



Networks and Unified Communications

Connecting, Collaborating & Communicating

Cost Allocation Plan Fiscal Year 2020

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Table of Contents

Section	Pages
Background and General Description	3-6
Detailed Budget	7-8
Summary and Category Budgets	9-18
Rate History	19
Appendix-Network and Internet Rate	20

Background and General and Description

Purpose

This document outlines the methodology utilized by the Information Technology Services Division (ITSD) in developing rates for Network services provided to state agencies, colleges and universities. The authorization to develop rate structures and establish a charging system is provided under Chapter 37, RSMo.

The estimated expenditures and rates set forth herein provide the means for ensuring full cost-recovery based on agency's use of services. As with any plan, actual events require close monitoring and revisions to the rates may be required.

Pricing Concepts

The major objective for the ITSD is to provide state agencies and organizations with cost effective and efficient resources. Achievement of this objective results in improved productivity in state government and more effective delivery of governmental services to the citizens of Missouri.

The charging systems or objectives associated with this Cost Allocation Plan (CAP) methodology are summarized as follows:

1. Establish usage-sensitive pricing of services
2. Provide rate stabilization
3. Develop a cost for the total network service
4. Provide agencies maximum flexibility in controlling use
5. Minimize the impact of future rate changes and/or cost increases
6. Maximize economies of scale opportunities available through resource sharing

Expenditure Planning

One of the key components of this CAP is developing an overall schedule and general allocation of anticipated expenditures. The plan contained in this report reflects the best estimate of the costs required to provide communications services to state agencies throughout the Fiscal Year.

Development Methodology

A cost-based methodology was employed in establishing the billing rates detailed in this plan. The benefits of this cost based methodology are two fold. First, as a full cost approach. Both direct and indirect costs are included, and the under/over recovery of communications total budget costs is minimized. Second, it provides an equitable method for cost recovery; i.e., the rate is based on the amount of resources utilized.

The methodology for development of this CAP can generally be summarized in the following nine steps:

1. Determine Services Provided

The types of services provided by the Network sections are based on the requirements of state established agencies and services are comparable to those provided by regulated utilities, facility-based carriers, other common carriers and resellers of network services. These services are provided by the Office of Administration when the state can obtain enhanced shared features and realize economies of scale.

2. Establish Units of Service

The unit of service utilized to measure the volume of service provided for each service type was based on three major criteria: relationship to the function performed, measurability and level of control which can be exercised by the customer agencies.

3. Compile Estimates of Utilization

Prior Fiscal Year utilization of each service category was compiled and analyzed. The category actuals were then used as a basis for CAP utilization projections or estimates.

4. Identify Types of Costs

Two basic types of costs were identified: direct and indirect. Direct costs are those costs that can be identified with providing a type of service. Indirect costs are those costs that cannot be directly identified with providing a specific type of service but relate to Network costs as a whole.

5. Determine Direct Costs

Budgeted expense, equipment and personal service costs that could be directly identified with providing a specific type of service, were accumulated to determine total allocated direct cost by type of service. In some cases, an expense or equipment cost applies to more than one service category. The cost is then split by percentage among the appropriate type of service.

6. Determine Indirect Costs

Budgeted expense, equipment and personal service costs that relate to Network services, but cannot be directly identified with providing a specific type of service, were accumulated to determine the total indirect cost by type of service and considered overhead expense. These costs were divided across all service categories.

7. Summarized Total Cost by Service

Total cost by service was determined by adding the direct and indirect allocated costs.

8. Calculate Cost Per Unit of Service

The cost per unit of service was calculated by dividing the total annual cost by the total estimated annual utilization. The cost per unit may be adjusted mid-plan year to accommodate significant fluctuations in utilization.

Service Category Definitions

Centrex Access

The basic unit of service provided by ITSD Communications to customers is access (dial tone). CenturyLink provides this service under the service mark of Centrex . This basic unit of service allows customers the ability to receive calls from any customer of the world-wide telecommunications system.

Long Distance

Long Distance is the cost-per-minute for the usage that either completes or originates from a state business line, UC line, PLEXAR line, or Centrex line.

PLEXAR Access

Access (dial tone) provided to customers in cities served by AT&T Telephone Company has the trademark of PLEXAR. This basic unit of service allows customers to receive calls from any caller on the worldwide telecommunications system.

Voice Mail

This category is for voice mail services.

Pass-Through Telephone Service

Pass-Through service is the process by which the charges billed by the telephone vendors are in turn billed to the appropriate agencies. Charges incurred for services such as data circuits, local service, and toll calls are billed to the agencies with an administrative fee added. Outstanding charges for leased UC phones are billed in this category.

Toll-Free

This category is for Toll-Free service such as 800, 888, 877, 866 and 855 numbers where agencies pay the per-call costs instead of the caller. The cost elements for this service include circuit, per minute service costs and an administrative fee.

Internet Services

Internet Services supplied to state agencies include bandwidth, redundancy, security measures, monitoring and troubleshooting. These services provide state employees access to information available on the Internet, as well as allowing state agencies to provide information and e-business services to our customers. Agencies can also additionally utilize these services for connectivity to remote users or offices and services such as videoconferencing.

Network

Network services represent the core network and security functions provided to all state agencies. Network core are items supporting the backbone infrastructure that handles transport and routing. ITSD serves as the enabler for connectivity from any agency to enterprise applications (e.g., SAM II). Additionally, ITSD provides inter-agency electronic communications, and agency connectivity to the Internet. These services also provide various levels of security and redundancy for the customer structures. Furthermore, technical and consulting services are provided to agencies through this category.

Wireless Service

Wireless Service includes the purchase of wireless devices and the associated monthly service including calls, plans and features.

Unified Communications (UC)

The UC category supports the state's Voice Over Internet Protocol (VoIP) network to include, but is not limited to, Cisco Phones, Jabber, Telepresence, Mobility and WebEx. These services allow for improved collaboration and communication in the most efficient and effective methods available within the state.

Unified Communications (UC) Call Center

Call Center costs are for monthly server charges required for Call Center agents. Call Center Licenses and CVP Ports are billed directly to appropriate agencies outside of the CAP.

Unified Communications (UC) Call Queue

This queue charge represents the cost for the call trunks for the when callers are placed in queue on the UCCE Call Center Service.

WAN

Costs for the support of wired and wireless network service that provide access for the end users and their peripherals to the State of Missouri network and UC services.

Enterprise Fax Service:

Enterprise Fax Service is a software product provided by Biscom that allows for the electronic retrieval and sending of faxes.

Detailed Budget

Personal Service	Budget Amount FY19	Budget Amount FY20
Personal Services	\$ 1,564,123	\$ 2,830,881
Fringe Benefits	\$ 703,785	\$ 1,273,897
Total Personnel Service:	\$ 2,267,752	\$ 4,104,778
Communications Expense and Equipment	FY19	FY20
J901 Hardware and Software Maintenance	\$ 603,301	\$ 610,301
J911 Wiring and General Services	\$ 6,000	\$ 2,754
J171 Equipment and Maintenance	\$ 258,352	\$ 280,352
J172 State Network Charges	\$ 136,984	\$ 159,852
J173 MoreNet Charges	\$ 155,473	\$ 155,473
JR01 Centrex Lines - CenturyLink	\$ 750,000	\$ 681,605
JR02 Centrex Tax & Misc - CenturyLink	\$ 60,000	\$ 54,233
JR03 Centrex Fed End User - CenturyLink	\$ 110,000	\$ 83,288
JR04 T1 Terminations/Plexar Tie Lines	\$ 44,961	\$ 42,245
JR05 Dedicated Long Distance Usage	\$ 609,422	\$ 60,000
JR06 Plexar Lines - AT&T	\$ 521,586	\$ 476,570
JR07 Plexar VFG Trunks - AT&T	\$ 1,666,666	\$ 1,635,765
JR08 Plex Fed End User 9ZR - AT&T	\$ 321,006	\$ 308,021
JR09 Plex Fed End Eucl Credit - AT&T	\$ (254,444)	\$ (235,890)
JR10 Plexar Miscellaneous - AT&T	\$ 200,708	\$ 189,862
JR13 Centrex Pass-Through - CenturyLink	\$ 295,000	\$ 293,781
JR14 Toll-Free Service Pass-Through	\$ 80,000	\$ 65,638
JR16 Plexar Pass-Through - AT&T	\$ 86,779	\$ 82,372
JR17 Business Line/Local Broadband	\$ 2,994,265	\$ 3,179,653
JR18 Toll Usage	\$ 803	\$ 979
JR19 Directory Assistance	\$ 1,097	\$ 791
JR21 Toll-Free Termination Charges - AT&T	\$ 6,000	\$ -
JR22 Jeff City Music On Hold Circuit	\$ 378	\$ 378
JR25 SMDR - AT&T	\$ 835	\$ 648
JR26 ARS Package - AT&T	\$ 1,853	\$ 1,741
JR27 Satellite Services	\$ 308,228	\$ 424,364
JR28 Contract Long Distance Service	\$ 967,755	\$ 1,175,986
JR30 Data Circuits	\$ 650,000	\$ 1,778,442
JR34 LD Terminations (Plexar) - AT&T	\$ 47,532	\$ -
JR37 ISDN-PRI	\$ 1,035,659	\$ 1,045,583
JR38 Tolls on Centrex Inv	\$ 2,204	\$ 4,721
JR39 Voice Grade Circuits	\$ 21,629	\$ 20,638
JR41 Wireless Services	\$ 6,640,000	\$ 7,730,980
JR45 Toll Free Usage	\$ 2,700,000	\$ 3,299,233
JR46 MPLS	\$ 2,944,170	\$ 2,560,524
JR47 International Usage	\$ 12,000	\$ 12,927
JR49 Adobe Connect	\$ 30,500	\$ 30,500
JR50 Subscription Voice Mail	\$ 150	\$ -
JR51 Conference Call Services	\$ 26,071	\$ 17,223
JR52 Network Directory Listing	\$ 15,000	\$ 1,686
JR53 Ethernet	\$ 4,000,000	\$ 3,483,711
JT40 Voice Mail Maintenance	\$ 1,414	\$ -
JU04 Core UC Structure	\$ 431,233	\$ 186,264
JU05 Maintenance on Core Structure	\$ 1,475,711	\$ 1,736,167
JU08 PSTN Trunks	\$ 1,000,000	\$ 23,591
JU10 Client License	\$ 15,000	\$ 7,100
JU15 UC LD Circuits	\$ 20,000	\$ -
JU23 Call Center	\$ 242,517	\$ 185,028
JU26 SIP Trunking	\$ -	\$ 800,000
JW01 WAN Hardware/Software	\$ -	\$ 4,602,973
Total Expense & Equipment	\$ 31,243,797	\$ 37,258,052

General Support (Indirect) Expense and Equipment

	FY19	FY20
JT02 In State Mileage	\$ 1,550	\$ 2,800
JT03 In State Lodging	\$ 3,500	\$ 6,300
JT04 In State Meals	\$ 550	\$ 990
JT05 In State Other	\$ 250	\$ 450
JT07 Commerical Trans.	\$ 1,000	\$ 4,108
JT08 Out State Lodging	\$ 5,500	\$ 15,000
JT09 Out State Meals	\$ 1,000	\$ 2,000
JT10 Out State Other	\$ 775	\$ 1,400
JT12 Postage	\$ 2,500	\$ 2,500
JT13 Subscriptions	\$ 8,000	\$ 8,000
JT14 Other Admin Supplies	\$ 350	\$ 630
JT17 Memberships	\$ 4,500	\$ 4,500
JT18 Training	\$ 13,000	\$ 24,000
JT20 Telcom Supplies	\$ 300	\$ 540
JT21 Telcom Charges	\$ 19,957	\$ 35,923
JT22 Internet	\$ 55	\$ 4,859
JT28 SDC charges	\$ 40,000	\$ 75,000
JT31 Software Maintenance-Calero	\$ 75,000	\$ 40,000
JT34 Desktop Computer Equip.	\$ 7,200	\$ 13,000
JT35 Software	\$ 20,000	\$ 25,000
Subtotal General Support (Indirect)	\$ 218,487	\$ 287,000
Total E&E Budget	\$ 31,462,284	\$ 37,545,051
Total Budget	\$ 33,730,036	\$ 41,649,829

Summary and Category Budgets

Summary Budget

Expenses	Budget Amount FY19	Budget Amount FY20
Personal Service	\$ 1,563,967	\$ 2,830,881
Fringe Benefits	\$ 703,785	\$ 1,273,897
Expense & Equipment	\$ 31,462,284	\$ 37,545,051
Total	\$ 33,730,036	\$ 41,649,829

Budget by Category

Centrex Access

Annual Estimated Utilization:

Number of Lines:

		58,800	52,440
Direct Allocation - Expense and Equipment		Budget Amount FY19	Budget Amount FY20
Item	Description		
JR01	Centrex Lines - CenturyLink	\$ 750,000	\$ 681,605
JR02	Centrex Tax & Misc - CenturyLink	\$ 60,000	\$ 54,233
JR03	Centrex Fed End User - CenturyLink	\$ 110,000	\$ 83,288
JR22	Jeff City Music On Hold Circuit	\$ 378	\$ 378
Subtotal Expense and Equipment		\$ 920,378	\$ 819,503
Direct Personnel		\$ 69,445	\$ 86,748
Total Direct Allocation		\$ 989,823	\$ 906,251
Indirect Costs Allocated		\$ 27,456	\$ 28,952
Total Collectable Costs		\$ 1,017,279	\$ 935,203
Collectable Costs / Utilization = Monthly Access Line Cost			
	<u>\$935,203</u> 52,440	\$ 17.30	\$ 17.83
Additional Centrex Charges:			
	FEDERAL UNIVERSAL FUND*	\$ 0.50	\$ 0.50
	MISSOURI UNIVERSAL FUND*	\$ 0.03	\$ 0.03
TOTAL		\$ 17.83	\$ 18.36

Long Distance

Annual Estimated Utilization (in minutes):

35,033,010

46,800,000

Direct Allocation - Expense and Equipment

Item	Description	Budget Amount	
		FY19	FY20
JR04	T1 Terminations/Plexar Tie Lines	\$ 44,961	\$ 42,245
JR05	Dedicated Long Distance Usage	\$ 609,422	\$ 60,000
JR07	Plexar VFG Trunks - AT&T	\$ 1,000,000	\$ 981,459
JR25	SMDR - AT&T	\$ 835	\$ 648
JR26	ARS Package - AT&T	\$ 1,853	\$ 1,741
JR28	Contract Long Distance Service	\$ 967,755	\$ 1,175,986
JR34	LD Terminations (Plexar) - AT&T	\$ 47,532	\$ -
JR52	Network Directory Listing	\$ 15,000	\$ 1,686
JU15	UC LD Circuits	\$ 20,000	\$ -
Subtotal Expense and Equipment		\$ 2,707,358	\$ 2,263,766
Direct Personnel		\$ 110,403	\$ 41,832
Total Direct Allocation		\$ 2,817,761	\$ 2,305,597
Indirect Costs Allocated		\$ 78,160	\$ 73,657
Total Collectable Costs		\$ 2,895,921	\$ 2,379,254

Collectable Costs / Utilization = State Long Distance Cost Per Minute

\$2,379,254
46,800,000

\$ 0.0827

\$ 0.051

Plexar Access

Annual Estimated Utilization
Number of Lines:

43,000

37,992

Direct Allocation - Expense and Equipment

Item	Description	Budget Amount	
		FY19	FY20
JR06	Plexar Lines - AT&T	\$ 521,586	\$ 476,570
JR07	Plexar VFG Trunks - AT&T	\$ 666,666	\$ 654,306
JR08	Plex Fed End User 9ZR - AT&T	\$ 321,006	\$ 308,021
JR09	Plex Fed End Eucl Credit - AT&T	\$ (254,444)	\$ (235,890)
JR10	Plexar Miscellaneous - AT&T	\$ 200,708	\$ 189,862
	Subtotal Expense and Equipment	\$ 1,455,522	\$ 1,392,870
	Direct Personnel	\$ 49,167	\$ 49,743
	Total Direct Allocation	\$ 1,504,689	\$ 1,442,613
	Indirect Costs Allocated	\$ 41,737	\$ 46,087
	Total Collectable Costs	\$ 1,546,427	\$ 1,488,700
Collectable Costs /Number of Lines = Monthly Access Line Cost			
	<u>\$1,488,700</u>	\$ 35.96	\$ 39.18
	37,992		
Additional Plexar Charges:*			
	FEDERAL UNIVERSAL FUND*	\$ 0.11	\$ 0.11
	MISSOURI UNIVERSAL FUND*	\$ 0.04	\$ 0.04
	TOTAL	\$ 36.11	\$ 39.33

Plexar Pricing Policy:

- Lines added after the beginning of the fiscal year will be at cost plus an admin fee if cost is greater than CAP until the next annual CAP is developed.
- Customers pay all install charges.
- The Plex Fed End User Eucl Credit (JR09) is the cost of a Plex Fed End User (JR08) times the number of installed stations.

Cellular/(Wireless)

Annual Estimated Utilization				
Actual Costs		\$	6,954,746	\$ 7,730,980
Item	Description		Budget Amount FY19	Budget Amount FY20
JR41	Wireless Services	\$	6,640,000	\$ 7,730,980
Subtotal Expense and Equipment:		\$	6,640,000	\$ 7,730,980
Direct Personnel		\$	127,040	\$ 171,699
Total Direct Allocation		\$	6,767,040	\$ 7,902,679
Indirect Costs Allocated		\$	187,706	\$ 252,466
Total Allocated Costs		\$	6,954,746	\$ 8,155,145

Rate Calculation:

(Total Collectable Costs - Direct Costs)/Direct Costs = Administrative Percentage				
	\$8,155,145	-\$7,730,980		
	<u>\$7,730,980</u>		4.74%	5.49%

Unified Communications

Annual Estimated Utilization			292,800	287,364
Direct Allocation - Expense and Equipment				
Item	Description		Budget Amount FY19	Budget Amount FY20
JU04	Core UC Structure	\$	431,233	\$ 186,264
JU05	Maintenance on Core Structure	\$	1,475,711	\$ 1,736,167
JU08	PSTN Trunks	\$	953,000	\$ 23,591
JU26	SIP Trunking	\$	-	\$ 374,400
Subtotal Expense and Equipment:		\$	2,859,944	\$ 2,320,421
Direct Personnel		\$	702,376	\$ 814,125
Total Direct Allocation		\$	3,562,320	\$ 3,134,546
Indirect Costs Allocated		\$	98,812	\$ 100,139
Total Allocated Costs		\$	3,661,132	\$ 3,234,685

Rate Calculation:

Total Collectable Costs / Utilization = Per unit Rate				
	\$3,234,685	\$	12.50	\$ 11.26
	<u>287,364</u>			

Unified Communications Call Queue

Annual Estimated Utilization

17,352

Direct Allocation - Expense and Equipment

Item	Description	Budget Amount FY19	Budget Amount FY20
JU26	SIP Trunking	\$ -	\$ 406,400
	Subtotal Expense and Equipment:	\$ -	\$ 406,400
	Direct Personnel	\$ -	\$ -
	Total Direct Allocation	\$ -	\$ 406,400
	Indirect Costs Allocated	\$0	\$ 12,983
	Total Allocated Costs	\$ -	\$ 419,383

Rate Calculation:

Total Collectable Costs / Utilization = Per unit Rate

$$\frac{\$419,383}{17,352}$$

\$ 38.050 \$ 24.17

16,560

Unified Communications Call Center

Annual Estimated Utilization 19,368 21,600

Direct Allocation - Expense and Equipment

Item	Description	Budget Amount FY19	Budget Amount FY20
JU23	Call Center	\$ 242,517	\$ 185,028
	Subtotal Expense and Equipment:	\$ 242,517	\$ 185,028
	Direct Personnel	\$ -	\$ -
	Total Direct Allocation	\$ 242,517	\$ 185,028
	Indirect Costs Allocated	\$ 6,727	\$ 5,911
	Total Allocated Costs	\$ 249,244	\$ 190,939

Rate Calculation:

Total Collectable Costs / Utilization = Per unit Rate				
<u>\$190,939</u>	\$	12.87	\$	8.84
21,600				

WAN

Annual Estimated Utilization
Number: 640,596

Estimated Cost:
Direct Allocation - Expense and Equipment

Item	Description	Budget Amount FY19	Budget Amount FY20
JW01	WAN Hardware/Software	\$ -	\$ 4,602,973
	Subtotal Expense and Equipment	\$ -	\$ 4,602,973
	Direct Personnel	\$ -	\$ 1,448,300
	Total Direct Allocation	\$ -	\$ 6,051,273
	Indirect Costs Allocated	\$ -	\$ 193,319
	Total Allocated Costs	\$ -	\$ 6,244,592

Rate Calculation:

Collectable Costs / Number = Rate				
<u>\$ 6,244,592</u>	\$	9.75	\$	9.75
640,596				

Enterprise Fax Service:

Annual Estimated Utilization
 Number: 3,181,890 3,909,000

Estimated Cost:
 Direct Allocation - Expense and Equipment

Item	Description	Budget Amount	
		FY19	FY20
457	DistSys Biscom Software Maintenance	\$ 22,000	\$ 45,726
879	Biscom Tools, Utilities, Training	\$ 2,500	\$ 2,500
JF01	Data Center Cost	\$ 8,832	\$ 8,832
JF02	Depreciation	\$ 9,900	\$ 11,000
	Subtotal Expense and Equipment	\$ 33,332	\$ 68,058
	Direct Personnel	\$ 65,400	\$ 65,690
	Total Direct Allocation	\$ 98,732	\$ 133,748
	Indirect Costs Allocated	\$ 7,836	\$ 4,273
	Total Allocated Costs	\$ 106,568	\$ 138,021

Rate Calculation:

Collectable Costs / Number = Rate

$$\frac{\$ 138,021}{3,909,000} = \$0.04$$

Rate History

CAP Rates	FY17	FY18	FY19	FY20
Centrex Access	\$ 18.63	\$ 18.10	\$ 17.30	\$ 17.83
Long Distance	\$ 0.082	\$ 0.085	\$ 0.083	\$ 0.05
Plexar Access	\$ 24.78	\$ 35.67	\$ 35.96	\$ 39.18
Voice Mail	\$ 2.47	\$ 3.83	\$ 5.59	\$ 6.19
Pass-Through Telephone/Data Service	3.80%	3.80%	3.80%	5.02%
Toll-Free	\$ 0.043	\$ 0.049	\$ 0.046	\$ 0.045
Internet	\$ 1.18	\$ 1.47	\$ 1.22	\$ 1.18
Network Core	\$ 0.23	\$ 0.26	\$ 0.26	\$ 0.24
Wireless	3.77%	4.74%	4.74%	5.49%
Unified Communications	\$ 19.56	\$ 13.40	\$ 12.50	\$ 11.26
Unified Communications-Call Center	\$ 3.04	\$ 10.32	\$ 12.87	\$ 8.84
Unified Communications Call Queue				\$ 24.17
WAN				\$ 9.75
Fax				\$ 0.04
ISDN Calls	\$ 0.13	\$ 0.13	\$ 0.13	\$ 0.13
Directory Assistance				
Intrastate	\$ 1.99	\$ 1.99	\$ 1.99	\$ 1.99
Interstate	\$ 1.99	\$ 1.99	\$ 1.99	\$ 1.99
Toll				
Conference Calls				
Progressive	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Meet-Me	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00

* NOTE: Charges may apply if a scheduled conference is canceled without adequate advance notice.

FY20 Network & Internet

AGENCY	service factors							Sub	Network			Internet
	Core	BC	FW	VPN	Mgmt	WLAN	Total		Lesser of FTE or AD	Core Multiplier	0.2393	1.18
											Monthly Network Core	Monthly Internet
Agriculture	1	1	1	1	1	1	6	1	372	2,235	535	441
Attorney General's Office	1	0	0	0	0	0	1		342	342	82	404
Conservation	1	0	0	0	0	0	1		1,628	1,628	389	1,925
Corrections	1	1	1	1	1	1	6	1	10,364	62,184	14,880	12,260
DED - PSC	1	0	0	0	0	0	1		178	178	43	211
DESE	1	1	1	1	1	1	6	1	838	5,030	1,204	992
DESE - Voc Rehab	1	1	1	1	1	1	6	1	471	2,826	676	557
DED - Div of Energy	1	1	1	1	1	1	6	1	31	189	45	37
DPS - Adjutant General	1	1	1	1	1	1	6	1	381	2,289	548	451
DPS - Capitol Police	1	1	1	1	1	1	6	1	31	186	45	37
DPS - Director's Office	1	1	1	1	1	1	6	1	117	699	167	138
DPS - Fire Safety	1	1	1	1	1	1	6	1	68	408	98	80
DPS - SEMA	1	1	1	1	1	1	6	1	105	630	151	124
Economic Development	1	1	1	1	1	1	6	1	566	3,397	813	670
Ethics Commission	1	0	1	0	1	1	4		24	95	23	28
Gaming Commission	1	0	0	0	0	0	1		109	109	26	129
Governor's Office	1	1	1	1	1	1	6		28	168	40	33
Health and Senior Services	1	1	1	1	1	1	6	1	1,730	10,381	2,484	2,047
Higher Education	1	1	1	1	1	1	6	1	53	316	76	62
House	1	0	0	0	0	0	1		428	428	102	506
Insurance	1	1	1	1	1	1	6	1	184	1,103	264	218
Insurance - Credit Union	1	1	1	1	1	1	6	1	7	42	10	8
Insurance - Finance	1	1	1	1	1	1	6	1	101	609	146	120
Insurance - Pro Reg	1	1	1	1	1	1	6	1	234	1,402	336	276
Labor & Industrial Relations	1	1	1	1	1	1	6	1	653	3,917	937	772
Legislative Research	1	0	0	0	0	0	1		20	20	5	24
Lottery Commission	1	0	0	0	0	0	1		150	150	36	177
Lt. Governor's Office	1	1	1	1	1	1	6		7	45	11	9
Mental Health	1	1	1	1	1	1	6	1	7,315	43,892	10,503	8,654
MSHP	1	0	0	0	0	0	1		2,539	2,539	607	3,003
MO VET BLOOMFIELD	1	1	1	1	1	1	6	1	8	48	11	9
MO VET CAMERON	1	1	1	1	1	1	6	1	143	858	205	169
MO VET CAPE GIRARDEAU	1	1	1	1	1	1	6	1	93	558	134	110
MO VET COM	1	1	1	1	1	1	6	1	78	468	112	92
MO VET FT L WOOD	1	1	1	1	1	1	6	1	7	42	10	8
MO VET HIGGINSVILLE	1	1	1	1	1	1	6	1	8	48	11	9
MO VET JACKSONVILLE	1	1	1	1	1	1	6	1	5	30	7	6
MO VET MEXICO	1	1	1	1	1	1	6	1	91	546	131	108
MO VET MT VERNON	1	1	1	1	1	1	6	1	131	786	188	155
MO VET SPRINGFIELD	1	1	1	1	1	1	6	1	10	60	14	12
MO VET ST JAMES	1	1	1	1	1	1	6	1	96	576	138	114
MO VET ST LOUIS	1	1	1	1	1	1	6	1	279	1,674	401	330
MO VET WARRENSBURG	1	1	1	1	1	1	6	1	149	894	214	176
Natural Resources	1	1	1	1	1	1	6	1	1,354	8,124	1,944	1,602
OA	1	1	1	1	1	1	6	1	803	4,818	1,153	950
OA-ITSD	1	1	1	1	1	1	6	1	950	5,697	1,363	1,123
Public Defenders	1	0	0	0	0	0	1		594	594	142	702
Revenue	1	1	1	1	1	1	6	1	1,097	6,580	1,575	1,297
Secretary of State	1	1	0	0	0	0	2		211	422	101	250
Senate	1	0	0	0	0	0	1		204	204	49	242
Social Services	1	1	1	1	1	1	6	1	6,568	39,409	9,430	7,770
State Auditor's Office	1	0	1	0	0	1	3		110	329	79	130
State Courts Administrator	1	0	0	0	0	0	1		3,025	3,025	724	3,579
State Treasurer's Office	1	1	1	0	1	1	5		43	213	51	50
Transportation	1	1	0	0	0	0	2		5,224	10,448	2,500	6,180
TOTAL	55	42	42	39	41	42	261	37	50,354	233,886	55,965	59,566