk
- Missouri State Fair: Travel related to the promotion of the Missouri State Fair

Conservation

- The Department of Conservation (MDC) provides highway, construction, farm, marine and other equipment, which are necessary for its operations and intended for official use
- MDC vehicles and equipment are tools for staff to deliver programs and services that positively affect Missouri's forest, fish, and wildlife resources

Corrections

- Inmate transportation
- Institutional security (perimeter patrol/emergency response)
- Special use vehicles for delivery of commodities (food, etc.) and materials (Missouri Vocational Enterprise products, road aggregate material, etc.)
- Institutional support and maintenance of buildings

Economic Development

- Pickup and delivery of supplies, inventory and mail
- Support and maintenance of remote site and local buildings
- Audits, investigations and inspections (Public Service Commission)

Elementary & Secondary Education

- Support and maintain state-owned buildings
- Support administrative functions (telecommunications, laundry)
- Investigations and license revocations
- Transport students and staff
- Transport staff to provide technical assistance to school districts

Health & Senior Services

- Nursing home inspections
- Hospital inspections
- Restaurant inspections
- Daycare facility inspections
- In-home visits of seniors
- Sewage treatment inspections
- Facility air quality inspections

Agency Fleet Purpose Descriptions

- Elder abuse investigations

Higher Education

- Transport equipment, staff and board members to various meetings throughout the state
- Visits to public and private campuses
- Travel to Missouri high schools, delivering materials and staffing college outreach events.

Insurance, Financial Institutions and Professional Registration

- Investigations and inspections
- Employee travel, errands, inventory, and pickup and delivery of supplies

Labor & Industrial Relations

- Perform tax audits
- Perform workplace and mine/cave safety inspections
- Support and maintain state owned buildings
- Maintain statewide information systems
- Workers' compensation adjudication hearings
- Fraud and non-compliance investigations
- Support administrative functions
- Unemployment Insurance investigations

Mental Health

- Transportation for clients served by the Department of Mental Health (DMH)
- Delivery of materials and supplies at DMH facilities
- Transportation for DMH employees to conduct state business
- Support DMH programs and activities

Agency Fleet Purpose Descriptions

Natural Resources

- Compliance and technical assistance, monitoring, sampling, permit site visits, and other travel associated with landfills, hazardous waste, public drinking water, water quality and quantity, air quality, geologic investigations, reclamation of land resources, and soil and water conservation
- Enforcement of environmental regulations and when necessary investigation of possible violations
- 24-hour emergency response to hazardous material incidents, disasters and other environmental emergencies
- Operation, maintenance, administration, construction and security of 87 state parks and historic sites plus the Roger Pryor Pioneer Backcountry
- Environmental programs that improve resource quality, safely manage waste and provide education on resource use and protection
- Grant assistance, training, monitoring, auditing and other travel related to executing Federal grants

Office of Administration

- Support and maintain state owned buildings
- Operate a consolidated carpool used by elected officials and numerous other state agencies
- Inspect state construction sites and leased/owned facilities throughout the State of Missouri
- Pickup and delivery of mail and printing products

Office of the State Courts Administrator

- Support the operations of state courts
- Support statewide court automation
- Support judicial and clerk training programs
- Local use; e.g., mail, IT operations between four facilities, etc.

Agency Fleet Purpose Descriptions

Public Safety

- *Office of the Director*
  - Support of the Criminal Justice/Law Enforcement Unit and Office of Homeland Security
- *State Emergency Management Agency (SEMA)*
  - Respond to emergency situations and management of disaster recovery
  - Training for city and county Emergency Management directors, staff and first responders
  - Preparedness and planning for city and county Emergency Management directors, staff and first responders
  - Provide planning, training and equipment support for Missouri Nuclear Power Plant "risk" counties
  - Provide nuclear accident response training along nuclear material transportation corridors across the state.
  - Support the inspection and monitoring of vehicles transporting nuclear materials across the state.
- *Alcohol and Tobacco Control*
  - Enforcement of Liquor Control Laws
  - Licensing of liquor establishments
  - Enforcement of tobacco underage sales laws
  - Collection of over $39 million in excise taxes and licensing fees
  - Training of servers and alcohol beverage licensees
  - Training of local law enforcement on alcohol compliance buy laws
- *Missouri Veteran's Commission (MVC)*
  - Provide transportation for residents
  - Support and maintain residents and veteran's homes
  - Support Veterans Cemetery operations
  - Provide transportation for Veterans Service program
- *Missouri Capitol Police (MCP):*
  - Police patrol
  - Response to calls for police service
  - Traffic enforcement and parking enforcement
  - Security escorts
  - Prisoner Transport
  - Transportation of Bomb Detection K-9 Unit
- *Division of Fire Safety (DFS)*
  - Emergency response to fires, bomb threats and/or explosions
  - Mutual aid and Homeland Security response.
  - Inspections of daycare, long-term care and group homes, boilers, pressure vessels, elevators, escalators and amusement rides

Agency Fleet Purpose Descriptions

        - Conducting state mandated and assigned duties.
    - *Adjutant General's Office*
        - Support of Missouri National Guard missions
        - Support facility maintenance requirements
        - Support all State Emergency Duty requirements
        - Support Funeral Honors Program state wide
        - Special projects as directed by the Governor and Adjutant General
        - Maintain roads and grounds
        - Food service support and mail deliveries
        - Offender transportation
        - Equipment deliveries statewide

Revenue

- Field Compliance Bureau - transportation of auditors that audit businesses to ensure compliance with Missouri's tax laws
- General Counsel's Office - transportation of attorneys that represent the Department in courts and administrative tribunals
- Criminal Tax Investigation Bureau - transportation of investigators that investigate and develop information leading to local prosecution of individuals and businesses suspected of violating state statutes related to sales, withholding, and income tax
- Compliance and Investigation Bureau – transportation of investigators that conduct investigations involving allegations of fraud relating to motor vehicle sales tax, titling and registration, odometer, and motor fuel sales tax as well as cigarette tax fraud, driver's license fraud and license plate fraud
- License Offices Bureau – transportation of Field Coordinators that train and oversee the operations of the contract license offices throughout the state
- Transportation of internal auditors that conduct audits and investigations of the Department of Revenue and motor vehicle license offices
- Pickup and delivery of mail to the local post office

Social Services

- Direct services to the public (rehabilitation services for the blind)
- Support and maintain direct services to children, youth and families (child abuse/neglect investigations/interventions, foster home visits, youth homes, case management and aftercare services)
- Investigations of child fatalities, Medicaid and IM (welfare) fraud
- Emergency Management duties and responsibilities associated with Mass Care throughout the state

Agency Fleet Purpose Descriptions

- Mail pickup and delivery
- Transfer of equipment/supplies from one location to another.

Transportation

- Comprised of passenger vehicles, utility trucks, aerial units, dump trucks, sweepers and various types of off-road construction equipment to construct and maintain the state's transportation system.

Missouri Lottery

- Support a $1.1 billion a year business, proceeds of which fund Missouri education. Over the past 30 years, the Lottery has sold more than $18.4 billion in product and transferred profits of nearly $5.1 billion to the state and public education.
- Grow Lottery sales and proceeds to public education by building relationships with retailers and players. Discuss upcoming initiatives and promotions, host or assist with promotional events as well as receive feedback on current products, games, and promotions, and execute pilot programs as necessary.
- Create awareness of the Missouri Lottery and the contributions to education each retailer has made.
- Sales routes – Sales force provides sales & service support to approximately 5,000 retailers through weekly, bi-weekly, or monthly visits.
- Negotiate the installation and placement of Lottery materials, equipment, and supplies.
- Provide training, direction, and supplies for regional offices located in Kansas City, St. Louis, Springfield, and Jefferson City.
- Ensure the security and integrity of Lottery games through on-site training and retailer visits.

State Tax Commission

- Travel to counties to perform appraisals for ratio studies
- Travel to assist county assessors